2022-2024
Youth Service Plan
"A Strategic Vision for Youth Services"

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Executive Summary

In 2005, the Halifax Regional Municipality (HRM) Recreation Department worked with HeartWood Centre for Community Development to create the municipality's Youth Engagement Strategy. This engagement strategy focused on best practice strategies on youth engagement. Since that time, staff have worked to ensure youth programs meet the needs of youth. Reorganization in 2015 helped to create a youth focused section of the Parks & Recreation Department. The next step in providing youth services was for this new section to conduct a large-scale engagement on what services the municipality offers youth. Youth Services Plan 1 is the final product of that year long, youth-led, engagement process. To see a summary of the first plan, visit Halifaxyouth.ca

The Youth Services Plan 2 provides a broader approach and includes additional Business Units throughout the municipality. By identifying relevant issues for youth, the plan will support the decision-making as how best to address the needs of Halifax's youth through the delivery of programs and services, as well as working collectively with community partners.

This report should be looked at as a tool to improve and enhance services, based on feedback provided by youth in HRM.

Our Approach

YOUTH-LED PROCESS

A youth-led process means engaging youth as leaders throughout the project, from design to implementation and management to analysis of outcomes. It is critical to engage youth at all levels and ensure they have ownership of the entire engagement process.

Making sure this was a truly youth-led process was top priority for the staff that helped facilitate this plan. A Youth Team was created to lead the process and made all the final decisions. Staff and organizations did not influence the process, rather they supported youth in making decisions regarding engagement workshops, the creation of an online survey, and the final strategic priorities and goals of this plan.

This plan engaged 1,800 youth in its creation. This was achieved through the creation of a team of youth, an online survey, and in-person and virtual workshops. Through the engagement process, six key trends emerged which were developed into five strategic priorities. Each priority has its own set of goals and objectives. Suggested action items on how to implement these priorities and a full evaluation framework will be included in the 2022 Youth Engagement Report.

Acknowledgments

Parks & Recreation would like to extend appreciation to all the youth, community organizations, teachers, and staff that contributed to this engagement process. A special thanks to the youth team members (below); their continued input, feedback and direction have been essential in the development of the Youth Services Plan.

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Thank you also, to the **1,800 youth** who participated in the engagement workshops, online survey, as well as the dedicated staff that supported this project:

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Statement of Purpose

The purpose of this strategic service plan is to focus the efforts of the municipality over the next three years. This document assesses the internal and external factors influencing youth services. It defines key trends, establishes clear mission and vision, identifies five strategic priorities, and informs staff in selecting the strategies that will best help reach the desired outcomes of youth.

Strategic planning is vital in ensuring that an organization's actions reflect its core values and that it operates within the scope of its mission statement. Providing staff with big picture information helps to focus efforts on how best to serve youth in communities across the municipality.

Definitions

IN THIS PROPOSAL,
"Youth-Led" means engaging youth as leaders throughout the entire project, from design to implementation, and management to analysis of outcomes.

"Transparency" refers to conducting activities, or performing actions, in an open and clear manner.

"Accountability" accountability is defined as being responsible for one's actions and having the ability to provide sound reasoning for actions.

"Core Values" are the guiding principles that dictate behavior and action. Core values can help people know what is right from wrong. They can help committees to determine if they are on the right path and fulfilling their goals.

"Mission Statement" is a statement that describes (a) what you do, (b) who you do it for, and (c) how you do it. A mission statement is a unique contribution to the achievement of the vision.

"Strategic Plan" is a process that stimulates and guides organizational decision-making to best fulfill its mandate.

"Strategic Priority" is an organization's statement of its top-tier priorities or areas that need to be addressed in order for the full vision to be realized.

"Vision Statement" identifies what the organization hopes will happen as the result of its activities (external vision) and how it will look and work when it is successful (internal vision).

"Youth Service" refers to any services offered by the municipality that youth access. (i.e., registered programs, drop-in programs, youth action teams, youth groups, events, etc.)

Situation Analysis

The situational analysis includes a review of the contexts in which youth services are offered, both internally and externally. In the internal context, it sheds light on the youth services offered by the municipality and the opportunities for improvement. Externally, it provides an understanding of how the municipality's youth services have been perceived by youth and youth service providers in the community.

STAKEHOLDER ANALYSIS
The stakeholder analysis is a tool that aids in the understanding of perspectives of those that are impacted by the youth services provided by the municipality. It can be found in Annex A.

INTERNAL ANALYSIS
The internal analysis focuses on the current youth services offered by the municipality and examines what the municipality is currently offering youth. It can be found in Annex B.

EXTERNAL ANALYSIS & ENVIRONMENTAL SCAN
The external analysis and environmental scan focuses on aspects influencing youth that are ultimately out of the municipality's control. It examines new trends and research that supports youth service delivery. The external analysis can be found in Annex C.

HRM YOUTH POPULATION
According to the 2020 Canadian Census , HRM has a population of 437,743. Of that population, youth between the ages of 10-24 make up 16.9%. The population of youth between the ages of 10-14 is 21,968, ages 15-19 is 23,995 and ages 20-24 is 28,250. All population figures are approximate

Philosophy

VISION STATEMENT
We envision a future where youth have the opportunities and supports to achieve their greatest potential.

MISSION STATEMENT
We enrich the quality of life for youth by providing a variety of programs, services, and spaces that are supportive of the municipality's diverse youth population.

CORE VALUES
Core values are the principles or philosophies that guide how we work with youth:

- **Diversity and Inclusion**
  Rationale: We recognize that a young person's experiences, views, and needs may be shaped by intersecting identities including race, culture, gender, sexuality, socio economic background and disability. Youth are not a homogenous block and other social aspects need to be taken into consideration when designing programs and services. We believe all young people deserve, and have a right to, the same chances and opportunities and strive to ensure equality of opportunities for all young people.

- **Transparency and Accountability**
  Rationale: We are committed to being open and honest to youth. We have established clear outcomes and performance indicators for each strategic priority and will provide youth with a clear understanding of the progress of this work. Reporting will be easy to understand, timely, youth friendly, and focus on continuous improvement. We believe government should be accountable and responsive to youth.

- **Collaboration**
  Rationale: We work together with staff, youth, and community organizations to ensure that youth have access to the supports, programs, and services they need. We believe working together can help improve outcomes and strengthen support youth.

- **Youth Voice**
  Rationale: We are here primarily to serve young people and recognize their strengths and voices as assets to our work. We believe youth should be leading the way.

OUR DEFINITION OF YOUTH
Youth Services offers programs and service for ages **13-24**. For the purposes of this plan, we grouped the youth into age ranges of **13-15, 16-18, and 19-24**. We recognise there is diversity within these age ranges that requires specific age-appropriate services.

