



UNIVERSITY OF ALBERTA  
ALBERTA CENTRE FOR SUSTAINABLE  
RURAL COMMUNITIES

# Bonnyville Regional Collaboration Workshop Report



Alberta Centre for Sustainable Rural Communities

ACSRC Report #27 – 16 No. 6 of 8

# Bonnyville Regional Collaboration Workshop Report

## **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 Bonnyville 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.

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2016

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## **Executive Summary**

On March 9, 2016 The Alberta Centre for Sustainable Rural Communities (ACSRC) at the University of Alberta conducted a regional collaboration workshop in Bonnyville Alberta. The event was one of seven workshops held in communities across Alberta from April 2015 and March 2016. Seventeen 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 ( I ) 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 and REDA-oriented collaboration; (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, 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 identify potential areas for collaboration, what is the ideal future for the Grande Prairie 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 identifying potential areas for collaboration; challenges to collaboration; and clarifying the “region” in regional collaboration.

Before discussing potential areas of collaboration, a number of existing collaborations were identified. Examples of successful collaboration identified included the Military Family Resource Centre in Cold Lake where services are accessible to all residents of Cold Lake and area, with or without children. The Centre collaborates with Family and Community Support Services (FCSS), Bonnyville and Cold Lake Employment Services and Alberta Works to provide, in addition to supporting military families in situations unique to military such as deployment, programming and support for parenting, children and youth; education and training; employment and career assistance; health and wellness programs.

A second example of successful collaboration was the FCSS which hosts interagency meetings, which ensures all regional providers of social and community services are aware of what each other are doing and with that knowledge have the opportunity to collaborate where their mandates overlap.

An area of existing collaboration which could be continued and further developed included promoting tourism through rural festivals and events. Examples mentioned included:

- Haying in the Thirties, an annual event held to raise funds for the purpose of financially support cancer patients undergoing treatment.
- Cold Lake Airshow
- Smoky Lake’s Great White North Pumpkin Fair and Weigh-off, a festival that now attracts 6000 visitors to a town of 1000.
- Iron Horse Trail. Part of the Trans Canada Trail, the Iron Horse Trail occupies a former Canadian National Railway line’s right-of-way from Waskatenau to Cold Lake, with an arm branching off to Heinsburg. Its development and maintenance involves numerous communities, tourism groups and trail societies.
- Lac la Biche County and Lakeland Archers hosting the 2019 World Archery 3D Championships.
- Bonnyville hosting the World Junior A Hockey Challenge in December 2016, which will involve neighbouring communities as, while most games will be played in Bonnyville, St. Paul and Cold Lake will host exhibition matches.

Another area of collaboration that was in development was that of a Regional Occupational Health and Safety Initiative, involving a partnership between the County of St. Paul, Town of Elk Point, Town of St. Paul, and Summer Village of Horseshoe Bay. Since the workshop, that collaboration has been successfully funded through the Government of Alberta's Alberta Community Partnership Program. The Regional Occupational Health and Safety Initiative will involve all four municipalities uniting together under one safety program. This project will enhance oversight and health and safety practices while creating a safer workplace for employees of all four municipalities. The initiative is the first of its kind in Alberta.

Potential areas for regional collaboration identified during the workshop included:

- Education. There were a couple of different ideas put forward regarding collaboration in education. One involved working with industry to create specific, industry-focused environmental education programming including reclamation and restoration. The other idea is linked to the third potential area and involved making use of webinars in professional development/continuing education to allow for broader access to the content, reducing prospective students' need for travel.
- Health. Participants suggested ongoing and further collaboration in the area of doctor recruitment and retention. When considering access to health services not available locally, it was suggested that more use be made of medical vans to transfer patients, rather than using an ambulance for that purpose. Also, connecting to the next area for collaboration, it was suggested that more use be made of technology, such as video conferencing with specialists to save travel to urban centres.
- Increasing access to high speed internet. Reliable access to high bandwidth broadband remains an issue. Increasing access and quality would support collaboration in the above mentioned areas of education and health; as well as further economic development.
- Sharing facilities and resources. For example, with transport often raised as an issue, it was suggested that school busses could be utilized outside of school hours/days for transport. The school itself could be used as a space for community groups.
- Mental health. Participants thought there was potential for collaboration between mental health and parks and recreation sectors given the known benefits that physical health and activity and being in the outdoors has on mental health.

