



ADMIN 598 REPORT

Engaging Stakeholders in Developing Strategies and Programs for the Calgary Vietnamese Youth Group

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TABLE OF CONTENTS

<i>LIST OF TABLES AND FIGURES</i>	3
<i>EXECUTIVE SUMMARY</i>	4
<i>I. INTRODUCTION</i>	6
<i>II. ORGANIZATIONAL BACKGROUND</i>	
History.....	7
Programming.....	7
Strategic Planning to Date.....	8
<i>III. LITERATURE REVIEW</i>	
Vietnamese Youth in Focus	12
CVYG’s Role in Youth Integration.....	14
<i>IV. CONCEPTUAL FRAMEWORK</i>	
The Adapted Balanced Scorecard.....	16
Design Considerations	19
<i>V. RESEARCH METHODOLOGY</i>	
Research Objectives.....	21
Research Questions.....	21
Participant Selection & Consultation Phases.....	23
Strengths & Weaknesses of Methodology.....	24
<i>VI. RESEARCH FINDINGS</i>	
Phase 1: Providing the Strategic Direction.....	26
Phase 2: Primary Stakeholders – Youth, Parents and Mentors.....	29
Phase 2: Secondary Stakeholders – Organizations.....	43
<i>VII. DISCUSSION</i>	
Implications for Strategic Planning.....	45
Implications for Implementation (Phase 3).....	49
Implications for Canadian Society.....	53
<i>VIII. CONCLUSION</i>	54
<i>REFERENCES</i>	56
<i>APPENDICES</i>	
A. Invitation Letters.....	58
B. Consent Forms.....	61
C. Questionnaires.....	67
D. Data Tables.....	77
E. CVYG Strategic Plan 2010-2012.....	117

LIST OF FIGURES

Figure 1: Stakeholders Map – Calgary Vietnamese Youth Group	10
Figure 2: Children and Youth of Immigrant Families’ CARE Strategy	14
Figure 3: Cause and Effect Linkages of the Balanced Scorecard	17
Figure 4: Conceptual Framework: An Adapted Balanced Scorecard for Engaging Stakeholders in Developing Strategies & Initiatives for the Calgary Vietnamese Youth Group	18
Figure 5: CVYG Stakeholder Consultation Process by Research Phase	23
Figure 6: 2010-2012 Strategy Map	40
Figure 7: Pathways to Change Model	47
Figure 8 - Driving and Restraining Forces that Affect Implementation of the Plan - Youth Perspective	50
Figure 9: Driving and Restraining Forces that Affect Implementation of the Plan - Adult Perspective	52

LIST OF TABLES

Table 1: CVYG Internal Strengths and Weaknesses	27
Table 2: CVYG External Opportunities and Threats	28
Table 3: Names and Roles of Potential Organizational Partners	44

EXECUTIVE SUMMARY

The Calgary Vietnamese Youth Group (CVYG) was formed in 2002 as a non-profit youth empowerment initiative that provides learning, volunteering and leadership development opportunities to Vietnamese Canadian youth to help them be their best – providing them with a strong foundation for success in school, work, personal and community life. After seven years of successful operation, it was time to take stock of the progress made by the youth group and to determine its future. This advanced management report was completed as a requirement of ADMIN 598 towards the completion of a master’s degree in public administration.

The main objective of the research study was to engage stakeholders in developing strategies and programs for the Calgary Vietnamese Youth Group. Another important goal of the research study was to increase the awareness of CVYG and gain support from interviewed stakeholders. This was accomplished by conducting three phases of data collection aimed at gathering input from the primary and secondary stakeholders of the youth group. The process used a combination of group and individual interviews of selected youth, parents, mentors, founders, advisors and potential organizational partners from both the Vietnamese community and the broad-based organizations. As a result, a total of thirty-one respondents were interviewed between June 27 and July 25, 2009.

During Phase I of the data collection process, the executive team of CVYG, made up of founders and advisors of the group, were able to review the vision and mission statements and the guiding principles of CVYG. They were also tasked to perform an analysis of internal strengths and weaknesses and external opportunities and threats (SWOT) to analyze the group’s current situation. A discussion of the group’s strategic issues ensued, which led to the development of four strategic themes or priorities that the strategic plan needed to address. They are: impactful programming, effective recruitment and marketing, organizational sustainability, and strategic partnerships. Phase I participants were also asked to review stakeholders who should be interviewed in follow-up phases based on their ability to potentially become strategic partners of the group. In summary, Phase I data was critical in setting the direction for the strategic plan and in ensuring that follow-up research was relevant and reflective of the needs of CVYG.

Individual interviews were conducted in Phase II of the research project to explore personal stories of the primary stakeholders in order to uncover what they perceived to be the benefits of using the programs and services of the youth group. The benefits are grouped in four categories:

1. Friendship & Sense of Belonging
2. Mentorship and Inspiration
3. Community Involvement & Leadership Development
4. Promotion of the Vietnamese Culture and the role of Vietnamese Canadians in Canadian Society

Using their personal context, respondents were then asked to propose strategic objectives and initiatives that CVYG should undertake in the next three years, and to recommend potential partners that may be able to assist with these initiatives. An adapted Balanced Scorecard was used as the study’s conceptual framework to ensure a

holistic approach to identifying strategic objectives, by asking for input on five perspectives of relevance to CVYG's success: youth, community, resources, process, and learning and growth. Secondary stakeholders, made up of potential organizational partners, were also asked to identify ways by which they would be interested in working with CVYG in the future. A synthesis of responses from both primary and secondary stakeholders led to the development of a 2010-2012 strategy map for CVYG that is comprised of the following seventeen objectives:

5 objectives from the Youth Perspective:

- Expand educational, career, leadership choices and opportunities
- Help develop a strong sense of identity, pride and belonging as Vietnamese Canadians
- Recruit younger members to join CVYG
- Support youth at risk
- Facilitate civic and leadership roles for new graduates

4 objectives from the Community Perspective:

- Increase public awareness of CVYG
- Strengthen collaboration and unity between CVYG and other Vietnamese organizations
- Support youth to transition into formal leadership roles offered by existing Vietnamese local organizations (community succession planning)
- Support youth to secure leadership positions in the ethno-cultural community and broader Canadian society

3 objectives from the Resources Perspective:

- Secure predictable, multi-year funding
- Hire paid staff to coordinate main CVYG activities
- Secure facilities to host CVYG events

3 objectives from the Process Perspective:

- Create a formal governance structure
- Improve communications and relations with the CVYG network
- Create an effective operational structure

2 objectives from the Learning & Growth Perspective:

- Provide coaching and support to volunteers and staff
- Provide training and support to CVYG mentors

Respondents were asked to identify programs or initiatives that fit under each of these objectives. Over thirty proposed initiatives were compiled from the collected data, along with a list of potential organizational partners who may be able to assist CVYG in one or several of the following ways: to refer to relevant youth programs, to provide technical, human or financial support, to share facilities, and to co-lead programs. As a result of this study, CVYG was able to receive the direction it needed to develop a sustainable three-year strategic plan, and elicit interest from a roster of youth, adults and organizations that are willing to support the youth group in implementing its strategic plan.

I. INTRODUCTION

The Calgary Vietnamese Youth Group (CVYG) was formed in 2002 as a non-profit youth empowerment initiative that provides learning, volunteering and leadership development opportunities to Vietnamese Canadian youth to help them be their best – providing them with a strong foundation for success in school, work, personal and community life.