Key Trends

Effective planning for youth requires identification, understanding, and constant monitoring of existing and emerging trends that could potentially affect the delivery of programs and services. The following summary of trends in participation, emerging activities, and service delivery are based on data collected from engagement workshops and work undertaken by the Youth Services Plan, Youth Team.

TREND	CONTEXT
Youth are seeking drop-in spaces to access supports, services and socialize with peers.	• Youth prefer hanging out and participating in drop-in activities rather than having to commit to a long-term programs. • Youth need spaces just for youth. Places where only they can go to feel safe, seen, or make friends and access the needed supports, such as homework help or mental health resources, etc. • Youth want more youth-friendly outdoor green space, trails, parks, and outdoor programming. • More youth-dedicated spaces are needed in HRM.
Addressing the diversity of the youth population is critical to ensuring all youth feel included and have access to programs and services.	• Youth programs and services should be inclusive for all youth. Specifically, with regards to gender, sexual orientation, economic background, race, culture, and abilities. • Newcomer and cultural groups represented in engagement sessions identified a desire to participate in culturally focused programs and activities. • Engagement results have challenged staff to identify specific goals and opportunities for youth from underserved areas. More intentional or focused efforts to serve these populations may welcome participation of youth who would not normally accesses programs and services.
Well-being and safety are a high priority for youth.	• Youth rated well-being as their highest priority. • Youth feel that mental and physical health need to be addressed and supported in all programs and services. • Youth-spaces should offer support for well-being. • Youth want to feel safe and included in their communities and in the spaces they are accessing.
Building and drawing upon youth skills will be a benefit to HRM.	• Youth expressed the need for HRM to address a spectrum of youth skills that are missing in everyday life learning. • Youth feel the need for an increase in programs and services that build life skills, employment skills, and leadership skills. • It is recognized that building the skills of youth is vital to our growing municipality. • Youth are seeking volunteer opportunities to build their skills.
Current marketing and communication efforts are not appealing to youth.	• Youth feel they do not have an avenue to know what programs, services, and supports there are for youth in HRM. • 80% of youth identified the need for a youth Instagram account. • Lack of awareness is one of the main barriers to participating in youth programs and services. • Youth clearly stated they do not use HRM's current communication platforms • Marketing and communication efforts need to be tailored to youth.
Youth want to have input in the decisions that affect their lives and contribute to shaping their communities.	• Youth identified the many benefits of having input on municipal decisions that impact them and their communities. • Participants noted that youth participation in local governance and municipal affairs could be strengthened by focusing on more youth town halls and chances to meet Municipal Councillors. • There is a need for youth capacity building programs and services to increase knowledge and skills on civic engagement.

Strategic Priorities and Framework

As a result of this engagement process, youth participants have identified five strategic priorities that will help to focus the work being done for youth over the next three years.

STRATEGIC PRIORITIES:

Strategic Priority 1: Youth have access to spaces in their community where they can take ownership, feel welcome, socialize, obtain support, and access services.

1.1. **Goal**: To focus on an integrated youth service-delivery approach.
- **1.1.1.** **Objective:** Work with youth-serving organizations and local partners to provide a spectrum of programs and services that are responsive to youth needs.
- **1.1.2.** **Objective:** Continue implementing the Multi-Service Youth Centre project as the preferred model of youth services across the municipality.

1.2. **Goal:** **To ensure youth spaces are welcoming, inclusive, and accessible.**
- **1.2.1.** **Objective:** Conduct a youth-led audit of existing youth spaces to gage the level of accessibility, inclusiveness and how welcoming the spaces are.
- **1.2.2.** **Objective:** Involve youth in the creation and on-going operations of youth spaces.
- **1.2.3.** **Objective:** Design physical spaces that are welcoming and reflective of the youth accessing the space.
- **1.2.4.** **Objective:** Build the skills of recreation staff in learning how to effectively support youth in relation to inclusion and accessibility.

1.3. **Goal:** **To ensure youth spaces support the mental well-being of youth.**
- **1.3.1.** **Objective:** Provide staff training and educational opportunities to build skills related to making referrals to external social services and supports.
- **1.3.2.** **Objective:** Create and maintain an online resource list of supports and services available for youth on Halifaxyouth.ca.
- **1.3.3.** **Objective:** Support youth spaces with knowledgeable staff who can support youth in finding housing, food, employment, counselling, and other community services.
- **1.3.4.** **Objective:** Engage with community partners to deliver mental health programming.

Rationale: Youth have expressed an interest in youth dedicated spaces. Providing a space that youth can make their own increases interest in the programs offered, while also acting as a connector to external services that can help support youth. Collaborating with youth in the making of a dedicated space pre-emptively removes barriers to access, which in turn makes the space, services, and programs accessible and inclusive for all youth.

Strategic Priority 2: All youth across the municipality feel represented and included in programs, services, and committees.

2.1. Goal: To learn more about serving underrepresented youth populations and communities.
    2.1.1. Objective: Build the skills of staff in learning how to provide services to diverse youth populations, including how to adopt frameworks, strategies, lens tools and other resources.
    2.1.2. Objective: Collaborate with community organizations to learn about their work with underrepresented youth populations.

2.2. Goal: To develop and improve programs and services for underrepresented youth populations and communities.
    2.2.1. Objective: Increase youth programming and services specific to underrepresented youth populations including women and girls, urban Indigenous, African Nova Scotians, immigrants, and youth with disabilities.
    2.2.2. Objective: Ensure rural programs and services are aligned with the Rural Recreation Strategy.
    2.2.3. Objective: To increase representation within the HRM workforce by recruiting program staff and facilitators who are reflective of the municipality's diverse youth population.
    2.2.4. Objective: Recruit Youth Advisory Committee members that are reflective of the municipality's diverse youth population.

Rationale: Municipalities are strongest when they bring together and amplify diverse sets of voices, perspectives, and backgrounds. However, youth have expressed that they do not feel represented or supported in the programs and services they currently access, which in turn makes them feel discouraged and less likely to continue to access those programs and services in the future.

Strategic Priority 3: Youth feel prepared to make a successful transition to adulthood.

3.1. Goal: To offer a variety of ways for youth to develop their skills.
    3.1.1. Objective: Offer programming and workshops on basic skills such as budgeting, finances, and cooking.
    3.1.2. Objective: Offer programming and workshops on science, technology, engineering, and computer skills.
    3.1.3. Objective: Offer training opportunities to improve leadership skills.
    3.1.4. Objective: Continue to offer recreation and leisure activities to assist in the development of social skills.