Challenges in ensuring effective collaboration included the fact that funding models are not set up for long-term projects, or for maintaining a collaboration. Grants are often only offered over a short term for new/innovative project, rather than to help maintain something that has shown efficacy. There is a need to overcome the perception that rural communities cannot offer the services that urban communities do. While each community cannot have the same services that an

urban centre does, as a region, all those services could be on offer, providing we are willing to work together and community members are willing to access the services regionally, rather than travel to urban centres. Another challenge was raised around dissolution of communities. It was observed that under the status quo, it is more expensive for a county to take on the administration and servicing of dissolved villages than it is to provide occasional financial support for them to continue as their own municipality. Consequently any future movement of the provincial government towards amalgamation of municipalities would need to be accompanied by a new funding structure.

Areas identified as having the highest potential for collaboration included:

- High speed internet.
- Access to health services.
- Tourism and events.

When asked to define a region, participants noted that the term “region” has many definitions. For instance, regions can be defined by geography, such as the prairie region. The goal of the collaboration also plays a role in determining how a region is defined. Ultimately, participants agreed that there is no such thing as fixed borders within a region.

## ***Session 2: Scenario Planning***

This section involved a three part scenario planning exercise. First, a discussion of a potential future collaboration which involves identifying what values, principles, actions and structures were ideal for regional collaboration as well as what regional collaboration looks like and why it matters. Second, a look at proximal and distal causes - those things that will have immediate and arm's length impact on the collaboration. The third step goes further out again, looking at trends and patterns that could affect the collaboration.

### **SUMMARY: Potential future collaboration**

Values and principles identified as important to regional collaboration included:

- Trust and accountability. Creating a structure with checks and balances at all levels helps to ensure trust and accountability.
- Communication. Ensuring both partners within the collaboration and the community at large are kept in the loop is important.
- Clear outcomes. Having an outcome(s) that are clear to and shared with all members of the collaboration.
- Evaluation. Ensure that we are achieving the intended outcomes.
- Openness. Being willing to accept new/not the usual people to the partnership and accept different ideas and perspectives.

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

- Evidence-based. The reason for the collaboration and the decisions it makes need to be evidence-based.
- Access existing knowledge/experience. In addition to evidence-based decisions, ensure that you have looked for and reached out to others who have done something similar to learn from them.
- Follow-through. Ensure that there is at least one person who is responsible for seeing actions completed.

- Continuity. Having someone in a long-term, stable position (who may or may not be the manager identified in the previous bullet), who knows the history of the collaboration and can ensure continuity as staff with partners change, and new partners come into the collaboration.
- Implement a communications plan. Communication was identified as an important value; the collaboration needs a communications plan that utilizes all forms of media to spread their message.
- Cost efficiency and effective resource management. These may be reasons to begin the collaboration in the first place.
- Create a template. Made in reference to events and festivals, this action could apply to any collaborative project.
- In reference to the potential collaboration around access to health services, it was suggested that a volunteer based shuttle/carpool could be set up to get people to appointments, using Road to Hope as a model. Road to Hope operates in the counties of Athabasca and Lac la Biche, and is a non-profit that connects volunteer drivers with cancer patients needing transport to treatment outside of their communities. The organization pays the volunteer drivers mileage.

