Social Prosperity
WOOD BUFFALO

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

MEETING 4 REPORT

This report presents the proceedings of the fourth meeting in Social Prosperity Wood Buffalo's workshop series, Developing a Collective Impact Strategy for Youth-Related Issues in Wood Buffalo. The report reviews new developments related to the common agenda, summarizes discussions about shared measurement and mutually reinforcing activities, and introduces the theory of change for this initiative. It concludes with results from the workshop evaluation.

Table of Contents

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. Meeting 4 focussed on the second and third conditions for collective impact, shared measurement and mutually reinforcing activities. Working with Dr. Katharine McGowan, Post-Doctoral Fellow in Social Prosperity at the University of Waterloo and Tanya Darisi, Director of The O'Halloran Group, participants explored outcomes related to their activities and created a preliminary theory of change for this initiative.
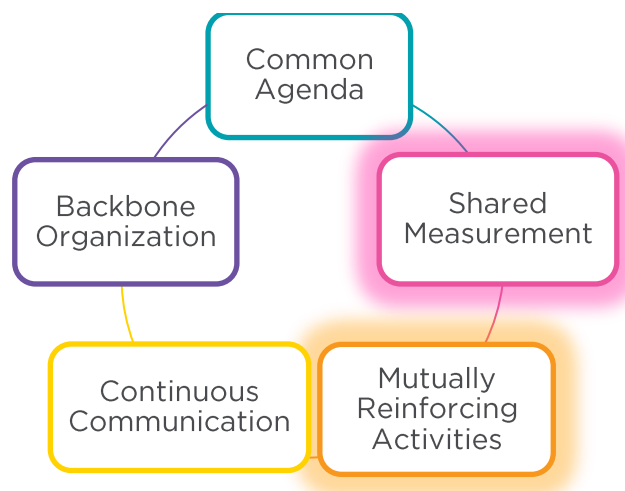
Subsequent workshops in the Collective Impact Workshop Series will:

- Explore continuous communication and backbone support on Wednesday, June 4th from 1-4:30pm at MacDonald Island Park.

1.1 Meeting 4, Intended Outcomes

Meeting 4 was designed to:

- Provide an opportunity for participants to reflect on the process so far
- Review information from the common agenda session, including a draft common agenda statement
- Explain the purpose of a theory of change and its potential to enhance this work
- Explore outcomes and mutually reinforcing activities to create a theory of change for this initiative

1.2 Meeting 4 Attendees

Participants in the fourth workshop in this series included representatives from the following organizations:

- Nexen
- Justin Slade Youth Foundation
- McMurray Gospel Assembly
- St. Aidan's Society
- Some Other Solutions
- Wood Buffalo Food Bank
- Regional Municipality of Wood Buffalo
- Keyano College
- FuseSocial
- Kaos 91.1
- Alberta Health Services
- Athabasca Tribal Council
- Children's Legacy Foundation
- Wood Buffalo RCMP Detachment
- Fort McMurray Catholic School District
- Suncor Energy Inc.
- Family Crisis Society
- Parks Communications
- Anzac Family and Community Support Society
- Stepping Stones Youth Services / Wood's Homes
- Fort McMurray Public School District
- Wood Buffalo Primary Care Network
- Multicultural Association

2.0 Reflecting on the Process

To begin the workshop, Dr. Katharine McGowan asked participants to consider what stands out in their minds from Meeting 3 or from the broader Collective Impact process so far. Participants reflected on the following themes:

- Recognition that this is an ongoing process
- The importance of getting together as a group to build relationships and to develop greater knowledge of community resources
- The desire to continue networking after the workshop series is complete
- The central role of consistent networking in developing partnerships and doing something that has never been done before in the community
- The emergence of a new definition of youth as those aged 12-18
- The need to engage Wood Buffalo's youth in this ongoing conversation
- Recognition of the value of collective impact as opposed to working in silos
- Understanding that collective impact isn't about duplicating services but about finding opportunities to work together

([Click here](#) to access the full reports from Meetings 1, 2, and 3.)