3.2. Goal: To develop job readiness by enhancing employment programs and opportunities.
    3.2.1. Objective: Collaborate with service providers to offer programming and workshops that increase youth employability skills.
    3.2.2. Objective: Conduct a review of the Youth Leadership Program's employment modules to identify opportunities for improvement.
    3.2.3. Objective: Expand the job experiences offered by the Youth Live Program to provide participants the opportunities to develop a wider set of transferable skills.
    3.2.4. Objective: Continue to promote the municipality's Bridging the Gap program that provides recent graduates a professional experience in municipal public service.

Rationale:
Education and skill development do not stop once youth finishes school for the day, it is an ongoing process that helps youth transition to adulthood. Youth expressed the need for HRM to address a spectrum of skill development that is missing from school or at home. Youth are looking for programs and services that build life skills, employability, and leadership skills.

Strategic Priority 4: Youth feel empowered to engage in local government and contribute to shaping their communities.

4.1. **Goal: For youth to gain confidence to effectively engage in local governance.**
    4.1.1. Objective: Offer opportunities for youth to learn how the municipal government operates and how they can contribute to local governance.
    4.1.2. Objective: Support voter education efforts to reach youth from diverse communities and encourage their participation in municipal elections.

4.2. **Goal: To provide avenues for youth to give input and feedback on municipal programs, services, and projects.**
    4.2.1. Objective: Continue to invest resources in public engagements and events that collect feedback from youth about their ideas, opinions, and needs.
    4..2.2. Objective: Educate youth on how their input will be used and inform them about the outcomes of their involvement in engagements.
    4.2.3. Objective: Continue to support the Youth Advisory Committee as an opportunity for youth to provide feedback on municipal decisions.
    4.2.4. Objective: Facilitate formal and informal opportunities to connect youth with their local Councillors and other municipal decision makers.

4.3. **Goals: To prepare youth to become leaders in their communities.**
    4.3.1. Objective: Offer capacity building programs and workshops for youth to develop the skills to initiate youth-led projects.
    4.3.2. Objective: Support youth in accessing resources that enable them to bring a youth-led project into action.
    4.3.3. Objective: Increase the number of, and access to, meaningful youth volunteer opportunities.

Rationale:
Youth are key players in the creation of a thriving municipality. Youth feel they could express their views and ideas, but often their voice and input are not taken into consideration when it comes to policies and decisions that directly impact them. This recognition and engagement of youth in civic matters strengthens their commitment to, and understanding of, democracy, and leads to better policy decisions.

Strategic Priority 5: All youth are aware of the services and programs offered by the municipality.

5.1. **Goal: To target youth with marketing and promotions that are on trend and will catch their attention.**
    5.1.1. Objective: Create a youth marketing and communications plan that keeps youth fully informed of opportunities in the municipality.
    5.1.2. Objective: Enhance the municipality's social media presence by using youth identified social media platforms, such as a youth dedicated Instagram account.
    5.1.3. Objective: Increase awareness of the municipality's youth website (Halifaxyouth.ca).
    5.1.4. Objective: Offer pop-up engagements to promote programs and services to youth who may not have access to digital platforms.
    5.1.5. Objective: Utilize existing youth spaces for in person pop-up engagements as a way to promote programs and services.

Rationale:
Youth clearly stated they do not use HRM's current system of communication; therefore, it is best to take an innovative and creative approach to better engage with youth on the social platforms that are frequently used.

Effectively utilizing the Halifax Youth webpage (**halifaxyouth.ca**) and engaging youth through social media tools is the best way to spread information. Most of the feedback from youth has stated that a lack of awareness is one of the main barriers to participating in programs and services.

Implementation Plan

This strategic plan will be implemented over a three-year period. Suggested action items on how to achieve each goal and objective will be determined in the 2022 Youth Engagement Report.

Year 1: 2022			Year 2: 2023	Year 3: 2024
Pre-Implementation	Organizing Implementation	Begin Implementation	Managing & Sustaining Implementation	Wrap up
• Ensure all staff are aware of strategic priorities, goals, and objectives • Define required outcomes • Ensure resources are adequate • Design communication plan between stakeholders	• Introduce action items to Youth Section staff • Define ownership for outcomes • Determine actions to accomplish the outcomes • Establish Youth Service Plan committee • Develop terms of reference • Establish a clear reporting model and operational plans for staff • Define tracking system	• Begin to implement action items • Enhancement of current programs and partnerships • Seasonal Youth Service Plan committee meeting	• Monitoring and evaluation • Update on Youth Engagement Report • Update on action items from staff • Seasonal Youth Service Plan committee meeting	• Monitoring and evaluation • Seasonal Youth Service Plan committee meeting • Final reporting • Critical path for next strategic planning process

Evaluation Plan

To accurately evaluate the outcomes of the Youth Services Plan staff will:

- Develop target and baseline indicators, using an outcome-based evaluation framework, to monitor and evaluate the progress and success of the Youth Services Plan.
- Include youth as evaluators and developers of the evaluation process.
- Create a standardized data collection method for collecting updates from other stakeholders.
- Annually monitor and report on accomplishments from the Youth Service Plan in the Annual Youth Engagement Report.
- Periodically communicate progress of implementation and achievements to the public on Halifaxyouth.ca

Staff will conduct a process evaluation to determine whether activities have been implemented as intended and resulted in certain outcomes. Process evaluations examine the degree to which program activities are being:

(1) implemented and delivered as planned,
(2) if they are reaching the intended target audience(s), and
(3) producing the desired outcomes.

A full evaluation framework will be provided in the 2022 Youth Engagement Report.

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Annexes

ANNEX A: STAKEHOLDER ANALYSIS
PARKS & RECREATION STAFF S.O.A.R ASSESSMENT

Undertaking a SOAR Assessment (Strengths, Opportunities, Aspirations and Results) builds a framework for creating a strategic plan that is based on strengths and assets in the organization. While problems and challenges are tracked, the logic of the analysis leads to considerations of how they can be converted into opportunities to move a plan toward its aspirations and the results it anticipates.

The SOAR model represents a more optimistic approach than the SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis and helps focus on the desires of the staff, what they want to achieve and how we will accomplish these goals. The following chart outlines the key questions that comprise the assessment, along with the specific feedback from Recreation staff.

S **Strengths-** What do we do well regarding working with youth? What strengths do we have within Recreation that are valuable to youth? Are there existing programs that could be expanded?
- Regional Council recognizes and supports the importance of youth programs and services.
- The municipality incorporates youth input through the Municipal Youth Advisory Committee and other youth engagement efforts.
- Recreation offers a strong Youth Leadership Program that should be expanded on.
- Recreation values youth as employees.
- The Youth Services Plan is a vital resource for the municipality.

