A Guide to Youth Friendly Practices

Youth Engagement
POSITIVE YOUTH DEVELOPMENT

What do we mean? Positive youth development can be considered as “...the ongoing growth process in which all youth are engaged in attempting to (1) meet their basic personal and social needs to be safe, feel cared for, be valued, be useful, and be spiritually grounded, and (2) to build skills and competencies that allow them to function and contribute in their daily lives.”


ENGAGING YOUTH

What do we mean? “Engaging youth” refers to welcoming youth to participate in the shaping of our community. Young people have unique perspectives and individual strengths to offer. Youth want to be involved in the decisions that affect their lives. They want their voices to be recognised and heard. They are willing to share, learn and work... if you are willing to share, learn and work with them.


PRINCIPLES TO SUPPORT POSITIVE YOUTH ENGAGEMENT:

1. **Youth Centred**: Staff & activities respond to young people's diverse talents, skills, & interests; build on their strengths by identifying what youth do well & developing those skills; & feature youth leadership & voices

2. **Knowledge Centred**: Creating opportunities that show youth that learning is a reason to get involved. Opportunities that are clearly "about" something, e.g. community service; provide activities that deliberately teach a number of lessons & build a range of academic and life skills; & provide an opportunity for youth to connect with a wide array of adult & peer teachers.

3. **Assessment Centred**: Youth need opportunities for ongoing feedback, peer reviews, & self-reflection to know how they are doing & how they can do better next time.

4. **Care Centred**: Effective organisations provide family-like environments where youth can feel safe & build trusting relationships.

(“Community Counts: How Youth Organizations Matter for Youth Development; Public Education Network; www.publiceducation.org/pubs/ccexecsum.htm)
The City of Calgary

Introduction

A point that has been made abundantly clear by young people is that they want to be involved in matters that affect them. Given the vast role The City of Calgary plays as a provider of youth programs, services and opportunities, a framework that justifies and supports consistent and meaningful youth involvement is needed. This article is intended to act as a guide to support continued youth friendly practices within the Corporation.

Youth participation/engagement in civic society, namely where and how youth are involved in contributing to public policy is examined. Throughout Canada, there are many youth-serving organizations where the participation level of youth varies; some organizations provide youth programming, while others are more political in nature, taking the form of advocacy. Common to these organizations, however, are the lack of youth involvement and many missed opportunities to engage youth in meaningful ways.

Existing literature on youth engagement, definitions of engagement, examples of youth engagement in action and some specific instances of youth engagement at the provincial and municipal level is also examined.

YOUTH ENGAGEMENT DEFINED

In order to determine whether youth activities are meaningful, we must define youth engagement. According to The Centre of Excellence for Youth Engagement, the concept of youth engagement is defined “a meaningful and sustained participation in an activity with a focus outside the self.”

Accepting this definition of youth engagement we should view youth not as recipients of services but as citizens becoming more actively engaged and involved in the processes that affect them. We are becoming increasingly aware that youth, given the opportunities, can do and be, so much more, not only to the benefit of youth themselves, but to society as a whole. We must begin to systematically incorporate structures that not only acknowledge youth as full citizens with rights and responsibilities, but to provide opportunities for their active involvement beyond platitudes and tokenism.

There are many ways in which youth are involved in their communities and schools. However, recent studies indicate that youth participation in Canada lacks the purposefulness that youth are looking for. Rather, youth want to be able to influence policy – not only in areas considered “youth issues” but also in areas that are broader in scope and are of general societal concern.
The Benefits of Youth Engagement

There are many benefits of youth engagement, among them, acquiring skills necessary to be productive adults; reduction of risk-associated behaviors; civic awareness and pride; reducing cynicism of youth by adults; a sense of belonging; and better youth-service delivery, to name a few.

The Centre of Excellence for Youth Engagement found that risk-associated behavior is mitigated by meaningful youth engagement—when youth become involved, the following decreased:
• Alcohol consumption
• Smoking
• Recreational drug use
• Risky sexual practices
• Violent behavior, delinquency and crime
• Emotional problems
• School failure and early leaving

Similarly, youth engagement was shown to have positive effects on:
• Self-esteem
• Physical activity
• School performance
• Commitment to friends, families and communities

While there isn’t a direct, causal relationship between youth engagement and adolescent risk-taking behaviors, youth engagement provides a positive, pro-active means to support healthy adolescent behavior. Further, by not providing meaningful opportunities for inclusion (social exclusion can be viewed as the opposite of engagement), excluded adolescents lack the opportunities necessary to develop to their full potential and become engaged citizens in their communities.