In April 2009, Anne-Marie Pham completed a draft strategic plan for the Calgary Vietnamese Youth Group (CVYG) to meet the requirements of ADMIN 577. Due to the limited scope of the paper, the development of CVYG's strategic plan was based primarily on academic strategic planning theory, and did not involve a consultation process with key CVYG stakeholders that would allow the plan to be more inclusive of stakeholders' needs and interests. Several conversations with the University of Victoria's graduate advisor and academic supervisor, the Calgary Vietnamese Youth Group executive, and the MPA candidate led to a joint agreement to focus the ADMIN 598 advanced management report on a stakeholder engagement process that would support the development and implementation of a three-year strategic plan for CVYG. The plan was to reflect the needs of the Vietnamese youth and in the process incorporate the active support, feedback and commitment of key stakeholders – primarily made up of youth, parents, key volunteers and partnering organizations.

This advanced management report is organized as follows. First, socio-demographic and contextual information informs the reader about youth of Vietnamese ethnic origin in Canada, and about the research project's conceptual framework in the context of challenges in strategic planning for a non-profit, youth-driven, and racialized minority community. The report will then provide a summary of analysis performed on the organization's strategic issues and internal and external situation, in order to provide sufficient context for this research study. Then a detailed description of the research methodology will be shared, followed by the study's key findings which are broken down in three sections:

- Experiences of youth, their families and the community
- Strategic Objectives and Proposed Initiatives, including a discussion about strategic partners
- Considerations for implementation, using the Force Field Analysis technique

The report will follow with an in-depth discussion of the findings and their implication for the proper engagement of CVYG's stakeholders in the strategic planning process. Lastly the report will conclude with recommendations directed towards the CVYG strategic plan, and various strata of society including the academia, community groups and funders, and the broader Canadian society.

II. BACKGROUND

2.1 HISTORY

In late 2001, Duyen Nguyen, Anne-Marie Pham and Antoine Nguyen collectively saw a need for Calgary's Vietnamese youth to be supported in their career and educational aspirations. In March 2002, they organized the first "Reach for the Stars" youth conference which was attended by 200 youth and parents. Given the huge turnout and positive feedback, and request for follow-up activities, the three founders were challenged to find events or activities that may unite Vietnamese youth in Calgary on a more sustainable basis.

What resulted from this single event was the creation of the Calgary Vietnamese Youth Group (CVYG), a loosely formed, non-profit youth empowerment initiative that provides learning, volunteering and leadership development opportunities to Vietnamese Canadian youth to help them be their best – providing them with a strong foundation for success in school, work, personal and community life. The Vision and Mission Statements of CVYG are as follows:

Vision Statement: *Calgary's Vietnamese youth have active and meaningful civic and leadership roles in their school, family and communities. They contribute to creating a vibrant, united and responsive community in an equitable, integrated and multicultural Canadian society.*

Mission Statement: *Calgary Vietnamese Youth Group helps youth build a bright future and have greater participation and leadership roles in their communities. CVYG empowers youth to 'reach for the stars.'*

2.2 PROGRAMMING

Despite a modest start-up, CVYG soon expanded to offer support to over 400 youths and raising the profile of the Vietnamese community in Calgary over the past seven years. The organization is now well recognized in Calgary as an example of an organization that fosters youth empowerment, cultural appreciation, civic engagement and leadership development. CVYG has not only strived to make positive changes in the Vietnamese community, but also consciously branched out to build collaborations with other ethno-cultural organizations as well as broad based community and government agencies. The group plays an important bridging and advocacy role in order to facilitate integration and success of Vietnamese youths in Canada's multicultural society.

The following is a short list of some of CVYG's Initiatives:

- Vietnamese Pavilion Host for Calgary's Global Fest from 2004 to 2006
- Host of the 2006 Seasons Encore production, which was viewed by 2,000 Calgarians
- Vietnamese Community Liaison, Volunteer Coordinator and Performer for Asian Heritage Month in Calgary from 2005 to 2009

- All of the last four Presidents of the University of Calgary's Vietnamese Student Association were members and subsequent youth leaders of CVYG
- Lead Organizer for the 2007 Pan-Asian Reach for the Stars Conference, which garnered the partnership of seven Asian youth groups
- Co-organizer of the 2007 National Passing the Torch Youth Leadership Conference, for the Vietnamese Canadian Federation of Ottawa
- Shared education and career aspiration stories with Calgary's Kurdish Youth – 2009
- Co-organizer of an Asian Heritage Month community forum for Immigrant Youth and Families on the future of Education for the Government of Alberta's *Inspiring Education: A Dialogue with Albertans*, 2009
- Host of the Calgary Vietnamese Youth Summer Camp, from 2007 until 2009

Today, CVYG is comprised of about 80 youth between the ages of 15 and 25, and is supported by the local community: mentors, parents, Vietnamese and ethno-cultural community groups and businesses. At the national level, the group is an active member of the National Youth Action Committee of the Vietnamese Canadian Federation.

Outside of the Vietnamese community, CVYG is also member of the Ethno-Cultural Council of Calgary, the Asian Heritage Foundation of Southern Alberta, and the Coalition for Equal Access to Education; and is an affiliate member of the Calgary Chamber of Voluntary Organizations.

2.3. STRATEGIC PLANNING TO DATE

Prior to 2009, CVYG has never engaged in a formal strategic planning process. Several meetings over the years had informally garnered interest, but due to a lack of commitment, follow-up and sustainability the planning process was often short-lived, and has focused on planning for one or two events at a time, instead of a longer, more strategic process.

This section provides a brief summary of the analysis and key discussions that have taken place prior to embarking on this research study. The summary is broken down into three sections: internal and external pressures, key stakeholders, and top strategic issues.

2.3.1 Internal and External Pressures

2009 marks the seventh year of the organization's operations, and also a growing sense of internal and external pressures that gave rise to a need for this research. Internally, many of the youth members had been with CVYG for five to seven years, and have either graduated or moved on. Some expressed an interest in staying with the group, but their roles have yet to be defined. Due to the older age cluster of the group's members, very few youth under the age of 18 have recently joined CVYG, making membership recruitment quite challenging.

A third strong pressure relates to the lack of time availability from CVYG's three core founders, who historically played not just a governance role but managed many of the daily operations of the group. The founders have expanded many of their personal and volunteering commitments outside of CVYG. Despite their ongoing commitment, there

just isn't enough time in their schedule to be as heavily involved in CVYG's operations as they once were.

External pressures also played a pivotal role in viewing the strategic planning process as critical at this time. First, more and more youth serving agencies, visible minority organizations, and government representatives in health, education and employment seek to work with Vietnamese Canadian youth, locally and nationally. CVYG plays an important bridging role between the Vietnamese youth and such initiatives. Unfortunately, CVYG is unable to consistently provide that bridging role when the organization is run entirely by volunteers, lacks formal governance, and has limited operational and accountability structures in place.

Another external pressure relates to the role of CVYG in relation to other Vietnamese community organizations. The last five years have seen a precipitation of Vietnamese elders who have reached out to our group in an effort to recruit them into volunteering or leadership positions in their own community organizations. The facilitation of community leadership succession planning is a natural fit with CVYG's mission and membership demographics, but significant planning and support need to be in place in order to achieve success, especially in light of the continued generational gap in culture, language, dreams and aspirations that continue to exist between youth and the older generation.

Lastly, an increasing number of negative media depicting Asian crime among young adults and teens, and a lack of positive media, has not been properly addressed in Calgary. This factor may be significant in challenging the positive development and integration of Vietnamese youth to Canadian society. The Vietnamese community has a pressing role to challenge these negative stereotypes in order to promote equal opportunities for Vietnamese youths to succeed.

