



YOUTH ENGAGEMENT STRATEGY FRAMEWORK

City of Airdrie
2019–2023



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Meaningful youth engagement is crucial to sustaining a welcoming, resident-focused and socially sustainable community.

1 | INTRODUCTION

OUR STARTING POINT

Community engagement has emerged as a key area of focus for municipalities. In Alberta, changes to the Alberta Municipal Government Act came into effect in July 2018 and reiterate the necessity of outreach to residents as a means of informing and influencing decisions and policies. The City of Airdrie has long integrated this engagement activity as an integral step in its planning and policy development. Perhaps most evident has been the commitment to youth engagement.

Meaningful youth engagement is crucial to sustaining a welcoming, resident focused, and socially sustainable community. Communities across North America recognize that effective youth engagement is moving beyond a 'box to be checked' as part of a larger outreach program. Effective engagement promotes a two-way conversation, and more and more youth are actively seeking the opportunity to participate in these conversations and share their voice, insights, perspectives and ideas.

Youth engagement recognizes young people's right to participate in decisions that impact them and acknowledges the great skills and strengths they bring to the table. It injects young people as valued stakeholders into creating effective and inclusive policies, programs and environments.¹

Airdrie is a fast-growing municipality to the north of Calgary. The city has experienced a 42 per cent population growth between 2012 and 2017.² It is known for its young population, with youth (defined as ages 12 to 24) comprising an estimated 17 per cent of its population in 2017. The City recognizes the importance of retaining its youth population, being recognized as a youth-friendly community and providing a high quality of life to its residents and businesses.

Beginning in 2009, the City prepared a Youth Strategy to engage and promote youth as valued members of the community. The first Youth Strategy, along with its regular updates, was a unique initiative for similarly-sized municipalities in Alberta. By giving Airdrie's youth a voice, this strategy helped ensure that youth were proud to live in Airdrie and feel that their input was valued. City-led initiatives derived from this strategy resulted in Airdrie youth being provided with the opportunity to stay connected and engaged in their community. The existing strategy influenced a number of ongoing initiatives, including the Mayor for a Day Challenge, the Leader of Tomorrow Volunteer Award and the Airdrie Board of Youth Affairs.

The Airdrie Board of Youth Affairs (ABYA) are proud of their achievements and have provided guidance to City and community-driven projects such

¹ <http://www.jcsh-cces.ca/ye-book/> (Pan-Canadian Joint Consortium for School Health, Youth Engagement Tool Kit).

² Based on data from Airdrie's municipal census.

as: successfully advocating for a security fence at the Chinook Winds Skate Park; improvements to promotional material for the Highland Primary Care Networks Teen Clinic Services; and providing input into the City of Airdrie downtown revitalization plan.

In 2017 the City committed to updating the existing strategy through a series of engagement activities that provided multiple channels for youth and youth serving organizations to inform the 2019 – 2023 Youth Engagement Strategy Framework. This document captures the research, analysis and priorities emerging through that process.



The strategic directions and action plan enable the execution of a structured approach to advance the vision of a youth engaged community.

PROJECT APPROACH

A multi-phased approach was implemented to ensure a strong foundation was informed through comprehensive research and consultations in support of a forward-focused Youth Engagement Strategy Framework.

These phases included:

- An environmental scan of City of Airdrie studies and policies
- Secondary research activity to examine relevant common practices from other municipalities and non-government organizations in Alberta, across Canada and the United States
- Stakeholder consultation was carried out from October 2017 to February 2018. The information and opinions sought from the

consultation were intended to augment the findings of the 2016 Youth Needs Assessment. Methods employed included:

- Two online surveys asking a series of questions and preferences, using the online platform, SurveyMonkey. One survey targeted youth who currently live in Airdrie, and one survey targeted youth who have recently left Airdrie.
- Three focus groups: two with youth boards and committees; one with social service agency and youth-serving organization representatives. A total of 19 youth and 24 adults participated in the three focus groups.
- Informal opportunities for youth to answer targeted questions (through ‘SpeakOut!’ sessions) were offered to engage with youth who were less likely to participate in stakeholder engagement opportunities. A poster with two questions was provided to a number of youth-serving organizations, social service agencies and community faith groups, who interacted with their youth.
- Identification of strategic directions and action planning.

