



# FIVE YEAR REPORT



**all in for youth**  
United for school completion.



**United Way**  
Calgary and Area



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## PRESIDENT & CEO'S MESSAGE



All In for Youth has been making a difference in the lives of Calgary's youth for the past five years, and is being recognized provincially, nationally, and even internationally as a "best practice" for implementing a **collective impact** strategy. We have accomplished a great deal and learned so much about what it takes to move the needle on high school completion. Together with our fantastic partners, we are ready to improve and expand further on what we have learned to help youth successfully transition into adulthood.

As we move into the initiative's next five-year phase, All In for Youth will continue to focus on removing barriers to high school completion, and will take further steps toward helping youth transition successfully to post-secondary training and the workforce. The focus of the next phase of our work will be driven by the desire for youth to be able to envision their journey after high school.

We are pleased to bring you this report detailing the program's journey since its inception in 2012, and the collective progress we have made in meeting our bold goals to improve high school completion rates and create positive adult-youth connections. By concentrating on evidence-based programs and initiatives, All In for Youth was able to create 9,071 positive adult-youth connections for the students we work with!

We recognize that none of this work would have been possible without our partners. Corporate Calgary and their employees, individual philanthropists, the Calgary Board of Education and Calgary Catholic School District, municipal and provincial government, community agencies, and volunteers were all critical to the success of All In for Youth.

We know we cannot move the needle on these complex issues alone; we need all sectors working together to make real and lasting change. The collective actions of All In for Youth partners, donors, and volunteers have resulted in thousands of individual and shared triumphs for our youth. We are committed to continuing to ensure all of Calgary's youth are successful, and poised to contribute to a thriving city!

Sincerely,

A handwritten signature in black ink that reads "Karen Young".

Karen Young  
President & CEO, United Way of Calgary and Area

### Collective Impact | col·lec·tive im·pact |

: the commitment of a group of actors from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration.

# SIGNIFICANT MILESTONES

**2011**

United Way consults the business community, partner agencies, and investors to identify pressing local issues. High school completion is identified and selected as the focus issue for collective action.



**SPRING 2012**

Critical initial partners join the initiative, including the Calgary Board of Education and Calgary Catholic School District, establishing the Partners Advisory Committee. A threefold focus is created to guide the initiative: keeping youth in school, bringing youth back to school, and connecting youth to further education and career possibilities.



**FALL 2012**

The initiative is formally branded as 'All In for Youth'. The school boards select the first two All In for Youth high schools: Central Memorial and Bishop McNally.



**JANUARY 2013**

The Detour project, an innovative learning project to support vulnerable youth that have not completed school by 19, launches at Bow Valley College.

**FEBRUARY 2013**

Four All In for Youth prototypes are piloted: Call Backs, Success Coaches, Career Exploration, and Barrier Removal Funds.



**JUNE 2012**

Devon Canada Corporation signs on as the first corporate partner. Fluor Canada Ltd. and Imperial follow suit and the three become the founding corporate partners of the initiative.



**NOVEMBER 2012**

United Way embarks on \$10 million fundraising campaign to fund All In for Youth.



**APRIL 2013**

All In for Youth goals are established: reduce high school dropout rate by 50 percent, and create 3,000 positive adult-youth connections.





### JUNE 2013

All In for Youth launches publicly to engage Calgarians around the critical issue of high school completion.



### AUGUST 2013

The Shaw Charity Classic golf tournament selects All In for Youth as a community beneficiary. Canadian Pacific also hosts a charity golf tournament benefiting All In for Youth.



### SEPTEMBER 2013

Big Brothers Big Sisters' mPower program is piloted.



### SEPTEMBER 2013

All In for Youth is in nine schools across Calgary.



### APRIL 2014

All In for Youth partners are invited to meet with Alberta Education to share learnings from the Detour prototype.



### SEPTEMBER 2013

\$5 million out of the \$10 million goal is raised by United Way.



### SEPTEMBER 2013

YMCA's Math Tutoring program launches with 54 volunteer tutors.



### DECEMBER 2013

The first Career Talk is held at Bishop McNally High School.



### APRIL 2014

All In for Youth is presented to United Way Centraide Canada's President's Advisory Council, prompting several United Ways across Canada to express interest in adopting the initiative.



## SEPTEMBER 2014

All In for Youth hosts first School Summit - bringing together representatives from high schools, government, and community agencies.



## SEPTEMBER 2014

United Way Board Chair, Bob Michaleski and Michele Michaleski step forward with a significant gift for All In for Youth.



## BY END OF 2014

All In for Youth is in 17 high schools.



## MARCH 2015

Local philanthropists, David and Leslie Bissett, generously invest so that United Way is able to scale up two of All In for Youth's most promising initiatives: Success Coaches and the Barrier Removal Fund.



## JULY 2015

All In for Youth achieves goal of creating 3,000 positive adult-youth connections.



## SEPTEMBER 2015

KPMG and Accenture partner with All In for Youth to engage their employees as volunteer coaches for Calgary Youth Justice Society's In the Lead program.



## DECEMBER 2014

All In for Youth reaches a \$10 million fundraising milestone.



## AUGUST 2015

Fourteen All In for Youth students complete a 15-week Introduction to Cook Apprenticeship program at SAIT's Downtown Culinary Campus.



## NOVEMBER 2015

All In for Youth leadership is invited to participate on Alberta Education's High School Completion External Committee, and share the findings of All In for Youth provincially.



## BY END OF 2015

All In for Youth is in 20 high schools.



## FEBRUARY 2016

All In for Youth is featured at the Alberta Teacher's Association Teachers' Convention to an audience of over 500 educators.



## MAY 2016

All In for Youth presents to an international audience at the United Way Worldwide Conference on engaging community and donors.



## BY END OF 2016

All In for Youth is in 21 high schools.



## 2017

All In for Youth collaborates with the Calgary Regional Consortium (the professional development arm of the Alberta Teachers Association) to produce a High School Completion Tool Kit, to be rolled out to every high school in Alberta in fall 2017.