3.0 Reviewing the Common Agenda

During Meeting 3, participants developed a remarkable list of aspirational words reflecting four central outcomes that this collective impact initiative will seek to achieve for youth in Wood Buffalo. These themes include:
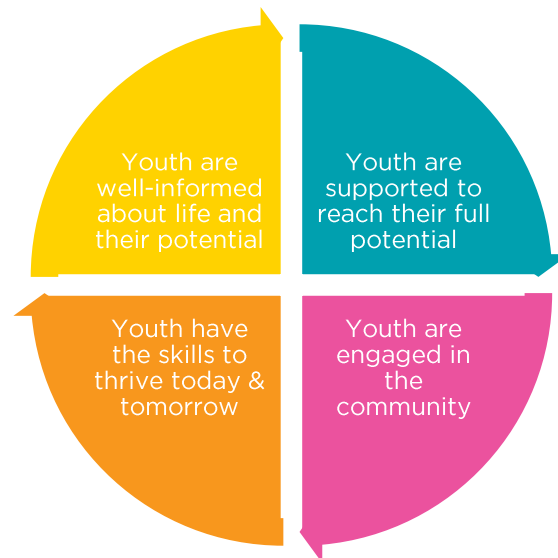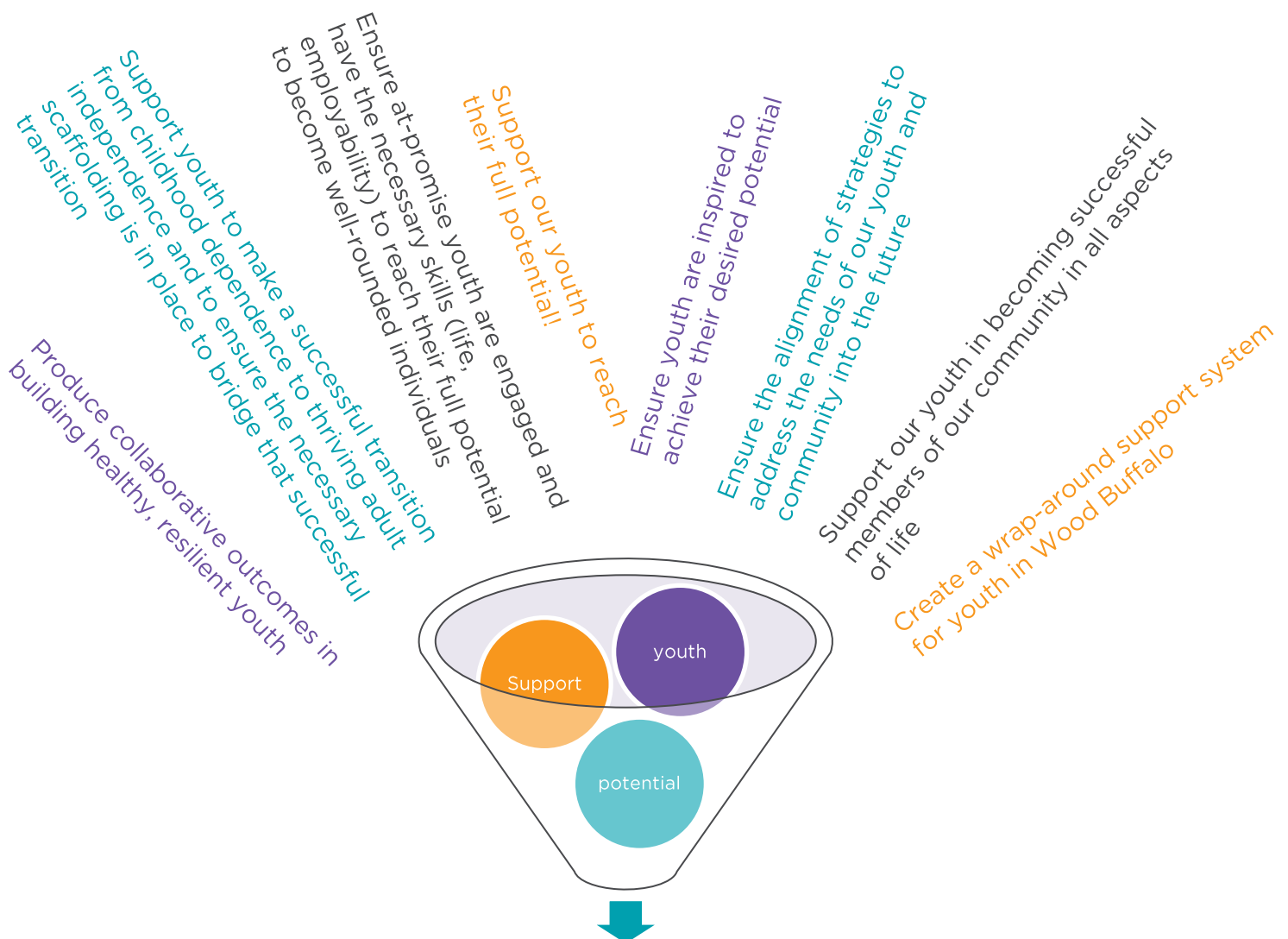