O **Opportunities-** What opportunities could we leverage for success? Are there gaps in the current youth services we provide? What is the youth you serve asking for? What collaborations could lead to greater success for youth?
- Greater collaboration between HRM and youth-serving organizations.
- The use of social media to provide information to youth will increase youth participation.
- Multi-Service Youth Centres and dedicated youth spaces to help to address the gaps in services i.e., mental health support.
- Working more collaboratively across business units will enhance youth participation in municipal affairs.

A **Aspirations-** What can Recreation do for youth over the next three years? What should the future of youth programming look like? How can we make the greatest impact?
- Provide a Youth Services Plan that can be realistically implemented with the support of other business units.
- Align the programs we offer with what youth have identified as a need.
- Continue to mentor and train young people to increase their leadership and employment skills.
- Expand the Multi-Service Youth Centre model across the municipality.
- Better track data and outcomes to determine if we are meeting youth needs.

R **Results-** What tangible outcomes and measures will demonstrate we have achieved our goals and aspirations?
- Youth are regularly consulted on and can provide input on programs and services.
- Youth can access more flexible drop-in recreation programs.
- Community organizations are better integrated with services to be offered to youth.

BUSINESS UNITS FEEDBACK

To ensure a successful implementation of the second Youth Services Plan, staff engaged with employees from different business units to understand their experiences working with youth and how they can participate in the implementation of this plan. Below outlines the questions asked and major themes identified:

Questions: **Key themes identified**

In what ways does your business unit currently engage with youth?

- Programs to offer discounted services to youth
- Programs specifically designed for youth
- Community engagement
- Recreation programming
- Employment of young people

In what ways would you like to see the municipality support youth?

- Engage youth in decision making processes.
- Provide more opportunities to learn about municipal affairs.
- Offer activities that teach youth the importance of civic responsibility and engagement.
- Specific cultural engagement (e.g., programming specific to immigrant youth, African NS youth, Indigenous youth, youth looking for services in languages other than English).
- Engagement efforts that promote diversity and inclusion

YOUTH CONSULTATION
Youth Team Meetings

The HRM Youth Team is a group of youth (ages 13-24) living in HRM. They are an advisory group who specifically helped with the creation of the Municipal Youth Service Plan. An essential part of the creation was to build a survey that would collect data from youth across HRM. The Youth Team diligently collaborated to create this survey to highlight the main concerns and needs of youth in HRM.

The Youth Team included 12 youth with representation of youth from different identities, lived experiences, age groups, and districts of the municipality.

In September 2020, Recreation staff put out a call for youth team members and the Youth Team was formed in December 2020. A series of consultations were undertaken between December 2020 and April 2021. The first meeting provided youth with an orientation to the project and gave youth the decision-making power to determine how this plan will be informed by youth from beginning to end.

The Youth Team chose a mixed method consultation process, designed to maximize their reach potential with youth. Consultations included workshops, focus groups, youth team meetings, engagement with the Municipal Youth Advisory Committee, and a municipal wide youth survey.

Overview of youth consultation methods:

STAKEHOLDER	PURPOSE	ENGAGEMENT METHOD
Youth (General)	• Identify key issues and trends	Virtual Workshops in schools
Youth (General)	• Further understand the key issues and trends identified by youth and get suggestions from youth on how to address them	Survey
Youth (specific populations)- African NS, BIPOC, 2SLQBTQIA+, Disability, Newcomers	• To ensure our data is inclusive and representative to all youth we serve	Survey
Youth Team members	• Put decision making in the hands of youth • Ensure process is youth-led	Focus group(s)
Municipal Youth Advisory Committee	• Feedback from group of youth who are actively engaged with the municipality	Committee meeting
Youth Service Providers	• Capture feedback from external stakeholders on how the municipality can do better for youth • Identify trends and best practices in youth service delivery	Survey and interviews
Parks & Recreation Staff	• Survey assets and opportunities that currently exist • Understand capacity constraints	Survey – S.O.A.R Assessment
Internal Business Units	• Understand who works and engages with youth and in what capacity.	Survey

ONLINE SURVEY

The online survey was the main source of feedback. The Youth Team shared the online survey to their schools and communities, and it was also promoted through social media as an advertisement on Facebook and Instagram, for every youth aged 13-24, living in HRM. These methods helped to ensure the messaging reached as many communities and groups of youth as possible. Survey feedback was tracked through the collection of the first three letters/numbers of the postal code. This ensured data was received from all districts in the municipality. Feedback was also sorted by the 'self-identification' section of the survey to ensure youth from various demographics were included.

To ensure a proper data sample size was collected, staff used the following information:

- 2016 census data for ages 10-24
- Total population: 72,500
- 95% confidence level
- 5% margin of error
- Ideal sample size = 383
- # surveys received = 1,170

In all, **1,170 youth participated** in the survey data collection process to gain feedback on the key trends for youth in the municipality. To view the survey questions, see Annex D.

VIRTUAL WORKSHOPS

Due to COVID-19 public health guidelines, youth workshops were held virtually with high schools and junior high schools across the municipality.

The purpose of these workshops was to:

- Gather youth feedback and input on the Youth Services Plan
- Identify the key issues youth are facing
- Understand which programs and services youth access the most
- Gain youth feedback on the creation and promotion of the Youth Services Plan survey.

27 virtual workshops delivered: 617 youth participated

INTERNAL PROGRAM SCAN

There are four styles of programs offered by the Recreation Department. The first is a traditional registered program requires youth to register in advance and is offered for a certain number of weeks; the second is a drop-in program where youth do not need to pre-register; the third is equipment loan programs, and the fourth is programs for Youth At-Risk.

Registered Programs for Youth

The municipality's Recreation & Parks division runs a multitude of programs directed for youth ages 13 to 18. These include:

- General swimming programs
- Environmental programs
- General leadership programs
- Art programs
- Dance, drama, and music programs
- Fitness & physical wellness programs
- A variety of sport programs

These programs and activities are advertised in Recreation & Parks brochures. Specific information for youth is promoted through a one-page general description flyer and on **halifax.ca** and other sites.

Similar types of programming are offered by HRM-owned, board operated facilities such as MDFs.

Drop-in Programs for Youth

The municipality also offers drop-in programs for youth ages 13-18. These programs include:
- Various Sports (basketball, badminton, volleyball)
- Open gym
- Space to hang out with friends
- Free swims
- Art Hives

These drop-in programs are uploaded to the youth calendar on the Halifax Youth website and promoted through the recreation brochures.