## 2016

All In for Youth's Call Back strategy is implemented system-wide across the Calgary Board of Education and Calgary Catholic School District.



## JANUARY 2017

All In for Youth hosts fourth annual School Summit with over 200 community agencies, government, and school representatives coming together to discuss brain architecture, toxic stress, and trauma-informed approaches when working with youth.



## FALL 2017

The All In for Youth team begins development of the new Transitions to the Workforce strategy.



**ALL IN FOR YOUTH:  
THE FIRST SIGNATURE INITIATIVE**

Left to right:  
*Lucy Miller: Former President & CEO, United Way of Calgary and Area*  
*Karen Young: Current President & CEO, United Way of Calgary and Area*  
*Heather MacDonald: Former COO, United Way of Calgary and Area*



This year marks five years since United Way of Calgary and Area embarked on a new and innovative way of working. Striving for greater impact and deeper partnerships, United Way initiated its first Signature Initiative, All In for Youth.

In 2012, **1 in 4 Calgary youth** were not completing high school on time. All In for Youth was the first initiative of its kind in Canada to use a collective impact model to bring all sectors together to work towards addressing a large scale social issue such as success in high school. Since its inception, the initiative has seen incredible success and made great strides towards increasing the high school completion rates. All In for Youth is happy to share that, with our contribution, the number of youth not completing high school on time has been reduced to **1 in 5**.

As we complete the official five-year mark for All In for Youth we approached the executive leaders who created, sustained, and continue to shepherd the work to hear from them why the initiative has been such a success.

This past summer we sat down with Heather MacDonald, former COO, United Way of Calgary and Area; Lucy Miller, former President & CEO, United Way of Calgary and Area, and Karen Young, United Way of Calgary and Area's current President & CEO to talk about All In for Youth then and now. The following section provides highlights from these interviews.

## Why All In for Youth?

**HM:** The issue was so sensible, and so easy to understand. It was simply unacceptable that in our prosperous city, 1 in 4 youth were not graduating high school on time.

It didn't take much convincing with our corporate partners that something needed to be done. It was critical to have senior leadership from all partners involved, and because the issue was so easy to understand, we quickly gained partner involvement at the executive level.

Also, tangible evidence of the effectiveness of our strategies came quickly. For example, through the **Call Back** strategy, we were seeing youth return to school immediately as a result of the work.

## How did the Board of Directors decide on All In for Youth as a Signature Initiative?

**LM:** We presented research to United Way's Board demonstrating the incredible need, and the possible impact that we could have by investing in and embarking on this new way of working.

After consulting with a broad range of stakeholders who confirmed support, a strong business case was made for the strategic importance of the investment. It was clear that success on this initiative would improve success in all three of our focus areas: poverty, kids, and communities – and this really resonated with our Board. They encouraged us to be bold.

## What was the most difficult aspect of creating All In for Youth?

**HM:** In order to become a true community partner, and be at the helm of creating real impact, our positioning with agencies was critical. We needed to be an equal partner, and also the convenor. This was a balancing act that required strong relationships and a great deal of trust.

We also needed fast evidence on top of passion to encourage this new way of thinking and encourage early support from corporate and individual donors.

## How did donors respond when you asked them to support this type of work?

**LM:** This initiative really resonated with donors. We had a strong business case with both a moral and economic imperative that corporate partners and individuals philanthropists embraced.

Ongoing and regular updates on the progress of the initiative, as well as stories of individual students, affirmed and strengthened the commitment of donors.

## How do you feel All In for Youth impacted individual students?

**LM:** We invested strategically in the potential of youth by offering opportunities, support, and hope. As a result, All In for Youth changed the lives of thousands of Calgary youth. The impact does not end there either; this change positively impacts future generations in their families.

Furthermore, All In for Youth helped shift the culture in schools and communities around what is possible when we share responsibility for the success of our youth.

How are we ensuring the lessons learned by All In for Youth will impact even more youth?

**KY:** One of the key elements of a collective impact strategy is the focus on transformational change. Through this model we are always asking ourselves “what could be done better?”

All In for Youth continues to inform systems on how changes in approach, policy, and focus can positively impact the strategic goals of government, school districts, and organizations in meeting the needs of all youth.

After five years of All In for Youth, there has been great success in working with multiple systems closely to uncover what is not working well and how we can work better for youth at risk. We have already seen changes in systems in Calgary and in Alberta as a result of the All In for Youth findings, such as Call Backs now happening in all Calgary high schools where they hadn't been done previously.

How did the Board's vision of All In for Youth inform the development of United Way's future Signature Initiatives?

**KY:** The key ingredient of successful community and social change is to move from fragmented actions to collective action for deep and durable impact, using the Collective Impact model. That's exactly what was tested and proven by All In for Youth.

The key learnings and successes of the initiative have informed the development of our subsequent signature initiatives. The Board is supportive of maintaining and expanding this strategic approach for investments in order to achieve maximum impact in our community.

*“We are so proud to be able to play a part in building systems where each of us is able to contribute to creating a great city for all!”*

- Karen Young, President & CEO  
United Way of Calgary and Area

**Call Backs**  
| call·backs |

: directly contacting youth who have dropped out and inviting them to return to school, determining the unique barriers the youth are facing, and working with them to create solutions that will help them complete high school.

## **OUR BOLD GOALS**

### ***ESTABLISH 3,000 POSITIVE ADULT-YOUTH CONNECTIONS.***

All In for Youth is proud to share that we have met and exceeded this goal, with 9,071 positive adult-youth connections established in the first five years of implementation.



### ***IMPROVE HIGH SCHOOL COMPLETION RATES AND DECREASE THE DROPOUT RATE IN CALGARY.***

All In for Youth has made great strides to date, and we are beginning to see increases in high school completion rates in many of our All In for Youth schools. For example, since 2012, Bishop McNally High School has gone from a high school completion rate of 72 per cent to a rate of 87.5 per cent in 2016. Further, their dropout rate has fallen from 3.4 per cent in 2012 to 1.9 per cent in 2016.

