



Developing a Collective Impact
Strategy for Youth-Related
Issues in Wood Buffalo:

MEETING 2 REPORT

This report presents the proceedings from the second meeting in Social Prosperity Wood Buffalo's workshop series, Developing a Collective Impact Strategy for Youth-Related Issues in Wood Buffalo. The report reviews the lectures and discussions that took place during the meeting and summarizes the knowledge generated during the asset mapping exercise. It concludes with results from the workshop evaluation.



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1.0 Developing a Collective Impact Strategy for Youth-Related Issues in Wood Buffalo

This workshop series brings together stakeholders from across the community to develop a collective impact strategy to address youth-related issues in Wood Buffalo. The second workshop included a short lecture on systems thinking and engaged participants to develop an asset map of the system encompassing youth in Wood Buffalo. The mapping exercise was designed to help the group delve deeper into this system by identifying where youth live, go to school, work, and play, where youth services are located, who the potential and real partners are for this work, and who the key leaders are. The asset map was then used to begin surfacing the three preconditions for collective impact: influential leaders, adequate resources, and urgency of issue. Sarah Cadue from the Regional Municipality of Wood Buffalo also shared socio-demographic data about youth from the 2012 Municipal Census, adding to the knowledge generated during the mapping exercise.

Subsequent workshops in this series will involve:

- Creating a common agenda or shared vision for collective impact
- Developing a shared measurement system
- Identifying mutually reinforcing activities
- Working to secure backbone support for the continuation of the initiative

1.1 Meeting 2, Intended Outcomes

Meeting 2 was designed to:

1. Provide an opportunity for reflection on our first meeting, lessons learned and relationship-building
2. Engage participants in creating a social asset map of the system encompassing youth in Wood Buffalo
3. Identify influencers and issues for our discussion on pre-conditions for collective impact
4. Determine the readiness for a common agenda discussion, information and individuals/groups we need to involve to have that discussion

1.2 Meeting 2 Attendees

Participants in the second workshop in this series included representatives from:

- 868 Air Cadets
- Alberta Health Services
- Fort McMurray Family Crisis Society
- Fort McMurray Public School Board
- Justin Slade Youth Foundation
- Keyano College
- Parks Communication



- McMan
- Regional Municipality of Wood Buffalo
- Some Other Solutions
- St. Aidan's Society
- The Legacy Children's Foundation
- Leadership Wood Buffalo
- Wood Buffalo Food Bank Association
- KAOS Radio
- Social Prosperity Wood Buffalo

2.0 Establishing Ground Rules

At the beginning of the second meeting, Nancy Mattes, Director of Social Prosperity Wood Buffalo, led participants to create a set of ground rules for our collective work. The purpose of establishing these ground rules is to agree as a group to adhere to norms of behavior that will:

- enable all participants to contribute to their full potential,
- help to build trust, and
- create a safe environment for having meaningful and at times difficult conversations

Ground Rules
Respect & no bullying
No cellphones
No sidebar conversations
Adhere to time limits
Listening (be conscious)
Be attentive
Be authentic
Park personal agendas at the door and think about what is best for youth in Wood Buffalo



3.0 Reflecting on Meeting 1

Before moving forward, Project Officer Katharine Zywert reviewed the report from the first workshop and asked participants whether they had any reflections they wanted to share. ([Click here](#) to view the full Meeting 1 Report.)

She then discussed some of the work SPWB had done since the first meeting, including:

1. Inviting people and organizations that were identified during the September workshop to join the process.
2. Planning a full day session on February 10th to begin creating a common agenda for collective impact.

In response to participants' comments and evaluations, the project team also reflected on the need to:

1. Develop a strategy to meaningfully involve youth in this process.
2. Move toward a common agenda discussion to determine which issue this initiative wants to address.

Reiterate that while collective impact works at the systems level to create a new structure for addressing complex community issues, advocating for this approach is not meant to criticize or judge existing programs. The programs, services, and partnerships that currently exist in the community provide essential supports to youth in Wood Buffalo. A collective impact approach is meant to supplement existing efforts.



4.0 Systems Thinking Lecture

To help us think more strategically about the system encompassing and including youth in Wood Buffalo, Dr. Katharine McGowan gave a short lecture to describe the key components of a system and discuss why it can be helpful to view complex issues through this lens.

Systems are composed of components, have structure, and exist within a larger environment. Systems thinking emphasizes the importance of the relationships between components and helps us to understand system dynamics (or how things work). Because the systems in question are complex, systems thinking emphasizes that we must consider systems from multiple perspectives if we want to understand more about the behaviour(s) and characteristics of the whole.

The human body is a good example of a system. As a system it has components (organs, cells) and also behaves as a whole (an individual) that is more than the sum of its parts. We can draw boundaries at different levels (we might want to think only about the liver, the respiratory system, or explore how two people interact), and different perspectives are required to understand the whole (from the microscope to the zoom lens). Like all systems, disturbance in one area can have ramifications for other parts of the system. As a runner, Katharine uses the example of developing an injury in her hip that upon closer examination was revealed to originate in her foot.

Thinking in systems is helpful because understanding the connectedness of the system allows us to identify where to intervene to achieve the greatest effect, or even transformation. Thinking about the system does not always mean considering the 'big picture.' Instead, it makes explicit our perspectives and decisions. Systems thinking helps us to understand problems and solutions not in isolation, but as part of a broader set of interconnected elements, enabling us to determine how we might influence the system's internal dynamics and/or overall behavior.