To begin getting more specific about what the outcomes of this work could look like, Dr. Katharine McGowan used the aspirational words brainstormed during Meeting 3 to create a diagram describing what youth will do, what they will have, how they will be and what they will be able to make as a result of the ongoing work of this collaboration.
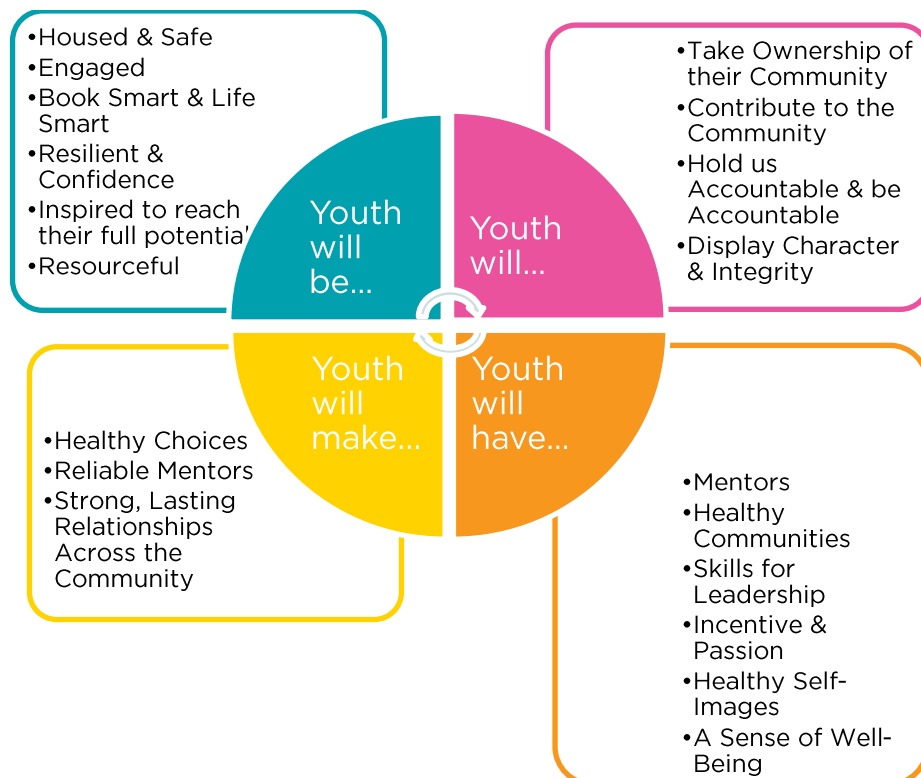
To conclude Meeting 3, participants were asked to develop vision statements for this initiative. Working in small groups, participants crafted 8 statements that shared many common themes including a focus on supporting youth to be more resilient, aligning work to improve positive outcomes for youth, and enabling youth to reach their full potential. Noting these themes, the Social Prosperity Wood Buffalo project team distilled the 8 statements developed by participants into one common agenda statement to propose to the group.

While members of this initiative may wish to further refine this statement, it is proposed here as a potential common agenda that we hope reflects our collective aspirations for how this work can improve the lives of youth in Wood Buffalo.

Support youth to make a successful transition from childhood dependence to thriving adult independence and to ensure the necessary scaffolding is in place to bridge that successful transition

Ensure at-promise youth have the necessary skills (life, employability) to reach their full potential to become well-rounded individuals

Support our youth to reach their full potential!

Ensure youth are inspired to achieve their desired potential

Ensure the alignment of strategies to address the needs of our youth and community into the future

Support our youth in becoming successful members of our community in all aspects of life

Create a wrap-around support system for youth in Wood Buffalo

Produce collaborative outcomes in building healthy, resilient youth

Support

youth

potential

Ensure that youth in Wood Buffalo are able to reach their full potential by aligning support systems to create resilient outcomes.

# 4.0 Shared Measurement and Mutually Reinforcing Activities

4.1 Theory of Change

Tanya Darisi, Director of the O'Halloran Group, shared her extensive experience as a researcher and evaluator for community organizations, leading participants in the development of a theory of change for this work. A theory of change charts a course for an initiative and helps ensure that all parties have a good grasp of the change they are hoping to effect through their efforts. It also provides an opportunity to explore assumptions about the relationship between activities and intended outcomes.