# WORKING TOGETHER FOR GREATER IMPACT

## MAKING MOVEMENT: HIGH SCHOOL COMPLETION

Tracking changes in **high school completion rates** and **dropout rates** are an important indicator for the success of All In for Youth.

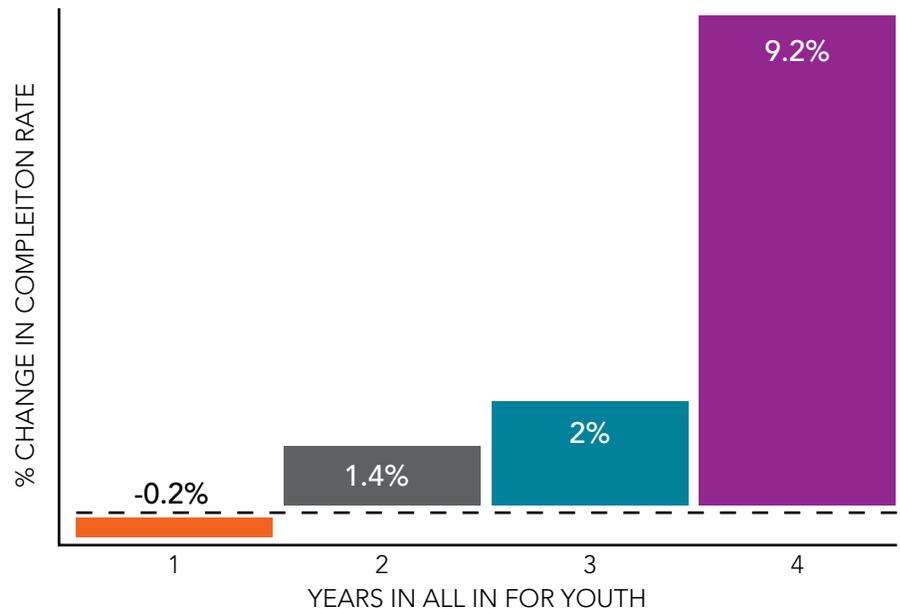
The most recent data released by Alberta Education reports until the end of the 2015-16 school year. This means we have four years of data for the two schools All In for Youth started in 2012-13. For the remaining schools, we have from one to three years of data. Though this is still a small dataset, we are starting to see some trends in data collected from the two school boards:

The longer a school is part of All In for Youth, the greater the increase in 3-year completion rates.

The longer a school is part of All In for Youth, the greater the decrease in their dropout rates.

### Dropout Rate | drop-out rate |

: the percentage of students aged 14-18 registered in the school system who drop out the following year, adjusted for attrition. In Alberta, a student is considered to have dropped out if they have not yet completed high school and do not participate in the education system for an entire school year (this includes post-secondary and apprenticeship programs).



### High School Completion Rate (3-year) | high school completion rate |

: the percentage of students in the grade 10 cohort who have completed high school by the end of their third year, adjusted for attrition.

## THE POWER OF POSITIVE CONNECTIONS

At the heart of All In for Youth is the belief that student challenges can be overcome if youth are connected to adults who positively influence their lives.

In 2012, we set a goal to create 3,000 positive adult-youth connections in five years. By July 2017, we had developed 9,071 positive connections for youth in our programs.

This accomplishment was met by keeping our focus in **three main areas**:

At the end of the 2016/17 school year, our actions yielded the following results:

### ACADEMIC

supporting youth to do better in school

**93%**

of students say their math marks have increased since starting to work with a math tutor.

### PERSONAL

supporting youth to build positive attitudes and behaviors in their personal lives (more positive outlook on the future, building self-esteem, building self-advocacy skills)

**92%**

of students envision a more positive future for themselves since starting to work with a Success Coach.

### CAREER

making the connection between high school and careers for youth, increasing knowledge of career options, building skills

**99%**

of students attending Career Talks report knowing more about how to reach their career goals.



## SPOTLIGHT: SUCCESS COACHES

Success Coaches are All In for Youth's flagship program. Administered by the Boys and Girls Clubs of Calgary in partnership with the Calgary Catholic School District, Calgary Board of Education, and United Way, this program offers an approach to working with identified youth in All In for Youth schools that considers the trauma the youth may have experienced, and focuses on building strengths.

Created in 2013, the program piloted with a coach at Bishop McNally High School, and another at Central Memorial High School. Success Coaches worked full time, five days a week, as well as through the majority of the summer break. By fall 2016, **16 coaches were working in 14 sites** to support students by removing barriers to academic and personal success.

Success Coaches are not school employees and are typically close in age to the students they work with. As such, there is room for flexibility in meeting the needs of the students, and the students often find them more approachable. The Coaches act as mentors, teaching students skills to problem solve and advocate for themselves.

Along the way the program was adjusted to include the following elements:

### TRAUMA-INFORMED APPROACH

Coaches are trained to use a trauma-informed approach to create a supportive, safe environment for all students.

### INTEGRATED INTO THE SCHOOL

Coaches work side-by-side with school guidance counsellors, teachers, and the administration.

### REFERRAL AND TRIAGE PROCESS

Triage teams identify and prioritize students with the greatest need who are ready to address barriers and are motivated to complete school.

### COMMUNITY RESOURCE EXPERTISE

Coaches bring experience working with multi-barriered youth; they have knowledge of, and connection to, community supports aimed at youth.

### FLEXIBILITY TO MEET STUDENT NEEDS

Coaches provide highly individualized support, dependent on student need; they meet students inside and outside school, during and outside of school hours, including weekends.