The real value in performing a SWOT analysis on a periodic basis is to allow an organization to be able to scan for emerging issues, monitor priority issues, and forecast trends (Devereaux Ferguson, 1993). A more detailed situational analysis outlining the internal organizational strengths, weaknesses and external opportunities and threats can be found in the Strategic Plan document in the appendix at the end of this report.

2.3.2 CVYG's Key Stakeholders

Despite a simple mission and fluid structure, the Calgary Vietnamese Youth Group's relationship to stakeholders is very complex. It requires continual awareness and sensitivity to each stakeholder group, as well as ongoing relationship building efforts.

Figure 1 presents CVYG's stakeholders map and depicts the primary stakeholders of CVYG which is comprised of youth members and leads, young mentors and leaders, founders, advisors and parents. The graph also illustrates CVYG's secondary stakeholders primarily consisting of Vietnamese and ethno-cultural community organizations, mainstream youth and immigrant service providers, the educational system, funders, and public services in areas such as health, recreation, arts and justice. The graph acknowledges the role of ethnic and mainstream media and the general public in how they portray the Vietnamese youth community.

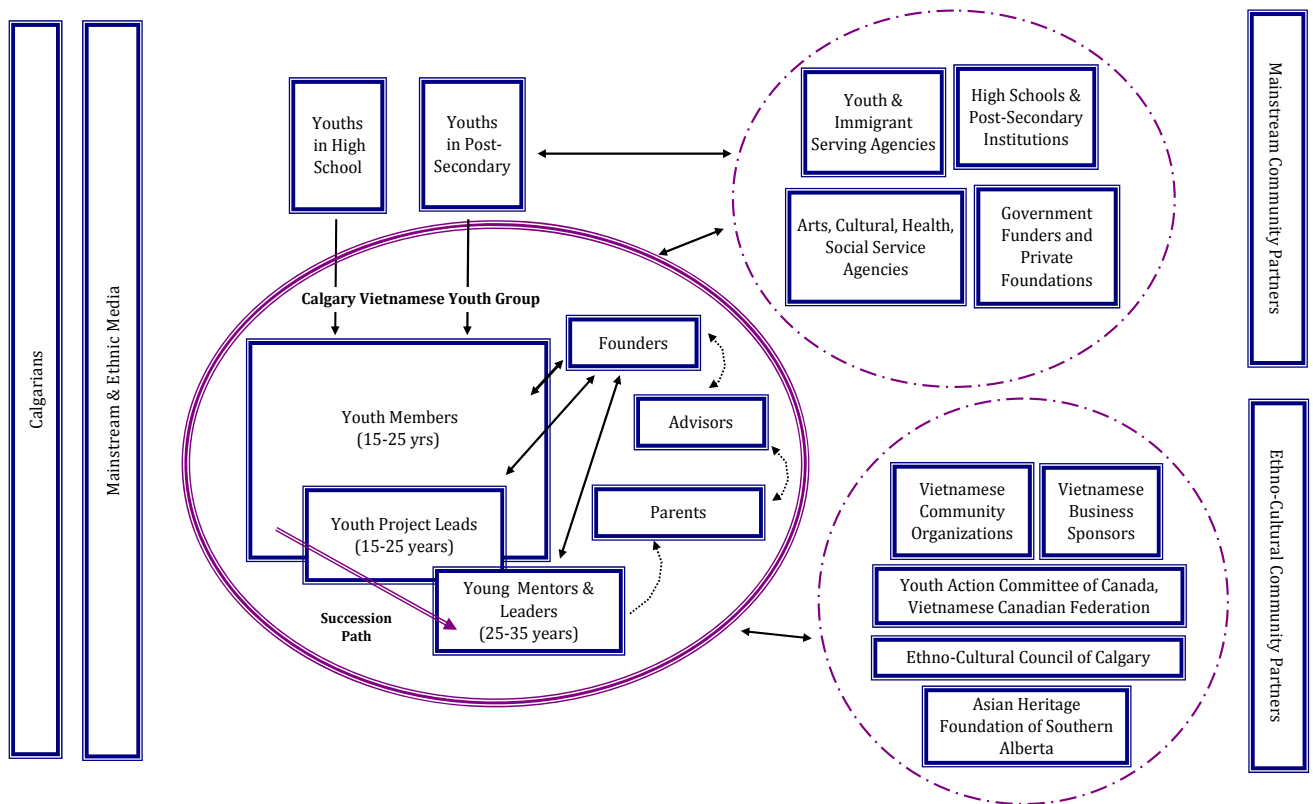


Figure 1: Stakeholders Map – Calgary Vietnamese Youth Group

2.3.3 Identification of Strategic Issues

Based on a situational analysis and stakeholder analysis, four key strategic issues were identified in the spring of 2009:

- 1) How can CVYG stay relevant to the needs of the Vietnamese youth community in Calgary?
- 2) How can CVYG reach out to the youths who may need its services the most?
- 3) How and to what extent can CVYG contribute to community succession planning?
- 4) How can CVYG become a financially sustainable organization with strong ongoing operational capacity?

The first strategic issue revolves around relevancy of programming. In the past few years, CVYG has focused on building community leadership skills through volunteering in cultural and learning events. While these initiatives have attracted youth, created visibility for the group and appreciation by the community, CVYG has not put a lot of resources in the past three years into one other aspect of its service offering: providing youth with direct educational or career support, and matching youth to career and community mentors. The support that CVYG has been providing around mentorship has mainly been reactive and not widely promoted to the general membership. As a result, CVYG may have lost a youth audience whose main concerns were around seeking advice related to educational and career goals. It may also have lost some momentum from its roster of mentors. Parents and elders are first-

generation Vietnamese Canadians, and are committed to seeing their youth succeed in their education and career endeavours. CVYG has a role to play in providing this guidance because the group is familiar with the Canadian educational and job searching systems, the English language and Canadian culture; and has developed positive relations with leaders and institutions outside of the Vietnamese community.

The second strategic issue relates to CVYG's ability to effectively market its programs to youth who may need its services the most. Current youth outreach strategies (e.g. facebook, Vietnamese Student Association, and word-of-mouth) have been reactive and have not generated a lot of new members in the past year. However as the older members graduate, there is room for new members to join the group, and new outreach strategies are required. In addition, CVYG tends to attract second-generation Vietnamese Canadian youth who are considered to have limited personal, academic or social issues. It has not actively tried to attract at-risk youth. Does CVYG have a preventive role to play in supporting at-risk youth to better integrate and achieve success and if yes, is it equipped to do so? Currently, none of the Vietnamese community organizations are directly addressing the issues of at risk youth of Vietnamese origin, and that agencies that deal with at-risk youth may not have the connections to the Vietnamese community that may be able to facilitate outreach to needy families, culturally sensitive prevention programs and inter-generational and culturally competent mediation. In addition, Asian gangs and Asian young criminals are getting increased media attention which is presenting a negative image of the Vietnamese youths in Calgary, reinforcing stereotypes that Vietnamese are violent and disrespectful of the laws. This can potentially limit the youth's ability to succeed. CVYG needs to determine its role related to responding to the news and addressing the stereotypes.

The third strategic issue revolves around CVYG's specific role in contributing to succession planning in the Calgary Vietnamese community. Many members have 'graduated' from CVYG as a natural progression of their passage to adulthood and shifting priorities. CVYG needs to identify strategies to keep these alumni engaged in the youth group or other Vietnamese organizations by giving them opportunities to both transfer their knowledge to new members and to build on their community leadership skills. CVYG founders, advisors and community partners hope that young leaders from CVYG will "take up the torch" and govern the various Vietnamese community organizations, which are currently run by individuals who will retire within five to ten years. CVYG realizes that leadership development and community commitment is an evolving and long-term process, and that it needs to start now in order to bear fruit in several years.