## **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.” The following are proximal variables identified by participants:

- Check assumptions. While we can't change the assumptions and preconceived notions of others, as a participating member we can decide to challenge our own.
- Invest resources. While often external funding is necessary, there must be enough commitment from members to invest their own resources, be that allocating budget, staff, time, space.
- Find enough partners to be self-sufficient and not rely on external resources.
- Understand the structure and function of other levels of government, whether that means finding a partner who does or learning it.
- Share data to benefit the collaboration; including sharing it with other collaborations of which we are not directly a part.
- Utilize available development programs, such as board governance development available to non-profit groups.
- Information overload leading to paralysis by analysis. We want evidence-based decision making but sometimes there is a surfeit of conflicting evidence. Sometimes you just have to decide to stop looking for more information and just make your decision based on what you have.

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

- Government grants and funding. There is a lack of consistency in the availability and amount available from year to year.
- Missing data; or data which is not shared with the collaboration.
- The election cycle, both municipal and provincial, is too short for long term planning: each new administration wants to make their particular mark, so priorities change.
- Willingness of people to engage a more regional identity, rather than identifying solely with their municipality of residence.
- Organizational policy. For example, the policies of school boards around the use of schools for community activities.
- Gap between expectations and capacity of municipalities to fulfil them. For example, seniors wanting to age at home, but small rural communities lack the capacity to accommodate that.

### **SUMMARY: Trends and Patterns**

This section involved identifying the trends and patterns that could impact regional collaboration.

Trends and patterns that were discussed during this workshop included:

- Resource boom and bust cycles happening more quickly.
- Changing social standards, with movement toward greater inclusivity of gender and culture.
- Advancements in ICT making information and communication available instantly and accessible around the world.
- Ability of social media to generate political pressure.
- Having to do more with less.
- Aging population and financial strain on the sandwich generation (those caught between aging parents and children).
- A shrinking rural population.

In a discussion of what is likely in terms of the region and collaboration, participants suggested that collaboration on economic development is likely to, and needs to, diversify beyond the oil and gas sector. They also felt that given the trend of doing more with less, that there will be increasing incentives for regional collaboration in terms of grant programs that are based on collaborative, rather than individual, projects. Participants also thought collaboration necessary in order to create a rural voice large enough to be heard and taken seriously in higher levels of government.

**Responses –From Participant Comments on Evaluations**

Following the event, participants were asked to evaluate the workshop. Twenty two 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	4.0
To what extent did the workshop discuss the ideal future for regional collaboration and what factors may positively or negatively affect collaboration	4.07

TABLE 2: Agreement with the following statements	
I had sufficient opportunity to participate in discussions.	4.36
I felt I could make a contribution to the issues being discussed.	4.29
My work was valued during the workshop.	4.21
The presentations were appropriate and relevant to the event.	4.14

TABLE 3: Overall satisfaction with the event	
Overall, how satisfied were you with this event?	3.57

Qualitative Responses

When asked what the participants liked the most about the workshop, participants praised the workshop’s ability to allow them to engage in meaningful discussions with diverse groups of people. Participants also praised the facilitator’s enthusiasm.

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 22% of evaluation forms noted a concern with there being a lack of diversity present within the group.

When asked what groups or organizations should have been present, participants suggested a greater representation of different levels of government, healthcare as well as representatives from education, churches, libraries and business.

When asked how the event can be improved, respondents suggested staying on topic more and providing regional collaboration success stories.

## List of Participants

<b>Organizations Present</b>
Alberta Labour
Alberta Parks
Bonnyville Cold lake Child and Family Services
Bonnyville FCSS
City of Cold Lake
City of Cold Lake
City of Cold Lake
Community Futures Lakeland
Community Learning
County of St. Paul
County of Vermillion River
County Vermillion River
Growth Alberta
Northern Lights School Division
St. Paul Chamber
Town of Smoky Lake
Vermillion Chamber
Village of Myrnam

## **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](http://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 &amp; 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 Alberta Centre for Sustainable Rural Communities

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):

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**  
**Holiday Inn Bonnyville, AB**  
**Wednesday March 9, 2016**