*"This semester I didn't think I would finish school. After connecting to my Success Coach and knowing someone cared and was there for me, I worked hard and graduated this year."*

- All In for Youth student

## SUCCESS COACHES: REMOVING BARRIERS TO SUCCESS

Barriers that may seem insurmountable for All In for Youth students, can often be addressed with support, guidance, and a small amount of resources. Success Coaches are well-connected to the social support network within the broader Calgary community. If Success Coaches are unable to source needed supports, they have access to Barrier Removal Funds. Examples of expenditures include eyeglasses, prescription medication, transit passes, grocery gift cards, and even assistance with rent for students who are couch surfing.

Below are some of the top barriers All In for Youth students face:

TOP BARRIERS	SUCCESS COACH SUPPORTS AND THEIR IMPACT
Lack of positive adults and family support	After working with a Success Coach, <b>94%</b> of students felt like they had a connection with a positive adult in their school. <b>93%</b> of students connected with a Success Coach felt like they were supported by school staff.
Financial hardship	In addition to connecting youth to valuable community supports, Success Coaches made <b>155</b> referrals to other All In for Youth services offering free tutoring, mentoring, and career exploration opportunities. <b>92%</b> of students feel more able to envision a positive future for themselves since starting to work with a Success Coach.
Mental health / addictions issues	<b>82%</b> of students reported feeling they have the tools and skills they need to deal with any future problems that may arise in school.
Academic concerns	<b>97%</b> of students supported by a Success Coach reported that their overall school experience has become more positive since being connected to All In for Youth. <b>84%</b> said that they felt confident about completing high school. <b>69%</b> say their school attendance level has increased since they've been meeting with a Success Coach.
Food concerns	Realizing that many students were coming to school hungry, Success Coaches began to offer food programs in schools. In the of fall 2016, Success Coaches provided <b>51,516</b> snacks at schools and <b>52</b> hampers were distributed to families that needed them.
Employment and career training	<b>86%</b> of students say they have had the opportunity to talk about their future education and career goals. <b>76%</b> of students report having a clear understanding of what they want to do when they complete high school.
Transportation problems	Success Coaches use barrier removal funds for bus tickets to support youth in getting to and from school. As well, Coaches drive students to and from appointments with community agencies.

Over the 2015/16 and 2016/17 school years, Success Coaches worked with **389 caseload students** (caseload means beyond one-time support). Of these 389 students, **88 per cent have graduated or are registered for school in September 2017.**

Since its beginning, the Success Coach program alone has made **3,097 positive adult-youth connections.** The most significant impact reported by students working with a Success Coach was having a positive adult connection in their lives. Students connected this one-to-one support with having more success academically, improved attendance, better grades, and a significant increase in high school completion.

*"The success of our young people is critical to the future of our community, yet many youth in our city face multiple barriers, which prevent them from finishing high school or going on to post-secondary education. We were excited to hear about the work of All In for Youth and be a part of a project that is having a significant effect in a relatively short period of time. We believe that with hard-work and a hand up, some of our most vulnerable youth can achieve their full potential. All In for Youth is providing that hand up, and is proving that by investing in the lives of young people, we can invest in their future success. That's why we worked closely with the team at United Way to establish the Bissett Foundational Program, to ensure that our investments in the lives of young people are achieving the best possible results."*

- David and Leslie Bissett, All In for Youth donors



# WHAT WE HAVE LEARNED

Together with our partners, we have learned so much about what it takes to move the needle on high school completion. Our learning outcomes have been used to replicate models for United Way's subsequent Signature Initiatives in the areas of poverty and community.



## FAIL FORWARD

The working model of All In for Youth was designed to be action-oriented. United Way and partners were uniquely positioned to try a brand new model not previously seen from a social impact funder in Calgary. Prototypes were created, tested in small numbers, and then scaled, modified, or folded, depending on outcomes measurement and evaluation. Testing, modifying, and course corrections were key to adoption and learning. All prototypes involved All In for Youth partners in co-design.

## REFOCUS OUR EFFORTS

In the beginnings of All In for Youth, we realized the focus needed to extend to youth still in school, rather than solely on students who had already dropped out. This shift enabled us to implement our key strategies in a more cohesive manner.

### OUR FOCUS:

- Keeping kids in school
- Linking youth to further education, including skilled trades
- Connecting back those who have dropped out

### KEY STRATEGIES:

- Connecting youth to positive adults
- Removing barriers to success in school and in life
- Changing attitudes on what is possible after high school
- Shifting school culture

## DROPPING OUT VS. HIGH SCHOOL COMPLETION

The focus of All In for Youth has been about bringing youth back to school and keeping youth in school.

The dropout rate measures the number of youth who leave school, while the completion rate measures the number of youth who ultimately finish school and are prepared to move on to further education and training.

We now know a change in completion rate is better suited to describe the strengths-based work All In for Youth does. It tells us how many more youth are better equipped to successfully transition to adulthood, which is our ultimate goal.

*“Working one-to-one with schools is important but partnering with All In for Youth has opened the door to leverage at a higher level, which has been critical to progressing our work and reaching even more students.”*

- Cheryl Doherty, Former President and CEO, Boys & Girls Clubs of Calgary

## COLLECTIVE IMPACT AND THE VALUE OF PARTNERSHIPS

The depth and breadth of partnerships and the commitment each partner brings to the work has been essential to the successes All In for Youth has had.

Partners were selected who most naturally aligned with the goals, and together we planned action that we could jointly support. Crucial to the success of the initiative were the partnerships with Calgary Catholic School District and Calgary Board of Education. Mutual trust and confidence was built and All In for Youth was able to act in a supportive and complementary manner.

The creation of the Partners Advisory Committee was also a critical success factor. Traditional multi-sectoral collaborations can take years to build and even longer to gel. All In for Youth built a Partners Advisory Committee that supported prototyping and involved co-design from the outset so that we were able to test promising practices and customize them in response to changing conditions.