Programs for At-Risk Youth

The municipality offers specific programs for at-risk youth. These programs include:
- Youth Advocate Program
- Youth Live Program
- Girls United

LIBRARY SERVICES FOR YOUTH

Public libraries offer a variety of free services for youth ages 12-15. These include:
- Space to hang out with friends, ability to meet new people, study, read and relax
- Programs that provide social time, creative outlets, hands-on learning experiences, entertainment, and exploration of topics and issues that interest teens
- Volunteer and work experience opportunities
- Open Wi-Fi, and access to technology including computers, iPads, laptops, and video games
- Tech learning and sharing opportunities ranging from coding workshops to recording at the Central Library Media Studio.
- Library collections: books, comics, graphic novels, movies, magazines, e-books, audiobooks, and more
- Homework assistance: research help, study groups, class visits and workshops
- Adult support for youth development: relationships with caring adults, links to service providers, and advocacy for diverse youth in the community

RCMP SERVICES FOR YOUTH

The RCMP's Stetsons and Spurs Youth groups (for ages 12-17) operates in Cole Harbour, North and East Preston area and Lower Sackville

HALIFAX REGIONAL POLICE SERVICES FOR YOUTH

The Halifax Regional Police Youth Program (HRPYP) is for youth, ages 14 – 18 years where youth learn about social responsibility with an emphasis on leadership. Students gain knowledge of police services by taking part in crime prevention initiatives including presentations by guest speakers, field trips, traffic & crowd control, Police Display Day, child identification record clinics, mascot appearances, bike patrols, parades, concerts, and tree-lighting ceremonies. Participants benefit from learning opportunities and experiences, including public speaking, teamwork, and work ethic.

BRIDGING THE GAP PROGRAM

The Bridging the Gap program offers paid 18-month internships for new graduates interested in a career in municipal public service. The program provides training and development opportunities to candidates who have graduated from a recognized post-secondary institution within the last 24 months, including those who are scheduled to graduate before the internship start date. The program is designed to provide experiential learning and maximum professional exposure to interns in their chosen field of study while exploring the benefits of working for the municipality. Candidates will learn about government policy, operations, administration, services, and planning.

MUNICIPAL YOUTH ADVISORY COMMITTEE

The Youth Advisory Committee advises and assists Regional Council, through the Executive Standing Committee, on how municipal policies, programs, and services affect youth, and challenge the areas where we can do better. Committee members regularly engage with youth throughout the municipality to:

- Help youth shape the future of our municipality
- Bring unheard voices to Regional Council
- Educate youth on policies and decisions that affect them
- Identify and remove barriers facing youth
- Help make our local government more diverse

PUBLIC SAFETY OFFICE

The Public Safety Office offers youth opportunities to participate in the Community Mobilization Team projects and trainings.

ANNEX C: EXTERNAL ANALYSIS & ENVIRONMENTAL SCAN

The external analysis included a survey to community-based organizations serving youth and an environmental scan to understand what other municipalities and governments are currently doing for youth.

What was asked:

What current trends or shifts in youth programs and services do you think the municipality should be paying attention to over the next three years?

What does the municipality do well in terms of supporting youth?

What can the municipality do to better support youth?

What was heard:

- The virtual delivery of youth programs will continue, and service providers should consider this in program planning.

- Youth providers should stay up to date with technology and interactive apps for engaging youth.

- Increased screen time will also mean there should be a programming focus on well-being, self care, getting outdoors, etc.

- Ensure program registration processes are accessible and inclusive.

- Increase collaboration between government and community organizations to better support youth.

- There should be a focus on developing programming and spaces for underrepresented youth populations.

ENVIRONMENTAL SCAN

This environmental scan identifies documents, research, and Canadian cities/municipalities that have developed a youth plan.

Apathy is Boring
Dear Municipalities, From Millennials – June 2017
Dear Municipalities, From Millennials describes methods to counter the trend of low voter turnout and minimal engagement levels among millennial youth in municipalities. Youth trends in five main areas: community and civic engagement, institutional systems, politics, staying informed, and work-life balance are discussed and methods to overcome challenges and increase participation in each domain are provided. The authors argue that youth must be included in decision making to increase engagement to feel empowered. They explained that there is a need for more creative and flexible youth spaces, supportive work environments, programming created by and for youth, and intergenerational collaborations. Methods of communication and education must also be updated, and service providers should use social media and online platforms to engage youth in fun and interactive ways, offering online educational opportunities in professional development and job skills training such as facilitation.

Federation of Canadian Municipalities
Municipal Youth Engagement Handbook
The Municipal Youth Engagement Handbook published by the Federation of Canadian Municipalities provides resources and tools for municipal officials and administrators to increase active citizenship among youth and successfully recruit young leaders and workers into municipal careers as the older generation ages into retirement. The handbook calls attention to social media and online platforms as key methods for connecting with youth and recommends interactive outreach through contests, games, polls, and apps as the best ways to engage young people today. Additionally, the handbook suggests methods to increase youth interest in local politics and municipal careers by creating youth advisory committees, making school visits, and providing ample opportunities for developing confidence and job skills through shadowing, mentoring and internships.

Vancouver Board of Parks and Recreation
Youth Services Annual Report (2017)
Vancouver Board of Parks and Recreations youth services annual report provides a summary of municipal youth services across Vancouver and highlights unique programming and resources offered within 17 specific communities where Community Youth Development Coordinators and Community Youth Workers are strategically funded positions. In 17 community profiles, data on the number of youth visits, youth engaged in recreation, and youth who volunteered are presented alongside staff profiles, youth quotes, and program descriptions. The document also covers recent changes to city wide youth services including a shift to offer more connected and consistent programming and an increased focus on inclusion and accessibility, collaboration, proactive engagement, and youth partnerships.

City of Richmond
2015-2020 Youth Services Plan: Where Youth Thrive (2020 update)
The city of Richmond provides a yearly update on multi-year service plans to support and respond to the changing needs of youth and provide transparent progress on actionable items. This document is the most recent update to the city's 2015-2020 Youth Services Plan for ages 13-18, which was created through community consultation and reviews of best practices and services offered in other Canadian provinces and municipalities.

The 2020 update provides an overview of progress in three key areas: building youth assets through engagement and partnerships, expanding opportunities for youth, and improving upon the quality of youth services offered. Some achievements highlighted include the creation of youth leadership camps, advisory committees, environmental stewardship groups, job readiness training, opportunities in the arts community, intergenerational volunteer programs, and intentionally safer spaces for marginalized and underserved youth. The authors point to increased experiences of isolation among youth due to the COVID-19 pandemic and outline how youth services responded by providing virtual programs such as trivia and escape rooms, dance parties, media-arts programs, LGTBQ2S+ meeting spaces, and mental health support.