Phillip Haid (1999) outlines the benefits to both youth and the organizations that are actively youth-focused. Benefits include: combating cynicism (toward politicians and political organizations); improved decision-making capabilities for youth; promotion of learning; and the strengthening of society. Further, while youth lack the experience, they are enthusiastic, energetic, and have fresh perspectives.

The oft-quoted platitude that “youth are our leaders of tomorrow” does not represent current civic leadership well considering they aren’t being given the opportunities to gain leadership experience and develop the necessary skills to take on these roles. Their involvement in the public sector, it is argued, will prepare them by developing critical thinking, leadership and organizational skills, while giving them a better understanding about government and civil society.

A disturbing trend is in the area of employment—increasingly, young people are not choosing careers in the public sector. Given that a large portion of the workforce is set to retire in the next 10 years, employment strategies will need to change in the foreseeable future as a climate of competitiveness for younger, qualified employees will prevail.
Barriers to Youth Engagement

Barriers to youth engagement may be systemic to an organization and have a direct impact on the nature, or degree, of participation of youth.

The McCreary Centre Society states that successful youth participation involves shared decision-making and collaboration with adults who serve as mentors for youth. These organizations strike a balance between youth autonomy (youth-run organizations) and a link to larger systems to effect change.

As Joah Liu indicates, youth must be given the opportunities to become engaged citizens and able to address broader issues of general societal concern. However, according to the Centre for Excellence for Youth Engagement, many youth have been excluded from participating fully in society because of their age or social and economic circumstances. This is especially true among youth that are marginalized, for example, youth in care, Aboriginal youth and youth engaged in street culture.

Genuine youth participation moves beyond tokenism (such as inviting young people to sit on a committee without real capacity to influence decisions) towards a process where youth have meaningful involvement in decisions affecting their welfare, in an environment which allows them to access and learn from the experience and the expertise of adults.
The Centre of Excellence for Youth Engagement proposes that community-based organizations are viable avenues for youth to participate in democracy, where they are often shut out:

As reported by The Centre of Excellence for Youth Engagement, some barriers as articulated by youth include:

- Existing stereotypes that adults have of youth.
- Competing goals and objectives among adults and youth.
- Unequal ability to participate with adults.
- Need for training and communication skills for both youth and adults to recognize rights, responsibilities, expectations and effective communication strategies.

We as a society have shut kids out of activities that are socially meaningful. Yet it is through these activities that youth develop commitment to their communities and to other people in their communities. By relieving children of responsibility, we have ended up shutting them out of roles at exactly the development period when they need them in order to experience a sense of commitment to others.

It is not always systemic barriers that limit youth involvement, rather it may be self-imposed by youth themselves. Often, youth may perceive they are excluded from youth engagement opportunities because of prevailing stereotypes adults have of youth.
How do we know if we have moved from mere tokenism to meaningful youth participation?

Lui, after extensive research by youth representatives at different levels of governmental and sectoral policy work, developed indicators to measure youth engagement within organizations.

The research project (a collaborative of the Environmental Youth Alliance, the Self Help Resources Association, the Toronto Youth Cabinet and the National Youth Roundtable on the Environment) developed 20 indicators to proactively address specific barriers that were observed by youth representatives at different levels of governmental and sectoral policy work.

When asked what the most important indicators were, respondents agreed on the following: budget/funding/resources; continuity of youth involvement; linkage to power; structure, sustainability of process and training. The only indicator that was considered the most important was the linkage to power.

Direct access to decision-makers was important to each of the youth leaders. Even though desired changes to policy may take a long time or may not happen at all, access to the ‘ear of an official with decision-making power’ was perceived to be far more preferable to trusting that youth voice can find its way through the bureaucracy of government intact.
Lui, argues that in Canada the youth consultative process has not been integrated in a consistent way into governmental policy development, rather that consultation tends to fall within four categories:

1. The one-off consultation (youth gathered for a one-time meeting to provide a youth voice to an issue), with usually no follow-up.
2. Ongoing consultations with one or two youth representatives within a roundtable of other stakeholders.
3. Ongoing youth-only consultative body – there are follow up meetings and a continuing opportunity to explore new issues.
4. Special event consultation – a series of consultations that are held to prepare for a special event. This may be a youth-only advisory council or one or two youth representatives who attend among other stakeholders.

