

Mayor's Youth Summit Report



CITY OF OTTAWA

2012

Client Service Strategies Unit
Strategic Community Initiatives Branch
Community and Social Services Department

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Executive Summary

On October 12, 2012, City of Ottawa Mayor Jim Watson, together with Councillor Mathieu Fleury hosted a Youth Summit. Over 180 youth participated and took part in discussion groups on topics such as civic engagement, employment, entrepreneurship, safety, mental health and volunteerism. Youth were asked for their feedback on how the City could enhance and improve services in those areas.

This report outlines the key elements of the Youth Summit as well as what the City heard from the youth who participated. The ideas and suggestions from youth were analyzed and summarized into nine key areas for action. They are:

- Create a youth portal on the City website – include all the relevant programs, services, opportunities and information for youth.
- Communicate more effectively – reach out to youth in many different ways, including social media (e.g. Facebook, Twitter, etc).
- Improve relationships – build relationships between youth, police, OC Transpo security personnel, City staff, and business people.
- Engage youth in decision-making – ensure that the youth voice is represented in decision-making and make a concerted effort to engage all youth, including youth living on low income, street involved or otherwise at-risk youth
- Engage youth in mentoring – promote and engage in meaningful mentoring opportunities, and opportunities to access key community leaders.
- Provide practical career advice – go beyond the theory and provide information on the critical information needed for employment (such as, labour market trends, French language training)
- Outreach to rural youth – ensure that services and programs are available to rural youth; make a concerted effort to outreach and hear the youth voice.
- Promote volunteering – ensure volunteering opportunities are advertised, available and recognized for employment.
- Facilitate peer support and tailored interventions – ensure interventions and programs for youth are appropriate for the audience and wherever possible, provided by youth.

The next step will be to create a City of Ottawa Youth Summit Action plan that builds on the suggestions received from youth and moves the City forward towards becoming more youth friendly.

Introduction

On October 12, 2012, Mayor Jim Watson and Honourary Event Chair, Councillor Mathieu Fleury hosted the City of Ottawa's Mayor's Youth Summit. This report summarizes how the planning and event was carried out as well as what was heard from youth participants.

Event Goal and Objectives



Goal

The overall goal of the Youth Summit was to provide a forum for Ottawa youth, municipal Councillors and City staff to generate ideas to improve City services for youth.

Objectives

The objectives of the Youth Summit were:

- 1) To be inclusive of all youth in Ottawa;
- 2) To re-affirm the City's commitment to enhancing services for youth;
- 3) To identify and prioritize 5 ideas that will enhance City services used by youth;
- 4) To facilitate a youth friendly forum that encourages open discussion amongst all youth;
- 5) To celebrate youth achievements by sharing personal success stories

Key Components of the Summit

The bilingual Summit was planned around the key themes of employment and civic engagement with the sub-themes of mental health and safety. It included the following key components:

1. Motivational and Inspirational Speeches
2. Mentorship
3. Discussion and dialogue
4. Resource Fair
5. Satellite site: Operation Come Home

It was great to finally feel like we have a voice **#ottyouth**

Tweet from Youth Summit

For the Youth Summit, the term “youth” was defined as individuals who are between the ages of 16 and 25.

Motivational and inspirational speeches were provided by The Right Honourable Michaëlle Jean, Ottawa’s Hélène Campbell (double lung transplant recipient), and David Hale from the Soshal Group.

Such an inspiring day at **#ottyouth** summit today! Amazing talks by Michaelle Jean, Helene Campbell and a ton of others :)

Tweet from Youth Summit

A panel discussion included City Councillor Mathieu Fleury, Sonia Riahi (a young entrepreneur), Raphaëlle Ferland (a formerly street-involved youth who is now a university student), Natalie Kahalé (a City employee and host of her own TV talk show) and Aliai A.A Lual (a local and global youth advocate). Each speaker talked about their experience with either achieving employment goals or civic engagement activities. Key messages focused on the importance of setting

employment goals, volunteerism, and believing in one’s ability to take action in order to make positive change happen.

Several community leaders were recruited as mentors for the Summit. These individuals shared their knowledge and experience with the youth participants. Youth were invited to ask questions, learn from the mentors and network with these individuals.

