



UNIVERSITY OF ALBERTA
ALBERTA CENTRE FOR SUSTAINABLE
RURAL COMMUNITIES

Edson Regional Collaboration Workshop Report



Alberta Centre for Sustainable Rural Communities

ACSRC Report # 27 – 16 No. 7 of 8

Edson 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 Edson 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

Contents

Table of Contents

Executive Summary	1
Introduction.....	2
Regional Collaboration	3
Methodology	3
Objectives	3
Project Evaluation.....	4
Summary of Findings	5
Session 1: World Café.....	5
Session 2: Scenario Planning	9
SUMMARY: Potential future collaboration	9
SUMMARY: Proximal and Distal Variables that Affect Collaboration	11
SUMMARY: Trends and Patterns.....	12
Responses –From Participant Comments on Evaluations.....	15
List of Participants	17
Appendix A. Project Backgrounder.....	18
Appendix B: Project Information and Consent to Participate Form.....	19
Appendix C: Agenda	22
Appendix D: Workshop PowerPoint.....	23

Executive Summary

On March 30, 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. Nineteen 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.

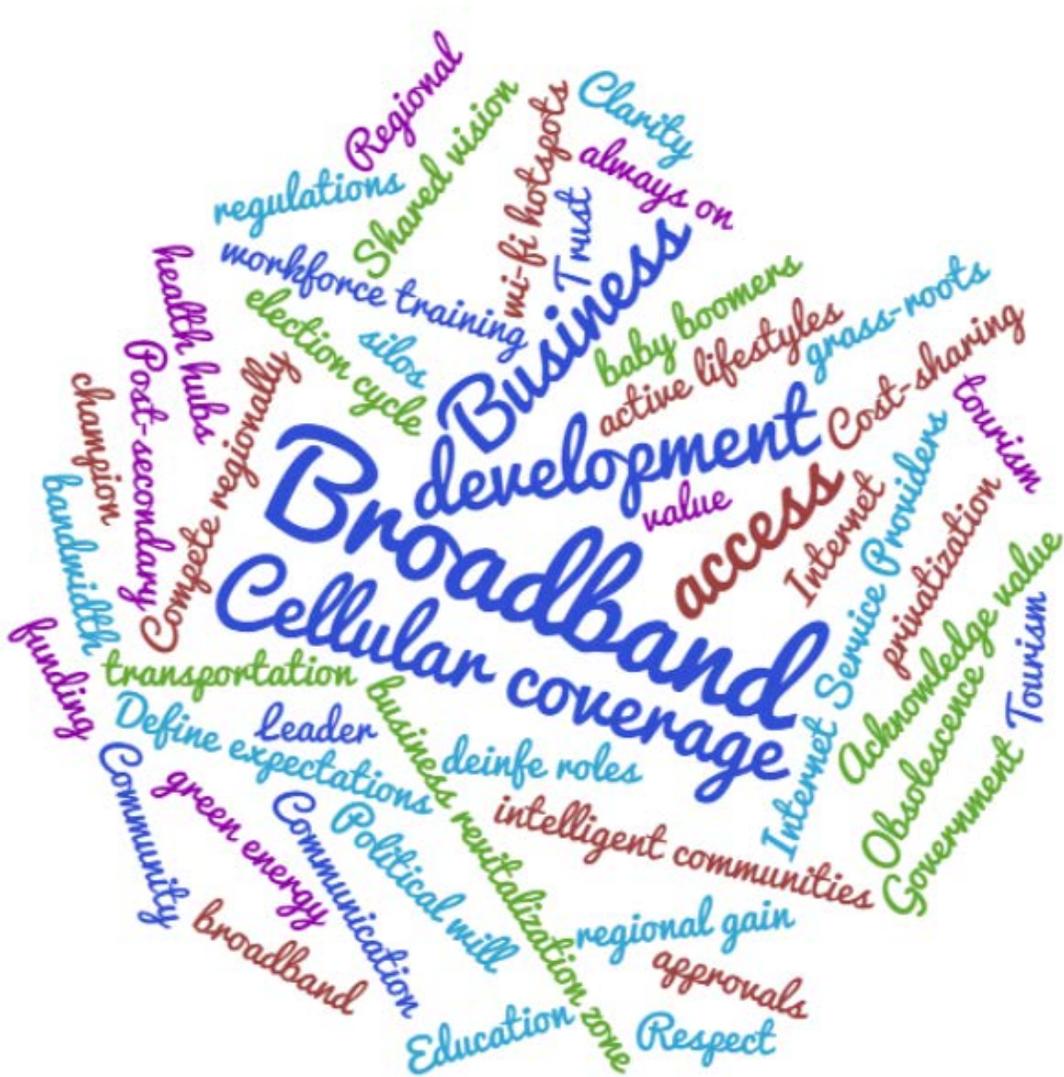
Objectives

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 elaborating on potential areas of collaboration, participants identified current areas of collaboration in the region. These included:

- Cross municipal partnerships and agreements, such as those which exist with land use, landfills, tourism and the Jasper airport. Chambers of commerce were also involved in updating the airport.
- Collaboration on core services, such as wastewater, can experience flux as the extent of agreement can depend upon the councils. However, participants identified that core service collaboration was necessary for community sustainability.
- Business support networks which started seven years ago and has spread to include many of the region’s communities. They involve sharing best practices amongst businesses and Chambers of Commerce. Most recently, a business consultant did a walk with a community’s mayor and council where they go around the community, visiting business to find out concerns and discuss how they might be addressed. As no money is required for the network to function, it seems to have longevity.

As a foundation for regional collaboration, participants felt that cost sharing agreements and core service collaborations between municipalities were a good place to start.

Potential areas for regional collaboration (or those areas in which there is some, but more could occur) identified during the workshop included:

- Business development. Collaboration could occur to create opportunities like worker fairs to connect employers and employees; or to offer short courses in using social media; marketing; exporting, etc. Potential partners could include Community Futures and the Grande Prairie Regional College (GPRC) locations in Hinton, Jasper, Grande Cache and Edson.
- Tourism. While some collaboration exists, there hasn’t ever been a cohesive regional vision. Participants felt that developing cultural and historical resources, including aboriginal cultural resources in a cohesive destination management plan for the region would create reasons for people to stop and visit.