*“Partnering with United Way and All In for Youth has given us the ability to become stronger champions for all of our students, and influence board priorities for both of our school boards. The All In for Youth programs have been a real strength in giving schools resources to remove the numerous barriers that hinder our students on a daily basis. Whether it is transitioning out of high school to the workforce or educating students with life skills, giving them the opportunity to graduate and be contributors to the workforce, All In for Youth programs have significantly contributed to our students’ success.”*

- Andrea Holowka, Superintendent, CCSD and Chris Meaden, Director, CBE

## SCHOOL LIAISON: BRINGING COMMUNITY INTO SCHOOLS

From its inception, All In for Youth was envisioned as a fundamentally different, disciplined, and high performing approach to large-scale social change.

The ability to bring community partners into the schools was critical to the unique impact of the work. While this already took place in some schools, with some agencies, to varying degrees of success, All In for Youth was able to adopt a coordinated approach. All In for Youth could concentrate its efforts on bringing strategic and effective partnership solutions to every school in the initiative.

The School Liaison has been regarded as pivotal to the success of embedding All In for Youth in 21 Calgary high schools. The role of School Liaison is to build and nurture collaboration between community agencies and staff in the schools.

As a result of working closely with the supports and resources offered in schools through All In for Youth, one school staff member declared that she believes her school has a deeper understanding of the proverbial saying that **"it takes a village to raise a child."**

## DONORS: THE FOUNDATION OF SUCCESS

With the creation of All In for Youth, United Way began a move from a traditional model of philanthropy to a catalytic approach. United Way began working with individuals, corporations and their employees to support this new model.

A fundraising campaign for over \$10 million dollars was set to ensure we had the resources needed for All In for Youth - a Signature Initiative funded separately from United Way's annual campaign.

United Way approached a number of corporations and individuals we thought would see the value in modeling this new type of philanthropy with the goal of making measurable progress on a complex citywide issue.

Key funders were prepared to invest at the very early stages of the work. We discovered very early on that they understood the importance of the initiative. More importantly, they believed in the spirit of "All In." Early investments were monumental from a funding perspective but also because they helped build the foundation of All In for Youth. Corporate and individual donors were included in the design, development, and implementation of the work. This was critically important to the initiatives success.

The Founding Corporate Partners of All In for Youth provided both significant funding and expertise. Top executives at Devon Canada Corporation, Fluor Canada Ltd., and Imperial encouraged representatives from their senior management teams to join our Partners Advisory Committee. Employees participated in design tables about tutoring, the trades, and mentoring, and they highlighted and celebrated our All In for Youth partnerships through their annual campaigns. Once the programs were established, corporate and community volunteers became the backbone of our success as illustrated in the volunteer outcomes shared on the next page.

## VOLUNTEERS: THE ENGINE OF ALL IN FOR YOUTH

All In for Youth provides opportunities for community members to engage directly with youth. United Way works closely with partner agencies, community members, and corporate partners to co-design volunteer opportunities.

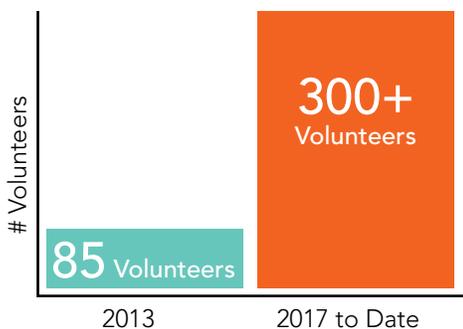
Volunteers share their experience, skills, and passion through YMCA Math Tutoring, Big Brothers and Big Sisters Mentoring, Calgary Youth Justice Society Coaching, and Calgary Youth Employment Centre Career Talks.

Volunteer engagement opportunities were presented as part of the approach for investment to the Founding Corporate Partners: Devon Canada Corporation, Fluor Canada Ltd., and Imperial. The response from Founding Partner employees was outstanding - over 353 volunteers expressed interest almost immediately. Many of the volunteers who began in 2013, are still volunteering four years later and are involved in multiple programs within the initiative. As of July 2017, we have recorded over 53,000 hours of volunteer engagement, which is equivalent to 25 full time staff for one calendar year.

*"I learned many things from my Coach and I'm very pleased to have met him. He is an amazing leader that has the best intentions for me to reach my potential. My coach has helped me through many difficulties and I'm very grateful for him."*

- All In for Youth high school student

## VOLUNTEERS BY THE NUMBERS:



*"The students are at different skill levels, so to be successful as a tutor you have to adjust your style and try different approaches to gauge what works best for that individual. You know you've done a good job when you that moment when the light bulb turns on and they get it."*

- Karen Vanthuyne, Project Manager, AltaLink, and volunteer math tutor

In our key volunteer programs the ongoing commitment of volunteers is significant:

Big Brothers Big Sisters Mentors:  
**96** hours  
each year minimum

Calgary Youth Justice Society Coaches:  
**42** hours  
each semester

YMCA Math Tutors:  
**80** hours  
each year

Total Volunteer Hours:  
**53,310**

## TUTORING TABLE

All In for Youth's free after-school math tutoring program was created at a **Design Table** in 2013. The Design Table engaged multiple partners to provide timely and urgently needed tutoring support to students who were motivated to learn, but struggled academically and lacked the resources to pay for tutoring outside of school.

The solution was the YMCA Math Tutoring Tables. This made-in-Calgary model included partners from:

- Burns Memorial Fund
- Calgary Board of Education and Calgary Catholic School District
- The Renert Centre for Community Learning
- Volunteer tutors from Devon Canada Corporation, Altalink, Fluor Canada Ltd., and Imperial
- YMCA Calgary

The Math Tutoring Tables connect small groups of students once a week with volunteer tutors at four YMCA locations in Calgary. The Renert Centre provides free training to the volunteers that is tailored to the math curriculum for grades 10, 11 and 12. Each week, the students are provided with snacks during the small group tutoring. The students are also given a free semester long Y-Pass for regular attendance at their Tutoring Table. Some unintended benefits resulting from the implementation of Tutoring Tables include:

- Increased participation in YMCA after school programming
- Informal mentoring grew out of the relationships developed between tutors and students
- Students met and made friends with pupils from other schools

A significant shift occurred in fall 2016, when YMCA piloted in school Math Tutoring Tables at Forest Lawn and Father Lacombe High Schools in the Greater Forest Lawn area. YMCA does not have a presence in this area, and students in need of the Tutoring Tables were travelling long distances to the nearest YMCA location. Once again, volunteer tutors from corporate Calgary stepped up to meet with students in their home schools two afternoons a week.