Inspired by forward thinking youth who were sharing their vision of how to make Ottawa a better city. **#ottyouth**
<http://t.co/YuN3PowM>

Tweet from Youth Summit

Small discussion groups were held on six different topics areas. These provided an opportunity to discuss key issues for youth relating to each topic.

A resource fair was held to showcase City services for youth. Over 27 key community and municipal services were represented. Eight sponsors supported the event.

In an effort to be inclusive to a wide range of youth, Operation Come Home, a drop-in centre for street- or otherwise at-risk youth, held a portion of the Youth Summit at their agency. The Planning Committee chose to host a satellite site at Operation Come Home in order to ensure a broad representation of youth at the Summit and provide access to Summit activities for youth who might not be comfortable participating at City Hall.

In the morning, the Right Honourable Michaëlle Jean and Mayor Watson visited Operation Come Home to discuss the issues pertinent to the youth there. A summary of these discussions can be found in the What We Heard document (available upon request). In the afternoon, Councillor Mathieu Fleury also attended Operation Come Home to participate in a facilitated discussion group.

Event Planning Overview

City staff in the Community and Social Services Department were responsible for planning and executing the Youth Summit. A staff project team and a community planning team were formed to assist with and inform the planning. The community planning team had youth representatives as well as representation from several different community agencies and City staff. In addition, a group of youth provided input through an online discussion group, called Youth Check. All of these were invaluable to the planning of the Summit.

To determine the themes for the Summit, an environmental scan was conducted. This scan included gathering information from past consultations with youth, as well as consulting with over 140 youth and 35 Planning Committee members on their specific ideas for the Summit.

Input and suggestions were gathered on:

- Topics & key discussion themes (e.g. employment, arts, culture)
- Potential speakers
- Entertainment
- Youth-focused groups who should be included in the planning

All input and suggestions were considered to determine the final themes for the event and to begin narrowing down to the eventual speakers, and entertainers.

The four Ottawa School Boards, local universities and colleges were asked to help identify youth to participate, and assisted with registering youth for the Youth Summit. Each school was asked to identify a variety of students (for example from rural, suburban and urban areas) to attend.

Event Summary

Registration for the Youth Summit opened on September 10, 2012 and closed on September 24, 2012.

Registration re-opened for a short time before the event to register participants for spaces that opened up due to cancellations. One hundred and eighty youth registered and 174 participated in the event. Forty youth participated at the Operation Come Home location.



In order to ensure full participation from all youth present and a smooth flow to the day, the following planning elements were included:

- Free transit passes were offered to those who take the bus to help encourage participants to take the bus.
- Real time captioning was provided for all activities in Council Chambers (for those hard of hearing)
- Simultaneous translation was provided for French and English
- Small group discussions were offered in French and English
- Rogers TV (cable 22 and 23) live broadcasted the morning events, as well as the afternoon closing with the Mayor. Viewers were able to e-mail or *Tweet*-in their questions and suggestions for the Mayor
- City of Ottawa Corporate security was briefed and ready to handle any situation
- Paramedics were onsite to handle any medical emergencies
- Almost 100 City staff and community volunteers were assigned to assist
- A Facilitators package was available to anyone who wanted to host their own small discussion group (e.g. at their agency/group).

The two youth Master of Ceremonies for the event were Gabrielle Fayant, and Stéphane Mukunzi. Ms. Fayant is a 24 years old Métis woman, originating from Fishing Lake Métis Settlement in Alberta. Gabrielle currently works full time as the Youth Coordinator at a National Aboriginal Organization and attends Carleton University part-time, studying a major in Psychology and a minor in Indigenous Studies.



Mr. Mukunzi is a young Rwandese-Canadian man living in Ottawa's east end. He first arrived in the city in 2005 after moving from Montréal. In 2011, he obtained his secondary school diploma from Collège catholique Franco-Ouest, after which he decided to pursue a degree in Political Science and Communication at the University of Ottawa.

Opening and closing prayers were led by two Aboriginal elders, Sally Webster, representing the Inuit community and Irene Lindsay, representing First Nations community. Mayor Watson and Councillor Mathieu Fleury then provided opening remarks. The Right Honourable Michaëlle Jean spoke first, inspiring youth to become and continue to be, agents of social change across Canada. Following Mme. Jean, Ottawa's Hélène Campbell spoke about her journey as a double-lung transplant recipient, and the power of one person in starting a social movement. Keynote speaker David Hale, founder of the Soshal group, spoke next about his achievements and challenges as a young, successful entrepreneur. The morning finished with an inspirational "town hall" panel discussion, including: City Councillor Mathieu Fleury, Sonia Riahi (young entrepreneur), Raphaëlle Ferland (formerly homeless youth, now university student), Natalie Kahalé (City employee and host of her own TV talk show) and Aliai A.A Lual (local and global youth advocate). Questions for the panelists were taken from the audience members.