- Community building. Develop a suite of extracurricular activities and services including arts and culture spaces; recreational spaces in the region as part of strategy to retain

families, make the region more attractive to visit, and generally contribute to the social sustainability of the region's communities.

- Education. Provide training to existing residents for workforce development and as a workforce attraction/retention strategy.
- Compete as a region. Communities need to sell quality of life as a region: any of the region's communities can access quality of life services in the other communities. For example, not every town has a movie theatre, but a movie theatre is available within the region. Participants also felt that the region needed to promote its advantages in travel, commuting to work or going to an event may involve further distances, but actually involve less time in the vehicle.
- Business revitalization zone creation is a good potential area. In priority areas partners agree to contribute a to a pool funds to create grants for re-facing business; street events, etc. for the purposes of economic development by making the zone more attractive to residents and visitors.
- Creating intelligent communities. (*An 'intelligent community' in this discussion was as defined by the Intelligent Community Forum: "Intelligent Communities are those which have – whether through crisis or foresight – come to understand the enormous challenges of the Broadband Economy, and have taken conscious steps to create an economy capable of prospering in it."*) Participants felt that to be adaptable, and develop beyond dependence on one sector/industry there needs to be access to broadband internet via fibre and wireless. Having broadband disconnects work from the office and allows Edson to compete with Edmonton. There is capacity to have live learning via video conference/skype/etc. Broadband increases quality of life, providing access to entertainment and a connection with the rest of the world: economic development has to include quality of life. There is decent broadband access within town, but not in rural. Yellowhead and Brazeau counties are investing in their own towers for wireless broadband, however they are having trouble getting service providers to locate on the towers. There is a huge cost to the ICT physical infrastructure. Terrain is a significant challenge in establishing access: trenching in fibre to premises is even more challenging than ensuring line of sight from premises to towers.
- Regional health hubs. This potential area of collaboration would also tie into becoming an intelligent community/region as the idea is that it would allow people to access health services without going to city by connecting the doctor/specialist through technology, as has been done in education
- Cell service. Ensure/develop reliable cell service throughout communities and surrounding areas. There isn't always service outside of town which can be dangerous when mining and drilling industry has trouble but can't connect with emergency services.