Further, Lui categorizes Canadian youth involvement in policy into two major areas: youth-targeted social policies and policies of general societal concern. The paper suggests that generally there has been a failure to engage youth in issues that directly affect them, rendering social policy on some issues largely ineffectual, especially those relating to marginalized or at-risk youth.

Hart (1992) describes the level of youth participation in organizations by using what he calls The Ladder of Youth Participation. It can be seen as the degree to which adults and youth work together. The bottom three rungs describe the lack of meaningful youth involvement (tokenism, decoration and manipulation), whereas the top five rungs describe true participation, from youth initiated projects to situations in which youth are assigned a specific role but still informed about how and why there are involved.

Haid (1999) developed a Youth and Governance Typology that indicates four levels of youth autonomy within an organization or initiative: Created for Youth, Youth-adult, Youth wing and Youth-run. Not any one model is the best; the Ontario Secondary School Students’ Association (OSSSA) is an example of a youth-run organization, and therefore, the most autonomous. However, he warns that this model has the potential of promoting extreme views that may leave decision-makers uninterested.
TRUE PARTICIPATION

#8 Youth-initiated, shared decisions with adults- projects or programs are initiated by youth and decision-making is shared among youth and adults. These projects empower youth while at the same time enabling them to access and learn from the life experience and expertise of adults.

#7 Youth-initiated and directed- Young people initiate and direct a project or program. Adults are involved only in a supportive role.

#6 Adult-initiated, shared decisions with youth- Projects or programs are initiated by adults but the decision-making is shared with the young people.

#5 Consulted and informed (youth)- Youth give advice on projects or programs designed and run by adults. The youth are informed about how their input will be used and the outcomes of the decisions made by adults.

#4 Assigned but informed (youth)- Youth are assigned a specific role and informed about how and why they are being involved.

NOT TRUE PARTICIPATION

#3 Tokenism- Young people appear to be given a voice, but in fact have little or no choice about what they do or how they participate.

#2 Decoration- Young people are used to help or “bolster” a cause in a relatively indirect way, although adults do not pretend that the cause is inspired by youth.

#1 Manipulation- Adults use youth to support causes and pretend that the causes are inspired by youth.

(Adapted from: Roger Hart’s Ladder of Participation, Children’s Participation: From Tokenism to Citizenship, UNICEF, 1992)
A successful example of youth-targeted social policy is The Toronto Youth Cabinet (TYC). The City of Toronto has engaged youth meaningfully in city programs and policies that concern youth.

Youth representatives on the Cabinet have regular access to municipal decision-makers, bringing to their attention youth issues on homelessness, safety and violence, recreational needs, and criminal justice to name a few.

The environmental sector is an area where youth leadership has been actively and successfully involved at the federal, international, and, most recently, regional and local levels of government. As Lui points out, this is an example where youth can successfully be involved in policies regarding general societal concerns, as well as youth-targeted social policies.

Through its establishment of the National Youth Roundtable on the Environment and its support of Canadian youth participation at the United Nations Environmental Program Youth Advisory Council, Environment Canada has involved a wide variety of young people to represent the interests of Canadian youth on Environmental concerns.
The City of Calgary

Best Practices

STEPS FOR BUILDING A YOUTH ENGAGEMENT STRATEGY (LUI)

1. Determine the type of policy: youth-targeted policy or broad societal policy.
2. What level of youth ownership do you want to achieve? To what extent are you willing to share power (see Hart’s Ladder of Participation).
3. Seek out partnerships with the appropriate youth organizations and/or youth service agencies to help in co-designing a youth engagement process.
4. In partnership with youth, decide upon the format of the consultation (see four types of consultation) and identify the indicators of effective youth engagement that you will attempt to achieve. Ensure the proper resources and personnel will be made available for the fulfillment of the indicators.
5. Consider the following questions:
   a) What does the outreach for participants look like?
   b) What kinds of supports are necessary for the youth that are to be involved?
6. How will mentoring opportunities (with older youth and youth-friendly adults) be provided?
7. What mechanisms of accountability will be established and how?
8. What will happen if conflicts arise within the process?