Mentorship was a big theme of the Youth Summit. Throughout the day, adult mentors, a team of 12 local leaders in their fields were available to network with youth including Alex Munter (President and CEO, Children’s Hospital of Eastern Ontario), François Pierre Dufault (Journalist, Le Droit), Alfonso Cuadra (Founder, SolvePro Property Management, Success By Design), Steve Kanellakos (Deputy City Manager, City Operations, City of Ottawa), Jo-Anne Poirier (Chief Executive Officer, Ottawa Community Housing), and Max Keeping (Founder, Max Keeping Foundation). Please see Appendix A for a complete list of mentors. These Youth Summit Mentors provided youth with an opportunity to ask questions and seek advice from community leaders who they might not otherwise meet. The Mentors answered questions, solicited feedback on the day, discussed the youth’s ideas and supported the youth at the event.

After lunch, participants moved to one of six small bilingual group discussion sessions. Topics included:

- Civic Engagement – exploring how the youth voice is represented in local government and in other groups and asking what can be done better to ensure youth are involved
- Employment – identifying what is trending in the current labour market and asking what can be done better to support youth
- Entrepreneurship – uncovering what youth need to know to start their own business and asking what supports youth need to become entrepreneurs
- Safety – exploring what safety sector partners are doing to promote safety and asking what else needs to be done from a youth perspective
- Mental Health – learning positive coping strategies to deal with feelings and maintain positive mental health and asking what the City can do to help
- Volunteerism – discovering how to make volunteer experience work for youth and sharing ideas on what can be done to enhance the volunteering experience

The discussion groups aimed to gather key priority ideas about programs and services for the City to improve. All ideas and comments were recorded and are presented in the “What We Heard” section of this report.

After the discussion groups, participants returned to City Council Chambers for the event closing. Julia Dale, a local beat boxer from Ottawa provided a short musical performance, followed by a slam poetry performance from youth artist I-Khan.

At the end of the day, the Mayor and Councillor Fleury provided a brief summary of the feedback and priorities for action suggested by the participants during their small group discussions.

All the proceedings, except the small group discussions, were televised on Rogers 22, and webcasted. Youth were also able to send in comments, ideas and questions via twitter and e-mail. The twitter feeds set records for the City of Ottawa for a City event.

What We Heard

Small Group Discussions

In the afternoon, Youth Summit participants took part in one of six small group discussions. The small group discussion topics were:

1. Let's Talk Safety
2. Young Entrepreneurs: What do you need?
3. Youth Voice
4. Volunteering: Making it Count!
5. Trend Your Future
6. Resolve it!

Each small group answered a series of questions to discuss concerns/issues and to generate ideas on how to improve services for youth. The key improvement ideas from all the sessions were as follows:

- Create a youth portal on the City website – include all the relevant programs, services, opportunities and information for youth.
- Communicate more effectively – reach out to youth in many different ways, including social media (e.g. Facebook, Twitter, etc).
- Improve relationships – build relationships between youth, police, OC Transpo security personnel, City staff, and business people.
- Engage youth in decision-making – ensure that the youth voice is represented in decision-making and make a concerted effort to engage all youth, including youth living on low income, street involved or otherwise at-risk youth
- Engage youth in mentoring – promote and engage in meaningful mentoring opportunities, and opportunities to access key community leaders.
- Provide practical career advice – go beyond the theory and provide information on the critical information needed for employment (such as, labour market trends, French language training)
- Outreach to rural youth – ensure that services and programs are available to rural youth; make a concerted effort to outreach and hear the youth voice.
- Promote volunteering – ensure volunteering opportunities are advertised, available and recognized for employment.
- Facilitate peer support and tailored interventions – ensure interventions and programs for youth are appropriate for the audience and wherever possible, provided by youth.

