



UNIVERSITY OF ALBERTA
ALBERTA CENTRE FOR SUSTAINABLE
RURAL COMMUNITIES

Grande Prairie Regional Collaboration Workshop Report



Alberta Centre for Sustainable Rural Communities
Grande Prairie Regional Collaboration Workshop Report
ACSRC Report Series #27-16 No. 2 of 8

Authors

Alberta Centre for Sustainable Rural Communities

Acknowledgements

These notes were created by the staff of the Alberta Centre for Sustainable Rural Communities, University of Alberta – Augustana Campus.

The creation of this report would not have been possible without the many voices heard at the Grande Prairie Regional Collaboration Session. No particular observation or comment should be attributed to any specific individual, unless otherwise specified. Any errors in description or interpretation are those of the author.

Research funding for this project was provided by Alberta Agriculture and Rural Development Rural Initiatives and Research.

2016

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Executive Summary

On August 25, 2015 The Alberta Centre for Sustainable Rural Communities (ACSRC) at the University of Alberta conducted a regional collaboration workshop at Grande Prairie Regional College in Grande Prairie, Alberta. The event was one of seven workshops held in communities across Alberta from April 2015 and March 2016. Thirty seven 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 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 around potential future collaborations.

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 table discussion. The main topics discussed included identifying potential areas for collaboration, envisioning the ideal future for collaboration in the Grande Prairie region, prioritizing where was collaboration most needed and identifying 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,

Summary of Findings

Session 1: World Café

SUMMARY: The first session of the workshop involved discussion identifying potential areas for collaboration; challenges to collaboration; and clarifying the “region” in regional collaboration.

Before even deciding upon a collaboration, participants emphasized that it was important that sectors, communities and/or agencies needed to come together to learn from one another, and be able to look at the big picture from all perspectives. An effective collaborative project would be one which was developed by the collective, rather than initiated by a single agency or sector which then looked for others to collaborate on a project already set down.

Participants also noted that all partners in a collaboration have a particular “collaboration literacy” in terms of knowing HOW to work together, having a shared language and shared outcomes, a governance structure that supports the collaboration and a definition of the region for which the collaboration exists. Not only was defining the region identified as important, but to set the structure of the collaboration based upon both the region *and* the service to be provided, as some structures can be an impediment to the collaboration or be irrelevant to the service being provided.

Potential areas identified for regional collaboration during the workshop included:

- Infrastructure – including water, wastewater, housing, recycling, fire, planning, library, recreation, FCSS, and weed inspection. In some cases collaboration in these areas already existed but was identified as having potential to improve or expand.
- Regional government and administration. Recognizing that many municipal services are already delivered regionally, participants recognized that government and administration would be the final service to deliver at a regional level. The question of *how* that can be achieved is the challenge.
- Employment and professional training and upgrading
- Education
- Health. In addition to the delivery of health services, participants felt that having local input into health care delivery would have an impact. The dissolution of the local health boards was felt to be a loss to the region.
- Including Indigenous people and Metis settlements in collaborative efforts

- Justice
- Access to services, whether that was in the form of shared regional transit or having an office in the community from which various service providers visiting the community on a regular basis could see people.
- Connectivity – there is a need for more reliable internet and higher bandwidth broadband. Where it isn't possible to get people to a service or bring a service provider to a community, technology could grant access to services, providing the infrastructure would support it. However, given the generational digital divide, participants identified it as important to ensure that people unfamiliar and uncomfortable with technology have some in-person support so that they can also access those services.
- Shared grant writer. Such a position had existed with Community Futures and the Regional Economic Development Alliance, but it was challenging to keep the position staffed, and in the case of the Community Futures grant writer, enough capacity had been built within local organizations that the position was no longer deemed necessary.

Challenges in ensuring effective collaboration included managing expectations, staff turnover, competition for funding, and turf protection. In addition to many groups competing for the same funding dollars, another challenge identified was being reactive to funding opportunities in that a provincial body will announce funding for a particular area or target group (i.e. farm safety or seniors), and then programming would be developed on the basis of available funding rather than on needs specific to the region. Overlapping boundaries were also identified as a challenge as it meant that some partners in a collaboration wouldn't actually have the mandate to serve one part of the region identified for the project.