Creating a theory of change is a step toward establishing a shared measurement system and developing mutually reinforcing activities. It helps us consider how we can operationalize our common agenda by pushing us to determine what the common agenda means in a practical sense as well as how it relates to the daily work of our organizations.

To practice working with a theory of change, Tanya led the group in an exercise to consider a theory of change associated with getting kids to help keep the house clean and increase their self-sufficiency by doing more chores. This exercise allowed the group to consider activities and outcomes, explore the methods used to create a theory of change, and examine the underlying assumptions it revealed.

Participants were then asked to help further develop the draft theory of change that Tanya constructed based on the conversations to date in this series. The goal of this exercise was to unpack each of the boxes, becoming more specific about the outcomes being sought, the activities that could lead to these outcomes, and the indicators that could measure progress. The draft theory of change included short, intermediate, and long-term outcomes drawn from the common agenda session:
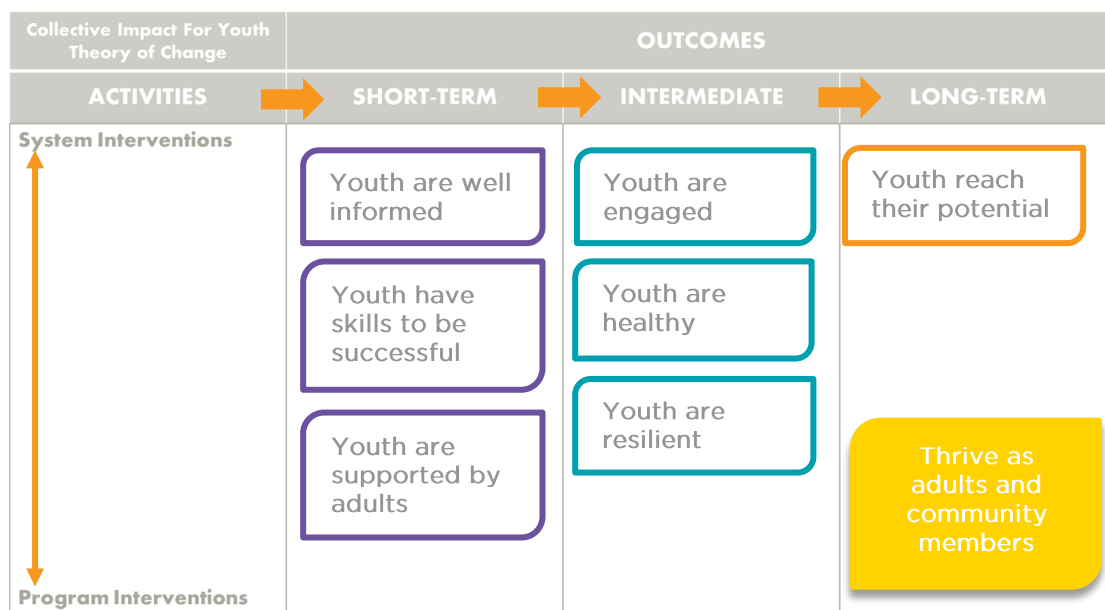
Participants populated the draft theory of change with sticky notes to help unpack each of the outcome boxes, expanding on the meaning and implications of each short, intermediate, and long-term outcome. For instance, participants considered: What does it mean for youth to be well informed? What does it mean for them to be healthy? What does it mean for youth to reach their full potential?

During the report-back for this activity, participants reflected on how difficult it is to really drill down to understand what each outcome means, why it matters, and how it can be measured. Tanya agreed that developing a shared measurement system is hard work and requires a considerable investment of time and energy. However, she emphasized that the effort is well worth it for the insight it provides into how the work is making a difference in the lives of youth in the community. Having a well-developed theory of change and shared measurement system also allows you to use the results from evaluations to continually improve outcomes.

The following chart contains all insights captured on sticky notes during the brainstorming session. Before the next meeting on June 4th, the draft theory of change will be revised to reflect the information collected during Meeting 4.