- Community bus services. Participants identified that there is good transportation infrastructure in the region and some form of transport internal to each community, but nothing between communities. Participants raised the issue of the viability of public transport due to insufficient users and scheduling challenges. For example, Grande Cache was involved in a 5 year pilot project in which fundraising was done to acquire a bus that could take people to appointments in Edmonton. However, people didn't want to fit their personal schedules to when the bus ran, and they are having more success simply renting the bus out to teams. Sundog Transportation and Tours was given as one example of working, but limited, transport model. It Jasper-Hinton-Edson-Edmonton (West Edmonton Mall and International Airport). Depending on point of origin and destination, costs range from \$50 to \$100 one way.

Challenges in ensuring effective collaboration included the question of how to get many different organizations together and actually achieve something, rather than just talk about it. Territoriality was identified as an issue, which includes the notion that every community ought to have its own services. For example, to have a large enough cohort for GPRC to offer a course in one community, students are needed from both Edson and Hinton. However, there seems to be a reluctance to travel to the other community. Levels of buy-in can be a challenge: for some things you need more than council buy-in, you need community buy-in. Staff can be limited by council decisions. Furthermore, when looking at regional collaboration, it is necessary to find something that works for the *whole* region: the distance of Grande Cache from the other communities in the region makes something like collaborating on public transport very difficult, whereas it would be easier for them to be on board with increasing broadband access.

Areas identified as having the highest potential for collaboration included:

- Post-secondary training/workforce development
- Broadband access
- Cellular phone coverage

In a discussion of what constitutes the region, multiple definitions were put forward:

- Each organization has its own regional boundary. For example GPRC region runs from Spirit River to Edson and Jasper and everywhere between.
- The Alberta Health Services North Zone is the one boundary that connects all the communities at the workshop. However it covers a great many others, as well.
- The region could be defined by commuting patterns. Many rural municipalities were amalgamated in 1950s and 60s based on commutership.

- There are environmental boundaries.
- The lines between counties are arbitrary. Counties have multiple boundaries within them – health, education, towns within. By default, the county is often viewed as the region, as they are the body that works with other levels of government.
- Businesses tend to be more aligned with the town in which they exist, rather than the county. Often the community members don't know about partnership funding between county and town.

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 these collaborations, and future collaboration more broadly, included:

- Trust.
- Respect.
- Shared aspirational vision. If the focus is on problem solving, it is less engaging that aspiring to greatness.
- Define expectation and roles.
- Focus on the regional gain (not that Hinton is “losing” a culinary school, but that it is gaining a trades centre and access to culinary training in the region).
- Clarity around goals.
- Communication.
- Building mediation and arbitration into the plan, so that the process is defined and established before it becomes required.
- Acknowledge the value that every member brings: not just funding, but also time, advocacy, wisdom and experience.
- Balance creating energy with maintaining focus: a collaboration can benefit from new membership and ideas, but it still has to be focused on its end goal.

Structures and actions for a successful collaboration included:

- Each community already has a resource from which to base their particular post-secondary specialization. Developing the training component allows further development of the initial resource.
- Cost-sharing.
- Establish a leader or champion of the collaboration.
- Maintaining the big picture perspective; not being derailed by individual member organizations' mandates.
- Identifying key partners from the outset.
- Establish wi-fi hotspots in communities.
- Have interactive smart boards at community centres.
- Driven by the grass-roots. This doesn't necessarily mean volunteer-driven.
- Establish a paid position so that someone is responsible for following actions through to completion.
- Establish intermediary steps toward the larger goal that show progress toward the end. Celebrate the completion of those intermediate goals.
- Develop tourism packages that involve multiple communities in the region - stay in one; entertainment in another; meals in others. In doing so market the local independent business, like the independent coffee shop rather than the Starbucks.