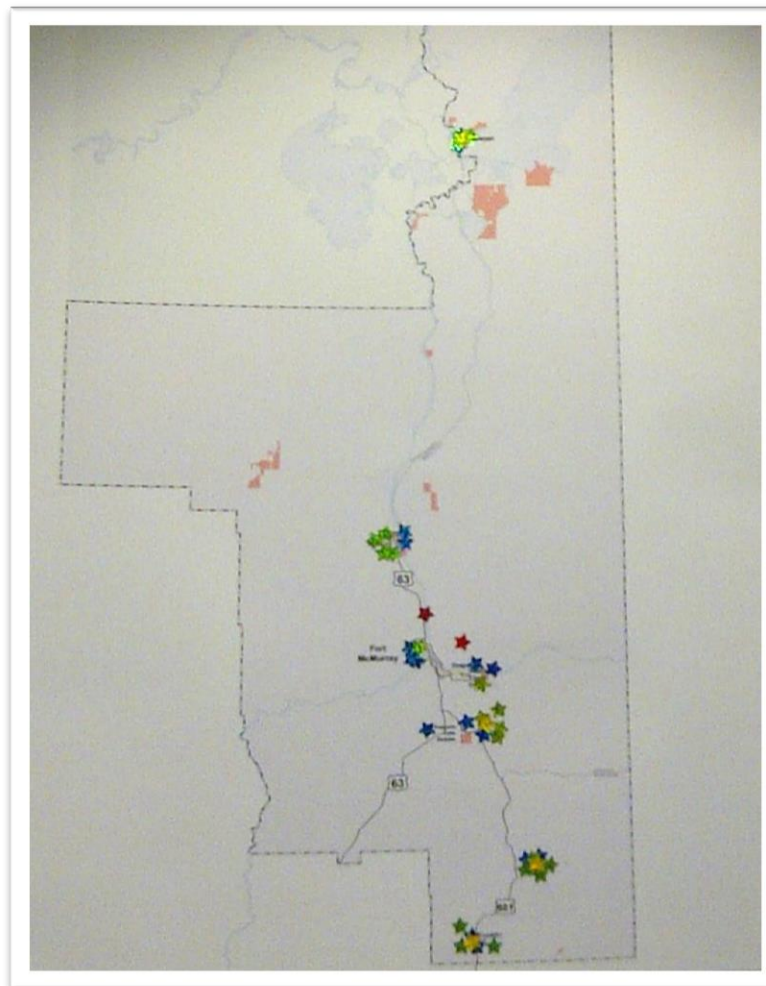
5.0 Building an Asset Map

Most of the second meeting was spent developing an asset map of the system encompassing youth in Wood Buffalo. The mapping exercise was designed to help the group delve deeper into this system in order to begin surfacing the three preconditions for collective impact: influential leaders, adequate resources, and urgency of issue. Two maps were generated: one for the city of Fort McMurray and the other for the Region of Wood Buffalo. Participants placed stars on the map and recorded the programs and services, partners, and leaders in lists that have been included below.

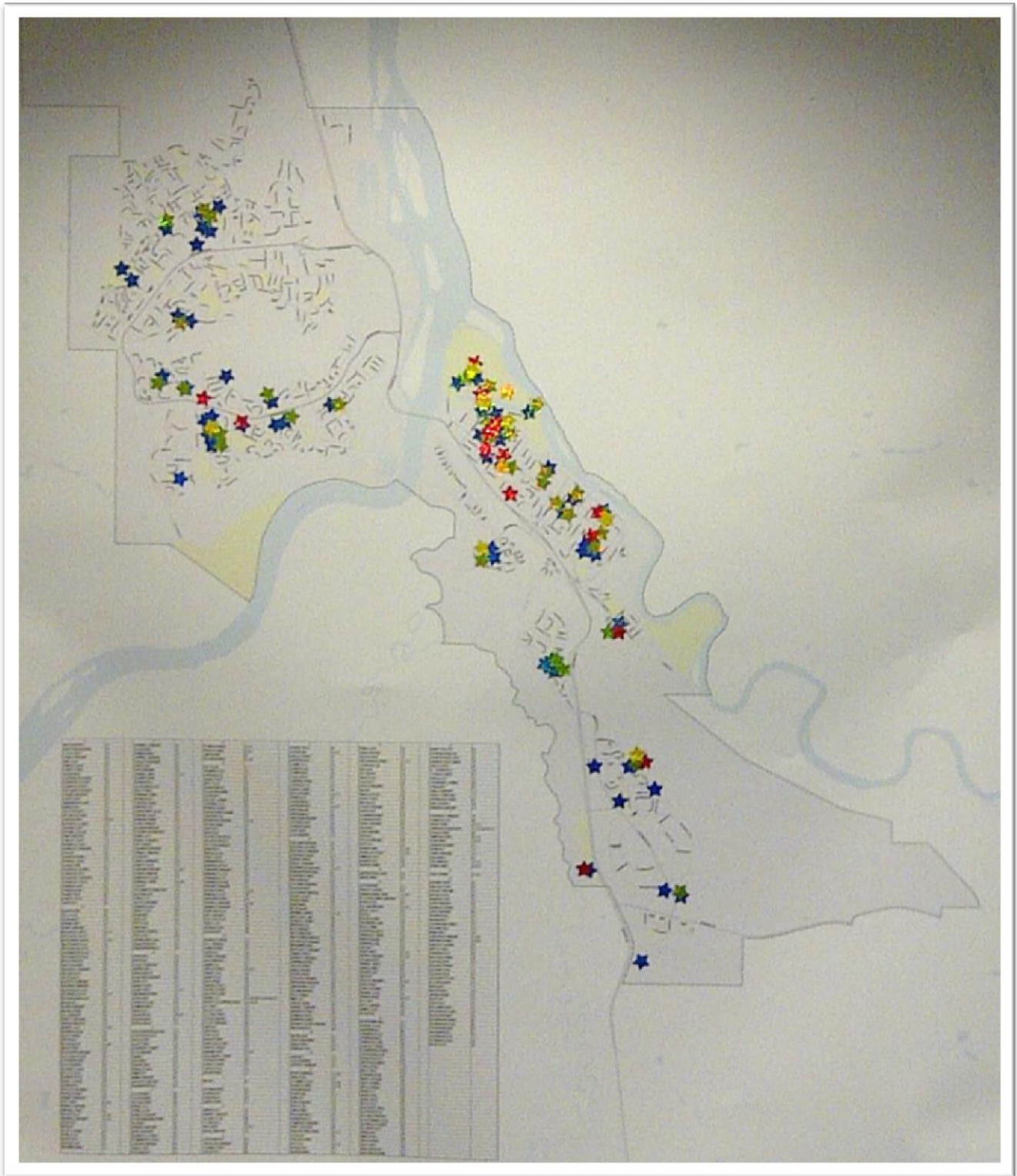
Based on their experience and expertise, participants were asked to respond to the following questions to populate the map:

1. Where do youth live, go school, work and play? (Blue stars)
2. Where are the youth programs and services? (Green stars)
3. Who are the current and potential partners for this work? (Red stars)
4. Who are the current and potential key leaders with/for youth? (Yellow stars)

5.1 Wood Buffalo Asset Map



5.2 Fort McMurray Asset Map





5.3 Lists of Programs and Services, Partners, and Leaders Accompanying the Asset Maps

Social Services for Youth

- | | |
|---|---|
| <ul style="list-style-type: none"> •Big Brothers, Big Sisters •Boys & Girls Club •Air and Army Cadets •The Airport Authority •Rotary Club (RotorAct, InterAct) •All churches •Child & Family Services •Individual Social Workers •Wood Buffalo Arts Council •S.O.S. •S.A.S.P. •Summer Rec Program (free) •Mentor Program •Community Helpers •Family Crisis Society •Unity House •Conklin Community Centre (1 time / wk) •Janvier Health Centre (1 time / wk) •Fort McKay Community Centre (2 /mth) •Anzac School (2/mth) •Addiction counselling •YMCA @ W.W. •Big Brothers Big Sisters •Air Cadets •RMWB programs for youth; 12-19 •Regional communities •S.Y.S.S. (stepping stones) •Girls Inc. •Boys & Girls Club •N.F.C. (youth programs, ie. boxing) •Justin Slade Drop In - Park •S.A.P. •MacDonald Island Park •MGA youth programs •Other church youth clubs | <ul style="list-style-type: none"> •St. Aidan's •Heritage Park •MacDonald Island Park •United Way •RMWB •Food Bank •UNITY charity •Public Library •Paul Martin Foundation (Aboriginal Focus) •McTavish School - Dance •Northern Elements Crew •Holy Trinity Dance Academy •Safe Communities Wood Buffalo (youth) •St. Aidan's •McMan •FMM Chess Club •Salvation Army (clothing for youth) •Social Justice Clubs (in high school) •Keyano College •Alberta Health Services •Health Promotion •Healthy Living •Mental Health •Addictions •Public Health •Sports •Minor / Junior •Baseball •Swim Club •Dance •Field Hockey •Mac Island Programs •Metis Local •Nistawayou Friendship Centre |
|---|---|

Existing and Potential Partners: Government

Federal	Provincial	Municipal
<ul style="list-style-type: none"> •Airport •RCMP •Service Canada <ul style="list-style-type: none"> •Homelessness •Indian Affairs •Metis Association 	<ul style="list-style-type: none"> •FCSS •CFSA •AHS •Mental Health •Health Promotion •Healthy Living •Addictions •Teen Sexual Health •Department of Education •Metis Association •Keyano College •NADC •Jr. Achievement •Community Futures •Justice (youth) •Wood Buffalo Housing 	<ul style="list-style-type: none"> •Community Services •Transit •NCD •City Center •Library <ul style="list-style-type: none"> •T.A.B. •MACOY •Mayor & Council

Existing and Potential Partners: Business

<ul style="list-style-type: none"> •Tim Horton's •Grocery Stores •Jonha's Pizza Shop •Canadian Tire •Dollar Store •Pizza 73 •Super Store •Safeway •Conoco Phillips •Suncor •Syncrude •Telus •Shaw •Fort McKay Group of Companies 	<ul style="list-style-type: none"> •Waste Management •ACFN •Metis Local •BP's •Cenovus •Shell •Total •Chamber of Commerce •Nexen •RBC - youth program •Servus Credit Union •Tervita •NAABA
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Existing and Potential Partners: Social Profit

