

Fort McMurray Regional Collaboration Workshop Report



Alberta Centre for Sustainable Rural Communities

ACSRC Report #27 - 16 No. 1 of 8

Fort McMurray Regional Collaboration Workshop Report

Authors

Alberta Centre for Sustainable Rural Communities

Acknowledgements

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Contents

Fort McMurray Regional Collaboration Workshop Report.....	2
Executive Summary.....	4
Introduction	5
Regional Collaboration.....	6
Methodology	6
Objectives	6
Project Evaluation	6
Summary of Findings	7
SUMMARY: Ideal future collaboration	10
SUMMARY: Proximal and Distal Causes	10
SUMMARY: Trends and Patterns	11
Responses –From Participant Comments on Evaluations	13
Participants	15
Appendix A. Introduction	16
Appendix B: Information Sheet.....	17
Appendix C: Agenda.....	21
Appendix D: Satisfaction Survey	22
Appendix E: Workshop Outline	24

Executive Summary

On July 27, 2015 The Alberta Centre for Sustainable Rural Communities (ACSRC) at the University of Alberta conducted a regional collaboration workshop at Keyano College in Fort McMurray, Alberta. The event was one of seven workshops held in communities across Alberta from April 2015 and March 2016. Thirty three participants engaged in this event.

The purpose of the event was to bring representatives from a wide variety of areas including rural municipalities, regional economic development alliances, rural associations (AUMA, AAMDC), Aboriginal communities, and not-for-profit and private sector associations. The inclusion of these groups in this event was meant to create a balance of inter-sectoral representation with geographic, political and social considerations. During this event, a three-part collaboration and capacity-building exercise took place.

The three parts to this event were in the form of exercises to help enable regional collaboration within the context of rural Alberta. The exercises were as follows: (1) Establishing criteria for identifying and prioritizing high-impact action areas; (2) Establishing priority areas, themes, questions and actions for regional collaboration (based on (1)); and (3) Completing a 4-phase scenario planning process (see for example HHL based on 1 and 2 (above) in order to (1) identify core problems and frame their analyses; (2) identify assumptions and models about regional collaboration; (3) discussing and evaluating current trends; and (4) developing scenarios for the "ideal" regional future.

Introduction

Collaboration within and between regions is a priority area for rural Alberta, and improved/increased partnerships are key elements in potentially reducing costs, increasing economic benefits and focusing planning services and project development. Particularly with the gradual adoption of the Land Use Framework, there are increased pressures upon rural communities to integrate, collaborate and partner in innovative ways, as well as a need for opportunities to consider the form, function and implications of regional collaboration. This is particularly true from the perspective of the regional development alliances, rural municipalities and rural service providers, and is clearly recognized in Strategy 5.1 of the Rural Alberta Economic Development Action Plan (2014). As a result, finding mechanisms to not just foster collaboration, but engage community-based stakeholders in a broader process of determining priorities, impact areas, needs, gaps and future scenarios are important components of this process. It is these mechanisms that will drive the workshops.

This project facilitated the design, implementation and evaluation of a series of facilitated regional collaboration workshops in locations around the province. These workshops were structured around three primary goals: (1) identifying priority and high-impact areas for regional, inter-municipal, inter-organizational; (2) establishing necessary conditions for success for these areas; and (3) engaging the participants in a broader process of scenario planning to identify both those conditions, and the external/internal factors that can facilitate, and frustrate, success collaboration of this form. On the conclusion of the final regional workshop, approximately 200 stakeholders from rural community, policy and economic sectors (including governance, natural resources, infrastructure, energy, small/medium enterprise, education, social service providers and health) will have been engaged.

We believe that these workshops proved a valuable means of not only fostering the connections and relationships necessary to develop meaningful collaboration, but also as a way of determining the local, regional and provincial priority areas that can best achieve the goals and objectives outlined in the Rural Alberta Economic Development Action Plan in 2014.