Finally the last strategic issue deals specifically with how CVYG can become a financially sustainable organization with strong ongoing operational and governing capacity. CVYG lacks sustainable financial resources. The group is not incorporated as a non-profit society and therefore has limited funding originating primarily from local Vietnamese businesses and community organizations. This puts CVYG in a vulnerable position, having to depend on other organizations for financial support. In addition, due to its non-incorporated status, it has not been able to tap into major government and foundation funding streams, and when it does occasionally, this is often done through a registered organization who acts as CVYG's fiscal agent. This added step is more time consuming and makes CVYG financially dependent on the fiscal agent.

CVYG's operational capacity is further reduced due to founders currently being over-extended with family, career and educational priorities. CVYG activities have been reduced in the last few years as a result of this. There is a recognized need to have ongoing support staff to run the operations of the group.

3. LITERATURE REVIEW OF VIETNAMESE-CANADIAN YOUTH

The literature review presented below provides context for the research study. Socio-demographic trends for Vietnamese youth in Canada will be described, which will inform the study with regards to the scope and socio-economic situation of the Vietnamese youth community in Calgary and in the larger Canadian context. A summarized environmental scan is also provided to help position the Calgary Vietnamese Youth Group within the broader context of programs and services currently available to Vietnamese youth.

3.1. VIETNAMESE YOUTH IN FOCUS

3.1.1 Visible Minorities in Canada

According to Statistics Canada's 2006 census (2008), Canada is one of the most diverse countries in the world. About 20% of the population was born outside the country, and 16% are visible minorities. The growth in the visible minority population was five times faster than the growth rate for the total population (Conference Board of Canada, 2004). This trend is only expected to increase, as Canada's fertility rate continues to be below replacement level, making immigration a social and economic necessity. The Conference Board of Canada (2004) forecasts that immigration will account for 100% of the net labour force growth by 2013. Such a growing trend requires careful planning, research and action at all levels of government, in institutions, and at the community level in order to properly manage the adaptation and integration of these new Canadians, and maximize their contribution to the Canadian economy and fabric of society.

Unfortunately, Canada has not been able to fully utilize the skills and contributions of immigrants and visible minorities. The proportion of visible minorities in private and public sector leadership positions continues to be well below the norm. The Maytree Foundation (2009) found that less than 2% of public sector management positions and 5% of senior management positions in federally regulated private sector companies are visible minorities. These numbers fall well below the national demographic availability.

Despite established federal and provincial legislation that protect employment equity and human rights against discrimination based such prohibited grounds of discrimination as race, ethnicity and religion, disparities are difficult to balance out quickly. This under-representation, as argued by diversity experts and academics has been noted as a missed opportunity to capitalize on the diverse contribution and talents of racially diverse Canadians for the benefits of society and the economy. In fact, the Conference Board of Canada (2004) estimates that the full utilization of skills and talents from immigrants could increase the Canadian economy by \$3.4 to \$5.0 billion every year. Diversity in leadership can bring on many benefits, such as cross-cultural appreciation and global understanding, the establishment of enhanced support networks, new perspectives and approaches to solving issues, and access to new markets and increased economic success.

Calgary, one of the countries' larger urban areas, has a higher proportion relative to the national statistic, with 23.6% of Calgarians being immigrants and 22.2% visible minorities (Statistics Canada, 2008). This translates to 237,895 Calgarians who self-identify as visible minorities out of a total Calgary population of 1,070,295 (Statistics Canada, 2008b).

3.1.2 Youth & Families of Vietnamese Origin

The Vietnamese community is the fifth largest non-European ethnic group in Canada after Chinese, East Indian, Filipino, and Jamaican with just over 150,000 people (Statistics Canada, 2007). Individuals of Vietnamese origin can be found in largest numbers in cities and towns where a critical mass of people has built communities and businesses to support the specific needs of their ethnic members' socio-economic and cultural needs. Toronto, Montreal and Vancouver are the three most populated metropolitan centres in terms of the number of citizens of Vietnamese ethnic origin. Calgary comes in fourth, with a reported 14,285 people of Vietnamese ethnic origin. Of these, 10,890 consider the Vietnamese language to be their mother tongue (Calgary Economic Development, 2009).

Compared to other immigrant populations, Vietnamese Canadians are relatively recent immigrants to Canada. In 2006, over 70% of Canadians of Vietnamese origin were born outside of Canada. Of these, 75% arrived in Canada in the last twenty years (Statistics Canada, 2007). The largest influx came in the late 1970's and throughout the 1980's and early 1990's as a result of the massive "boat people" exodus. Therefore, most Vietnamese youth are children of refugees who fled the Communist dictatorship after the fall of South Vietnam in April 1975.

In 2006, Vietnamese Canadians had higher-than-average unemployment levels. Furthermore, the average income of Canadians of Vietnamese origin is \$7,000 lower than the national average of \$30,000, with an estimated one in four Canadian of Vietnamese origin having an income that falls below Statistics Canada's low-income cut-off. This equates to about 35% of children of Vietnamese origin under the age of 15 who live in families with low income, compared with 19% of all children in Canada (Statistics Canada, 2007)

The 2002 Ethnic Diversity Survey noted that one in three (33%) Canadians of Vietnamese origin reported having experienced discrimination or unfair treatment based on their religion, language, ethnicity, race, or accent in the past five years, or since they arrived in Canada. Of those, a substantial proportion said that the discrimination took place at work or when applying for a job or promotion (Statistics Canada 2007).

The war-induced displacement of Vietnamese refugees created a wave of immigrants that did not come prepared for a life in Canada. Many refugees faced social, cultural, linguistic and employment related settlement and adaptation issues. They were also affected by pre-immigration factors such as refugee camp experiences, stress of flight, resettlement adjustment, and struggling to balance the norms and values of the Vietnamese culture with those of Canadian society. Youth must also balance the parental pressure and expectation on academic performance, gaps in acculturation and values, and conflict between the Vietnamese traditional and communal values against the values of

individualism and merit often found in Western society (Vietnamese Canadian Federation, 2009). With such demographic and socio-economic challenges in mind, there is a compelling business case to invest in supporting Vietnamese youth in their pursuit of educational, socio-economic and cultural well-being and integration to Canadian society.

3.2. CVYG'S ROLE IN YOUTH INTEGRATION

3.2.1 Calgary's CARE Strategy

Various integration models have advocated for a more coordinated and holistic approach to supporting the integration of immigrant youth. The Children and Youth of Immigrant Families' CARE model of the Immigrant Sector Council of Calgary was specifically designed for Calgary's immigrant youth population. Four strategic priorities were identified to ensure that "children and youth of immigrant families in Calgary will achieve equitable levels of academic, community involvement and vocational success comparable to the general population of children and youth" (ISCC, 2008). They are core cultural competencies; accessible aligned and coordinated services; research; and education systems". Descriptions of four strategic priorities are illustrated in Graph 2 below.