During the project research, emphasis was placed on maximizing opportunities and efforts to achieve greatest impact. Drawing on best and promising practices across other municipalities and non-government organizations can help Airdrie establish priorities and approaches that drive positive outcomes and develop comparable models to support continuous improvement. The strategic directions and action plan enable the execution of a structured approach to advance the vision of a youth engaged community.

RECOMMENDED ACTIONS FROM THE YOUTH NEEDS ASSESSMENT (2016)

The Youth Needs Assessment undertaken in 2016 on behalf of the City of Airdrie was used as a baseline for general preferences expressed by community youth. The Youth Needs Assessment proposed ten recommendations that are further considered in this Youth Engagement Strategy Framework:

- 1** Develop **COMMUNICATION** and advertising strategies to increase youth awareness of opportunities to participate in community activities and events
- 2** Raise **AWARENESS** regarding opportunities for youth to volunteer in the community
- 3** Continue to identify opportunities to **ENGAGE** with the community's youth
- 4** Invest in creating **INCLUSIVE OPPORTUNITIES** that allow all youth to participate in the community
- 5** Ensure community activities and events continue to be **YOUTH-FRIENDLY**
- 6** Create more opportunities for youth to **CONNECT** with and receive mentorship from adults
- 7** The City should continue to **DEVELOP** youth-friendly spaces³ in Airdrie's parks, greenspaces, and the built environment
- 8** Explore ways to offer additional free or **LOW-COST** activities and events to youth or create a subsidy program that allows youth to recover a portion of the money they invest in activities and events
- 9** Focus on transit system improvements and establish other ways for youth to **COMMUTE** easily within the community
- 10** Continue to invest resources in community-based research that collects **FEEDBACK** from youth about their needs

³ Youth-friendly spaces are spaces that are viewed positively by youth and are something that keeps them engaged.

ENGAGEMENT INSIGHTS – IMPORTANT THEMES

Following the Consultation Program as detailed in the methodology, an analysis of all data was conducted and resulted in several common themes emerging. Many of the thoughts expressed by community stakeholders echo and confirm the recommendations made within the 2016 Youth Needs Assessment.

- Youth working with youth
- Youth working with others
- Overcoming community attitudes
- Mentoring opportunities
- Recreation and activities
- Communications



2 | SOAR ASSESSMENT AND COMMUNITY VISION

After consulting with the community we found that what we heard matched the recommendations made within the 2016 Youth Needs Assessment. These insights were invaluable in understanding where we are and to inform where we want to go.

- Undertaking a SOAR (Strengths, Opportunities, Aspirations and Results) Assessment builds a framework for creating a strategic plan based on strengths and assets in the community. While problems and challenges are indeed tracked, the logic of the analysis leads to considerations of how they can be converted into opportunities to move a community toward its aspirations and the results it anticipates.

- The SOAR model represents a more optimistic approach than the SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis and helps focus on the desires of the community, what it wants to achieve and how it will accomplish these goals. The intention of SOAR is to build on what works, rather than trying to fix what does not, thus amplifying what is already working.

The charts on the following pages outline the key questions that comprise the assessment, along with the specific the SOAR Assessment for this strategy.



SOAR ASSESSMENT

S

Strengths

What can we build on?

O

Opportunities

What are our best possible future opportunities?

A

Aspirations

What do we care deeply about?

R

Results

How will we know we are succeeding?

Strengths

- City Council recognizes youth commitment to civic affairs
- ABYA membership strong mix of age ranges
- ABYA is concerned about health and wellness issues that affect community youth
- Airdrie Public Library incorporates youth input through the Teen Advisory Committee
- Airdrie has a wide range of youth-serving agencies/organizations working with youth

Opportunities

- Greater coordination between City and youth-serving agencies/organizations
- Leverage high schools to convey information on City projects
- Make youth a mandatory stakeholder where impacted by City-led projects
- Use of new social media tools to provide information to a broader community
- Youth help design a friendly interface for volunteering opportunities with Volunteer Airdrie

Aspirations

- Provide a better social safety net to accommodate youth who have become homeless
- Recreation programming should have more flexibility to accommodate youth schedules and time commitments
- New recreation facilities to serve the west side of the community
- Employability skills training available for youth entering the job market
- More mentoring opportunities for peer-to-peer and with younger youth in schools

Results

- Youth are regularly consulted on and provide valuable input into City-led initiatives
- Schools provide opportunities to advertise initiatives and events in the community
- Youth can access a greater number of flexible arts and recreation programs
- Wider segment of youth is engaged in City-led projects
- Community organizations are better integrated with services to be offered to youth
- Youth are better able to access resources for volunteering through in-community portals

AIRDRIE'S VISION STATEMENT FOR YOUTH

Through background research and consultation, it is apparent that there are many supports and opportunities for Airdrie youth to engage the role as active and contributing citizens. The original Youth Strategy included the following vision statement, which demonstrates the City's recognition of youth as integral to community development and as a welcoming community:

Airdrie is a vibrant, caring community that values the contributions of its youth. Young citizens are given the opportunity to lead and collaborate in decision-making processes.