Regional Collaboration

Today's economic, social and environmental challenges demand that people, industries and institutions work together. While regional collaboration can be addressed in many ways, this event took place in a one day workshop with a goal to help support and better enable regional collaboration within Alberta.

Some of the benefits of regional collaboration involve:

- Finding new resources and capacities to cope with challenges
- Fostering discourse
- Synthesize ideas and needs
- Building relationships

Methodology

Four different exercises were conducted during the workshop. The four exercises used rotating tables and was very discussion orientated. The main topics discussed included identify potential areas for collaboration, what is the ideal future for the Fort McMurray region was seen as, where was collaboration most needed and what were the possible trends and patterns.

Objectives

The outcomes of the event were as follows:

1. To increase rural dialogue and engagement with the concept, practices, opportunities and challenges of regional collaboration.
2. To increase inter-regional communication and knowledge sharing through the transfer of priorities, futures and success criteria.
3. To link regional economic development alliances and initiatives with both governance, economic, environmental, social and planning stakeholders at the regional level.
4. To engage Aboriginal community leadership with regional development and governance initiatives.
5. To create opportunities for regional collaborations and partnerships to build capacity, share knowledge and develop collaborative opportunities and initiatives.
6. The evaluation of prioritization and scenario planning methods through workshop and project evaluation.
7. To identify regionally-based needs, gaps, opportunities and capitals that support long-term community sustainability in rural Alberta.

Project Evaluation

This project will undertake a post-facto evaluation of regional collaboration through an online survey of workshop participants in late 2016. This evaluation is premised on an already validated theory of change that supports activities such as asset mapping, scenario planning, prioritization and horizon scanning as initiatives that can spark long-term discussion, planning and even action within rural communities. While these workshops are far from the only causal factor that will influence the nature, form and content of collaboration, we will assess the effects of these workshops as triggers or facilitators of increased and/or high-impact collaboration. These data will be cross-referenced with on-site event evaluations conducted at the conclusion of each workshop.

Summary of Findings

Session 1: World Café

SUMMARY: The first session of the workshop involved discussion around challenges to collaboration; identifying potential areas for collaboration; and clarifying what is meant by regional collaboration.

Challenges identified included a lack of trust between potential collaborators in the region. Trust was identified as lacking between communities; as well as between community or group to be served and those potentially able to provide a service. To overcome these issues, participants suggested that gap analysis needed to be conducted, involving industry, government, first nations and Metis communities, businesses and non-profits. Part of the gap analysis to build trust, and why all players need to be involved is to understand, from a grass-roots perspective, what is needed rather than applying a particular mandate or agenda and “forcing” a group or community to conform to that mandate. Furthermore, by broad cross-sectoral involvement it is more possible to utilize resources effectively, find areas of mutual interest, identify roles in which each contributor can make the strongest contribution and create a powerfully effective collective voice and action.

Distance between communities was also identified as a significant challenge. These distances were both physical in terms of each community’s remoteness from the others in the region, and governance in terms of First Nation’s being governed by their Band Councils, while Wood Buffalo is a regional municipality with a single municipal government. However, for all that the RM technically governs the region, there was a feeling that the Regional Municipality ends where the pavement does. This distance was also noted culturally, from an aboriginal perspective in that consultation and collaboration originates from the dominant culture rather than from the aboriginal culture; and that entering into a collaboration with a willingness to work within an aboriginal framework might be more effective in engaging the First Nations communities.

Human capital was identified as a further challenge in that there is a great deal of turnover in personnel, making it difficult to maintain the personal relationships that sustain a successful collaboration.

A final challenge identified was that of lack of accountability. It was felt that collaborative projects get started but reports progress toward outcomes or final results. Without reporting back and having someone to whom to report to was a weakness that prevented sustainable or fully effective collaborations. Lacking a reporting structure also inhibited awareness of a project, leading to duplication.