Youth shared many great ideas in each of the small group discussions. Below is a summary of the key themes and priorities from each small group. Please see the What We Heard document (available upon request) for the detailed information from each small group discussion.

1. Let's Talk Safety

In the Let's Talk Safety group, ideas generated from the youth participants focused on increased communication between youth and safety personnel (police, by-law officers



and OC Transpo security); building more positive relationships with police; and increased security measures, particularly online. Examples of what was said include:

- More advertising of anonymous phone numbers (such as Crime Stoppers)
- Online police presence (e.g. monitoring social media)
- Police should have

more of a presence in the community

The top priorities for action from Let's Talk Safety session were:

1. Relationship building with officers
2. Improved transit safety, including education and enforcement
3. Better communication with city police
4. Education and enforcement of online safety (e.g. social media)
5. Increase the use and role of school resource officers
6. Access to programs and resources outside of the downtown core

2. Young Entrepreneurs: What do you need?

In the Young Entrepreneurs group, the participants generated ideas focused on increased advertising; increased education; and improved entrepreneurship services for youth.

Some specific examples include:

- Dispel some of the misconceptions about entrepreneurship
- Create easier access to entrepreneurship programs
- Develop a matching service for youth and mentors so youth can train with those who have already started their own business



The top priorities from the “Young Entrepreneurs: What do you need?” session were as follows:

1. Amalgamate existing info, resources, and programs together into one place and providing easy access to young entrepreneurs (possibly a website, advertisements etc.)
2. Create mentoring/job shadowing programs for youth entrepreneurship
3. Develop a “Dragons Den” style program (not broadcasted) to provide advice and/or funding
4. Promote the use of student-run services/businesses for special events in the City
5. Create a more comprehensive, dynamic, youth-friendly City website for entrepreneurs

3. Youth Voice

In the Youth Voice group, the ideas generated can be themed into increased advertising; increased education; and improved services.

Some examples include:

- Promote youth voice year round – one summit is not enough
- Promote youth programs
- More programs that target specific groups – low income families support programs, women, student welfare
- Create a Youth Mayor; a representative who would act as a mayor for youth (there should be an election for the position)

The top priorities from the Youth Voice group were broken down into categories, as follows:

1. Create a better City website

- More youth friendly
- Clearly state information
- Section where youth can express their opinions
- Section where youth can blog about what is going on in the city
- Opportunities to list issues, comment section
- Website should be more colourful
- A lot of media should be put on, to allow youth to engage in what is happening in the city

2. Improve OC Transpo service

- Specific routes for big events such as hockey games, concerts
- More routes and buses should be available at night
- Improved rural bus service
- Options for older students to pay lower bus fares
- Website should be updated more often
- System to access bus route times inaccurate and not reliable, phoning system does not work half the time

3. Provide information on City decisions – should inform citizens about what is said at meetings

4. Actively connect community to youth on all levels and all places through social networking, youth events, as well as advertisement in youth-oriented areas

5. Provide more funding for social issues and mental health issues

6. Ensure more accessibility and openness for city events and transit



4. Volunteering: Making it Count!

In the Volunteering group, ideas expressed by youth participants can be themed into: increased communication; improved services; increased opportunities; and increased events. Some examples include:

- Recognition awards at graduation for youth who are volunteering more than 40 hours
- City youth website that would have volunteer opportunities – and make it youth-friendly
- The City to advocate on behalf of youth to make sure that businesses recognize volunteer experience when hiring staff



The top priorities from this group were as follows:

1. Have a youth committee composed of City staff that would report back to council and youth. Youth would propose volunteering ideas to this committee
2. Help promote cool youth volunteer activities
3. Improve on promotion of youth volunteering opportunities

5. Trend Your Future



In the Trend Your Future group, youth spoke about skills development; increased mentoring and volunteering opportunities; increased communications and advertising; and job creation. Some examples include:

- Municipal language training that's more affordable and directed to the workplace
- More part-time jobs and volunteering opportunities
- A convenient online "youth zone" – and it needs AWESOME advertising
- Opportunities to develop transferrable skills
- Better links with school co-op programs

The top priorities from this group were as follows:

1. Create a multi-disciplinary mentorship/internship programs that are easily accessible to students that create the career connection between professionals and youth
2. Provide French learning programs that allow youth to learn the language efficiently that will be used in the workplace or life (not specifically focused on grammar)
3. Improve co-op programs – collaborate with potential employers
4. Increase summer programs – more partnerships with employers
5. Create effective and accessible volunteer programs