To date, **tutors have logged 8,738 hours** of dedicated tutoring time. 93 per cent of the students tutored report an increase in their math marks and a further 74 per cent report increased positivity with respect to their performance in school.

### Design Tables | de·sign ta·bles |

: time-limited, focused processes, which involve All In for Youth key partners with the purpose of generating a new or re-imagined solutions to a complex question.

*"A student in my Math 30-2 class attended these tutoring sessions last fall. She felt that she would not have passed the class without these sessions. Having the same tutor each week was a benefit of the program. My student was able to go once or twice every week for extra help. A huge benefit to the program was that diploma prep was also provided free of charge, rather than having to pay for that service from other companies. In the diploma prep sessions at the YMCA, my student was also given a large booklet of study material for her use, which she found very helpful. I would highly recommend this program to other students based on the enthusiasm my student has shown for the quality service she was provided for free. She has in turn recommended the YMCA tutoring program to her friends. The added benefit of snacks and access to the YMCA facilities after tutoring is great for the students."*

- Linda Donaldson, Math Teacher, Forest Lawn High School

## MENTORSHIP

Positive adult role models, mentors, coaches, tutors, career connectors... regardless of the title, the underlying platform is relationship based, and built on trust. Mentorship is the common thread that weaves its way through every program in the All In for Youth initiative. The value of developing relationships with a trusted adult has proven time and time again to be the key element to the success of All In for Youth.

## IN THE LEAD

In the spring of 2015, Calgary Youth Justice Society partnered with All In for Youth bringing the In the Lead program to select All In for Youth high schools. In the Lead embraces a strengths-based coaching model with a focus on building up positive attributes, and affirming each youth's sense of value and worth. Volunteer coaches and students serve in the community through a variety of agencies, including the Drop In Centre, Inn from the Cold, and the Calgary Food Bank. Youth see the value of using their gifts and abilities to give back to the community. Due to their participation in the program, **94 per cent said they felt more interested in volunteering in community**. Since the program's inclusion in All In for Youth, Accenture, KPMG, and Fluor Canada Ltd. employees have provided significant support to In the Lead as coaches for 122 of these young leaders.

*"The course has changed lives. Students who were at risk, now want to complete high school. They are attending their classes and are getting caught up on what they missed. This focus to the reality that they will be going in to the real world motivates them to make a difference in their environment."*

- Eric Freeman, Teacher, Crescent Heights High School

## mPOWER

Big Brothers Big Sisters Calgary (BBBS) has been a partner in the All In for Youth movement since the earliest days of the work. Since joining the team, **BBBS has matched nearly 390 youth with adult mentors through their mPower program**. Open to youth ages 15-24, mPower mentors encourage youth to identify their strengths, explore their passions, and achieve their goals as they journey toward adulthood. Many youth and mentors stay connected well beyond high school.

*"I've seen my mentee mature so much and I was so proud to see her graduate from high school. She talks so passionately about community change – she wants to start something bigger than herself."*

- mPower Mentor

Dennis has been matched to his mentor for almost four years. He graduated last year and is now attending university and studying business. Below is a quote from Dennis about the impact his mentor has had on his life:

*“Jon has been and continues to be an irreplaceable pillar of strength and support in my life. I would not be the person I am today, doing the things I am today, were it not for his guidance and steadfast commitment to improving not only my life skills, but my life in general. I am hugely grateful to the organization for giving me the opportunity to connect with Jon. It would take me quite some time to sit down, think, and list all of the things I’ve learned through this match. On the tangible side, Jon has taught me everything from how to properly wrap presents to how to build picture frames and cutting boards from scratch and I have him to thank for a not-insignificant number of the practical skills I have today. Those aside, Jon provides me with some of the most insightful, yet seemingly simple perspectives on life I have ever encountered. I place tremendous value on his viewpoints and if ever I need a second opinion on a serious issue, his is the one I usually want.”*



## SCHOOL CULTURE

Every All In for Youth high school is a participant in Alberta Education's High School Redesign (HSR) program. The HSR program focuses on research and 'next practice' thinking, where schools have implemented strategies and approaches aimed at transforming the high school experience for students and teachers through changes to school structure, culture, pedagogy, or leadership.

All In for Youth goals align with many of the principles of HSR, including:

- creating meaningful relationships between students and positive adult role models;
- understanding the principle of involving home and community, necessary for the support of student success;
- welcoming caring, respectful, and safe learning environments foster diversity, and create a safe space for learning.

All In for Youth has been able to impact student success in its schools by:

- creating a greater awareness of academic and personal barriers facing at-risk students;
- opening the doors to collaboration with community agencies within each school;
- increasing awareness of resources available in the broader Calgary community.

## POLICY CHANGE

Complex challenges require creative solutions.

The work of All In for Youth has influenced significant changes to our school system, both at a local and provincial level. Here are some of the highlights:

### INSTITUTIONALIZATION OF THE CALL BACK STRATEGY

Based on the success of the Call Back strategy, both the Calgary Board of Education and the Calgary Catholic School District are now implementing the program in all of their schools, not just those who are affiliated with All In for Youth.



### HIGH SCHOOL COMPLETION TOOL KIT

All In for Youth collaborated with the Calgary Regional Consortium (a professional development arm of the Alberta Teachers' Association), to advance the High School Completion Tool Kit. This tool kit was developed by the All In for Youth team as a result of lessons learned in the Call Back strategy outlining best practices on how to bring youth back to school, and shared with Alberta Education. It will be rolled out for every high school across the province in fall 2017 as a resource for youth who drop out, or have left school and wish to return.