Potential areas for collaborating included:

1. Bridging silos, whether that was between levels of government; or between governments recognizing the multinational nature of the region given its First Nation population, was identified as not only a potential area for collaboration but a necessary one.

2. In a similar vein to breaking down or bridging silos, was that of gap analysis, to not simply assume where collaboration could/should take place.
3. Quality of life in terms of ensuring an even standard across communities for health and education. The example was given that what was considered an acceptable education standard in a smaller community was much less than that considered acceptable in Fort McMurray.
4. Education and training, particularly collaborating between health and industry to ensure that training is targeted to be effective for industry.
5. Health care and access to it.
6. Access to quality water and sewage management
7. sport and recreation
8. building and supporting capacity in communities
9. Access to housing and affordable housing in the entire region as by addressing the housing issue in outlying areas, we are also addressing the homelessness issue in Fort McMurray

In a discussion of what is the region, participants identified the challenge of working within multiple definitions including geographic, traditional, jurisdictional and ideational in terms of individual perspective. Identified boundaries, or regions, within the region included Treaty 8, the Regional Municipality of Wood Buffalo, Wood Buffalo National Park.

The region was also identified as fluid, evolutionary: even the geographic region has changed over time and if one considers the region based upon the human needs within it, it is far more changeable than the geographic boundaries.

Out of the discussion of potential areas for collaboration, came a further refinement to which of those areas would have highest impact for the region. While most of the potential areas for collaboration were raised as also being high impact areas, the one raised by four of the five discussion tables was that of gap analysis, discovering existing gaps within the region and prioritizing them. It was noted that the Strategy Road Map (<http://fusesocial.ca/cause-view/strategy-roadmap/>) is a document that begins to address gap analysis. It takes strategic plans from various governments and organizations, breaks them down to their components then layers those components over top of one another to see where they overlap, indicating where efforts are aligning, and where there are areas with no plan addressing them.

A second area of high impact involved addressing inequality in terms of access to basic needs of education, clean water, sewer, housing and food (many people are living in food deserts without access to supermarkets). As part of addressing inequality was the issue of building and strengthening community capacity.

In considering an ideal future for the region the participants concluded that the necessary values involved were mutual interest, accountability, relationship building and clear communication. Challenges

discussed included a lack of trust within the region and the belief that many issues had to be addressed before people could collaborate. Despite these challenges, it was identified that there was a need to work closer as a group, reach out to other communities and build trust.

Session 2: Scenario Planning

This section involved scenario planning future collaborations in the region, which involves 3 parts. First, a discussion of an ideal future collaboration which involves identifying what values, principals, actions and structures were ideal for regional collaboration as well as what regional collaboration looks like and why does it matter. Second, a look at proximal and distal causes - things that will affect the collaboration. The third step goes further out again, looking at trends and patterns that could affect collaboration.

SUMMARY: Ideal future collaboration

Values and principles identified as important to regional collaboration included:

- Sense of belonging
- Respect
- Trust
- Accountability

In terms of structures and actions, it was identified that for a collaboration to be effective, the group needs to establish its own code of ethics and guiding principles; with the collaboration having a clear purpose. It was recognized that every organization has a particular mandate to fill, but that when coming to a collaboration, personal agendas need to be set aside and work is done to serve the purpose of the collaboration, even if it doesn't entirely fulfill an individual organization's mandate. Before even coming together on an issue, it was suggested that background work needs to be done to ensure a project or issue hasn't been addressed in the same way before. To be effective, it is better to pick up where a previous effort left off. Also it was thought to be worth looking beyond the region at what others had done to glean learnings on the actions and structures that contribute to success and those that do not.

Two very specific actions that were identified included ensuring the decision makers are involved in the collaboration, so that it is actually able to take action, not just strategize. The second was to frame language more regionally rather than us vs them, urban vs rural.

SUMMARY: Proximal and Distal Causes

A range of proximal causes were identified.