6. Resolve it!

The Resolve It group discussed issues of motivation and youth support needs. Ideas from participants can be themed into increased awareness and education; improved services; and increased advertising. Some concrete examples include:

- Have more mental health service advertising – numbers to rip off, handouts, and promotional materials focused on specific programs and initiatives
- Parental education and resources
- Have youth summits at each high school with presentations from students telling their stories
- Have more youth involved in planning strategies – ask youth what they want



The top priorities for this group were as follows:

1. Ensure more Youth-to-Youth support – trained youth, youth friendly assemblies to talk about youth issues, more awareness of resources in each school

2. Create safe transportation and safe spaces
3. Train youth (in peer support, programs, etc)
4. Increase advertising about services for youth (using social media resources like Facebook & Twitter, advertise in schools, and on TV)
5. Bridge the gap between youth and the services they access
6. Create a way to be able to text or call public health and hear about all the services; or create an Ottawa Youth application with sub-categories such as mental health, physical activity, etc.

Operation Come Home

Operation Come Home Youth Summit participants identified several key ideas both in their small group discussions and in conversation with the Right Honourable Michaëlle Jean and Mayor Jim Watson. The following were some of the ideas generated by the youth:

- Build the relationship with police
- Build more safe and secure shelters for young people aged 16-24 and some bigger spaces. This is connected to housing for youth (giving youth priority in the screening process)
- Provide more recreational activities (City, Ottawa Community Housing, Youth Services Bureau, etc)



- Increase funding for programs
 - Improve mental health services for youth as opposed to the over dependency on the medical (pharmaceutical) industry
 - Ensure individual service plans as opposed to generic treatment

Evaluation

Participant Feedback

Youth who attended the Youth Summit were invited to fill out an online evaluation following the Summit. Participants were also able to complete a paper form on the day of the Summit. In total, 43 evaluations were returned to the event organizers.

Overall, over 70% of participants were extremely or very satisfied with the event. Participants identified the networking opportunities, the discussion groups and that they felt they were being heard as the best things about the event. In terms of what could be improved, participants suggested spending more time in small groups to discuss the issues important to youth, and to shorten the time for speeches in the morning. Many participants also identified that they would have liked more time to visit the Resource Fair and felt that this should be repeated as a separate event.

Overall participants felt that their level of knowledge on employment issues and civic engagement issues had improved as a result of this event. Participants felt the afternoon discussion groups were valuable and wanted more time in the discussion groups.

Participants expressed their desire to have other events like this and were looking for more opportunities to interact with the City on several different topics.

The twitter feeds from the day was very positive. The City of Ottawa set a record for the number of tweets in one day. Youth provided both comments and ideas via twitter. Some examples of the tweets included:

- The [#MayorsYouthSummit](#) was an amazing experience. Thank you to everyone who made it possible :) [#OttYouth](#)

I have taken my students to a variety of conferences in the past and so often they do not see themselves in the presenters. You folks did an amazing job of finding presenters and mentors from all walks of life and my at-risk-youth (being in an Alternative school), were finally able to relate to some of their stories. It was also so professional and my students felt quite proud that they were chosen to attend such an event. Most of them had never been to City Hall before and I think that they suddenly realized that they could have a voice and be included in what their city has to offer.

So thank-you for all of the hard work! You won't see the spin offs directly from the effort, so I wanted to share the pieces that I was able to observe in my students.

Email from a High School Teacher

- Congratulations to all the key note speakers today. You're stories were inspirational, thought invoking and beautifully spoken [#ottyouth](#)
- What do u get when 200 [#OttYouth](#) from across [#OttCity](#) come together 4 [#YouthSummit](#)? Energy, creativity & tons of ideas
- My idea for a [#liveableottawa](#) is a car-free market and a vibrant Sparks St development (H&M hopefully...) [#ottcity](#) [#ottyouth](#)

Feedback from Resource People

Resource Fair presenters, mentors and volunteers were also asked to complete an evaluation. A total of 34 evaluations were received from these resource people. Approximately, 65% were satisfied with the event. The resource people who completed an evaluation indicated that they were excited to see the energy from the youth and were impressed with the number of youth who were participating in the Youth Summit. Respondents were also impressed with the choice and variety of different activities and topics available to youth in one day.