Activities
System Interventions
Marry mandates & braid resources of government ministries (ED/AHS/CFSA/MH)
Youth will buy into this theory of change
Regional Collaborative Service Delivery Framework for Wood Buffalo (WB-RCSD)
Increased awareness that youth are important
Youth Speak Out – visit the website
Youth are aware of challenges
Youth share history & culture

Outcomes
Short-Term
Youth are Well-Informed
Increased communication with youth about youth's needs
Increase in high school graduation when friends are leaving
Increased number of youth centres and / or increased ease of transportation, etc.
Increase in participation at youth events
Increased usage of community resources, ie. Sexual health clinic, career planning & resume building
Youth will have an increased awareness of choices (programs) available
Increased attendance / participation at events
An increase in the right social media tools
Increased knowledge of youth services in YMM
Well informed about relevant programs and benefits of participation
More curiosity in cultures
Increased access to healthy food choices
With increased youth attendance and participation (programs & services)

Relevant communication strategy / methods
We must be relevant now. Relevance is both an outcome and a strategy.
Youth Have Skills to be Successful
Youth will have more opportunities to gain tools
More youth self-awareness of having balance in their life
Youth have tools to be successful
An increase in self-awareness of skills youth already possess
Increase of youth looking for these tools and outcomes (increase in use of tools)
Identify barriers / boundaries
Higher grades, increased academic success (both short-term and intermediate-term)
Youth are Supported by Adults
Identify positive adult role models (tools to be able to identify good role models
Increase in healthy risks (ie. Joining clubs, creating their own clubs & programs)
Decrease of drug trafficking & use
Increase in peer support programs
Increased use of counselling services
Increased awareness of availability of mentors / role models, including across cultures
Increased feeling of connection over generations (healthy adults)
Increased parent / guardian engagement with children
Increase in social media sites
Increase in community programming
Increased awareness of personal talents or skills
Increase in kids' participation in family activities
Increase positive influence
Increase self-esteem

Intermediate-Term
Youth are Engaged
Increase in youth-to-youth recommendation of community resources
Opportunities to be heard, understood, involved, empowered
Increase the ability to express their needs & achieve it
Youth are Healthy
Decrease in youth depression & suicide
Increase in youth joining sports & using recreational facilities
Understanding all aspects of health: physical, emotional, mental
Youth are Resilient
Engagement in family processes
Increased involvement in running their own lives
Decreased youth depression
Decrease in youth crime (also long-term outcome)
Decrease in substance abuse (also long-term outcome)
Decrease in bullying
Long-Term
Youth Reach Their Potential
Increase in self-awareness
Work emotions with intellect
Increase happiness & personal satisfaction
Youth helping youth
Keep pursuing other goals
Youth have skills to be successful

4.2 Refining Our Priorities

After expanding on the short, intermediate, and long-term outcomes for this collective impact initiative, participants engaged in an exercise to explore mutually reinforcing activities and to determine priorities for action.

Reviewing the information posted on the draft theory of change, Dr. Katharine McGowan proposed four recurring themes that could be clustered into priority / outcome groups. These themes included:

1. Resilience
2. Awareness
3. Relevant Communication & Trust
4. Integration & Mentoring

Small table groups were then asked to report on what they are currently doing to achieve these outcomes as individual organizations as well as within collaborations. They were also asked to consider what they need to do to achieve these outcomes as well as what they would need to know to be able to effectively engage in these activities.

Priority / Outcomes Group: Resilience	
1. What are you currently doing to achieve this outcome?	
In your organizations?	As a Collaboration?

S.O.S: ↑ self-confidence &
 	
 ↑ self-expression (both valued)
 	
 ↑ awareness of youth info / life topics
 	
 ↑ awareness of crisis line
 	
 ↑ Jesus (Hope)ful – valued
 	
 ↑ spiritual awareness
 	
 ↑ self-discovery & community
	S.O.S. drop-in space - ↑ engage volunteers
	
	 ↑ with student bodies ↑ wrap-around services (holistic)
	
	 Communicate with support teams
	
	 ↑ awareness of child's support
	
	     - S.A.S.P. – building peer support
	
	 Advertise through schools
	
	     - Referrals
	     - Self
	     - Support team

Priority / Outcomes Group: Resilience

1. What are you currently doing to achieve this outcome?

In your organizations?	As a Collaboration?
Instruments of change - Mentorship - Building success through music and arts - ↑ positive relationships - ↑ self-expression (healthy) - ↑ interest in their own education (more days in school) - ↑ feeling valued	Referral based - Accredited organizations that know youth - With organizations that have already established trust with youth

Priority / Outcomes Group: Awareness

1. What are you currently doing to achieve this outcome?

In your organizations?	As a Collaboration?
- Social Media - SP workshops	- S.O.S. resource sheet / YMCA orange handbooks - 211 inform Wood Buffalo - The Mac Community Calendar