- Not all communities need or want the same, hence a generic approach is not effective. That said, minimal basic needs should be the same across all communities;
- Often there is a lack of clarity in relation to an individual's/organization's role within a collaboration which can lead to doubt around participation in the collaboration, as it needs to be clear how the end goal of the collaboration relates to an organization's mandate
- The region is huge and access to transport to get around the region is an issue;

- Have key people involved from the beginning. This includes bringing in those being served to be part of the process, thereby building capacity and empowering them to be effective in their communities;
- Grassroots participation from the point of identifying a need for a collaboration, all the way through to delivering the collaboration's outcomes.
- A lack of knowledge of what is exists: are we reinventing the wheel or dozing over an existing collaboration that is working well

Distal causes identified included:

- Jurisdictional issues, especially in rural areas: there can be gaps in coverage or a collaboration requires a jurisdictional partner who is not willing to participate
- Transiency of the region as it is difficult to maintain the coherence of a collaboration when the faces at the table keep changing. It requires rebuilding relationships each time there is staff turnover;
- Getting buy-in from all levels of government

SUMMARY: Trends and Patterns

This section involved identifying the trends, what is likely in terms of this region and collaboration and what are the trends in arm's length (distal) variables identified in previous session.

When identifying current trends, topics of the oil industry dominated much of the conversation. It was acknowledge that the oil industry created many restrictions and limitations in the sense that that the dependency on the oil sands had created a decrease in services, funding and supports. The oil industry had created more of an increase between the "have and have nots". As result, there was a need for more social services but there were also more limitations within the community. An increased use of the food bank was cited as an example.

The need for long-term planning was also seen an important trend with the caveat that plans need to include action. Ideally there is accountability to the community on the progress of the action items. Leaders were seen as not recognizing trends or reacting to current problems. Turnovers in leadership as well as the changes and unpredictability of the oil industry were also problematic.

The importance of including aboriginal and metis communities in collaboration was noted, and that there needs to be flexibility in the collaboration to understand that building trust occurs differently: for aboriginal people trust is built through relationship building, while the average Canadian builds trust through effective completion of tasks.

The difference between reactive and proactive measures was an important aspect of the discussion. It was acknowledged that most of us react or put out fires rather than prepare for future problems. Programming was seen to lack the necessary funding and sponsorship needed to make it long-term. Rather, programs only lasted one to three years.

Understanding who to direct action at was also an integral part of the discussion. Understanding who you are directing your action out will impact what types of actions taken. From there, one needs to bring these groups together and infuse the views of these people into future actions and strategies.

Additional trends included:

- Environmental management
- Royalty regimes
- Policy changes
- Decreases in funding from the oil industry

In a final exercise to consider how to create successful collaborations, participants were told to imagine a future 10, 15 and 20 years from now. In this future, everything they had worked on had failed.

Participants were then asked why. Responses included the following:

- Lack of accountability for everyone
- Unexpected issues such as staff turnovers
- Issues that lead to conflicting relationships such as: lack of communication, lack of trust, blame, contempt and defensiveness
- Lack of organization and not understanding that complexities of issues
- Individual conflicts such as over commitment (i.e. believing that one has the capacity to do more than they can) or not enough commitment
- Unrealistic expectations or not following through with expectations
- Lack of delegation and an inability to give up control
- Lack of transparency between groups
- An inability to learn from mistakes and believing that there is only winning and failure
- Lack of relationship building

Responses –From Participant Comments on Evaluations

Following the event, evaluations were given to the participants.

Quantitative Responses

Tables 1-3 account for the means of each of the quantitative questions given. Participants were given each of the following questions and asked to rate their satisfaction on a scale of 1 to 5, with 1 being not at all and 5 being very much so.