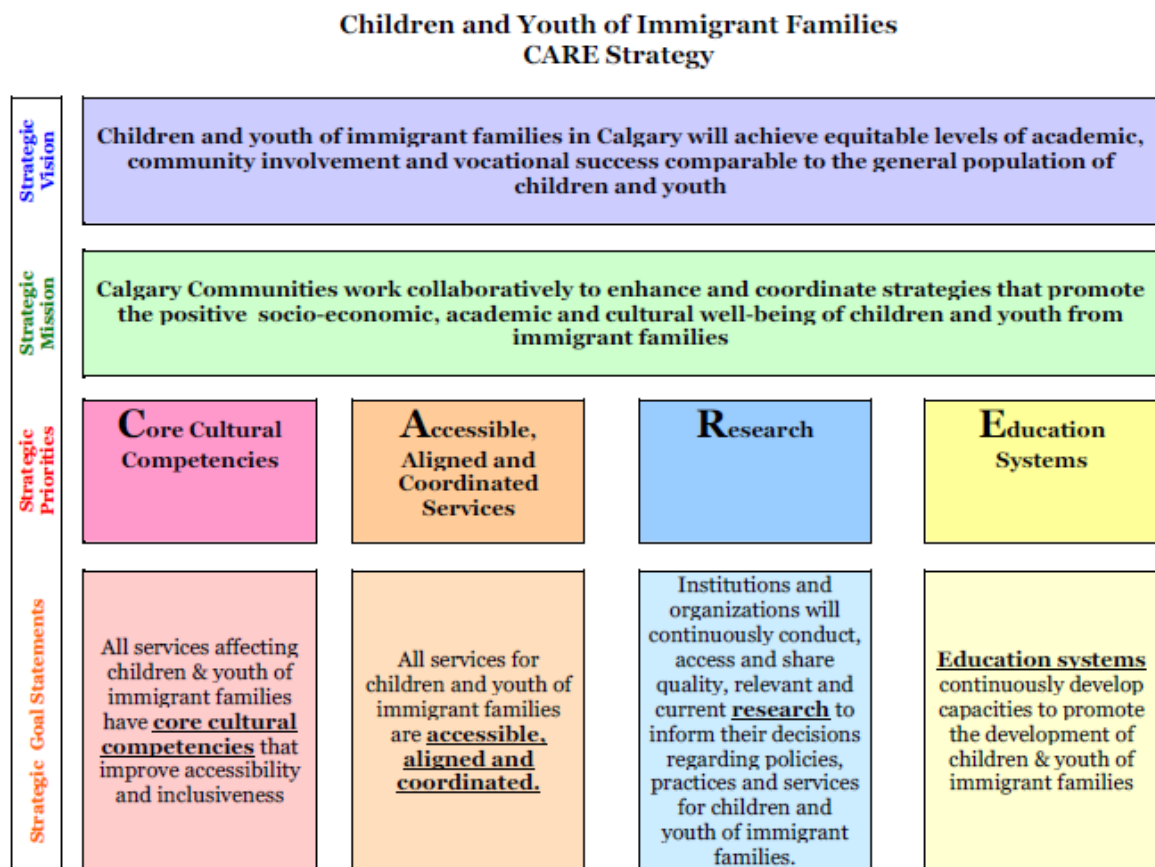


Figure 2 – Children and Youth of Immigrant Families' CARE Strategy, Immigrant Sector Council of Calgary, 2008.

3.2.2 Environmental Scan of Services for Vietnamese Youth in Calgary

In order to understand CVYG's role in supporting Vietnamese youth in Calgary in the context of the CARE strategy, an environmental scan was conducted in June 2009 to identify services and organizations that may support the integration of youth of Vietnamese origin and uncovered the following information.

The closest offering to what CVYG offers is through the University of Calgary's Vietnamese Student Association (VSA), which provides social and recreational programs to Vietnamese youth who are students at the University of Calgary, Mount Royal University, and the Southern Alberta Institute of Technology. While many of CVYG's youth are also members of VSA, the student club varies in several key areas: it has a different mandate focusing on social cohesion and adaptation to post-secondary life; it does not provide funding and support for leadership development; it has limited experience in organizing large-scale events; and it has limited connections to the Vietnamese community and broader non profit sector.

Two other Vietnamese community organizations have dedicated many years of operation to the well-being of children and youth. The Calgary Association for the Encouragement of Learning has been providing after-school tutoring and academic scholarships to Vietnamese youth for many years. The Vietnamese Language School also offers heritage language training to the Calgary Vietnamese community. Both organizations have focused their services primarily on supporting youth's academic achievement and promoting Vietnamese linguistic and cultural retention.

Seven agencies are listed as providing programs to immigrant youth in the 2009 Calgary Youth Services Directory (City of Calgary, 2009). Some of these programs are only eligible to youth who have been in Canada for less than three or five years or are identified as "newcomers". This restriction limits access to these programs for most Vietnamese youth who tend to be born in Canada or arrived here as young children. Other programs from these agencies are offered to all youth who are immigrants, whether first or second generation. Some of these programs have eligibility restrictions such the youth must be on employment insurance (EI), come from low-income households, be considered "at risk", or be unemployed. Examples of programs offered by these seven listed immigrant serving agencies include:

- Leadership training workshops or events
- Workshops about racism, bullying, and human rights
- Educational or career preparation workshops and supports
- After school tutoring and recreational programs
- Programs to learn about Canadian society, sports and culture
- English as a Second Language support

However, there are numerous other agencies outside of the above seven immigrant-only agencies who also provide programs that may be able to support CVYG. For example, two organizations - Child & Youth Friendly Calgary and Volunteer Calgary - provide volunteering opportunities to youth, In addition, there are fifteen listed organizations such as Boys and Girls Club and Big Brothers and Big Sisters of Calgary that offer youth mentoring programs (Calgary Youth Mentoring Coalition, 2009). Such organizations

provide in school and after school mentoring programs, and are looking for partnerships with ethno-specific organizations to recruit volunteer mentors as well as seek ethnically diverse youth as mentees.

Theatre organizations also provide social and acting experiences to help minority youth learn to work collectively with others to express their feelings about issues that affect their lives, and that often deal with sense of belonging and identity, feelings of racism and discrimination, and principles of social justice. Two such organizations that work closely with the immigrant youth community are ACCT Out (Asian Calgarian Canadian Theatre) and All Nations Theatre.

3.2.3 CVYG's Unique Proposition

The environmental scan suggests that the Calgary Vietnamese Youth Group is indeed well positioned to play an important role towards building the vision of the CARE strategy. The group's unique offering in the community, its close ties to the Vietnamese youth and families who may not have access to broad-based agencies and support, its understanding of what support systems exist for Vietnamese youth, and its bridging capacity between generations and both within and outside of the Vietnamese community, make CVYG a value-added organization. The information gathered in the 598 report will further enhance our understanding of how to capitalize on the strengths, assets and stakeholders of the group in order to maximize its value to society. This information will better position CVYG to align its services to the CARE strategy in order to ensure that the Vietnamese community is not excluded from a city-wide coordinated strategy that supports immigrant children and youth.

IV. CONCEPTUAL FRAMEWORK

The conceptual framework that is used to engage stakeholders in CVYG's strategic planning process is described in this section. The research study was designed based on a Balanced Scorecard conceptual framework that was adapted to address several elements to meet the needs of the CVYG: the volatility of the organization's sustainability in the non-profit sector climate, the sensitivity required to work in a culturally diverse, multi-generational organization, and the capacity to be reflective and adaptive to changes required throughout the strategic planning process.

4.1 THE ADAPTED BALANCED SCORECARD

At the same time the Balanced Scorecard was used as a conceptual framework for the research project. This methodology allows the research to make sure that key strategies and corresponding initiatives reflect a balanced need to identify all key areas of the work of CVYG, not just focusing on one specific area such as youth satisfaction or another such as financial performance. This in turn helps organizations to act in their best long-term interests.

The traditional Balanced Scorecard approach from Kaplan and Norton was created as a response to an over-emphasis by companies on financial performance (Figure 3). The

authors argued that other areas needed to be strategically identified and measured in order to ensure a company's success. They proposed four distinct areas for a more balanced approach to ensuring that a company's strategy will be met: customer, financial, process, and employee learning and growth (Kaplan and Norton, 1996).