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:

- Using current models of cooperation (like that between Hinton, Edson and Jasper Chambers of Commerce).
- Municipal government has influence over land use planning.
- Allocating some of the organization’s budget or staff to the collaboration.
- Relationship management. It takes time and generally isn’t in the job description, but at development stage it can put that aspect as part of the structure/policy of the collaboration.
- We can choose which values we put forward; whether or not to be open-minded; whether to be proactive or reactive.
- Forgetting to include those who are different from you or missing out including decision makers who can facilitate the progress of the project.

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

- How training fits with education models and curriculum.
- Buy-in from potential students.
- Communities being territorial rather than seeing regional value.
- Limitations of election cycle being short term while these collaboration projects are much longer than a single political term.
- Government approvals and regulations.
- Lack of knowledge of developing technology.
- Landowner consent for tower placement.
- Private industry participation. Will they participate? Does what they offer actually meet the needs of the consumer?

- Obsolescence of technology.
- Community members get frustrated with the length of time it takes to see progress on big projects.
- Political will and ego.
- Paralysis by analysis. Or being overwhelmed by the scope of the project, so nothing happens.

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:

- There is an existing trend for communities to work together in education; and that is going to be more so into the future.
- Trades education is expanding to include green energy technology: training in wind, solar and geothermal energy.
- Government is increasingly incentivizing education by encouraging a variety of loan avenues and extended repayment terms on loans received.
- A focus on diversifying the economy has to be accompanied by a diversification in available education programs. For this region wanting to capitalize on tourism, there is a need to offer and encourage students tourism related courses.
- Trends in communication are increasing the load on the infrastructure as there is ever more demand for more bandwidth and speed to move data, audio and video files; much of the demand is for non-business uses.
- With changing demands, technology infrastructure changes to meet it. Technology becomes obsolete so fast: our internet towers might only be useful for 20 years.
- Increasing numbers of Internet Service Providers.
- Municipalities and industry will increasingly collaborate.
- There is a public expectation that all levels of government will work together to deliver services.

- However, government is increasingly removing themselves as providers of services, privatizing the provision of water, sewer, power.
- Decreasing availability of funding while needs are increasing, accompanied by a downloading of responsibility from federal to provincial to municipal government. The municipal governments are now downloading to the nonprofit volunteer sector.
- Aging baby boomers putting a strain on health and senior care capacity.
- Information and communication that is always on, but consequently not always effective with information overload; social media giving opinions as news replacing the theoretically more objective traditional media.
- There is a pattern of repeating the same projects due to the tendency to exist in silos.
- Tourism trends include an increase in stay-cations with the poor Canadian dollar and an increase in US visitors for the same reason; and an increase in RV travel as baby boomers retire.
- With more RV travelers, there will be a demand for more fully serviced campgrounds.
- More active lifestyles in all age groups is a trend that the region can take advantage of by marketing hiking, biking and other outdoor pursuits.

In a discussion of what is likely in terms of the region and collaboration/the best ways to collaborate, participants suggested that:

- Collaboration can be mandated by regulation or legislation. By imposing collaboration from the top down, communities are less likely to oppose one another as they have a common enemy in the regulator.
- Capital projects are a great way to collaborate as they are financial partnerships that leverage more dollars and once the project is complete you have the infrastructure, whereas a program ceases to exist once funding dries up.
- The best way to ensure collaboration is make it more expensive to stop collaborating than to continue.
- There have to be opportunities to collaborate; structures or situations that necessitate working together.

- Collaboration can be more about gathering information, sharing resources, and finding support for issues shared with other communities. As seeking support requires relationships and trust, the best way to ensure collaboration is to build the relationships.
- Collaboration can be its own goal. Coming together can result in new ideas that weren't the initial reason for collaborating.