TABLE 1	
To what extent did the workshop define and explain the scenario planning process and purpose	4.04
To what extent did the workshop discuss the ideal future for regional collaboration and what factors may positively or negatively affect collaboration	4.44

TABLE 2: Agreement with the following statements	
I had sufficient opportunity to participate in discussions.	4.71
I felt I could make a contribution to the issues being discussed.	4.50
My work was valued during the workshop.	4.33
The presentations were appropriate and relevant to the event.	4.29
TABLE 3: Overall satisfaction with the event	
Overall, how satisfied were you with this event?	4.17

Quantitative Responses

When asked what the participants liked the most about the workshop, two themes within the comments were prevalent. Overall, the group discussions were cited as the most enjoyed part of the workshop. The second most popular answer was the diversity present within the workshop. Additionally responses to this question included the rotating tables used during the workshop, the positive energy of the workshop and the networking possibilities. Participants were also very impressed with the facilitation of the workshop.

One of the concerns 67% of respondents felt as that there were other groups and organizations that should have been represented at this event. When asked what groups or organizations should have been present, participants consistently suggested a greater representation of Aboriginal, First Nations or Metis groups. Other groups/organizations mentioned included: Alberta Health Services, rural representatives, representative from the education industry and those representing seniors and the homeless.

When asked how the event can be improved, two participants indicated that the event was not long enough. Other respondents asked for more clarity on regional goals, more breaks and for more information on the next practical steps following the workshop.

Participants:

Organizations	Number of Participants
Alberta Health Services	1
Alberta Works	1
Anzae	1
ATC, NEAFAN, NISTOWOYOU	1
CMA	1
Community Futures Wood Buffalo	1
ConKlin (CRDAC)	1
Fort McMurray Chamber	1
Fort McMurray Tourism	1
Fuse Secial	1
Fuse Social	1
HIV North	1
HOW-RCOM	1
HUB/HOW	1
Keyano College	1
MCA/NIN	1
McMan/Neafen	1
NAABA	1
NADE	1
Nistswoyou Friendship Centre	1
Reg. Muni. Wood Buffalo	1
RMWB	3
RMWB- Economic Development	1
Suncor	1
Syncrude/OSCA	1
Trade Winds to Sucess	1
United Way of Fort McMurray	1
Wood Buffalo Regional Municipality	2

Appendix A. Introduction

Alberta Centre for Sustainable Rural Communities

Regional Collaboration Workshops:

The Alberta Centre for Sustainable Rural Communities (ACSRC) at the University of Alberta is conducting a series of regional collaboration workshops in 7 different communities dispersed across Alberta between April 2015 and March 2016. These workshops will bring together representatives from rural municipalities, regional economic development alliances, rural associations (AUMA, AAMDC), Aboriginal communities, and not-for-profit and private sector associations to engage in a 3-part collaboration and capacity-building exercise. The participants in these workshops ideally create a balance of inter-sectoral representation with geographic, political and social considerations.

Specifically, each workshop will engage these participants in three different exercises to help support and better enable regional collaboration in Alberta: (1) Establishing criteria for identifying and prioritizing high-impact action areas; (2) Establishing priority areas, themes, questions and actions for regional collaboration (based on (1)); and (3) Completing a 4-phase scenario planning process (see for example HHL (www.scenarioplanning.eu)) based on 1 and 2 (above) in order to (1) identify core problems and frame their analyses; (2) identify assumptions and models about regional collaboration; (3) discussing and evaluating current trends; and (4) developing scenarios for the "ideal" regional future. (Note: This approach was recently used by the ACSRC as part of a Land Use Planning and Municipal Governance project, and was extremely well-received by the 65+ municipal participants). Through the implementation of these 7 workshops, this project will support meeting the following objectives:

1. Increase rural dialogue and engagement with the concept, practices, opportunities and challenges of regional collaboration;
2. Increase inter-regional communication and knowledge sharing through the transfer of priorities, futures and success criteria;
3. Link regional economic development alliances and initiatives with both governance, economic, environmental, social and planning stakeholders at the regional level;
4. Engage Aboriginal community leadership with regional development and governance initiatives;
5. Create opportunities for regional collaborations and partnerships to build capacity, share knowledge and develop collaborative opportunities and initiatives;
6. Evaluation of prioritization and scenario planning methods through workshop and project evaluation;
7. Identify regionally-based needs, gaps, opportunities and capitals that support long-term community sustainability in rural Alberta.