Areas identified for the highest potential for collaboration included:

- Transportation within rural areas and from rural areas to access services
- Collaboration with rural residents to bring people to services
- Mental health capacity building
- Training in collaboration with other organizations i.e. professional development
- Communication in order for the duplication of services
- Schools

- Seniors care

However, in a broader sense, identifying the areas with the highest impact involves starting with the ‘grassroots’ of the community. It then involves bringing the sectors together and thinking regionally. Ultimately there is a need to acknowledge the bigger picture when identifying areas that have the highest impact for regional collaboration.

In the discussion of what constitutes the region, multiple definitions emerged. Organizational and political boundaries mean that there are regions within regions. Physical proximity may not impact how communities see themselves allied, and regions can and do cross provincial boundaries. There was a question of whether a region could be defined based upon environmental commonalities, like a watershed, or upon socio-economic commonalities, with a suggestion that a region be one in which there is a strong connection economically, social activity and environmentally. A region was one that is based upon interest or issue and the impacts of a project. Some participants stated that having an identical boundary wasn’t necessary and that organizations with multiple boundaries can be creative in finding ways to be involved on a regional collaboration that is serving a region larger than their mandated boundary.

Session 2: Scenario Planning

This section involves a three part scenario planning exercise. First, a discussion of a potential future collaboration which involves identifying what values, principles, actions and structures are ideal for regional collaboration as well as what regional collaboration looks like and why it matters. 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: Potential future collaboration

Values and principles identified as important to regional collaboration included:

- Balancing large and small voices, ensuring those who have smaller representation or reach or capacity to contribute financially are given equal opportunity to contribute as those who come with greater resources.
- Having a vested common interest – based on this common interest, common values can emerge. Common values that are central to regional collaboration are trust, respect and commitment. However trust is the most important value.
- Decision making by consensus
- Responsibility, both shared and individual
- Accountability
- Compassion
- Future-focused – participants felt that a collaboration’s focus needed to be upon changing tomorrow rather than fixing yesterday

In terms of structures and actions, it was identified that for a collaboration to be successful:

- A real (vs. a perceived) need must be identified through collecting data, along with a clear end goal that defines when that need has been met.
- Resources need to be identified, including those available through member networks.
- Each collaboration requires its own terms of reference and committee to maintain a regional focus to ensure that no one member is hijacking the collaboration for their own benefit.

- An impartial leader/facilitator can help keep the focus regional.
- Achievable goals and timelines incorporating ongoing measurement, feedback and evaluation.
- A structure that is fluid and open to change, allowing members to come and go as it is important to them and as their ability allows them to contribute creates an enduring collaboration.

SUMMARY: Proximal and Distal Variables that Affect Collaboration

Proximal variables can be seen as “what affects me immediately/over what have I got immediate control.” Some examples of proximal variables are:

- Emotions – the “human” side of things
- Whether or not there is a felt need for collaboration and having the communication/discussion around that
- Self-interest/personal agendas or organizational mandates; difference in organizational visions and priorities
- Understanding the collaboration process
- The inclusion of often absent stakeholders (youth, children)
- Getting people involved and engaged in the process
- Regionally available resources including human capital
- Willingness to change
- Identifying and prioritizing needs can be contentious
- Motivation or catalyst for collaboration
- The feeling of being valued affects people’s willingness to participate
- The flow of information; social media is a way to reach our grassroots
- Adaptability in how we respond to situations
- Having a leader or champion for the collaboration
- Past patterns affecting future actions and partners (this did not work previously so we won’t do it again; we don’t work with X organization)

because of grudges between people who no longer exist in either organization)

Distal variables can be seen as “arm’s length variables.” Some examples of distal variables cited during the workshop include:

- Funding and operating dollars
- Staff availability and turnover
- Political will at all levels
- Provincial policy impacts collaboration from the top down. It can be encouraged or forced; but can also be prevented by policy.
- The election cycle affecting funding to long term collaborative projects
- Data that is missing or to which we don’t have access
- Stereotypes
- Cultural perspectives and biases including rural vs urban; aboriginal and other cultural perspectives; history and stereotypes

Often there are key elements that do not get considered in the process of regional collaboration. However, it is important to recognize that we often do not recognize these elements that greatly contribute to the regional collaboration process. Conflicting priorities, assumptions and missing the real underlying issues are some examples. Other examples highlighted during the workshop include the differences between rural and urban needs, the centralization of services as well as the role of regional boundaries.