2. What do you need to do to achieve this outcome?

In your organizations?	As a Collaboration?
- Have a collection of resources from other organizations - Radio / announcements at schools	- More communication between organizations - Work together in an organized way - Centralized point of info / group - Space for youth on radio / shaw - Create a collaborative group – new & exciting, include

youth

3. What do you need to know to achieve this outcome?

- All agencies
- What youth want / need
- Take charge – who will drive this initiative?
- Be open & transparent with agendas
- Inclusive of all sectors – charity & community driven

Priority / Outcomes Group: Relevant Communication & Trust

1. What are you currently doing to achieve this outcome?	
In your organizations?	As a Collaboration?
Justin Slade: - consistency, regular staff, meeting the youth to learn about families / situation & in essence relationship building - word of mouth - facebook - twitter - broad range of help, ↑ "we help young people" S.O.S. - Create relationships in schools based on trust and provide a safe place for youth to talk about what they need	- Utilizing organizations that already have established trust relationships - Communication within organizations

2. What do you need to do to achieve this outcome?	
In your organizations?	As a Collaboration?
- Funding - Effectively tell the community who we are & what we do, why we do it	- Awareness of organizations within the community - Monthly meetings where different organizations can

	get together to share what services they offer (Y-connect)
	- A youth working with youth forum for Fort McMurray

Priority / Outcomes Group: Integration & Mentoring

1. What are you currently doing to achieve this outcome?

In your organizations?	As a Collaboration?
1. We teach a course on working with adolescents through Keyano 2. YMCA – open conversation with parents 3. Educate E.A's to work with youth in schools 4. Support cultural awareness - Nexen – Intergenerational connection & learning 5. Keyano – science fair/career fair days/dual credit programs 6. Nexen junior achievement program (Fort Chip) – leadership development	

2. What do you need to do to achieve this outcome?

In your organizations?	As a Collaboration?
- We need to understand what the youth want - We need a way to connect youth with mentors - Program for mentors with skills & database of mentors - Mentoring / mentors program	

3. What do you need to know to achieve this outcome?

- Concrete Long-term commitments for mentoring program
- Who in the community wants to become involved

- Very aware of what is going on in community
- Kids that are interested in having mentors
- Benefits of mentorship

Priority / Outcomes Group: Integration & Mentoring

1. What are you currently doing to achieve this outcome?

In your organizations?	As a Collaboration?
- Youth committee (YAC) monthly meetings - Youth organize events (JSYF) - MACOY recruitment strategy includes 5 schools & out of school kids - SASP – 10 schools - targeted	S.O.S. Collaborate with other organizations JSYF = conference ASTP – MACOY – partner with youth agencies

2. What do you need to do to achieve this outcome?

In your organizations?	As a Collaboration?
JSYF - partnerships with youth agencies - ↑ broader youth network S.O.S. - Streamline partnerships - Innovative programs M.C. - Dev. Strategy to engage youth MACOY - Regional approach – all areas	Youth agency – strengthen partnerships - Collaboration - Grants - Resources

3. What do you need to know to achieve this outcome?

Info on what other organizations are doing for youth

5.0 Conclusion and Next Steps

Meeting 4 of the Collective Impact Workshop Series for Youth-Related Issues explored shared measurement and mutually reinforcing activities, two key conditions for collective impact. Developing the theory of change began the discussion about shared measurement, allowing participants to delve deeper into the anticipated short, intermediate, and long-term outcomes of this work. Exploring outcome clusters then provided an opportunity to reflect on activities that are already being undertaken by organizations and collaborations in the region, creating a foundation to further develop mutually reinforcing activities for this initiative.

Next steps:

- Plan to attend Meeting 5 in the Collective Impact Workshop Series for Youth-Related Issues, to be held on Wednesday, June 4th from 1-4:30 pm at MacDonald Island Park. This meeting will consider continuous communication and backbone support for this initiative.

Appendix A: Meeting Agenda

Developing a Youth Collective Impact Strategy
Workshop Series

Workshop #4 of 5
Tuesday, April 22, 2014
1:00 – 4:30 pm
Keyano College

<u>Workshop Goals:</u> To develop/validate a theory of change and to identify current and emergent mutually reinforcing activities.