Appendix B: Information Sheet

Rural Alberta Regional Collaboration Workshops

Given your experience and role as a community and/or government representative, you are being asked to participate in a workshop as part of a research study to further develop the collaborative capacity and regional cooperation in rural Alberta.

Objectives:

The objectives of this project are to: (1) increase rural dialogue and engagement with the concept, practices, opportunities and challenges of regional collaboration; (2) increase inter-regional communication and knowledge sharing through the transfer of priorities, futures and success criteria; (3) link regional economic development alliances and initiatives with both governance, economic, environmental, social and planning stakeholders at the regional level; (4) engage aboriginal community leadership with regional development and governance initiatives; (5) create opportunities for regional collaborations and partnerships to build capacity, share knowledge and develop collaborative opportunities and initiatives; (6) evaluation of prioritization and scenario planning methods through workshop and project evaluation; (7) identify regionally-based needs, gaps, opportunities and capitals that support long-term community sustainability in rural Alberta.

Background:

The data from these workshops will be one component of data collection. Your participation is totally voluntary, and you can withdraw at any time.

This one day workshop will give participants the opportunity to engage in three different exercises to help support and better enable regional collaboration in Alberta: (1) establishing criteria for identifying and prioritizing high-impact action areas; (2) establishing priority areas, themes, questions and actions for regional collaboration; and (3) completing a 4-phase scenario planning process based on 1 and 2.

Confidentiality and Data storage:

The data and results of this project are confidential. In no way will you be personally identified in any of the data collected, or in the results (reports, articles, papers, etc.)

After the workshop is completed, confidential data (notes, etc.) will be stored (both hard and soft copies) in a locked cabinet in a locked storage room accessible only to departmental administrative staff. Electronic data are encrypted as per University of Alberta policy, and data will be destroyed after 5 years. Only trained ACSRC staff and the project team will have access to the data.

Benefits:

This project may not have any direct benefits for you. It is possible that you will become aware of new resources or capacity that are applicable to you, or your organization, to cope with challenges, areas of concern or areas where your organization excels.

Risks:

Participating in this workshop may present some minor risks to you:

It is possible that the questions and discussion in this workshop may trigger unpleasant memories or experiences. If this is the case, you may withdraw at any time you choose (even if only for a few minutes) and we will remove your input (See below).

Freedom to withdrawal from the workshop:

Even after you have agreed to participate, you can decide to withdraw or not complete the process. This can be done at any time, and we will remove your contribution from the data collected.

Use of your Information:

This project is being undertaken by the University of Alberta, with additional support being provided by part-time staff at the University of Alberta. This project is being funded by the Government of Alberta, Department of Agriculture and Rural Development. The responses will be compiled and presented in a report, as well as in supporting documents required by the Department of Agriculture and Rural Development. \

None of the reports will have your name or identifying information in them. Organizations will not be identified by name without prior written consent of appropriate personnel at that organization.

Investigators:

If you have any questions or comments, please do not hesitate contacting the persons listed below.

Lars Hallstrom, PhD Associate Professor & Director, ACSRC Departments of Political Studies/Resource Economics and Environmental Sociology University of Alberta Phone: (780) 679-1661 Email: lars.hallstrom@ualberta.ca

Additional Contacts:

If you have any questions or concerns regarding your rights as a participant, or how this study is being conducted, you may contact the University of Alberta's Research Ethics Office at 780-492-2615. This office has no affiliation with the study investigators.

Thank you for your contribution to this research project!



UNIVERSITY OF ALBERTA

CONSENT FORM

Do you understand that you have been asked to participate in a workshop as part of a research study to further develop the collaborative capacity and regional cooperation in rural Alberta?