- | | |
|---|--|
| <ul style="list-style-type: none"> •S.O.S. •S.A.S.P. •Summer Rec Program (free) •Mentor Program •Community Helpers •Family Crisis Society •Unity House •Conklin Community Centre (1 time / wk) •Janvier Health Centre (1 time / wk) •Fort McKay Community Centre (2 /mth) •Anzac School (2/mth) •Addiction counselling •YMCA @ W.W. •Big Brothers Big Sisters •Air Cadets •RMWB programs for youth; 12-19 •Regional communities •S.Y.S.S. (stepping stones) •Girls Inc. •Boys & Girls Club •N.F.C. (youth programs, ie. boxing) •Justin Slade Drop In - Park •S.A.P. •MacDonald Island Park •MGA youth programs •Other church youth clubs | <ul style="list-style-type: none"> •Paul Martin Foundation (Aboriginal Focus) •McTavish School - Dance •Northern Elements Crew •Holy Trinity Dance Academy •Safe Communities Wood Buffalo (youth) •St. Aidan's •McMan •FMM Chess Club •Salvation Army (clothing for youth) •Social Justice Clubs (in high school) •Keyano College •Alberta Health Services •Health Promotion •Healthy Living •Mental Health •Addictions •Public Health •Sports •Minor / Junior •Baseball •Swim Club •Dance •Field Hockey •Mac Island Programs •Metis Local •Nistawayou Friendship Centre |
|---|--|

Key Leaders

- | | |
|--|---|
| <ul style="list-style-type: none"> •Norma Shaw (and RMWB) •Mayor Blake •Diane Shannon •Mac Island: Michael •Stepping Stones •Board of Education •Rick Kirschner •Andrew Bensen | <ul style="list-style-type: none"> •Jina Burn (chess club) •Big Brothers, Big Sisters •MACOY •Mandy MacDonald/ Jason (JSYF) •Students in Santa's Anonymous •Teens for change •Unusual Suspects |
|--|---|

6.0 Socio-demographic Profile of Youth in Wood Buffalo¹

2012 MUNICIPAL CENSUS – Presented by Sarah Cadue, Social Planner, The Regional Municipality of Wood Buffalo. Socio-demographic data prepared by Kodjo Efu, Social Planner, Regional Municipality of Wood Buffalo.

This presentation displayed socio-demographic snapshots of youth in Wood Buffalo including:

- Distribution by age
- Distribution by gender
- Distribution by number of people per household
- Distribution by location (neighbourhood)
- Distribution by ethnicity
- Distribution by sector of employment (as asset map)

The information presented was largely gathered from the *2012 Municipal Census Count Yourself In!* and was correlated to the youth age categories (ages 10-14 years old and 15-19 years old). The Socio-demographic information and snapshots presented at the Social Prosperity Wood Buffalo Workshop #2: *Developing a Collective Impact Approach for Youth* Workshop has not yet been released by the Community Services Department, Social Planning Program, and were created for the purposes of this presentation and for the addition into a Municipal Youth Strategy being developed. The following is a summary of those snapshots and tables in preliminary analysis form. A final version of these snapshots and other socio-demographics will be released in 2014.

6.1 Contents of Presentation:

Definition of Youth

What do we mean by the term “youth?”

The presenter detailed that one obvious way to define youth is by chronological age. Most sources consulted for this presentation defined youth as starting at around 13 years of age, and ending either at the end of, or soon after the teen years (19 years old). For some services, such as employment assistance and leadership development, youth services extend further to 24 years of age. Youth is often characterized as a transition period, going from a life stage when one is cared for, to one where the person is living independently. This transition is defined by such milestones as acquiring education, moving into the workforce, leaving the family home, forming significant relationships with others, and assuming the rights and responsibilities of being a citizen and a member of society. As for

¹ This summary was written by Sarah Cadue, Social Planner with the Regional Municipality of Wood Buffalo. The socio-demographic data presented will be included in the Municipal Youth Strategy currently being developed by the Regional Municipality of Wood Buffalo, Community Services, Neighbourhood and Community Development Branch.

local definitions of youth, 12-18 years old is the Y-Connect age range and 19-24 years old is Provincial age range used.

Socio-demographic profile of youth in Wood Buffalo

The information and tables presented included:

- i. Age distribution
- ii. Sex/gender distribution
- iii. Distribution by location (neighbourhood)
- iv. Distribution by number of persons per household
- v. Distribution by ethnicity
- vi. Distribution by employment sector (asset map)

Distribution by age group

The first socio-demographic snapshot presented was the distribution of youth by age group. The 2012 Municipal Census breaks down age into categories 10-14 years old, and 15-19 years old. Out of the total population in Wood Buffalo, there was a total of **3098** youth aged 10-14 years old, or 4.8% and **3282** youth aged 15-19 years old, or 5.2%. In 2010, that percentage was 5.5% in the 10-14 age category and 5.6% in the 15-19 age category. Comparing age groups between 2010 and 2012 a slight decrease can be observed over time. “Both age groups of 10-14 years old and 15-19 years old have changed since 2000 by more than 4%, however, all the age groups of 20-24, 25-29, 30-34, 50-54, 55-59, 60-64 and 65-69 have all increased since 2000” (*Municipal Census 2012 Count Yourself In!*, page 45).

Distribution by Sex/Gender:

The youth distribution by sex/gender showed that of youth aged 10-14 years old, there were more males than females. The percentage of males at 52.406 % and females was 47.594%. Similarly, for 15-19 years old, 52.983 % were males and 47.017% were females.