<u>A G E N D A</u>

- Welcome and Introductions - Ifeatu Efu, Project Manager, Social Prosperity Wood Buffalo

- Shared vision, Dr. Katharine McGowan, Social Innovation Generation, University of Waterloo

- Theory of Change, Tanya Darisi, Director, the O'Halloran Group

- Building the Theory of Change (group work)
    - o Short, intermediate, long outcomes

- *Nutrition Break*

- Refining & Setting Priorities
    - o Self-organize around priorities

- How do we meet your priorities? (group work)
    - o Current Activities
    - o What needs to be done
    - o What do we need to know
    - o REPORT BACK

- Shared Measurement

- Wrap Up

- Final Workshop:
    - o **Wednesday, June 4th, 1:00 – 4:30 pm at MacDonald Island Park**
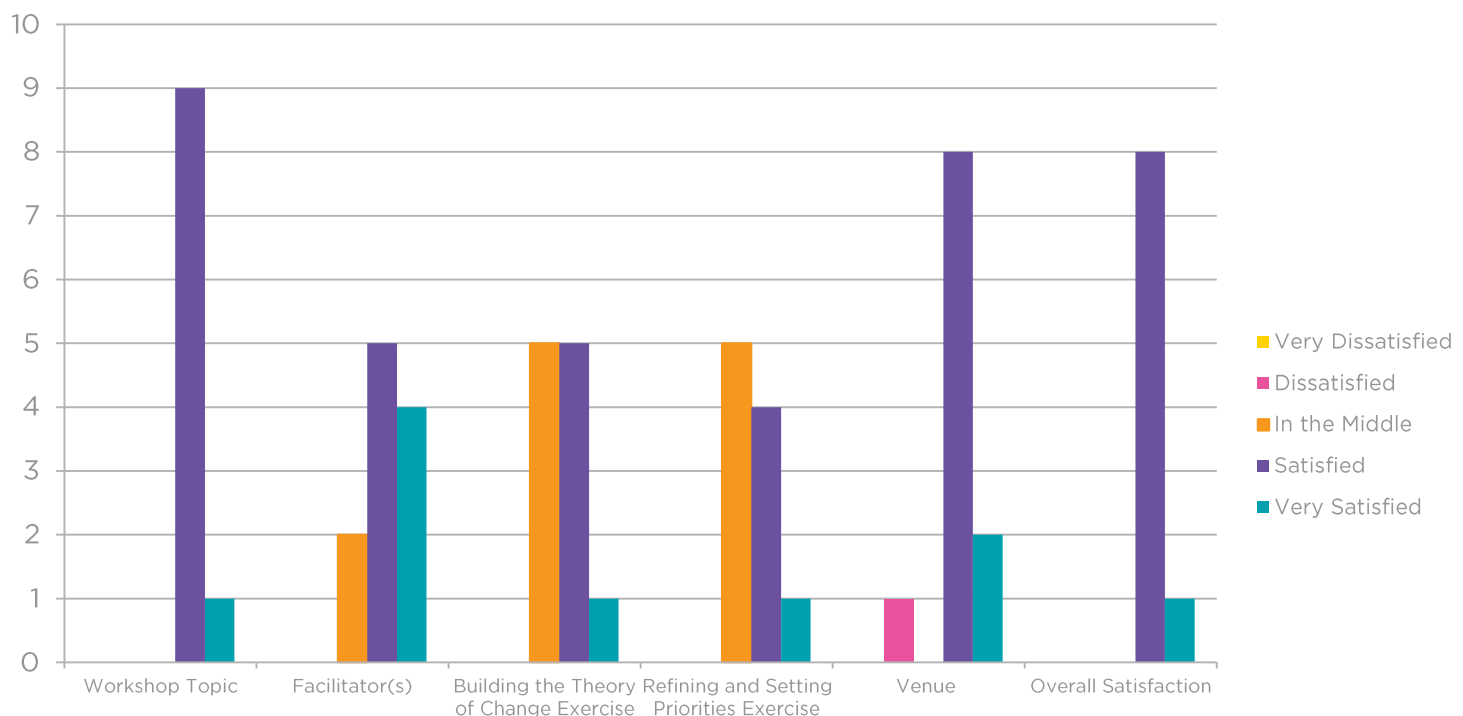
Appendix B: Evaluation of Meeting 4