Responses –From Participant Comments on Evaluations

Following the event, participants were asked to evaluate the workshop. Fourteen 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	3.8
To what extent did the workshop discuss the ideal future for regional collaboration and what factors may positively or negatively affect collaboration	4.4

TABLE 2: Agreement with the following statements	
I had sufficient opportunity to participate in discussions.	4.3
I felt I could make a contribution to the issues being discussed.	4.3
My work was valued during the workshop.	4.1
The presentations were appropriate and relevant to the event.	3.8

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 participants appreciated the opportunity for discussion, the wide range of organizations represented, networking, and opportunity for sharing with other communities.

Overall, participants were pleased with the range of organizational representation at the workshop. It was felt that there could be more elected local government representation, in addition to the administration representation. There was also a suggestion of more health, education and industry representation would have been beneficial.

When asked how the event can be improved, respondents suggested that there be more time for plenary discussion; a more in depth introduction with focus on outcomes and definition of discussion questions. Finally, it was suggested that it be promoted better as it was felt council members would have got a lot from the workshop, but were absent from it.

List of Participants

Organizations Present
Community Futures
Brazeau County
Alberta Jobs, Skills, Training and Labour
Alberta Labour
Grande Prairie Regional College
Alberta Health Services
Yellowhead County FCSS
Edson Chamber
Hinton Chamber
Jasper Park Chamber of Commerce
Jasper FCSS
Hinton FCSS
Yellowhead County
First Nations (AB) Technical Services Advisory Group
Grande Yellowhead Public School Division
Town of Edson
Community Services Hinton

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>
--

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:

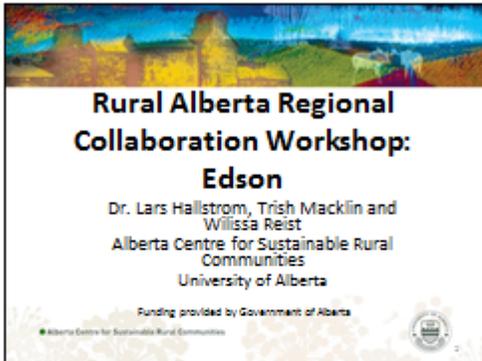
The plan for this study has been reviewed for its adherence to ethical guidelines by a Research Ethics Board at the University of Alberta. For questions regarding participant rights and ethical conduct of research, contact the Research Ethics Office at 780-492-2615

Appendix C: Agenda

**Rural Alberta Regional Collaboration Workshops
Funded by the Government of Alberta
Galloway Station Museum Edson, AB
Wednesday March 30, 2016**

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

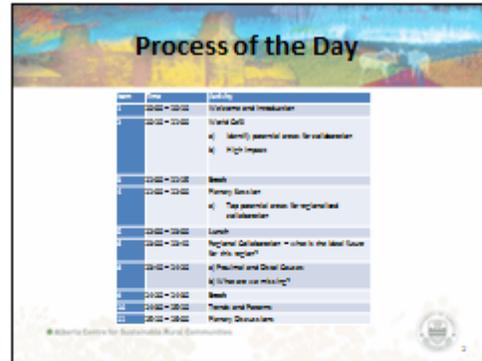


**Rural Alberta Regional
Collaboration Workshop:
Edson**

Dr. Lars Hallstrom, Trish Macklin and
Wilissa Reist
Alberta Centre for Sustainable Rural
Communities
University of Alberta

Funding provided by Government of Alberta

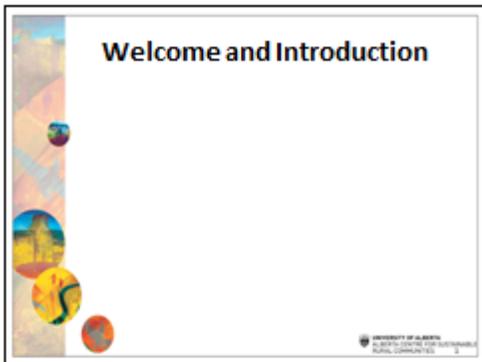
Alberta Centre for Sustainable Rural Communities