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

## Appendix D: Workshop PowerPoint



**Rural Alberta Regional  
Collaboration Workshop:  
Bonnyville**

Dr. Lars Hallstrom, Trish Macklin and  
Wilissa Reist

Alberta Centre for Sustainable Rural  
Communities  
University of Alberta

Funding provided by Government of Alberta

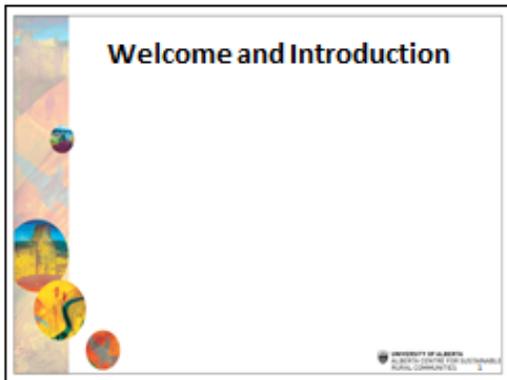
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### Process of the Day

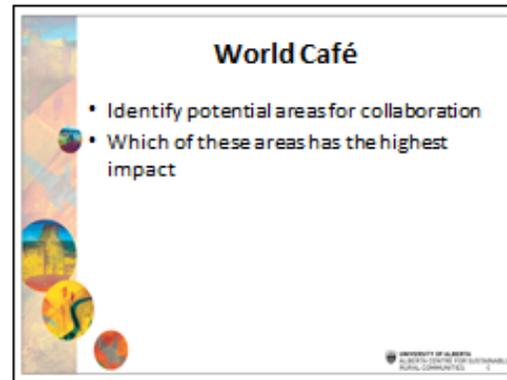
Time	Activity
10:00 - 10:05	Welcome and Introduction
10:05 - 10:20	World Café
10:20 - 10:45	<ul style="list-style-type: none"> <li>Identify potential areas for collaboration</li> <li>High Impact</li> </ul>
10:45 - 10:55	Break
10:55 - 11:05	Plenary Session
11:05 - 11:20	<ul style="list-style-type: none"> <li>Top potential areas for regionalized collaboration</li> </ul>
11:20 - 11:30	Lunch
11:30 - 11:45	Regional Collaboration - what is the ideal look for this region?
11:45 - 11:55	<ul style="list-style-type: none"> <li>Practical and Direct Outcomes</li> <li>What are we missing?</li> </ul>
11:55 - 12:00	Break
12:00 - 12:05	Thank and Reunion
12:05 - 12:10	Plenary Dismissals

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### Welcome and Introduction

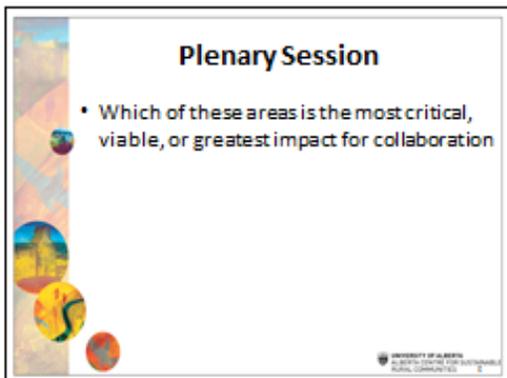
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### World Café

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

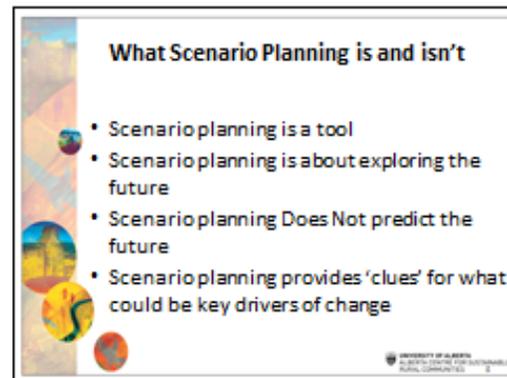
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### Plenary Session

- Which of these areas is the most critical, viable, or greatest impact for collaboration

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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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