Respondents had several comments about the Resource Fair in particular. Many respondents commented that the Resource Fair had lots of down time when participants were in other activities. Respondents questioned whether the Resource Fair at this type of event was appropriate and suggested that perhaps bundles of information into the participant bags would have been more useful. Similar to the feedback from participants, Resource Fair presenters suggested holding a Resource Fair as a separate event.

Resource people expressed their desire to have an opportunity for an event like this again in the future or other smaller events in order to connect with youth again.

Project team staff conducted a debrief of the planning of the Summit. The Project Team felt that the level of youth participation both in preparation for the event and during the event was very positive. The Youth Check group and the Planning Committee were essential to a successful event. The Project Team concurred with other feedback that the speakers were excellent but there were too many of them planned for a short period of time. The Project Team have documented the lessons learned from the Summit in order to make an event of this kind even better in the future.

Next Steps

Based on the feedback and input from youth at the Youth Summit, City staff will develop a Youth Summit Action Plan. The process will involve asking youth to review the draft action plan and provide further input. The action plan will have a two-year timeline (2013-2014). The final Youth Summit Action Plan will be presented to City Council by Q2 2013, posted to the City website and will be implemented within existing City budgets.

Acknowledgements

An event such as this cannot happen without the support of many different people. The City would like to acknowledge the members of the Planning Committee (see Appendix B for names) and the Youth Check group who helped to plan and shape the Youth Summit. The City also thanks the many volunteers, speakers, emcees, mentors, resource fair presenters and the project team for their generous support of the Youth Summit.

The City would like to thank Operation Come Home for hosting a satellite site to ensure a welcoming and comfortable space for homeless or otherwise at risk youth. The site was able to bring forth many different ideas and concerns that might not have been raised otherwise.

In particular, the City would like to thank the generous sponsors for the Mayor's Youth Summit.

- Overall Sponsors
 - Canadian Heritage
 - Human Resources and Skills Development Canada
- Discussion Group Sponsors
 - Royal Bank of Canada
 - Rogers TV
 - University of Ottawa
- Resource Fair Sponsors
 - Manulife Financial
 - Telus
 - Your Credit Union

Thank you!

Appendix A – Youth Summit Mentors

- Manjit Basi – Entrepreneur, Citizens Academy of Ottawa
- Amber Burgess – Operations and Account Manager, Cinnamon Toast New Media
- Aaron Burry – General Manager, Community and Social Services Department, City of Ottawa
- Tracey Clark – Founder, Bridgehead Coffee
- Alfonso Cuadra – Founder, SolvePro Property Management, Success By Design
- François Pierre Dufault – Journalist, Le Droit
- Steve Kanellakos – Deputy City Manager, City Operations, City of Ottawa
- Max Keeping – Founder, Max Keeping Foundation
- André Lachance – Manager, Baseball Operations; Head Coach Women’s National Team
- Alex Munter – President and Chief Executive Officer, Children’s Hospital of Eastern Ontario (CHEO)
- Jay Nordenstrom – Executive Director, North American Insulation Manufacturers Association
- Jo-Anne Poirier – Chief Executive Officer, Ottawa Community Housing

Appendix B – Planning Committee Members

External Agencies:

- Joanne Lowe, Youth Services Bureau
- Elspeth McKay, Operation Come Home
- Meredith Berriman, Child and Youth Friendly Ottawa
- Mandi Duhamel, Child and Youth Friendly Ottawa
- Faron Gogo, Youth Net (CHEO)
- Dave Farthing, YOUCAN
- Gabrielle Fayant, Ottawa Aboriginal Coalition – Métis youth
- Benny Michaud, Ottawa Aboriginal Coalition
- Stephanie Cesar-Young, Youth Network – Community Health and Resource Centres
- Kayla Millar, Pink Triangle Services
- Nicole McKerracher, Osgoode Youth Association
- Mohamed Aden, Ottawa Community Immigrant Services Organization
- Damien Martin, Volunteer Ottawa
- Mathieu Leduc, Fédération De La Jeunesse Franco-Ontarienne (FESFO)
- Katie Raven, Youth Futures

- Catherine Dubois, Community Health and Resource Centre Coalition
- Leslie McDiarmid, Community Health and Resource Centre Coalition

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