According to Haid (1999) youth can take an active role in ensuring legitimacy of their organization or initiative:

1. To gain legitimacy, produce policy-relevant work and be responsive to the needs and views of your membership.
2. Learn how to seek diverse funding sources and implement sound financial management practices.
3. Build partnerships with like-minded individuals and groups, including intergenerational collaboration.
4. Empower all members of the organization rather than just those at the top.
5. Understand the political processes and the art of influence.
6. Develop a clear mandate and focus, and know who your constituency is.
7. Develop strategies to manage the loss of organizational capital.
8. Create an effective communication strategy.
9. Balance the inherent tension between safeguarding complete autonomy and successfully influencing policy.
Opportunities for Civic Participation in Canadian Municipalities

Youth-friendly initiatives such as youth advisories in Canadian cities and towns, continue to grow. Many organizations are becoming increasingly aware of the importance of youth involvement, not only to the benefit of youth themselves, but to the hosting organization as well.

In 1998, seven municipalities reported that they had youth advisory committees, up from three in 1997 (CCSD: 1998). Of the 21 cities that responded to the CCSD survey, 16 reported that they encourage young people to participate in civic life by offering vehicles such as roundtable discussions and ad hoc committees.

The survey indicates ...

<table>
<thead>
<tr>
<th>CITY/TOWN</th>
<th>CITY/TOWN COUNCIL</th>
<th>YOUTH ADVISORY COUNCIL TO THE MAYOR</th>
<th>OTHER CIVIC PARTICIPATION</th>
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<tbody>
<tr>
<td>WHITEHORSE</td>
<td>✓</td>
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<td>YELLOWKNIFE</td>
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<td>VANCOUVER</td>
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<td>VICTORIA</td>
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<td>PRINCE GEORGE</td>
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<td>CALGARY</td>
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<td>EDMONTON</td>
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<td>REGINA</td>
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<td>THUNDER BAY</td>
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<td>CAMBRIDGE</td>
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<td>WEST CARLETON</td>
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<td>OSHAWA</td>
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<td>WINDSOR</td>
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<td>WATERLOO</td>
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<td>QUEBEC</td>
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<td>HALIFAX</td>
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<td>TORONTO</td>
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<tr>
<td>CAPE BRETON</td>
<td>✓</td>
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</table>

Source: Canadian Council on Social Development (1998). The Progress of Canada’s Children
### Youth Advisories: *Canada and the United States*

<table>
<thead>
<tr>
<th>NAME</th>
<th>PURPOSE</th>
<th>MANDATE</th>
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</table>
| The Nova Scotia Youth Secretariat – Youth Advisory Council (YAC)  
w) www.youth.ednet.ca  
e) Youth@ednet.ns.ca | • Appointed by the Government of Nova Scotia to offer advise on youth issues and concerns  
• YAC provides the Minister responsible for Youth with the opportunity to appoint 12 to 15 young Nova Scotians to a body which will advise the Minister on matters relating to the needs and concerns of youth, the effectiveness of existing programs and a the establishment of new policies, programs and services | • To act as a sounding board for the Minister responsible for Youth regarding Government policies and programs  
• To advise and work with the Nova Scotia Youth Secretariat on the development of effective programs and services for youth  
• To assist the Youth Secretariat in researching and developing policies and nurturing youth initiatives by conducting surveys and studies, sponsoring conferences and symposia and performing other assigned duties |
| The City of Vancouver (Canada) Civic Youth Strategy  
w) www.vancouveryouth.ca  
e) talk@vancouveryouth.ca  
Youth Strategy Document (PDF) www.vancouver.ca/commsvcs/socialplanning/initiatives/cys/PDF/cys_95Report.pdf | Passed by Vancouver City Council in 1995, the CYS is their commitment to actively involve youth and people who work with youth to ensure that:  
• Youth have a voice in the City  
• Youth have a place in the City  
• Youth have a strong support base in the City  
• Youth are seen as a resource in and by the City | • Appointment of a Youth Council that meets monthly and holds various events to connect youth to City Hall |
## Youth Advisories: *Canada and the United States*