Distribution – Number of persons per household

The distribution of number of persons per household of youth aged 10-14 years old shows a higher percentage of youth living in four person household, at 41.09%, next was five person households at 24.34%. For youth aged 15-19 years, 36.54% lived in four person households, 20.68% in three person households.

Distribution by Ethnicity (self-identified)

Ethnicity data shows that the higher percentage of youth aged 10-14 years old are in the Caucasian ethnicity category at 67.32%. Next, is Native Aboriginal at 10.24% and South Asian at 9.61% With the age category of 15-19 years old, the higher percentages of youth were in the Caucasian category at 71.94%, 11.20% Native Aboriginal category, and 6% South Asian.



Distribution by Location (Neighbourhood)

In terms of where youth live, the distribution by location (neighbourhood) of youth aged 10-14 years indicated that a higher percentage of youth live in the Timberlea area, at 48.45%. Respectively, Thickwood Heights at 23.72% and then the Lower Townsite (City Center) was 7.78%. Similar distributions are shown for the 15-19 years age category, with 39.51% in Timberlea, Thickwood Heights (26.58%) and Lower Townsite (10.54%)².

Distribution by Sector of Employment

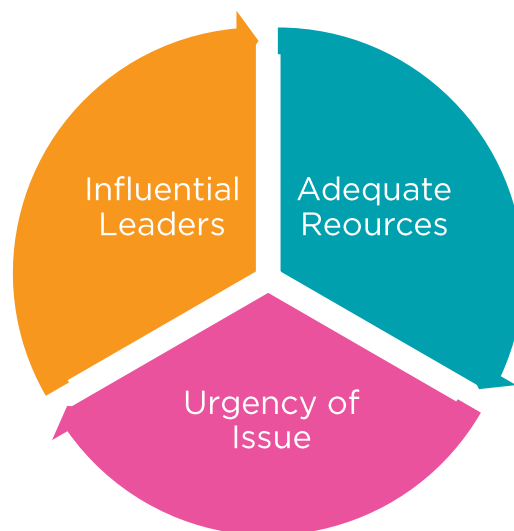
Youth aged 15-19 years old were working primarily in the “other services” category (arts, entertainment, recreation, accommodation and food services), at 33.6%, second to retail trade at 32.6%, and resource-based industries at 15%. The location of where youth worked was also mapped for a general asset mapping exercise.

The socio-demographic profile of youth in Wood Buffalo attempted to give the audience an idea of where youth live, work and play. Knowing the socio-demographics of the population and the characteristics of that population is important for planning, decision-making and further research.

² The socio-demographics presented are the highest percentages. Not all of the socio-demographic data in the snapshots are shared in this summary (i.e., other locations such as rural and outlying communities).

7.0 Surfacing the Preconditions for Collective Impact

When establishing a collective impact initiative, it can be helpful to consider whether the necessary supports to sustain collective impact exist within the community. Preconditions for collective impact include having an urgent issue, securing adequate resources, and engaging influential leaders to champion the work.³



The asset mapping exercise helped to surface influential leaders and resources in the community. The lists of partners generated alongside the map include real and potential leaders as well as organizations and individuals who may be willing to contribute time, funding, or other resources to the collective impact initiative.

The mapping exercise revealed less about the urgent issues impacting youth in the community. However, reflecting on both the demographic data collected by the RMWB and the asset map, participants noticed a disconnect between where youth live and where services for youth are offered. Participants explored the need to have nodes of service throughout the community as well as the need to find leaders within neighborhoods. This discussion also reiterated the group's desire to move toward exploring the issues in order to develop a shared vision. In this, participants noted that there are many sources of data about youth issues within the community and that reviewing this data would be a helpful way to consider the issues that have already been identified. They also discussed involving youth in this process.

³ Innoweave: The Collective Impact Opportunity developed by Tamarack: An Institute for Community Engagement, September 2013.



8.0 Conclusion and Next Steps

At the second meeting in the Collective Impact Workshop Series, participants created a social asset map of the system encompassing youth in Wood Buffalo, learned about socio-demographic trends relating to youth in the community, and used the map to discuss the three preconditions for collective impact. At the end of the meeting, participants were asked to demonstrate whether they feel ready to move toward establishing a common agenda. One side of the room was said to represent the belief that we are ready to develop a shared vision, while the other side represented not being ready for this discussion. Participants were asked to line up along this continuum and the SPWB team was pleased to see that most participants are ready to move toward discussing urgent issues related to youth in order to develop a shared vision for this work.

Next steps for the Social Prosperity Wood Buffalo team:

1. Convening a full day session to develop a common agenda on February 10th, 2014.
2. Synthesizing existing data related to youth in Wood Buffalo to inform the common agenda session.
3. Engaging partners and leaders identified through the asset mapping exercise to join this process.