This vision reflects an understanding of the importance of youth as future employees, business and local leaders, entrepreneurs and citizens who respect and foster community prosperity, environmental sustainability, and social and cultural importance. The research undertaken in this strategy points to the continued validity of the vision statement, and therefore it is recommended it remain. A key recommendation relates to the integration of this vision into all conversations, within and external to City dialogues. This is an important distinction as it reflects the integration of the vision as a means of advancing that vision, and to advancing the recognition of youth as contributing citizens and local young leaders.



The Strategy is underpinned by
a series of four pillars, namely,
**VOICE, CONNECT, INFORM AND
EMPOWER.**

3 | STRATEGIC PRIORITIES AND ACTION PLANNING

With the intent to initiate actions that support the vision, a series of priorities have been articulated, based on the research and consultation input garnered over the project life cycle. Directly aligned to each priority is a series of actions that sets a critical path forward to address and expand the opportunities for youth to demonstrate their leadership, to strengthen engagement with all ages and to take an active and forward-thinking approach to define and strengthen the City of Airdrie as a youth-friendly community. Where applicable, comparable community practices (as discussed in the Technical Report) are identified and offered for consideration of adoption or adaptation to reflect local priorities, local situations and local capacity.

STRATEGIC PILLARS

The Strategy is underpinned by a series of four pillars, namely, **VOICE**, **CONNECT**, **INFORM** and **EMPOWER** which reflects the broader directions to be addressed through defined areas of priority and tangible actions targeting the priority areas.

FOUR STRATEGIC PILLARS



VOICE

Airdrie's youth have a story to tell and require a platform to share it. When given the opportunity, they express ideas and suggestions that contribute to thinking and the planning to make their community better. They understand what is needed for their growth and development and need the chance to inject their voice into the conversations. Sharing information on youth initiatives, capturing success stories and exploring current and future opportunities are essential to give youth this chance. Create the opportunity and youth will demonstrate their ability.



CONNECT

Airdrie is home to a variety of agencies, organizational partnerships and initiatives working to create a more vibrant community that engages and respects youth. These, along with new partnerships, are well positioned to extend the conversation and facilitate improved interactions and new collaborations to maximize youth participation and inclusiveness. Creating inclusive and diverse connections and promoting collaboration will increase capacity, maximize opportunity and strengthen relationships within and outside of Airdrie.



INFORM

Information is knowledge. Supporting evidence-based decision-making requires access to relevant information and the ability to share insights, perspectives and ideas. However, information cannot flow in one direction. Meaningful conversations require speaking and listening. The opportunity to create meaningful efforts to incorporate the youth voice into the community development conversation will promote engagement and create an informed discussion. With understanding comes accountability and responsibility, key drivers that promote the necessity of information dissemination, understanding the content and clarity of response. Youth engagement and consultation must be embedded in all processes that require public consultation.



EMPOWER

Promote a path that permits youth to take charge of their involvement. Provide them with the means to gain the necessary skills and access the resources to identify and carry out actions. This permits youth to be empowered, while recognizing that they are also responsible and accountable for their actions. Allow them to be “owners” of their actions, while knowing they are not standing alone.

ACTION PLAN INTERPRETATION

In the tables following, the level of priority has been based on several criteria including:

- The level of immediacy based on needs expressed by stakeholders
- The potential to contribute to an increase in the level of engagement of youth within the community
- The resources required (i.e., the capacity to implement given the current state)

The timeline assigned to each action may be operationalized as:

- Short term – within a year
- Medium term – between one and three years
- Longer term – between three and five years
- Ongoing

It is recognized that implementation of actions must be shared.

Without this shared ownership the commitment for action tends to lose momentum and fail to engage and empower. Strategies, such as the one presented in this report, require engagement, collaboration, cooperation and contribution from a variety of stakeholders. Such an approach maximizes resources, both human and financial, and collectively strengthens the opportunity for successful impact.