<table>
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<tr>
<th>NAME</th>
<th>PURPOSE</th>
<th>MANDATE</th>
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</thead>
<tbody>
<tr>
<td>The City of Vancouver (Canada) Youth Outreach Team (YOT) w) <a href="http://www.vancouveryouth.ca">www.vancouveryouth.ca</a> e) <a href="mailto:talk@vancouveryouth.ca">talk@vancouveryouth.ca</a></td>
<td>After several months of consultation to explore way of involving a more diverse range of youth people, in April 2002, the Civic Youth Strategy created the Youth Outreach Team to involve youth in a more dynamic, interactive model that would see youth talking to youth (across the City) about civic issues.</td>
<td>• Act as a resource for youth who want to navigate the City system • Connect with youth and youth groups across the city • Build relationships and communicate effectively with City staff and community organizations around Vancouver • Enable youth to actively get involved with civic issues through action within the municipal system or within the community</td>
</tr>
<tr>
<td>The City of Edmonton Youth Council (CEYC) w) <a href="http://www.edmonton.ca">www.edmonton.ca</a> People Services &amp; Programs People Services Youth The City of Edmonton Youth Council e) <a href="mailto:youthcouncil@edmonton.ca">youthcouncil@edmonton.ca</a></td>
<td>• Represents Edmonton’s youth and gives perspectives on City Committees, through organized events and other opportunities • Effects change through positive actions and contributions to the community • Creates opportunities for various youth groups and agencies to better communicate with one another • Aims to achieve mutual understanding, respect and unification within Edmonton’s diverse youth</td>
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</table>
## Youth Advisories: *Canada and the United States*

<table>
<thead>
<tr>
<th>NAME</th>
<th>PURPOSE</th>
<th>MANDATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>The City of Toronto Youth Cabinet (TYC) &lt;br&gt;web) <a href="http://www.TorontoYouth.com">www.TorontoYouth.com</a> &lt;br&gt;email) <a href="mailto:youth@toronto.ca">youth@toronto.ca</a></td>
<td>• Created by the Children and Youth Advocate in the fall of 1998  &lt;br&gt;• Advises City Council and the Youth Advocate and advocates on behalf of Toronto’s youth  &lt;br&gt;• Youth-run advocacy organization consisting of people under the age of 24  &lt;br&gt;• A diverse group of approximately 120 youth volunteers working on a wide-range of issues  &lt;br&gt;• Official member of Committee of Council, TYC brings views of Toronto youth to City Council, through speeches, lobbying of Councilors, issue-based forums and speak-outs and co-ordination of youth-centered debates among politicians, and press releases.  &lt;br&gt;• Makes policy recommendations to Council</td>
<td>• Works on issues from youth violence to homelessness, raves to urban planning, and celebrates the achievements of youth  &lt;br&gt;• Participation of youth can vary from attending a meeting once per month, or as a member of the Executive or an issue-based working group</td>
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</table>
The Benefits of Youth Engagement

The City of Calgary

Youth Engagement Practices at The City of Calgary

THE CALGARY CONTEXT
COMMUNITY-BASED YOUTH ENGAGEMENT

Collaborative efforts to better understand youth engagement practices within Calgary’s youth serving community has been attempted through the efforts of the Calgary Children’s Initiative and Volunteer Calgary. The perception remains that youth engagement as a way of supporting youth development continues to be sporadically rather than systemically applied. A community wide approach faces challenges due to:

a) differing levels of youth engagement knowledge amongst youth serving groups and organizations.

b) lack of organizational capacity to apply the principles in a manner that is meaningful to youth and consistent amongst the youth serving community.

YOUTH ENGAGEMENT AT THE CITY OF CALGARY

Within The City of Calgary, the notion of youth engagement as an underlying approach is a relatively new phenomenon that has not been adopted corporately but has roots within several business units.

Youth engagement practices within The City of Calgary have primarily taken the form of youth advisories or councils. Each respective council is independently supported and operated by the business unit that formed the group with internal support from staff who hold advisories as part of their work portfolio.

Currently, there are five active Youth Advisories or Councils within The City structure. The corporation partners with Child and Youth Friendly Calgary to provide leadership in the Mayor’s Youth Council, which is the most established within the youth council collective. The newest of advisories, the Calgary Youth Justice Council, is in its infancy and will commence meeting in 2005.