Participants acknowledged that there are many factors that we do not know or will not have access to the necessary information for until the future. For example, in many municipalities, there is a lack of statistics and demographic information despite there being a lot of anecdotal information. Communities may not necessarily have access of data. In the case of Grande Prairie, the total impact of shadow populations has yet to be understood.

SUMMARY: Trends and Patterns

This section involved identifying the trends and patterns that could affect collaboration in the region.

Trends include:

- An increase in social enterprise blending business and non-profit, which can be a collaborative effort in itself

- Increasing use of technology and social media which leads to a population that expects more, is more vocal, but is not necessarily better informed
- Existing and increasingly collaborative mindset - funding agencies work together. Government encourages collaboration. Within the region social services have interagency meetings in order to understand the unique challenges and barriers within each of the region's communities and how best to serve people.
- Greater awareness of the *need* to collaborate
- Some of the increased trend towards collaboration amongst non-profit and non-government organizations is that there are fewer funding dollars to go around, necessitating collaboration to achieve mandates. Some participants suggested that these collaborations might not have developed had there been lots of dollars to go around.
- Municipal collaboration ensures that smaller municipalities can provide a similar level of service as large ones by sharing a water operator, weed inspector, etc.
- Regionalization that makes best use of resources without a loss of autonomy. Working examples include the airport commission, museums, libraries, recycling and fire departments.
- Increase in sharing data
- Communities have engaged well with each other by supporting local tourism

Patterns include:

- Shifting priorities with each election
- Pattern of reactivity to social issues
- The cycle of de-centralization/centralization in the provincial government affecting the services for which the municipality is responsible
- Small communities are shrinking, but we are seeing more shared resources/services between communities as a result

In a discussion around the likelihood of continued and growing collaboration in the region, the question was whether evidence existed showing that collaboration was actually successful given that it is being strongly promoted by government.

Participants felt that collaboration is very likely when trying to attract investment to the region, that even businesses that would normally compete will band together for the collective benefit of attracting outside investment.

Municipal collaborations are happening at various levels, though it was believed that more collaboration could happen. There are opportunities for shared service agreements, integrating planning, public works, water and waste services, airport services. In many cases these are happening, but there is opportunity for resources to be shared 100% and then distributed across the region as needed. However it is important that these collaboration opportunities not be dictated by the provincial government as it doesn't know what is best for each community.

If, when and how collaboration will happen in the region depends upon the situation; and the situation will define the region. Collaboration is the way to go on some issues, but not on all of them.

Accountability is important to collaboration. For example where a larger municipality supports a smaller one without much financial capacity, the smaller municipality is spending money but is not answerable to the ratepayers from whom it came. A proposed solution would be that instead of giving financial resources, help could be given the smaller community in the form of services.

In a final exercise to consider how to create successful collaborations, participants were then told to imagine a future 20 years from now. In this future, everything they had worked on had failed. Participants were then asked to tell their counterparts what they should have done and what the lessons are. Responses included the following:

- Government needs to regionalize services; communities need more say into services that they need and how they should be delivered.
- We don't have a good process for identifying magnitude of need. We need data collection and analysis. We also can't just make a list of needs. Rather we need to quantify and prioritize them.
- We need to address the root cause to a lot of needs. In the past, some were addressed on superficial level, but the root causes were not taken into consideration. If the root cause isn't addressed, you will be in same place in the future that you are now
- You should have not lost vision and focus. However, there are pieces that can be changed. It is important to remember that it has taken a long time to create a mess, it will take a longer time to clean it up.
- We need to encourage the development a logical rationale for determining regional catalyst. We also need to act boldly to advance change and have motivation to make parties to want to change