Process of the Day

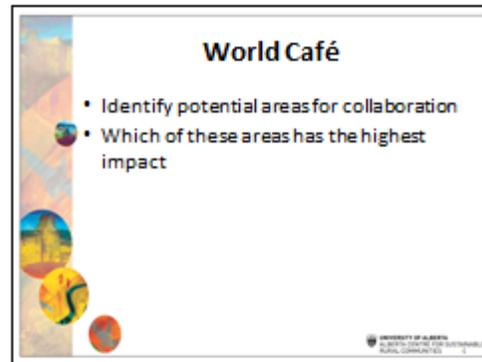
Item	Time	Activity
1	09:00 - 09:05	Welcome and Introduction
2	09:05 - 09:10	World Café
3	09:10 - 09:15	<ul style="list-style-type: none"> a) Identify potential areas for collaboration b) High Impact
4	09:15 - 09:20	Break
5	09:20 - 09:25	Plenary Session
6	09:25 - 09:30	<ul style="list-style-type: none"> a) Top potential areas for regionalized collaboration
7	09:30 - 09:35	Lunch
8	09:35 - 09:40	Regional Collaboration - what is the best case for this region?
9	09:40 - 09:45	<ul style="list-style-type: none"> a) Practical and Global Drivers b) Where are we missing?
10	09:45 - 09:50	Break
11	09:50 - 09:55	Thanks and Farewells
12	09:55 - 10:00	Plenary Discussion

Alberta Centre for Sustainable Rural Communities



Welcome and Introduction

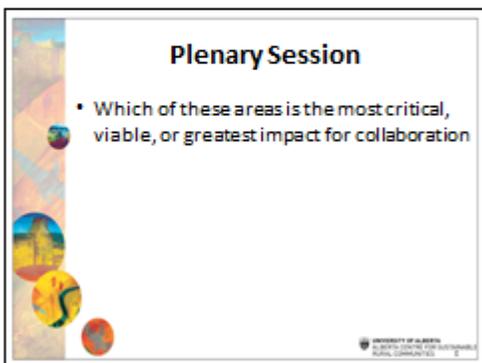
UNIVERSITY OF ALBERTA
ALBERTA CENTRE FOR SUSTAINABLE
RURAL COMMUNITIES



World Café

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

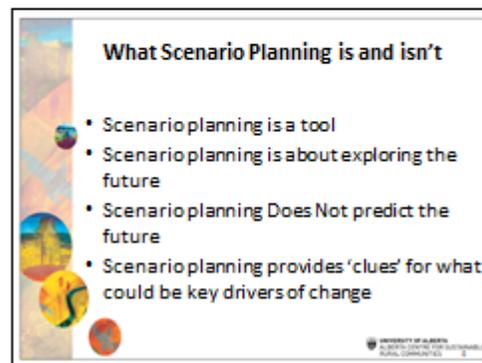
UNIVERSITY OF ALBERTA
ALBERTA CENTRE FOR SUSTAINABLE
RURAL COMMUNITIES



Plenary Session

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

UNIVERSITY OF ALBERTA
ALBERTA CENTRE FOR SUSTAINABLE
RURAL COMMUNITIES



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

UNIVERSITY OF ALBERTA
ALBERTA CENTRE FOR SUSTAINABLE
RURAL COMMUNITIES



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?

UNIVERSITY OF ALBERTA
ALBERTA CENTRE FOR SUSTAINABLE RURAL COMMUNITIES



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?

UNIVERSITY OF ALBERTA
ALBERTA CENTRE FOR SUSTAINABLE RURAL COMMUNITIES



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?

UNIVERSITY OF ALBERTA
ALBERTA CENTRE FOR SUSTAINABLE RURAL COMMUNITIES



Plenary Session

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

UNIVERSITY OF ALBERTA
ALBERTA CENTRE FOR SUSTAINABLE RURAL COMMUNITIES



Contact Information:

Lars K. Hallstrom
Director
Alberta Centre for Sustainable Rural Communities
University of Alberta
Tel: 780 679 1642
Email: lars.hallstrom@ualberta.ca
Website: <http://www.acsrc.ca/>
Facebook: UofA ACSRC
Twitter: @ACSRC

UNIVERSITY OF ALBERTA
ALBERTA CENTRE FOR SUSTAINABLE RURAL COMMUNITIES