YES NO

Do you understand that the information collected in this workshop is part of a project led by University of Alberta personnel funded by the Government of Alberta, Department of Agriculture and Rural Development?

YES NO

Do you understand the benefits and risks involved in taking part in this workshop?

YES NO

Do you understand that you can choose to not participate, or you can choose to withdraw at any point during your participation in the process?

YES NO

Do you understand that the information that you provide will be kept in strict confidence and that any link between your responses and your name/organization name will be destroyed?

YES NO

Do you know that you can contact the researchers below if you have any questions about the research or the interview?

YES NO

Do you give us (the researchers) permission to use the data and the information that you provided for the purposes specified?

YES NO

Do you give us permission to use the data and the information that you provided in this workshop for future research and analysis?

YES NO

I agree to take part in this workshop.

YES NO

Name (please print):

Date:

Signature:

If you have any questions or comments, please do not hesitate contacting the persons listed below.

Lars Hallstrom, PhD Associate Professor & Director, ACSRC Departments of Political Studies/Resource Economics and Environmental Sociology University of Alberta Phone: (780) 679-1661 Email: lars.hallstrom@ualberta.ca

Please Note:

The plan for this study has been reviewed for its adherence to ethical guidelines by a Research Ethics Board at the University of Alberta. For questions regarding participant rights and ethical conduct of research, contact the Research Ethics Office at 780-492-2615

Appendix C: Agenda

Rural Alberta Regional Collaboration Workshops Funded by the Government of Alberta Keyano College | Fort McMurray, AB Monday July 27, 2015

Item	Time	Activity	Person	Location(s)
1	10:00 – 10:10	Welcome and Introduction		
2	10:10 – 11:00	World Café a) Identify potential areas for collaboration b) High impact		
3	11:00 – 11:15	Break		
4	11:00 – 12:00	Plenary Session a) Top potential areas for regionalized collaboration		
5	12:00 – 13:00	Lunch		
6	13:00 – 13:40	Regional Collaboration – what is the ideal future for this region?		
8	13:40 – 14:20	1) Proximal and Distal Causes 2) What are we missing?		
9	14:20 – 14:30	Break		
10	14:30 – 15:10	Trends and Patterns		
11	15:10 – 16:00	Plenary Discussions		

Appendix D: Satisfaction Survey

REGIONAL COLLABORATION WORKSHOP – JULY 27, 2015 – FORT MCMURRAY, AB

ABOUT YOUR SATISFACTION WITH THE WORKSHOP

3. On a continuous scale of 1 to 5, with 1 being *not at all* and 5 being *very much so*, please indicate the extent to which the workshop met the following objectives:

	Totally Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	Don't Know / Not Applicable
a. Defined and explained the scenario planning process and purpose	1	2	3	4	5	0
b. Discussed the ideal future for regional collaboration and what factors may positively or negatively affect collaboration	1	2	3	4	5	0

4. What did you like best about the workshop?

5. How would you assess the facilitation and implementation of the event?

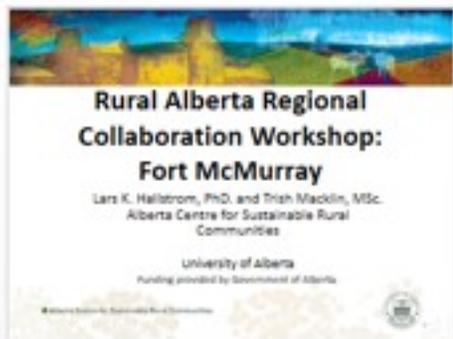
6. Please indicate the extent of your agreement with each of the following statements.