Number of Attendees: 34

SPWB Staff and Guests: 3

Number of Survey Respondents: 11

Percentage of Wood Buffalo Attendees who Completed This Evaluation: 32%

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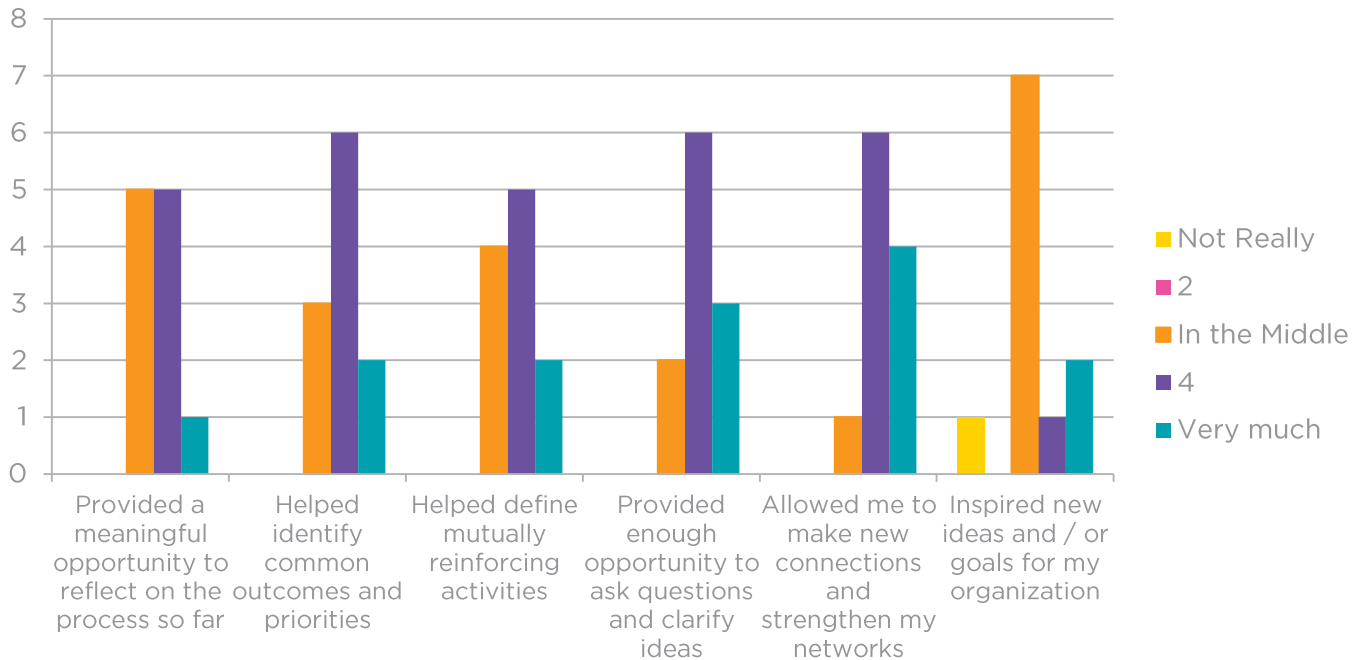

Comments:

a) The workshop was great and the content was very interesting and informative. The facilitator as always was above par!

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

Legend:
- Not Really (yellow)
- 2 (pink)
- In the Middle (orange)
- 4 (purple)
- Very much (teal)

Comments:

a) Excellent workshop
b) Tanya as a professional you could look more professional.
c) I believe this is a great project and much needed in this community. I do worry about the putting a lot of time and energy into this and not having it implemented or having it fall off the rails once these sessions are over.

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

a) Connecting with youth agencies
b) The theories that were discussed and how we can utilize them.
c) Meeting some new people who hadn't yet been to any of the workshops.
d) Seeing the process actually taking shape.
e) To see the indept details of evaluation and the process to follow.
f) the shared knowledge

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

a) It's a challenge always having to bring new agencies up to date. It's not fair to them to invite them later in the process. Hopefully, SP had a premeeting with those agencies to bring them into the loop. One

new agency referred to the presenters as the RMWB so I'm not sure they were clear on who SP is and their role.

b) can't think of anything at this time.
c) There was less presenting and more discussion
d) we could work through a model similar to when we created a profile for a youth in session 2 or 3
e) Very useful and informative
f) This was my first meeting, so I would of got more, if I attended the previous meetings.

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

a) The new presenter and a more discussion about moving forward.
b) can't think of anything at this time.
c) Theory of Change - w/ tangibles

6. Is there anything else you would like to share about this workshop or about this process more generally?

a) Many expressed concern regarding that each meeting there were many new stakeholders joining the group. This typically would be great however SP was in a position that they had to review all previous sessions and the process again and again.
b) I really enjoy Katharine M's way of tying it all together, and her fondness of the group. It has been nice to have her consistently be there throughout the process.

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:

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

Tanya Darisi, Director, The O'Halloran Group

Ifeatu Ifu, Project Manager, Social Prosperity Wood Buffalo