- We had this discussion 20 years ago and nothing has changed. We need a dramatic change in the structure of the province to get change. Give up what was held sacred but first ask why it was sacred. Be open to be proven wrong and engage with things outside of your comfort zone.
- As we choose priorities, change will be made. Hope is necessary for it to work.
- There needs to be enabling legislation that would allow for collaboration with funding attached that could be delivered through the Municipal Government Act.
- There needs to be the freedom to try (and to fail). If you don't try, you don't know what kind of impact can be made. There needs to be a purpose to collaboration, not just collaboration for its own sake or because someone is providing funding for collaboration.
- There needs to be a regional catalyst to motivate change.

List of Participants

Organization
Alberta Health Services, Community Health Promotion
Alberta Health Services, Early Childhood Intervention
Alberta Health Services, Public Health
Alberta Human Services
Alberta Innovates Technology Futures
Alberta Works
Big Brothers Big Sisters
Big Lakes County
Child and Family Services
Child and Family Services in the Peace River and Fairview
City of Grande Prairie
Community Foundation of NW AB
County Grande Prairie Economic Development
Economic Development Specialist
Good Will Industries
Grande Cache Town Council
Grande Prairie County FCSS
Grande Prairie County FCSS
Grande Prairie County FCSS
Grande Prairie YMCA
Grande Prairie Youth Emergency Shelter Society
Jobs, Skills, Training and Labour
Lesser Slave Lake Economic Alliance

Lesser Slave River
LSLEA
Mighty Peace Watershed Alliance
North Peace Housing Foundation
Northern Alberta Development Council
Northwest Region Alberta Works
Paddle Prairie Metis Settlement
Peace Wapiti School Division
Rainbow Lake
Spinal Cord Injury Alberta

Responses –From Participant Comments on Evaluations

Following the event, evaluations were e-mailed to the participants. 10 evaluation forms were returned.

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: Meeting of Goals	
To what extent did the workshop define and explain the scenario planning process and purpose	3.33
To what extent did the workshop discuss the ideal future for regional collaboration and what factors may positively or negatively affect collaboration	3.33

TABLE 2: Agreement with the following statements	
I had sufficient opportunity to participate in discussions.	4.6
I felt I could make a contribution to the issues being discussed.	4.1
My work was valued during the workshop.	4.3
The presentations were appropriate and relevant to the event.	3.9

TABLE 3: Overall satisfaction with the event	
Overall, how satisfied were you with this event?	3.8

Qualitative Responses

When asked what the participants liked the most about the workshop, two themes within the comments were prevalent. The group discussions as well as the diversity of participants present were cited as the most enjoyed part of the workshop. Additional responses to this question included the rotating tables used during the workshop, the passion and interest of the participants as well as the networking possibilities.

Participants were also very impressed with the facilitation of the workshop. The facilitator was often referred to as timely, entertaining and well-organized.

Overall, participants were pleased with the types of groups and organizations that were represented at this event. Of those who responded to this question on the evaluation form, only 25% of evaluation forms noted a concern with there being a lack of diversity of groups present. When asked what groups or organizations should have been present, participants suggested a greater representation of Aboriginal groups, the RCMP as well as representatives from justice, mental health, addictions and day care programs.

When asked how the event can be improved, respondents suggested having the event in a larger room and discussing a wider range of services that are available in Grande Prairie region.

Appendix A. Project Backgrounder

Alberta Centre for Sustainable Rural Communities Regional Collaboration Workshops Backgrounder:

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: Project Information and Consent to Participate Form

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 withdraw 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.

<p>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</p>
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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!