	Totally Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Don't Know / Not Applicable
a. I had sufficient opportunity to participate in discussions.	1	2	3	4	5	0
b. I felt I could make a contribution to the issues being discussed.	1	2	3	4	5	0
c. My work was valued during the workshop.	1	2	3	4	5	0
d. The presentations were appropriate and relevant to the event.	1	2	3	4	5	0

7. Do you feel the number of people participating in the workshop was:

- 1 Too few
- 2 Just right
- 3 Too many

Appendix E: Workshop Outline



Rural Alberta Regional Collaboration Workshop: Fort McMurray

Lars K. Hallstrom, PhD, and Trish Macklin, MSc.
Alberta Centre for Sustainable Rural Communities

University of Alberta
Funding provided by Government of Alberta

1



Process of the Day

Time	Activity
08:00-08:30	Registration and introductions
08:30-09:00	Break
09:00-09:30	Housekeeping
09:30-10:00	Who are we here for? (collaboration)
10:00-10:30	Break
10:30-11:00	What are we here for? (regionalized collaboration)
11:00-11:30	Break
11:30-12:00	What are we here for? (regionalized collaboration)
12:00-12:30	Break
12:30-13:00	What are we here for? (regionalized collaboration)
13:00-13:30	Break
13:30-14:00	What are we here for? (regionalized collaboration)
14:00-14:30	Break
14:30-15:00	What are we here for? (regionalized collaboration)
15:00-15:30	Break
15:30-16:00	What are we here for? (regionalized collaboration)
16:00-16:30	Break
16:30-17:00	What are we here for? (regionalized collaboration)

2



Welcome and Introduction

- Housekeeping (Fire, water and other essentials)
- Who are we?
- Why are we here?
- Who are you?
- Why are you here?
- What do we hope to achieve today?

3



World Café

- Identify potential areas for collaboration
- Clarify what is meant by regional
- Which of these areas has the highest impact (defined as...)

4



Plenary Session

- Which of these areas is the most critical, viable, or greatest impact for collaboration in this region?
- Goal: Create a priority list for regionalized collaboration

5



What Scenario Planning is and Isn't

- Scenario planning is a tool
- Scenario planning is about exploring the future
- Scenario planning **Does Not** predict the future
- Scenario planning provides 'clues' for what could be key drivers of change
- 4-step process

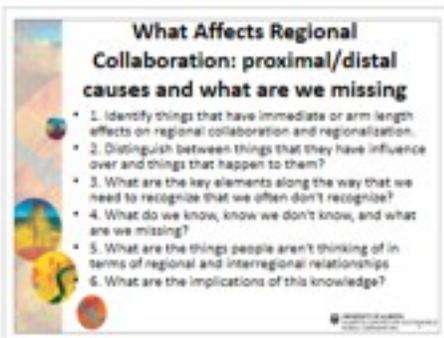
6



Regional Collaboration– What is the ideal future for this region?

1. What values, principals, actions and structures are ideal (desirable, wanted, hoped for) for regional collaboration?
2. What does it look like and why does it matter?

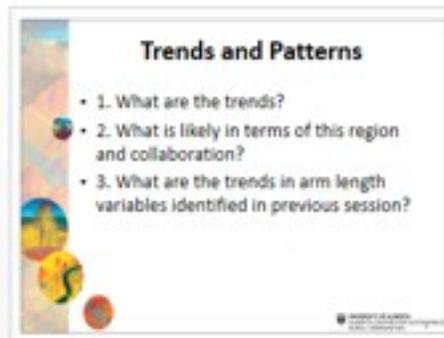
7



What Affects Regional Collaboration: proximal/distal causes and what are we missing

1. Identify things that have immediate or arm length effects on regional collaboration and regionalization.
2. Distinguish between things that they have influence over and things that happen to them?
3. What are the key elements along the way that we need to recognize that we often don't recognize?
4. What do we know, know we don't know, and what are we missing?
5. What are the things people aren't thinking of in terms of regional and interregional relationships?
6. What are the implications of this knowledge?

8



Trends and Patterns

1. What are the trends?
2. What is likely in terms of this region and collaboration?
3. What are the trends in arm length variables identified in previous session?

9



Plenary Session

- What is the best way to collaborate regionally?
- What are your "best" 2 ways to do that?

10



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11