Of significance, from this document, is the recognition of the importance of connecting with youth through social media. In 2020, youth engagement was maintained during the pandemic by creating dedicated social media channels for youth. An Instagram account and a podcast were designed by youth volunteers and youth program staff and youth continued to assist in the roll-out of new content over the year.

The Province of Ontario
Urban Indigenous Action Plan
The Ontario Urban Indigenous Action Plan was created by the Ministry of Indigenous Relations and Reconciliation, the Ontario Federation of Indigenous Friendship Centres, the Métis Nation of Ontario, and the Ontario Native Women's Association. The plan was developed with input and feedback from urban Indigenous communities across the province and was informed by the United Nations Declaration on the rights of Indigenous People (UNDRIP) and the Report and Calls to Action of the Truth and Reconciliation Commission (TRC).

The plan was designed to support the creation of policy and programs that would be responsive and inclusive, based in principles of relationship and reconciliation, and would meet the needs of diverse Indigenous communities. For many First Nations, Métis, and Inuit youth (and other underserved populations such as seniors and the 2SLGBTQIA+ community), there are added challenges and barriers to accessing equitable services and culturally safe programming. Some issues impacting Indigenous youth today are:
- Lack of affordable housing and public transportation, and homelessness
- Limited opportunities for education, training, and employment
- Inadequate health and mental health services
- Violence against Indigenous women and girls

To provide adequate and accessible services Indigenous youth must be included in the creation of government policy and program development. They must also be actively included in the delivery and evaluation of services. Additionally, the creation of more Indigenous community hubs would provide essential and culturally competent, wrap-around services in domains such as justice, child and youth development, family support, education, employment and training, and community health and healing.

The Mental Health Commission of Canada
The Mental Health Strategy for Canada: A Youth Perspective (2016)
In 2013, the Mental Health Commission's Youth Council decided to re-imagine Changing Directions, Changing Lives: The Mental Health Strategy for Canada (MHCC, 2012). Youth input was included in the creation of the original strategy, but it was not written by youth, for youth. Between 2013 and 2015, the youth council met to work on a youth specific strategy which would highlight lived experiences of mental health, draw attention to the unique needs of young people across the country, empower youth to help themselves and others, and call Canadians, of every age, to action in changing perceptions and policies in mental health.

First Nations, Métis, and Inuit youth were involved in writing the document to provide culturally safe content for Indigenous youths. Their contributions were viewed by the council as essential perspectives to include in the creation of any future mental health policy. The council also consulted with hundreds of youths and their families in the hopes that the document would be useful to not just to youth, but to anyone who is impacted by mental health.

City of Squamish
Squamish Youth Strategy (2020)

Between 2013 and 2019, the city of Squamish began planning to create a youth strategy. In 2013, a Youth Speak Up! report was created followed by a Youth Engagement Strategy Report Card in 2018. Based on youth feedback received in these reports, youth (ages 12-18) and emerging adult (ages 19-24) working groups were created to assist with the development of a Youth Strategy and the following goals were identified:

- Develop a vision/value (or best practices) for the Youth Strategy
- Comprehensive community engagement with youth, youth service providers, and caregivers
- Reports on gaps and opportunities (physical space, programs)
- Report on recommendations/future actions in theme areas:
o   Youth engagement, Youth spaces (transportation too), Youth programs (leisure, art, sport), Youth health and wellness, and Transitioning into Adulthood (life skills, work experience, post-secondary)

In 2019, a series of events and community consultations were held where hundreds of Squamish youth participated in engagement opportunities including: World Cafes, surveys, youth dialogues, and collaboration meetings. Youth feedback collected during these events was included in the writing of the Youth Strategy to create a plan based directly on the values of Squamish youth. The document includes goals for the city and service providers such as a recommendation to engage youth in politics via social media, as well as provide job shadowing and mentorship, workshops in budgeting, healthy relationships, managing stress, and entrepreneurship. The strategy also includes community calls to action and makes space for the voices of youth and young adults about their lived experiences and what they need to feel truly supported.

ANS Youth Employment Lab
Social Innovation Lab for African Nova Scotian Youth Opportunities (HRM) (2019)

A report from the African Nova Scotian Youth Employment lab calls attention to African Nova Scotian (ANS) youth between the ages of 18-35 who are disproportionately impacted by unemployment due to the ongoing effects of systemic and institutional racism. The goal of the ANS lab was to make progress toward "... a shared future of equitable access to opportunities for employment and prosperous living" by engaging and prioritizing the voices and ideas of ANS youth. Local employers, and intermediaries (government departments and community organizations) were also involved in the process and were interviewed about hiring practices. Employers reported known barriers to employment for ANS youth such as systemically racist application forms and standardized interviews. Also highlighted, was the importance of intentionally building relationships with ANS youth. ANS youth themselves reported experiencing significant barriers to employment including tokenism, lack of employment readiness and job skills training, self-doubt due to racist stereotypes, criminal record checks, and racist hiring practices such as discrimination based on name and address. Many expressed an interest in entrepreneurship and a desire to open their own business in the future. ANS youth working groups came up with several ideas which might help meet their needs such as the creation of an entrepreneurship hub, a one-stop shop employment resource centre, and significant changes to the public education system which would better support and empower them as learners.
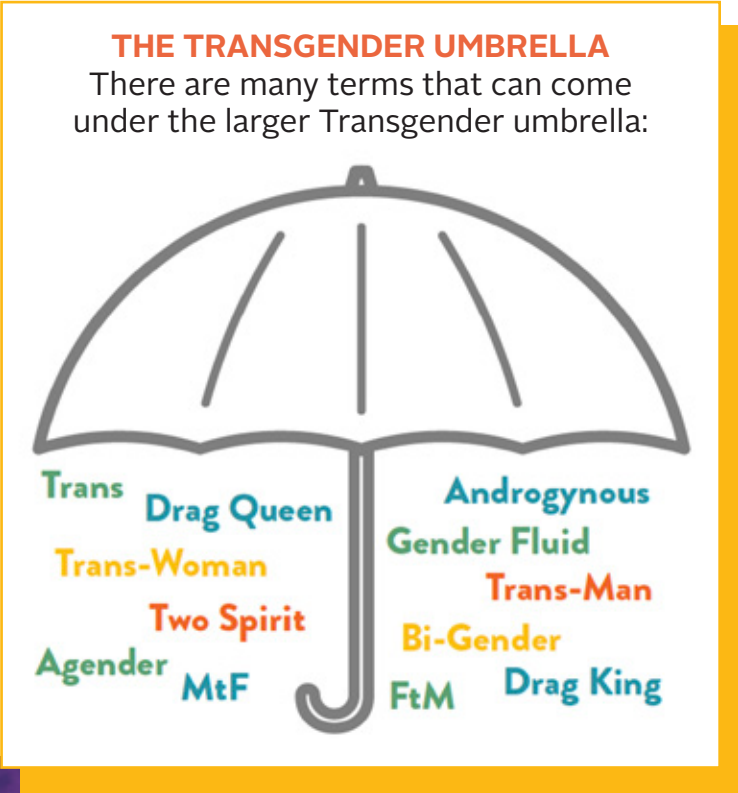
YouthREX
Understanding the Complexities: Providing Support to Trans Youth (factsheet)

This factsheet from YouthREX outlines how to support transgender (trans) youth in youth program spaces. It provides a brief but accessible introduction to trans inclusive language and terms around sex and gender as well as recommendations and rules for successfully supporting trans youth. An important inclusion in this document is an illustration of the "Transgender Umbrella" which presents transness as containing many unique identities which may be held by youth who identify with the term trans.