One of the biggest challenges communities face as they embark on a strategic plan implementation is maintaining interest, commitment and sustained action over time. As with most local planning processes, a plan's three to five year life-cycle will begin with a high level of interest and participation, certainly during the first phase of plan implementation. The enthusiasm will moderate somewhat as the hard work of mobilizing

Local agencies and organizations are seen as resources for the community, and best positioned to integrate specific actions to existing planning.

resources, building capacity and operationalizing the plan falls to the various community actors who have agreed to move the plan forward.

In the actions presented, it is recommended that the City of Airdrie undertake a coordination or facilitation role. In doing so, the strategy can remain visible and remain top of mind; it can be monitored and progress reported to reflect strategy successes, advancements and shared responsibility. Local agencies and organizations are seen as resources for the community, and best positioned to integrate specific actions into existing planning. The City can play a valuable role connecting agencies and organizations together and promote synergies that maximize resources to support strong outcomes. Further discussion between the City and the local youth-serving/supporting agencies and organizations is needed to continue moving forward.

It is important to recognize the capacity of these local organizations as they often face budgetary constraints, access to facilities and

meeting spaces, and limited time of staff and volunteers. In its capacity as coordinator, the City may be in position to contribute or facilitate solutions to these barriers. This strategy creates a valuable opportunity to strengthen local assets through collaboration, cooperation and engagement.

The City of Airdrie, as the facilitator of the development of this strategy, is a collaborative partner in its implementation. Local organizations are encouraged to identify where initiatives align with their mandate and strategic priorities. While select actions may identify no role for the City, the primary role for the action identifies the community. Regardless of agency or community leadership, there may still be opportunity for the City to support implementation.



PERFORMANCE MEASURES

Performance measurement is a tool to determine how well a job has been done using both qualitative and quantitative information and activities. This is a critical step in the implementation of the strategy as it informs the actual value or impact of actions. It addresses results-based outcome monitoring. The following reasons make it important to track activity and performance:

- Providing public accountability
- Using results to support continuous improvement

Below each of the action plans (presented below) are several performance metrics. It is recommended to carefully consider each metric before their application. A couple questions to consider before their use include:

- Is there enough information to consistently inform this metric over time?
- Are there enough resources to consistently monitor the metric?
- Does the metric effectively demonstrate the success, failure, or progress of the action?

If any of these questions cannot be answered with a definite “yes” then other potential metrics should be considered.

STRATEGIC PILLAR: VOICE

Goals		Actions		Timeline	City role	Resources required	Partner organizations
Publicize youth initiatives and successes in Airdrie	Actively work to change perceptions about living and working in Airdrie through writing and distribution of youth success stories, videos and images. Online social media and website presence is fundamental to help build this momentum and share it widely. Showcase successes, no matter how big or small.			Short	The City of Airdrie promotes youth successes and achievements in City-led initiatives	Staff time	Youth-serving organizations, social service agencies, schools, local media
Engage youth regularly on timely issues	Engage community youth to gather perspectives, insights and suggestions on key community conversations. Allow their voice to be heard.			Ongoing	Social Planning works with other municipal departments to ensure youth voice in community conversations	Staff time	City-led

Goals	Actions	Timeline	City role	Resources required	Partner organizations
Enhance youth representation in City initiatives and projects	Ensure City initiatives and projects include the opportunity for youth to participate or be represented, either as a stakeholder or a member of a steering committee. For example, ABYA could nominate one of its members to sit on a steering committee (or sub-committee) for the update to a policy plan. It is important that the City lead by example as this will encourage other local bodies, organizations, non-profits, etc. to consider a similar commitment.	Short/ Medium	Social Planning works with other municipal departments to examine the possibility of a youth seat on planning boards, steering committees, etc.	Staff time	City-led
	Have City staff and project consultants discuss progress in special projects or initiatives with ABYA.	Ongoing	Social Planning facilitates conversations between ABYA and other municipal departments	Staff time	City-led
	Identify one or more high school-aged youth from community high schools to advise Airdrie Transit on how to make their transit programs more youth-friendly.	Short/ Medium	Social planning initiates a conversation between a youth representative and Airdrie Transit	Staff time	Airdrie Transit, and Airdrie high schools
	Create a youth advisory panel to give input into recreation programming, particularly at Genesis Place and any similar multi-use recreational facility, similar to initiatives discussed in the Y2K Kingstons Youth Strategy. This supports the engagement of more youth beyond ABYA.	Medium/ Long	Social Planning assists in ensuring a youth voice in programming decisions	Staff time	City-led
Potential performance metrics					
<ul style="list-style-type: none"> • More youth are engaged and aware of City-led initiatives • Youth programming is attracting greater participation as it responds to youth preferences related to program offerings • Transit ridership to high schools is increasing as Airdrie Transit responds to youth input and suggestions 					