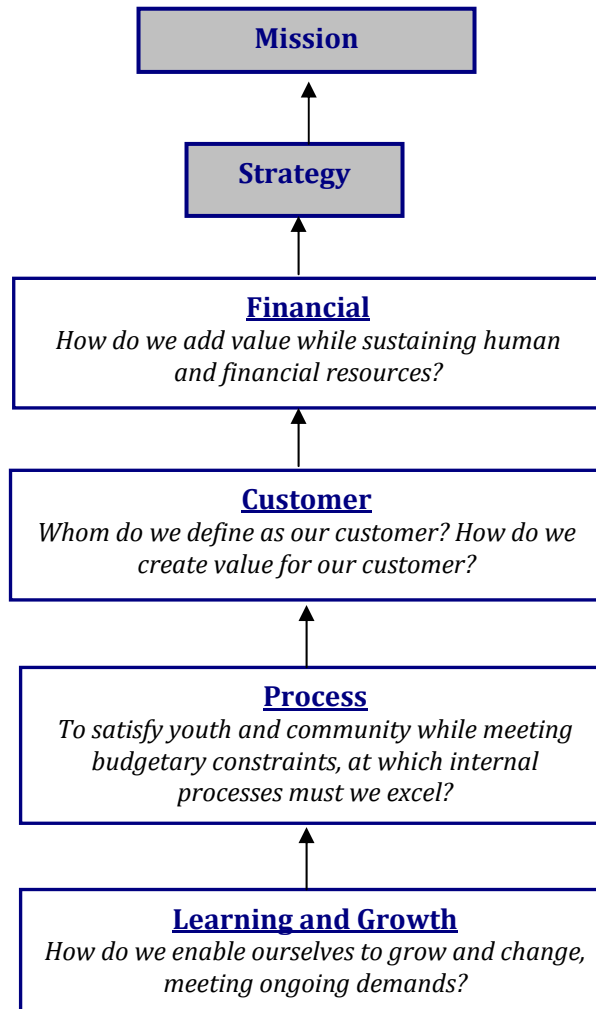


Figure 3. Cause and Effect Linkages of the Balanced Scorecard

Source: Kaplan, R. S. and D. P. Norton. 2001. *The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment*. Boston, MA: Harvard Business School Press.

The 598 research study adapted the Balanced Scorecard approach in order to be more reflective of the nature of the work of the Calgary Vietnamese Youth Group. The group has two distinct stakeholders: the youth and the community that surrounds them. Both play important and unique stakeholder roles, and CVYG can only succeed if it is able to support the youth and support the larger community within the context of youth's role in it. It was felt that specific strategic objectives needed to be identified for both youth and the community, instead of combining those into one general category, in order to receive input from stakeholders on both perspectives. As a result, the 'customer' perspective was replaced by two perspectives: 'youth' and 'community'.

In addition, the wording of the remaining three perspectives was slightly altered to make it more applicable to CVYG as a non-profit organization. In summary, the conceptual framework for this research study utilized an adapted Balanced Scorecard for the Calgary Vietnamese Youth Group. This scorecard, as shown in Figure 4, includes five perspectives that, when put forward collectively, provide a holistic approach to the development and measurement of strategies and initiatives that take into account all five perspectives: youth, community, process, resources, and learning and growth. Figure 4 also shows the causal linkages between the five perspectives, with the argument that learning and growth – in other words, training and support to volunteers and staff – are critical foundational success factors to developing other perspectives such as process, resources and ultimately satisfaction for our key audiences: the youth and the community.

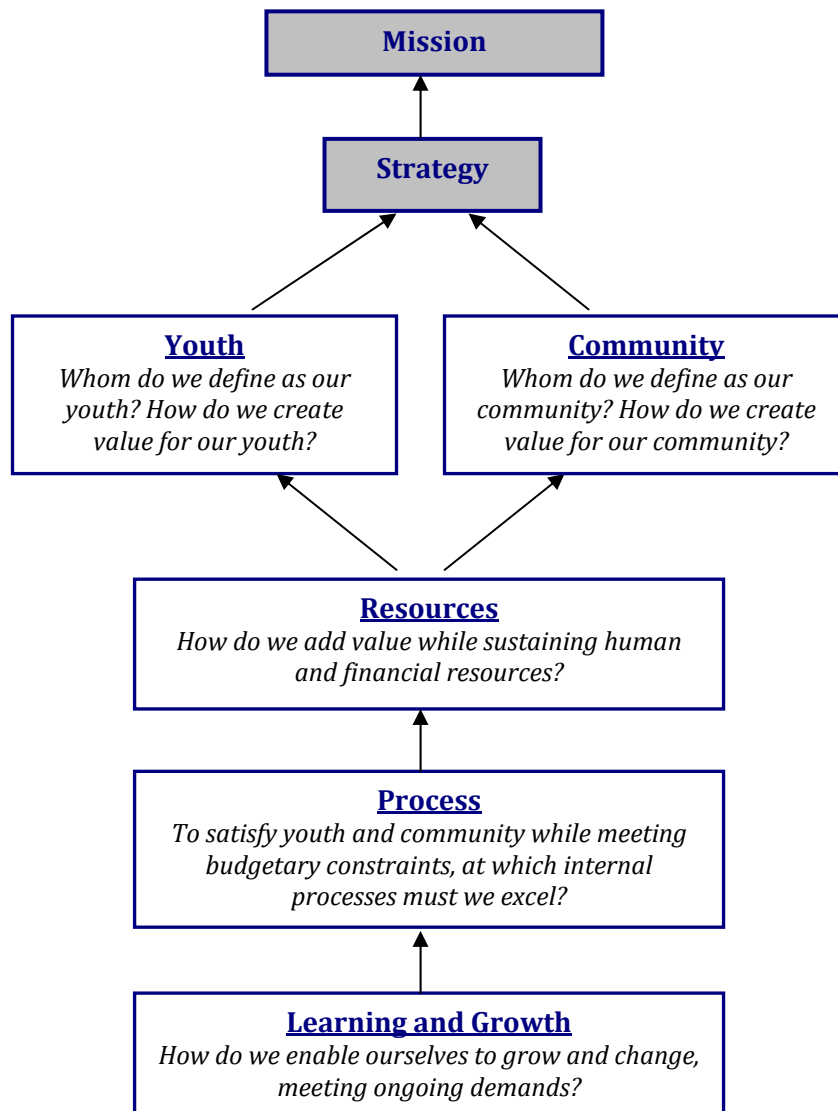


Figure 4 – Conceptual Framework: An Adapted Balanced Scorecard for Engaging Stakeholders in Developing Strategies & Initiatives for the Calgary Vietnamese Youth Group

4.2 DESIGN CONSIDERATIONS

Strategic planning is a well known and common practice that, when done well, enable an organization to design a long-term plan that aims to achieve the vision and mission it has set out to accomplish. Hambrick and Frederickson (2001) present a framework for strategy design, arguing that a strategy must engage in five arenas that provide answers to five basic questions:

1. Arenas: where will we be active?
2. Vehicles: how will we get there?
3. Differentiators: how will we win in the marketplace?
4. Staging: what will be our speed and sequence of moves?
5. Economic logic: how will we obtain our returns?

Many strategic planning models also point to the need to look at various elements in order to create a unified whole that build on each other. Bryson outlines a 10-step strategic planning process and includes specific techniques for each of those steps (Bryson, 2002:33):

1. Initial agreement
2. Mandates
3. Mission and values
4. SWOT (strengths, weaknesses, opportunities and threats) analysis
5. Strategic issues
6. Strategy formulation
7. Strategy, plan review and adoption
8. Description of Organization in the future
9. Implementation
10. Strategy and planning process reassessment

The strategic planning process requires 'procedural rationality' (Bryson, 2002: 68) where the steps to planning are coherent and link to each other in rational fashion, and relate to prior and future steps.