The six youth councils are listed in the table on the following page.
<table>
<thead>
<tr>
<th>BUSINESS UNIT YOUTH ADVISORY</th>
<th># OF YOUTH INVOLVED</th>
<th>AGE RANGE OF PARTICIPANTS</th>
<th>FOCUS AREA</th>
<th>MEETING COMMITMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calgary Transit</td>
<td>10-15</td>
<td>15-24</td>
<td>Ridership, service, marketing campaigns, The RACE, networking with other advisories</td>
<td>Monthly</td>
</tr>
<tr>
<td>Mayor’s Youth Council (Mayor’s Office and Community Strategies)</td>
<td>24</td>
<td>13-17</td>
<td>Varies annually while being attentive to City Council priorities. 2004-2005 Focus = Voter Apathy</td>
<td>Monthly</td>
</tr>
<tr>
<td>Southland Leisure Centre (Calgary Recreation)</td>
<td>12</td>
<td>14-17</td>
<td>Special events, volunteer opportunities and “youth endorsement”</td>
<td>Monthly</td>
</tr>
<tr>
<td>Village Square Leisure Centre (Calgary Recreation)</td>
<td>15</td>
<td>13-15</td>
<td>Special events, volunteer opportunities and “youth endorsement”</td>
<td>Fridays</td>
</tr>
<tr>
<td>Youth Employment Centre (Community and Neighbourhood Services)</td>
<td>10</td>
<td>17-23</td>
<td>Revising and reviewing YEC promotional items and services; ensure YEC is offering services youth are looking for, with regards to workshops and hiring fairs; The RACE; assisting with YEC Hiring Fairs</td>
<td>Monthly August to June</td>
</tr>
<tr>
<td>Youth Justice Committee (Community and Neighbourhood Services)</td>
<td>Recruiting</td>
<td>15-24</td>
<td>Youth Criminal Justice Act Civic involvement Community solutions</td>
<td>To be determined</td>
</tr>
</tbody>
</table>
The establishment of a network of advisories was launched in November 2003 with representation from each advisory taking part in a planning exercise for an event to showcase the City of Calgary that occurred 2004 May 08. This event became known as The Race Around Calgary Event (RACE).

The RACE was designed to showcase business units within the City, as well as serve as a feedback mechanism for transit services. On-going development of a secure and flourishing network that will provide expanded opportunities is a goal for future work with the advisories. The nurturing of such a network will allow for expanded opportunities for youth, greater understanding of how The City of Calgary operates as a whole and increased interdepartmental initiatives.

The expansion of the advisory function to departments, with less obvious, yet important impact for youth will be a valued next step. This would function to expose the corporation to youth trying to establish career paths and increase the level of engagement with the youthful population of Calgary.

**OPPORTUNITIES TO INCREASE YOUTH ENGAGEMENT PRACTICES WITHIN THE CITY OF CALGARY**

**Youth Mentoring:** support to and involvement in the summer mentoring initiative or fostering mentoring practices within business unit ways of working.

**Youth Voice:** invite representatives from the various existing City youth councils to assist with business unit decision making or to participate in public consultations. The Youth Endorsed City Space initiative administered by the Mayor’s Youth Council is a mechanism to address youth-friendly practices within business unit operations.

**Youth Career Development:** supporting opportunities to be involved with City Hall School, participate in School Career Fairs and/or creating job training opportunities such as through internships, apprenticeships, practicum or temporary employment.
Initiating Positive Youth Engagement Practices

1. ORGANIZATIONAL PRACTICES
   - Ensure continuity & consistency of adults & other youth
   - Establish clear rules & high expectations
   - Create partnerships (internal & external) that support youth in the program
   - Establish ways for the youth-driven & youth-led activities
   - Demonstrate cultural sensibility
   - Support & train adult staff on a regular basis to work effectively with youth
   - Establish clearly defined, researched-based goals & ways to measure effectiveness in achieving those goals
   - Evaluate programs periodically to assess progress & to improve & strengthen them effectively

2. YOUTH WILL EXPERIENCE
   - A safe environment, free from harmful behaviour
   - Opportunities for involvement & connection to community & school
   - Challenging opportunities that support self-expression, individual contribution and foster inclusion
   - Opportunities for leadership & advocacy
   - Opportunities for meaningful decision-making
   - Supportive adults & peers who provide respect, high standards & expectations, guidance & affirmation to young people.

3. INDIRECT YOUTH OUTCOMES
   - A sense of safety & structure
   - Perception of responsibility & autonomy
   - Positive self-concept
   - Feeling of mastery and future
   - Belonging & membership

4. ORGANIZATIONAL RETURN ON INVESTMENT
   - Opportunity for youth to learn about the organisation is created
   - Youth are connected to adult role models
   - Youth are exposed to employment opportunities of the organisation
   - The organisation is injected with enthusiastic, dedicated & committed, young talent

Source:
Youth Leadership Institute, www.yli.org

Acknowledgements:
Prepared by Jennifer Leonard for The Corporate Youth Strategy, 2004
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Toronto Youth Cabinet.
http://www.torontoyouth.com

Youth Leadership Institute.
http://www.yli.org

Environment Canada, Youth Round Table Advisory Committee.
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