STRATEGIC PILLAR: CONNECT

Goals	Actions	Timeline	City role	Resources required	Partner organizations
Build dialogue and collaboration between the City and youth serving agencies and organizations on youth issues in Airdrie	Create a semi-annual forum, where representatives of youth-serving organizations and agencies can network, share information and discuss issues that matter to Airdrie's youth.	Short	Social Planning facilitates regular meetings of youth-serving organizations and agencies	Staff time; meeting space	Social service agencies, youth-serving organizations, faith-based groups
	Compile a referral list of youth-serving agencies and organizations. The list should include what services they offer (e.g., youth mentorship, employment skills, general development) and how they may be accessed. Cross-organizational partnerships are to be encouraged.	Short	Social Planning works with service providers to compile a referral list	Staff time	Social service agencies, youth-serving organizations, faith-based groups
	Convene an exploratory discussion between school boards, school representatives, City staff, and youth-serving organizations to determine collaborative opportunities.	Short	Social Planning coordinates a discussion between relevant parties	Staff time; meeting space	Social service agencies, youth-serving organizations, Airdrie Public Library
	Identify opportunities for agencies to physically co-locate or locate near to each other. This space could either be a new office space under development, or from existing vacant commercial or office buildings.	Long	None	Staff time	Social service agencies, youth-serving organizations

Goals	Actions	Timeline	City role	Resources required	Partner organizations
Create channels for youth to connect to youth	Host an annual Youth Forum that brings youth together, offers opportunities for skills development and knowledge building, and creates a safe space for youth to network with each other, and with youth serving agencies.	Medium	None	Staff time	Youth-serving organizations, local schools
	Create events for Airdrie youth to participate in National Youth Week ⁴ (a week dedicated to the celebration of youth and their active participation in their community, running each year from May 1 to 7). This initiative is dedicated to celebrating youth and their involvement in their communities. The opportunity exists for ABYA to connect with other communities across Alberta who are also participating in National Youth Week and establish collaborative efforts to raise awareness within Airdrie and beyond.	Ongoing	Social Planning initiates a conversation with other municipal departments to explore the possibility of involvement in National Youth Week	Staff time; potential start-up funding	Youth-serving organizations; other communities who celebrate National Youth Week
Potential performance metrics <ul style="list-style-type: none"> • There is an increase in referrals of youth among youth-serving organizations • Local youth participate in National Youth Week 					

⁴ <http://youthinrecreation.org/national-youth-week>

STRATEGIC PILLAR: INFORM

Goals	Actions			Timeline	City role	Resources required	Partner organizations
Expand the City's range of communications to youth	Create a central information hub for community activities and events that would appeal to youth. The space should be designed in a way that attracts interest, and should be cross-promoted through social media.			Short	The City of Airdrie provides resources to help expand ABYA's (independent) website to include a central information hub	Staff time; website development and maintenance funding	City-led
	Review the informational (including social media) preferences of Airdrie's youth to ensure that the City's messages are reaching the greatest number of recipients.			Short/ Medium	Social Planning facilitates conversations between schools and service providers to explore the best way to reach youth	Staff time	City-led
	Expand the social media platform used by the City and ABYA (e.g., include Instagram, as youth expressed preference for this platform in the survey)			Short/ Medium	The City of Airdrie explores the feasibility of other social media platforms as a vehicle to reach youth	Staff time	City-led
	Use GIS to map youth-friendly hangouts throughout the community.			Medium/ Long	Social Planning initiates a conversation between ABYA and Infrastructure Services to explore GIS mapping of youth-friendly spaces and organizations in the community	Staff time; funding	City-led
	Engage the community's schools to identify space within the school that could be used to promote City-sponsored youth initiatives.			Short	Social Planning works with schools explore opportunities	Staff time	Social Planning, and Airdrie Schools
Share information on City initiatives with community schools							
Potential performance metrics	<ul style="list-style-type: none"> Increased access to information is promoting youth participation and engagement Local school partnerships are increasing student awareness of locally driven initiatives and opportunities 						