Next steps for community partners:

1. Plan to attend the common agenda meeting on Monday February 10th, 9am – 4pm, location TBD.



Appendix A: Full Notes from Discussion About the Preconditions for Collective Impact

- Lack of balance re: resources
 - 45% of youth live in Timberlea, services not located there
- Services are downtown
- Good to have nodes of services around the city
- Missing understanding of relationship between where youth live and household income
- Wood Buffalo Housing located in Timberlea
- Youth have nothing to do
- It's not just low-income youth "causing problems"
- In Timberlea and in Wood Buffalo Housing, it is a mixed population
- There are issues in all segments of the population
- Need for more services for youth in Timberlea
- Part of the issue is with the development of housing; packing families into areas, not enough places to go / things to do in those neighborhoods
- Community planning
- Demographics show need for services where youth live
- Lack of leaders in neighborhoods
- Heated bus shelters/adequate transportation for youth
- No new development South of the bridge in a long time
 - This will change with land release
- Access to programming and office space in areas where youth live
- Need to have an issue
- Include youth in conversation
- Approach student body of each school
 - Need to do this outside of school time
- Use data we already have
- Youth were involved in the development of the social plan
- Opportunity to review existing data
- Schools have not had access to this data (developmental assets)
- If data was more open, it would engage people in a new way
- Presentation on developmental assets is available to schools
- In general there is a need to create effective channels to apply existing data
- Don't reinvent the wheel



Appendix B: Evaluation of Meeting 2

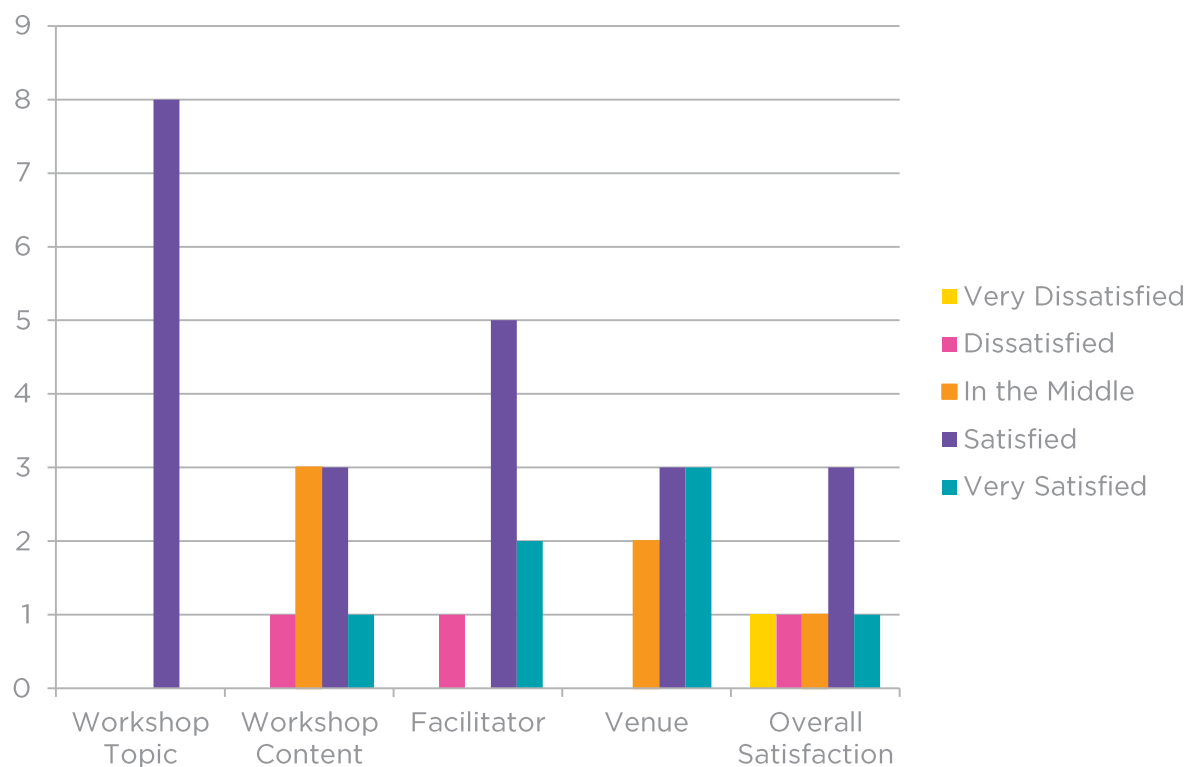
Number of Attendees: 24

SPWB Staff and Guests: 3

Number of Survey Respondents: 8

Percentage of Wood Buffalo Attendees who Completed This Evaluation: 33%

1. Please rate your satisfaction with the following aspects of the second meeting in the Collective Impact Workshop Series:

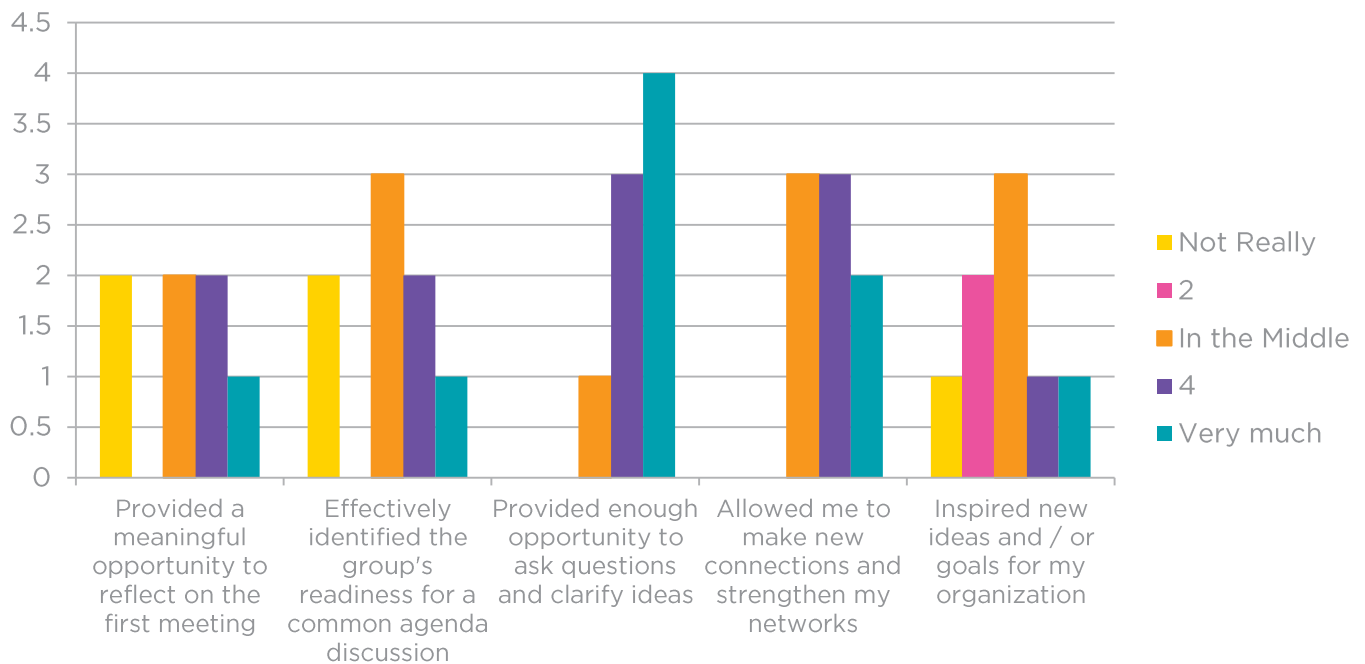


Comments:

- Dr. McGowan is very well spoken and knows her subject matter very well. She did a great job of facilitating the workshop.
- At this workshop, it seemed that Nancy had a tendency to use sarcasm as a way to interact with participants. I can see that she is lovely and means well - however several comments were made through out the session that could have been interpreted as demeaning including "you're not sorry" as a response to someone who apologized after the break. Based on this second meeting, I will not attend a full day in February unless I can see that the material and my input will be of value - which I did not see today.

- c) Very difficult topic - just when you figure youth out they are adults. However, topic well explored and physical barriers explained.
- d) terrible room for a workshop due to buy kitchen

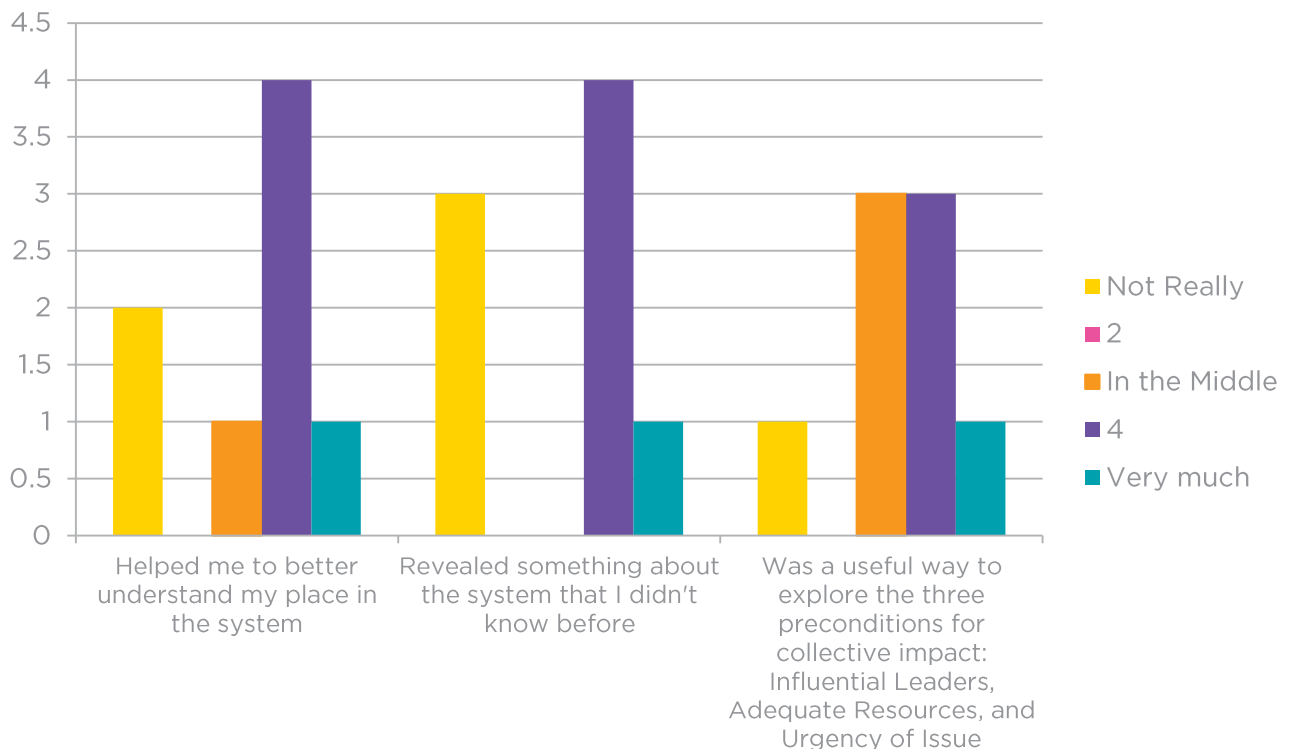
2. The second meeting in the Collective Impact Workshop Series:



Comments:

- a) The information was interesting but there was nothing really new that wasn't already on my radar especially since my husband and I are the parents of two youth in this community (socio-demographic information/mapping). I did come to the realization though that I have been out of the academic world and work world for far too long. Lots of "language" going around the room that just isn't part of my everyday vocabulary. Made the afternoon seem very academic to me and less practical.
- b) Even though this question was asked, I also had a hard time seeing how this meeting was different from the first meeting in identifying the key people. Not a valuable use of my time. A question at the end to have people move to one side of the room or the other to identify group's readiness for a common agenda discussion - I think was misleading. In my perspective, If you had done this same exercise at the first meeting, I think you would have had the same results.

3. Creating the Social Asset Map of the system encompassing youth issues in Wood Buffalo:



Comments:

- I'm not sure that a review of the youth demographics (where they live, work, go to school etc) is a sufficiently detailed social asset map to move forward with. I did not hear any "urgency of issue" -- what is the urgency of issue? Is building a youth center on the north side of the city an urgency of issue?
- I am pretty clear about the system and where I fit and our agency fits.
- The results were not earth shattering. The population is denser in the Timberlea/Thickwood area so you would expect to see more schools, more youth etc. . One would also expect to see many of the services, and jobs for youth in the downtown where those agencies and businesses are located. Due to the large residential focus in Thickwood/Timberlea, I also expected to see a lack of services for youth in that area as there is no where to house them.
- Sarah's presentation from the municipality was informative - but I feel that we could have looked over the same information on line had we been provided a link.

3. The most useful aspects of the second meeting in the Collective Impact Workshop Series were...

- a) Having Sarah from the RMWB was a wonderful addition to the workshop. She provided new information that added to the discussion about youth
- b) asset map
- c) Realizing the central role RMWB plays in this process
- d) It's always good to connect with other community resources and to have the discussions about community needs.
- e) Meeting different people involved with planning and agencies that work with youth was helpful. It would have been better had more hands on agencies been there who actually provide direct services to youth. It was very heavy on the social planning side of things which tends to lead to lots of theoretical knowledge but little in the trenches experience. A representative from Municipal Council would have been good to have in the room.
- f) Actually seeing where youth live and where the facilities are - need better connections for youth.
- g) Maps. data to support "feeling" of where the needs are

4. The second meeting in the Collective Impact Workshop Series would have been more useful if...

- a) That the participants followed the ground rules.
- b) There was a clearer understanding of real youth issues esp. alcohol use, drug use, violence
- c) I am really struggling with the lack of a goal or identified issue to work on. I know it's coming but from my experience in this community not having that goal is preventing key people from coming to the table.
- d) More direct providers of youth programming or people who work directly with youth were involved.
- e) Stats information was presented with enthusiasm
- f) We can engage the youth , get an Idea of what they desire, start where the youth are

5. I could have used more information about...

- a) I still think that the group is struggling with the concept of finding a common agenda. It is a very abstract concept to many organizations. The second session was a bit repetitive from the first (ie. going over again who should be there. I thought that the invites would have already gone out to those organizations based on feedback from the first session)
- b) Results of surveys where youth have identified the issues that effect their ability to be successful in school & with employers
- c) A goal.
- d) similar work that has been done in other areas - how they went through this process, what they determined as the common agenda



and what they achieved. It would be nice to see an example to help me visualize where this is going. Having missed the first meeting, I felt a bit lost as to what the overall point of this really is and what the benefit of it could be.

- e) Crime Stats in Wood Buffalo - what youth get into trouble and why
- f) Pie graphs per neighbourhood

6. Can you think of any other organizations or individuals who are part of the system affecting youth-related issues in Wood Buffalo who should be invited to our next meeting?

- a) Thank you for doing this workshop series- I know it isn't always easy.
- b) There should probably be a clearer definition of the issues before we bring other people to the table.
- c) I can think of many different organizations and key players that need to come to the table but know, with certainty, they will not come to the table until there is an identified goal. Lots of organizations won't commit the manpower to engagement processes until they perceive they have an invested interest in the outcome. Sadly, they don't see this process as key or critical so will wait. This process, on many levels, is not new to the community and the stakeholders....it just has a different name now.
- d) Army Cadets, Boys and Girls Club, sports organizations (hockey, soccer etc), Big Brothers Big Sisters, Food Bank, organizations that work with families as youth are part of the bigger "family" picture (strong families tend to have strong and centered youth), schools but not board office people but teachers who are in the trenches with the youth in the community, and church groups particularly those running youth programming.
- e) I think this has been answered.
- f) Wood Bullafo Housing Development Manager RCMP - Church Youth Pastors - School Guidance Counsellors
- g) Oilsands discovery Centre Campbell's Music



This report was prepared by Katharine Zywert, M.Sc., Project Officer for Social Prosperity Wood Buffalo and Nancy Mattes, Director of Social Prosperity Wood Buffalo.

SPECIAL THANKS to:

Sarah Cadue, Social Planner, Community Services Department, Regional Municipality of Wood Buffalo

Katharine McGowan, Post-Doctoral Fellow in Social Prosperity, Social Innovation Generation at the University of Waterloo

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