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):
Signature:

Date:

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

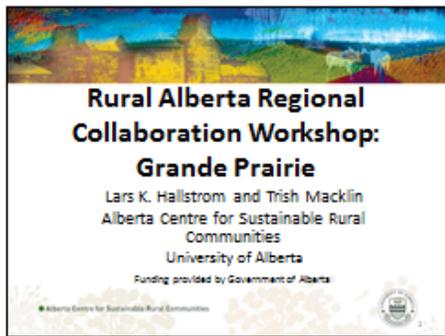
Appendix C: Agenda

Rural Alberta Regional Collaboration Workshops
Funded by the Government of Alberta
Grande Prairie Regional College | Grande Prairie, AB
August 25, 2015

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

Appendix D: Workshop Powerpoint

5/19/2016



**Rural Alberta Regional
Collaboration Workshop:
Grande Prairie**

Lars K. Hallstrom and Trish Macklin
Alberta Centre for Sustainable Rural
Communities
University of Alberta
Funding provided by Government of Alberta

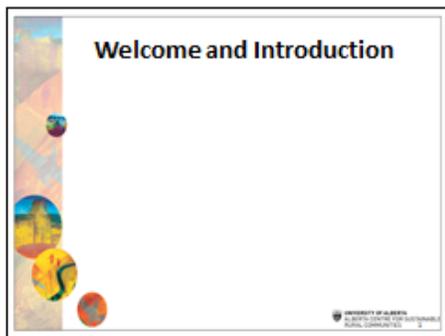
Alberta Centre for Sustainable Rural Communities



Process of the Day

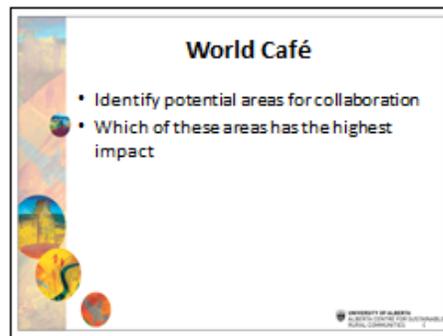
Time	Activity
09:00 - 09:05	Welcome and Introduction
09:05 - 09:10	World Café
	<ul style="list-style-type: none"> Identify potential areas for collaboration High Impact
09:10 - 09:15	Break
09:15 - 09:20	Plenary Session
	<ul style="list-style-type: none"> Top potential areas for regionalized collaboration
09:20 - 09:25	Lunch
09:25 - 09:30	Regional Collaboration - What is the Best Scale for this region?
09:30 - 09:35	At Potential and Rural Growth
	<ul style="list-style-type: none"> What are the risks?
09:35 - 09:40	Break
09:40 - 09:45	Themes and Patterns
09:45 - 09:50	Plenary Discussion

Alberta Centre for Sustainable Rural Communities



Welcome and Introduction

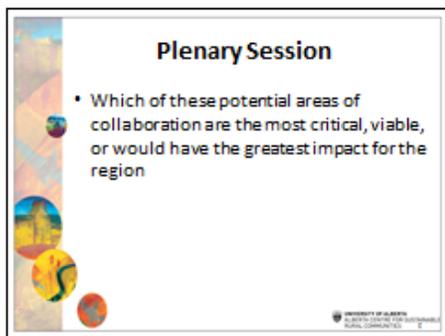
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World Café

- Identify potential areas for collaboration
- Which of these areas has the highest impact

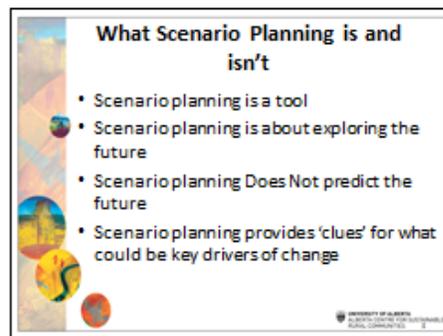
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Plenary Session

- Which of these potential areas of collaboration are the most critical, viable, or would have the greatest impact for the region

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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

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

- 1. What values, principals, actions and structures are ideal for regional collaboration?
- 2. What does it look like and why does it matter?

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What Affects 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?

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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?

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Plenary Session

- What is the best way to collaborate regionally?
- What are your table's top 2 ways to do that?

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