### DETOUR PROJECT RESEARCH RESULTS

In June 2017, All In for Youth released a report that examines the impact of the **Detour project**. As a result of this work, United Way will make strategic recommendations to the provincial government on how to support vulnerable youth to complete school and move on to post-secondary education, in particular, to make it more affordable for youth who are aging out of the publicly-funded system.

## DETOUR PROJECT

### LESSON:

**Aging out of the public K-12 education systems takes post-secondary training off the table for many vulnerable youth.**

With high school upgrading courses at Bow Valley College costing more than \$500 each, educational cost can be prohibitive for students age 19 and over who did not complete the public K-12 funded system. This leads vulnerable youth to give up on their education and career goals, and feel destined to work in low-paying, low-skilled jobs.

When asked where they thought they would be if they hadn't been a part of Detour, 10 interviewees said they most likely would have not returned to school. The other eight interviewees said they would have continued on in their education, but that the path would have been extremely challenging.



### RECOMMENDATION:

**Investigate ways to support vulnerable youth to get the required pre-requisite courses without the financial burden.**

Proposals to increase the age cap for funding in Alberta acknowledges that not all youth will finish high school in three years. Simply extending the age of eligible youth to attend high school is not adequate.

Detour youth cited the adult education environment as significant to student success by moving them out of a high school environment, which is associated with low self-esteem and failure, and providing role models for discipline, motivation, and planning for the future.

Education funding structures need to include high school courses in a post-secondary learning environment, where mature students thrive and are able to envision a positive future.

### LESSON:

**High school completion is not always the right goal for vulnerable youth.**

Project learning shifted the ultimate goal of Detour from high school completion to creating an expedited pathway to a meaningful career of choice, whether that included a high school diploma or not.

This shift in approach meant Detour students could escape negative high school experiences where they repeatedly failed core courses needed for a high school diploma, and instead, take courses better suited to their aptitudes and linked with a concrete career goal.



### RECOMMENDATION:

**Connect youth to career possibilities earlier in their education path.**

Detour students showed minimal skills in career planning, and the support of the Bow Valley College Student Liaison was necessary to build a learning plan, something they were not able to do on their own. A recommendation emerging from the Detour project is to work with youth at much earlier ages on career plans to:

- help them start thinking about their futures;
- keep them engaged in school by linking their education to career paths.

## The Detour Project | the de·tour pro·ject |

: a four-year learning project, ran between 2013 and 2017, to support vulnerable youth who did not complete the public K-12 education system by age 19, by helping them identify a meaningful career goal. The students were then able to complete their required high school pre-requisites to pursue their desired post-secondary training and education.

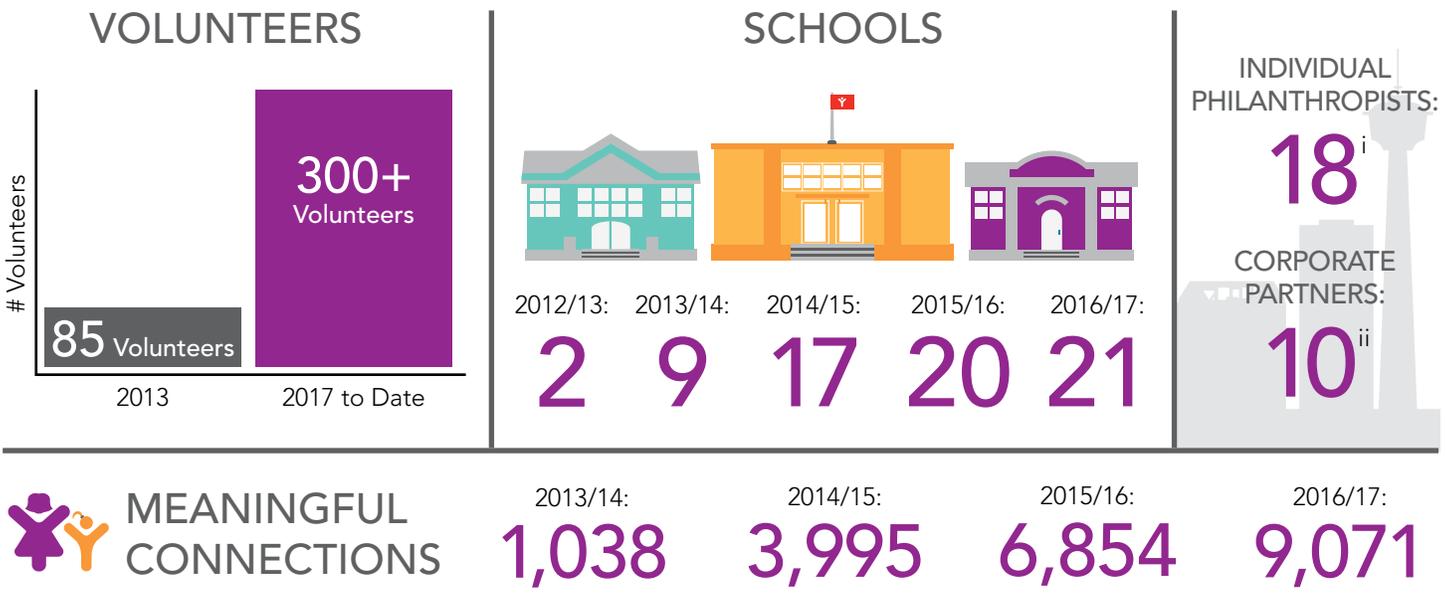
# THE NUMBERS: SCALING UP

In January 2013, All In for Youth began piloting prototypes in two high schools: Bishop McNally and Central Memorial.

The Call Back strategy, the first All In for Youth program implemented, provided a launching pad for the creation and development of the majority of the programs that followed. As All In for Youth connected with youth who had left school, we learned about the complexities behind their circumstances and decision making, and developed programs that would address the myriad of challenges they faced.

As we began to see signs of impact, All In for Youth went into more schools, reaching a total of **21 high schools** by the 2015/16 school year.