This 598 research study acknowledges the need for procedural rationality and specific steps in strategic planning, but in and of itself it is insufficient for creating relevant change in an organization. Without the art of strategic thinking, strategic planning may not lead to "the organization of hope" according to Bryson (2002: 32). Inherent in his argument is that a strategic plan derives from a much less scientific vision of what an organization aims to be. The thinking that goes behind the articulation of hope requires innovation and creativity, multi-dimensional reflection and discussions with often diverging and conflicting paradigms. Indeed, strategic thinking is "not simply an extrapolation from today into tomorrow. It is the development of a framework developed *de novo*, not simply a reflection of today's reality" (Willging, 2006:14). This means that an organization needs to engage in thoughts and discussions that may not necessarily be sequential, rational, or evidence-based.

For the purpose of this study, it was important to ensure that the narrow scope of some of the tools would not unintentionally exclude the context within which the group must work in creating and implementing the strategic plan. One of the important contextual pieces is that the group has been run exclusively by volunteers for the past seven years, with a governance structure primarily run by adults and an operational structure primarily run by youth. The group is also intricately woven into many aspects of the community and is influenced by the elders that manage many of the local Vietnamese community organizations. It must be sensitive to the nuances brought upon by generational and cultural gaps.

The 598 research study acknowledges the need for a balanced approach to understanding the various strategic questions that must be addressed. To achieve this goal, an adapted Balanced Scorecard was built over three phases of data collection. A conscious effort was also made to ensure that all interviewees had enough information at hand to make informed suggestions, and that the pieces of the strategy complemented each other and were not made in isolation. This was possible by engaging the executive team in providing the strategic direction for this process, in ensuring that all primary stakeholders had background information about the history, vision, and mission of CVYG and its five strategic themes, and had an opportunity to provide feedback on all five perspectives of the balanced scorecard, not just on the one or two areas where they may have had direct experience in. Interviewees in phase 2 were also invited to review the aggregate data in phase 3 for final feedback on the proposed strategic objectives and initiatives.

It is also important to note that the strategic planning process started a few months prior to the 598 research project, since the researcher had done some preliminary strategic planning as part of another public administration course. The researcher is also the co-founder of CVYG and has been heavily involved in the operations and governance of the group. This included seven years of ongoing interaction with many stakeholders. The design of the conceptual framework and data collection process took into account the need to balance the research, experiences and perspectives of the researcher with the insight, experiences and suggestions of the executive team and stakeholders who were interviewed.

The “action research” approach was also chosen given that the researcher expected that she and participants would continue to learn in the process of developing the strategic plan, and assume that as a result new insights from themselves and others, their answers and subsequent thinking about the future of the youth group may be altered towards a more valid, meaningful and adaptable strategy. As a process, action research allows the study to focus more on relevance, social change and validity test in action as opposed to objectivity, distance and controls (Brydon-Miller et al., 2003, p. 25). Reason and Bradbury (2001) define action research as:

“...a participatory, democratic process concerned with developing practical knowing in the pursuit of worthwhile human purposes, grounded in a participatory worldview which we believe is emerging at this historical moment. It seeks to bring together action and reflection, theory and practice, in participation with others, in the pursuit of practical solutions to issues of pressing concern to people, and more generally the flourishing of individual persons and their communities.” (2001, p. 1)

Several other micro group dynamics need to be taken into account when designing the research method. In order to collect information from all types of stakeholders, not only youth, but parents and elders who represent community organizations run will be interviewed. Because of this wide variety in age and experiences with CVYG and the culture of the group and of the individuals who have a stake in the group, it is important to ensure that diversity of age, cultural and linguistic sensitivity are taken into consideration from the design stage. For instance, when in a focus group situation, the researcher must ensure that elders' voices do not overcast the voices of youth participants who, in order to be polite and proper, may decide not to speak unless being asked by an elder. When engaging with elders and parents, it may also be necessary to facilitate the survey in both English and Vietnamese languages to increase comprehension and data collection accuracy.

In conclusion, the adapted balanced scorecard needed to be implemented within the following guidelines:

- The study needs to be mutually supported by stakeholders through an action research process that includes stakeholder preparation, sharing of information and learning, small group validation of at each phase of data collection and analysis, and a conscious effort towards consensus building;
- The study must have realistic goals that can be achieved given the existing knowledge, experience and commitment of the researcher (and main executive) and all interviewed stakeholders;
- The study must be conducted in a culturally competent manner to account for the cultural and linguistic diversity in the interviewee group throughout the data collection process; and
- The study must ensure that the voices of the youth receive significant attention, and be properly balanced against the perspectives of the older generation.

V. RESEARCH METHODOLOGY

5.1 RESEARCH OBJECTIVES

The key objective of this project is to engage key stakeholders in shaping and supporting the 2010-2012 strategic directions of the Calgary Vietnamese Youth Group. Specifically, the research study aims to achieve the following sub-objectives:

- Engage CVYG's primary stakeholders in exploring their experiences in Canada and how these relate to their use of programs and services offered by CVYG,
- Seek stakeholders' input in developing a 3-year strategic plan for CVYG,
- Determine the level of support that individual participants have in helping CVYG over the next three years,
- Identify organizational partners who could support the Strategic Plan, and
- Build consensus and a sense of hope for the future of CVYG.

5.2 RESEARCH QUESTIONS

Phase 1 Questions

Phase 1 questions were posed to the CVYG executive team, made up of three founders and three advisors. The research questions addressed the following:

- Validation of the vision statement, mission statement and guiding principles of CVYG
- Internal strengths and weaknesses, and external opportunities and threats (SWOT Analysis) of CVYG
- Development of key strategic issues to be addressed, by order of importance
- Development of strategic themes that will deliver the most value to the key stakeholders of CVYG
- *[Present the CVYG Stakeholders List to participants]* Identify which stakeholders CVYG needs to focus on the most and why

Phase 2 Questions

Phase 2 questions were different for primary and secondary stakeholders. Primary stakeholders were asked about their experiences as immigrants or children of immigrants to Canada and the reasons for their involvement in CVYG, which will help inform CVYG of the key values of the organization and the outcomes that were experienced by those who were involved in the group. Based on their context and those around them, they were then asked to suggest three-year objectives and initiatives for the youth group. Primary Stakeholders' interview questions focused on:

- Validation of the four Strategic Themes
- Experiences living in Canada and the role CVYG played
- Proposed three-year based Objectives and Initiatives
- Interest in a Future Role with CVYG

Secondary stakeholders, on the other hand, were asked questions were asked a shorter questionnaire that limited the questions to sharing with the researcher their organizational mandate and how they may see their organization and CVYG working together. The secondary stakeholder's interview questions focused on:

- Existing Programming Offered by the Organizational Stakeholder
- Future Programming Ideas & Interest in Potential Partnership
- Identifying what success would look like

Phase 3 Questions

Phase 3 participants were asked in a focus group setting a series of questions to help validate the data from Phase 1 and Phase 2 data collection in terms of strategic objectives and initiatives, and were further asked to perform a force field analysis to discuss potential implementation issues and solutions. Key questions focused on:

1. Validation of identified strategic objectives and initiatives. For each of the 5 perspectives (youth, community, resources, process, and learning and growth), discuss as a group the following questions:
 - In terms of what is being proposed, does this make sense?
 - What can be improved (needs clarification, need editing, etc.)?
 - Is there anything that is obviously missing from this proposed plan?
2. Force Field Analysis
 - Identify driving and restraining forces that could effect successful implementation of the Strategic Plan
 - Rank the strength of the force on a scale from one to five, with one being the weakest and five the strongest
 - Brainstorm ways to reduce the restraining forces and increase the driving ones.