Suggestions for youth service providers is to include a commitment from youth staff to self-educate, never out people, have anti-discrimination policies in place, normalize sharing personal pronouns, and use non-gendered language.

It is essential to actively work to create safer youth-oriented rec spaces for trans youth since many of them do not feel safe at school. In a 2011 survey on homophobia, biphobia, transphobia, and Canadian schools, 90% of trans youth reported hearing discriminatory comments weekly, with 23% reporting comments made by teachers. Overall, 78% of trans youth surveyed felt unsafe at school in general. Even if youth programs are not focused on serving trans youth specifically, it is likely that trans youth will access them at some point, therefore, youth service providers must have the necessary skills and knowledge needed to support and be inclusive.

THE TRANSGENDER UMBRELLA
There are many terms that can come under the larger Transgender umbrella:

Trans • Drag Queen • Androgynous • Trans-Woman • Gender Fluid • Two Spirit • Trans-Man • Bi-Gender • Agender • MtF • FtM • Drag King

Youthful Cities
Pivot Open Data Hub

Pivot Hub is an online resource providing accessible and reliable data to support the development of youth-informed policies. Pivot Hub came out of the COVID-19 pandemic, created by a need to illuminate the struggles of Canadian youth; a population that was deeply impacted as schools closed, job prospects dwindled, and social connections and supports were shut down. In 2020, a youth survey, index, and interviews were carried out across 47 Canadian cities that covered "behaviours, topics, and beliefs of around 3,000 young people between the ages of 15-29 about cities, and their experiences prior to and during the COVID-19 pandemic". Some topics included in the youth survey were civic engagement, diversity, inclusion, and accessibility, education, employment, leadership, healthcare, climate change, transportation, digital access, arts and culture, cost of living, and the impact of COVID-19.

The following Pivot Hub data insights are from Halifax youth:

Job Training and Employment:
- 54% of survey respondents rated finding a good job as extremely important.
- 64% felt neutral to critical of how well the city is doing on access to good jobs. No respondents felt that the city was doing very well or extremely well in this   area.
- 60% rated entrepreneurial spirit as moderately to extremely important.
- 21% felt the city could do better in education and training.

"(A) mentor-mentee relationship goes both ways... it's important that old(er) people have that kind of mentor being a younger person because it helps keep them in a shifting perspective.
– Interviewee's comments on Desired Future State of Education and Training.

Civic Engagement:
- 35% of survey respondents viewed civic engagement as extremely important.
- Most felt that the city was doing moderately well to very well on civic engagement.
- Index data showed that youth in Halifax were able to engage with city councillors on some social media platforms, but not TikTok.
- Index data noted that there is currently no municipal Indigenous advisory body in Halifax.

Accessibility, Diversity, and Inclusion
- 61% of survey respondents rated diversity and inclusion as extremely important.
- 52% of survey respondents felt that the city was doing adequately-extremely well in diversity and inclusion, while 30% felt the city was doing extremely poor to fair, and 7.5% felt neutral.
- 60% of survey respondents rated accessibility as extremely important
- 48% of survey respondents felt the city was doing fair to moderately well in accessibility.

"...when we look at the research around policing and the effectiveness on keeping our city safe, it's important to acknowledge things that also keep people safe is adequate housing and access to food and access to public services and social services and recreational services.
– Interviewee's comments on Desired Future State of Diversity and Inclusion.

Public Transportation:
- 78% of survey respondents rated access to public transportation as important to extremely important.
- 53% of survey respondents felt the city was doing well to very well in public transportation, 34% felt the city was doing poor to extremely poor, and 13% felt neutral about the subject.
- "Transit needs to be more accessible, needs to be cheaper too, and it needs to be more reliable." – Interviewee's comments on Desired Future State of Public Transit.

COVID-19:
The top five attributes that youth felt the city of Halifax should focus on right now were:
- Climate Change
- Diversity and Inclusion
- Access to Public Health Services
- Good Jobs
- Food Security

State of Youth Report
Government of Canada

The State of Youth Report is a document released by the Canadian Government designed to aid in the creation of government policies and programs that support youth. This report is the first of its kind and will be re-created every 4 years. The Report prioritizes the voices of 996 young people ages 13-36 across the country, who, in their own words, share their thoughts on a variety of issues and highlight what is most important to them today. Additionally, a committee of 13 youth from diverse background and identities formed a working advisory group, and a team of six artists represented youth-identified priorities through art.

Six youth-identified priorities emerged from the consultation process:
- Truth and Reconciliation
- Environment and Climate Action
- Health and Wellness
- Leadership and Impact
- Employment
- Innovation, Skills, and Learning

The report includes sub-categories, direct quotes from youth, and visualizations of data under each priority.

Figure 3. Whose Responsibility is Truth and Reconciliation? Is a visualization containing key words from the Truth and Reconciliation section and a quote from a youth participant.

> *"I believe there is still a very long ways to go and it is important that all Canadians remember that reconciliation will never be "over" and that it is a lifelong journey and learning process.*

The report also includes the impacts of COVID-19 on young people across the six categories and highlights issues such as "zoom fatigue" and a lack of safe virtual spaces available for members of the LGBTQIA+ community.

One artist represented the overall impact of the pandemic with the below illustration:

Figure 3. Whose Responsibility is Truth and Reconciliation?

"COVID-19" by Kaitlyn Nasogaluak

The report concludes with a call to action and 28 recommendations made by youth. Three areas of need that were consistently brought up were:

1. More relevant and timely youth-focused data
2. Sustained, accessible youth engagement, and,
3. More than anything, action on issues of utmost importance to youth.

ANNEX D: SURVEY QUESTIONS

We want your feedback to help shape the next Municipal Youth Services Plan (YSP). The Youth Plan will help us plan youth programs and services for the next 3 years. By completing this survey, you can help decide what the municipality can do for youth.