STRATEGIC PILLAR: EMPOWER

Goals	Actions	Timeline	City role	Resources required	Partner organizations
Develop more opportunities for mentorship opportunities among Airdrie's youth	Explore expanded mentorship programs for older teens and younger students within schools or youth-serving agencies. Existing programs serve some of the community's schools, but more could be done to expand the program's reach.	Medium	None	Staff time	Social service agencies, youth-serving organizations, schools
	Inventory existing mentorship programs that link youth as mentees to adults as mentors. Understand criteria for involvement and examine either expansion of these programs, or introduction of a new mentorship program. Focus can be on mentees as leaders in the community, volunteer board members for non-profits, or youth with political interests, among others.	Medium	None	Staff time	Social service agencies, youth-serving organizations, schools

Goals	Actions	Timeline	City role	Resources required	Partner organizations
Develop resources to assist youth to access volunteer opportunities or gain paid employment	Promote available community resources that support skills development related to job search/volunteer search, employability skills; this strengthens youth understanding of school to work transition and be ready for the community's job market.	Short	None	Staff time	Youth-serving organizations
	Work with employment and volunteer agencies to ensure that its web space has current opportunities for volunteering in the community.	Short	None	Staff time	Non-profit agencies
	Discuss with community partners, to create a centralized online job board for youth with up-to-date information on employment opportunities.	Medium	The City of Airdrie facilitates conversations with relevant community partners	Staff time	Non-profit agencies
	Discuss with community partners to create a resource kit for employers to encourage them to incorporate youth into their hiring practices.	Medium	The City of Airdrie facilitates conversations with relevant community partners	Staff time	Non-profit agencies, youth-serving organizations
Expand subsidy programs for recreation	Encourage programs to be developed that allow for youth to participate in recreational programs irrespective of their financial background.	Medium/ Long	The City of Airdrie explores the feasibility of expanding subsidy programs for youth	Staff time	City led
Promote participation in local discussions	Through the use of social media, or on-line platforms, create a recurring polling question that targets youth to get their perspectives and ideas of current topics of interest.	Short	None	Staff time	Social service agencies, youth-serving organizations, schools

Goals	Actions	Timeline	City role	Resources required	Partner organizations
Get involved with 'Alberta's Promise' for a youth-friendly community	Examine the opportunity for the City of Airdrie to become a "Promise Community". Promise Communities are municipalities and local governments that foster partnerships and support youth initiatives. This is part of the Alberta's Promise ⁵ , a Government of Alberta initiative that works closely with businesses to find community involvement opportunities aligned with business goals and values. The organization facilitates partnerships with local non-profits that serve youth, and boost brand visibility through employee communications, media and events.	Medium	The City of Airdrie works with local businesses to raise awareness of the Alberta's Promise Initiative	Staff time	Government of Alberta, local businesses
Potential performance metrics					
<ul style="list-style-type: none">Increased access to youth volunteer participationYouth participation in recreational programming through youth subsidies is increasing youth physical, social, and wellness interactionYouth opportunities for employment through a centralized employment hub are increasing youth-labour market participation					

⁵ <https://www.albertaspromise.org/About>

4 | CONCLUSION: MOVING FORWARD

Is there more that can be done? Are there other actions that can be considered? The simple answer is yes; however, this Strategy is seen as relevant, realistic, achievable and positioned to result in positive impact. The value of a strategy is not founded in the number of priorities or actions that are written; it is founded in the collective efforts of all who can contribute to its implementation and the sense of pride achieved when it is reported that actions have resulted in a positive impact. Financial and human resources are limited. The goal is to build momentum among all who support local youth and have an interest in creating a youth-friendly community, together. There are many partner organizations in Airdrie that have an opportunity to shape and guide the implementation of this strategy. These groups include social service agencies, schools, youth-serving organizations and community agencies. Their participation and assistance to implement the strategy is crucial, as the City will not have the resources to accomplish all of the action plan items. No specific organization has the responsibility or the mandate to implement every action in the strategy. The City of Airdrie sees through a broad lens, and by facilitating, organizing and connecting community

partners, we are steering towards a coordinated approach to youth-engagement. We will help ensure that all agencies have the opportunity to contribute to the vision of Airdrie being recognized for this proactive leadership in creating a city that is recognized as youth friendly.