All In for Youth is proud to share the following progress with you:



As momentum grows, the All In for Youth movement is becoming known more widely locally, provincially, nationally, and internationally.

All In for Youth has been invited to share results and insights with groups and conferences such as Alberta Education's High School Completion External Committee, the annual Alberta Teachers Association Teachers' Convention, the National Mentoring Symposium, the College of Alberta School Annual Conference, and United Way Centraide Canada National Conference to name a few. Further collaboration has ensued with various provincial ministries including Advanced Education, Children's Services, and Human Services.

<sup>i</sup> Represents individual donors who have contributed \$100,000 or more to the initiative  
<sup>ii</sup> Represents corporate donors who have contributed \$50,000 or more to the initiative

## LOOKING AHEAD: TRANSITIONS TO THE WORKFORCE

Often, vulnerable youth struggle to envision a future for themselves beyond high school. Many become disengaged because they cannot connect their current reality with a future that includes a good job, and a happy life. Helping youth realize their future possibilities has been a major focus area of All In for Youth.

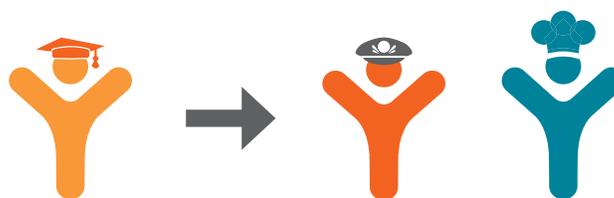
All In for Youth has engaged over five hundred high school students to get a better understanding of the supports they felt necessary to successfully complete school. Career exploration and planning was the top theme to emerge.

Together with new and existing partners All In for Youth is co-designing and prototyping innovative pilots for the [Transitions to the Workforce](#) strategy. Preliminary planning has identified the following as potential areas of focus:

Exposing students to post-secondary options early on in their high school experience

Presenting opportunities for students to explore varied career possibilities

Providing work experience and job training opportunities by building on unique partnerships such as All in for Youth's SAIT Culinary Program



All In for Youth partners will begin prototyping new programs early in 2018.

*"If it wasn't for my All In for Youth Success Coach, I wouldn't have had the opportunity to explore the Bow Valley dual credit program in Health Care Aide. Before I got involved with All In for Youth, I was struggling in school and getting into trouble. Since I found something I love to do, like the Health Care Aide program, I haven't been suspended and my grades in the other classes have improved."*

- All In for Youth high school student

## DIRECTOR'S MESSAGE

### THE NEXT FIVE YEARS OF ALL IN FOR YOUTH

When the issue of high school completion in Calgary was raised in 2012, we knew moving the needle on something of this magnitude was beyond the capabilities of a single organization, or even a traditional collaboration. We realized true social impact would take courage, innovation, and the collective commitment of all sectors.

The shift from fragmented actions to a collective impact model proved to be a key element of successful community and social change. Our learning outcomes from All In for Youth have been used to replicate models for United Way's subsequent Signature Initiatives in the areas of poverty and community.

After five years, All In for Youth has positively impacted thousands of Calgary youth. I am proud to report that we have made significant progress on the bold goals. Well over 9,000 positive connections have been made and dropout rates have decreased in all of the All In for Youth schools. We have learned so much about the barriers youth are experiencing and what it takes to remove them.

As indicated in this report, one of our most significant learnings was that high school completion, though important, does not guarantee the opportunity for a bright future. Our youth need opportunities to think clearly about their futures. The focus of the next phase of our work will be driven by the desire for youth to be able to envision their journey after high school. We will take a closer look at existing barriers and work to lessen and remove them by working with government, school systems, partner agencies, and potential employers to achieve systems change in order to create the best opportunities for youth to succeed.

Young Calgarians deserve our best efforts. We are excited to continue to grow this movement to make Calgary a great city for all.



Craig Foley  
Director, Signature Initiatives, United Way of Calgary and Area



# ALL IN FOR YOUTH PARTNERS

## SCHOOL PARTNERS

Bishop Grandin High School  
Bishop McNally High School  
Bishop O'Byrne High School  
Bowness High School  
Central Memorial High School  
Chinook Learning Services  
Crescent Heights High School  
Discovering Choices  
Father Lacombe High School  
Forest Lawn High School  
Jack James High School  
James Fowler High School  
John G. Diefenbaker High School  
Lord Beaverbrook High School  
Nelson Mandela High School  
Notre Dame High School  
Robert Thirsk High School  
Sir Winston Churchill High School  
St. Anne Academic Centre  
St. Francis High School  
St. Mary's High School

## KEY COMMUNITY PARTNERS

Antyx Community Arts  
Big Brothers Big Sisters of Calgary  
Boys & Girls Clubs of Calgary  
Burns Memorial Fund  
Calgary Board of Education  
Calgary Catholic School District  
Calgary Sexual Health Centre  
Calgary Youth Justice Society  
carya  
Junior Achievement of Southern Alberta  
The City of Calgary Youth Employment Centre  
United Way of Calgary and Area  
YMCA Calgary  
Youth Central

## EDUCATION AND SYSTEM PARTNERS

Alberta Education  
Alberta Health Services  
Bow Valley College  
Calgary Police Service  
Community Agencies  
The Renert Centre  
SAIT

## GOVERNMENT PARTNERS

Government of Alberta  
The City of Calgary

## FOUNDING CORPORATE PARTNERS

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We would like to thank all of the generous corporate donors who have supported All In for Youth. The following corporate donors have contributed \$50,000 or more to the initiative:

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TransAlta Corporation  
Trilogy Energy Corporation  
Vista Projects

## INDIVIDUAL PHILANTHROPISTS

We would like to thank all of the generous individual donors who have supported All In for Youth. The following individual donors have contributed \$100,000 or more to the initiative:

R.W. "Bill" Andrew  
David & Leslie Bissett  
The Borgland Family  
Rick F. Braund  
The Carrera Foundation  
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Patricia & Lorne Gordon  
Jim & Susan Hill  
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