The following themes and questions were identified by the YSP Youth Team and influenced by data collected from 40 workshops delivered to youth across the municipality. Further discussion on themes not included on this survey will be discussed at another time. Stay tuned at **Halifax.ca/ysp** as we continue to create the next YSP.

After completing the survey, you will have an opportunity to enter a draw for the chance to win prizes, including the grand prize of one of two sets of Apple Airpods! The draw is open to residents of HRM 13 to 24 years old who have completed the survey. Some restrictions apply. Winners of the grand prizes (or your parents or guardians if you're under age 19) will be required to sign a Declaration and Release form.

Hello! Tell us a bit about yourself.
This helps us figure out trends and issues within different groups of youth.

Age:
☐ 13-15
☐ 16-18
☐ 19-24

Select the area you live:
☐ District 1: Waverley, Fall River and Musquodoboit Valley
☐ District 2: Preston, Chezzetcook and Eastern Shore
☐ District 3: Dartmouth South and Eastern Passage
☐ District 4: Cole Harbour, Westphal, Lake Loon and Cherry Brook
☐ District 5: Dartmouth Centre
☐ District 6: Harbourview, Burnside and Dartmouth East
☐ District 7: Halifax South Downtown
☐ District 8: Halifax Peninsula North
☐ District 9: Halifax West Armdale
☐ District 10: Halifax – Bedford Basin

☐ District 11: Spryfeild - Sambro Loop- Prospect Road
☐ District 12: Timberlea – Beechville – Clayton Park – Wedgewood
☐ District 13: Hammonds Plains – St. Margaret's
☐ District 14: Middle/ Upper Sackville – Beaverbank – Lucasville
☐ District 15: Lower Sackville
☐ District 16: Harbourview – Burnside – Dartmouth East

Unsure of your district? **Use this map** to find where your community is!

Please check each one that you identify yourself as (you can choose more than one)
Indigenous: A collective name for First Nations, Metis, and Inuit
African Nova Scotian- A person of African descent residing in Nova Scotia

☐ Persons with a disability
☐ Indigenous
☐ First Nation
    ☐ Status
    ☐ Non-Status
    ☐ Metis
    ☐ Inuit
☐ African Nova Scotian
☐ 2SLGBTQIA+
☐ Newcomer/ Immigrant
☐ Person of Colour or Racialized Person
☐ Francophone
☐ If relevant identifying characteristic not listed above, you may identify here:
☐ Prefer Not to Answer

Diversity and Inclusion:
Youth Programs and Services cover a broad range of participant interests (arts, events, transportation, involvement in government, recreation, and social interaction) within diverse (cultural and age) communities.

How can we make youth services more diverse and inclusive to youth? (optional)

Youth Programs & Services

Please rank the importance of the following programs:

Youth Programs:

__ Art programs

__ Sport programs

__ Equipment loans

__ Outdoor programs

__ Drop-in programs

__ Library youth programs

__ Tutoring/educational programs

__ Life skill programs (budgeting, cooking, money management, etc.)

__ Community engagement programs (Youth grant writing, youth-led community projects)

__ Health and wellness programs (mental health, self-care, support groups)

Youth Services:

__ Leadership development (leadership skills and experiences)

__ Volunteer opportunities

__ Internship/mentoring opportunities

__ Job readiness opportunities (resume building/job experience)

__ Library youth services (volunteering at libraries, youth events)

__ Involvement in community safety

Virtual Programming

What type of Virtual Programming are you interested in? (click all that apply)

__ Games

__ Art activities

__ Skill development workshops

__ STEM or coding

__ Environmental education

__ How to participate in local government

__ Other: _____

Youth Dedicated Spaces:

There are many dedicated youth spaces within the municipality. These spaces centre youth in the design and operations of the space. If more youth-dedicated spaces were created, what supports would you like to see offered?

☐ Mental health support

☐ Counseling

☐ Support accessing food

☐ Support finding housing

☐ Tutoring

☐ Other _____

Dedicated spaces for youth should be safe spaces that are inclusive to all youth. What helps make you feel safe in space? (Optional)

Transportation:

How do you get around? (check top 2)

☐ Walking   ☐ Taxi   ☐ Ferry

☐ Biking   ☐ Bus   ☐ Other or combination:

☐ Personal vehicle

How could we encourage youth to use the bus or ferry more often? (check 1)

☐ Education on bus or ferry routes

☐ Education on how to ride the bus or ferry

☐ Other: _____

COMMUNICATIONS:

Do you follow any of the municipality's pages on social media? (click all that apply)

☐ No, I don't
☐ Halifax Youth Twitter account
☐ HFX Moments Instagram
☐ HFX Gov twitter account

☐ Halifax Parks & Recreation twitter account
☐ Halifax Youth Live Facebook Page
☐ Halifax YouTube Channel
☐ Other: _____

What would be the best way for us to let you know about what we are doing for youth?
(select top 3)

☐ Instagram
☐ Facebook
☐ Twitter

☐ Snapchat
☐ YouTube
☐ Email

☐ Posters in schools
☐ From other youth
☐ Other:_____

What else can the municipality do to better reach youth? (optional)

```
|                                                    |
|                                                    |
|                                                    |
|                                                    |
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Get Involved:
How would you like to get involved in municipal government?

☐ Increase opportunities for youth to give input on municipal projects
☐ More information on how government works and how decisions are made (presentations,
☐ information provided on social media, virtual workshops)
☐ More in-person engagement with councillors (Q&A type sessions, meetings, and presentations)
☐ Participate on the Municipal Youth Advisory Committee

    ☐ Yes (*If yes, please contact **youth@halifax.ca** or visit **Halifax.ca/yac***)

    ☐ No

    ☐ Other: _____

Would you like to be entered into the draw for prizes?

☐ Yes (*If yes, please **click here** to submit this survey and provide email address and phone number where prompted*)

☐ No (*If no, please **click here** to submit this survey.*)

Vision: We envision a future where youth have the opportunities and supports to achieve their greatest potential.

Mission Statement: We enrich the quality of life for youth by providing a variety of programs, services, and spaces that are supportive of the Municiaplity's diverse youth population.

Core Values

Diversity & Inclusion

Transparency & Accountability

Collaboration

Youth Voice

Strategic Priorities

Youth have access to spaces in their community where they can take ownership, feel welcome, socialize, obtain support, and access services.

All Youth across the municipality feel represented and included in programs, services, and committees.

Youth feel prepared to make a successful transition to adulthood.

Youth feel empowered to engage in local government and contribute to shaping their communities.

All youth are aware of the services and programs offered by the municipality.