5.3 PARTICIPANT SELECTION & CONSULTATION PHASES

The process of respondent selection was not random, but was made in consultation with the executive team, which validated the proposed list of individual and organizational stakeholders that was proposed by the researcher. Executive Team (organizations), and individual youths were selected based on their level of involvement in the organizations. They have all been with CVYG for two years or more and have been actively involved during that period.

CVYG STAKEHOLDER CONSULTATION PROCESS

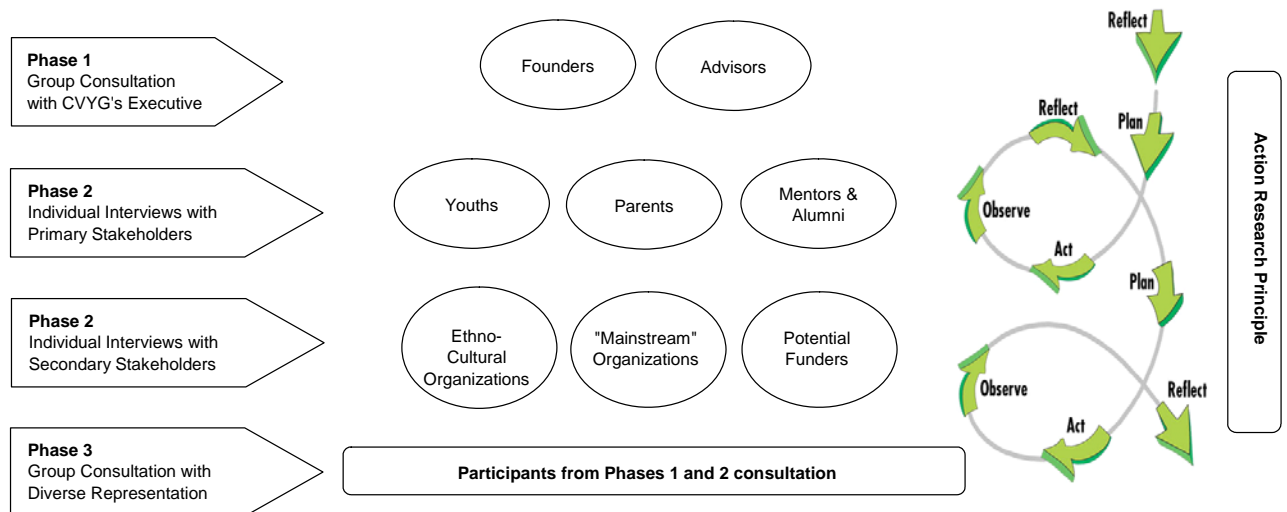


Figure 5 – CVYG Stakeholder Consultation Process by Research Phase

Phase 1 – Group Consultation with Founders and Advisors

A group consultation was held with the founders and advisors of CVYG (n=6). The main objective of the session was to agree on the vision, mission, guiding principles, SWOT analysis and strategic issues that were proposed in the Strategic Plan. A draft document was sent to the group prior to the consultation for review of draft statements. Once the

group consultation was completed, revisions to sections of the strategic plan were made. The outcome of phase 1 consultation also helped to fine-tune the questions for Phase 2.

Phase 2 – Individual Interviews with 25 Stakeholders

A sample of youths, parents, and community stakeholders were interviewed on a face-to-face or phone basis. The respondent composition in Phase 2 was based on no randomly chosen, but strategically selected from one of these two categories: for primary stakeholders, the main criteria was to select individuals who have worked closely with CVYG in the past two to three years; and for secondary stakeholders, the priority for selection was those organizations that may have an interest in working with CVYG, either as previously identified by the organization in question, or as identified by the researcher and Phase 1 respondents.

Primary Stakeholders (individuals):

- CVYG Youths (n=7)
- CVYG Alumni or Mentors (n=3)
- Parents (n=3)

Secondary Stakeholders (organizations):

- Ethno-Cultural Community Organizational Stakeholders (n=6)
- Broad-based Community Stakeholders such as youth serving organizations, funders, and government stakeholders (n=6)

Individual interviews were conducted to thoroughly understand stakeholders' experiences in Canada, their experiences with CVYG, and their position and interest related to CVYG, and their recommended strategic objectives and initiatives. The interviews enabled the researcher to identify stakeholders' experiences and key interests, where interests may align or conflict with other stakeholder(s), and determine strategies for building support for identified recommendations. Based on these interviews, appropriate revisions to the Strategic Plan were made with a focus on strategic solutions through the identification of key programs and community partners.

Phase 3 – Final Group Consultation with Key Stakeholders

A group of 13 founders, advisors, youth leaders were gathered for a final consultation session on July 25, 2009:

- CVYG Founders (n= 2)
- CVYG Advisors (n=2)
- CVYG Youth Leaders (n=4)
- CVYG Parents (n=2)
- Community Organizational Stakeholders (n=3)

In this last phase of data collection, the researcher presented the key findings and a draft 3-Year Strategy and Implementation Plan for CVYG. Feedback on the plan was given by participants. A force field analysis was also conducted to provide additional insight into the factors that could either enable or restrain the successful implementation of the strategic plan. Participants were asked to propose solutions to address those force factors.

5.4 STRENGTHS AND WEAKNESSES OF METHODOLOGY

5.4.1 Strengths of Methodology

The methods used to collect data for this study were planned and discussed at length to ensure relevancy, flexibility and cultural competency. First, an action-research principle was used to ensure that the respondent selection, questions asked, timeframe of data collection, were relevant and adaptable. The process relied less on theories than on the information gathered to date, the community consultations, and the experiences and learning of the researcher throughout the multiple phases of data collection. For instance, the executive team in Phase 1 provided input into the proposed selection of primary and secondary stakeholders of CVYG who should be interviewed. This step ensured that the researcher was fully aware of those individual and organizational stakeholders who have supported CVYG the most, and had the most potential of moving the organization forward. Phase 2 interviews had to be slightly adapted to meet the cultural and linguistic needs of the respondents. Phase 3 of the research provided an opportunity for participants in Phases 1 and 2 to provide feedback on the data that was collected and analyzed in Phase 2 as well as an opportunity to discuss issues and solutions related to the strategic plan's implementation. The outcomes of the study relied heavily on the collaborative drawing of conclusions and collaborative action steps that emerged from the process. The action-research principle allowed for continuous adaptation of the research tool as the study progressed.

Another key strength of the methodology was its ability to be culturally sensitive to the needs of the participants. Six out of the 25 interviews were conducted in the Vietnamese language. In a couple of cases the youth provided additional support to their parents – giving them with a ride to the interviewing site, and sometimes providing additional support so parents could more clearly articulate their ideas in a way that was well understood and captured by the researcher.

Finally the research questions were quite comprehensive. For individual stakeholders, not only did the survey ask about the participants' experience with CVYG which provided an evaluation of the success of CVYG in the past seven years, but also enabled the participants to think of the future of the group and how they saw themselves playing a role as potential future partners. The shorter survey which was also administered to 12 organizations provided valuable information about the types of future partnerships that could strengthen CVYG's programming and long-term operational capacity. The data that has come out of all the surveys from the 31 respondents has turned out to be very rich in stories, strategies and implementation tips. This has deep implications not just for the strategic planning process of the youth group, but for our society's general understanding of the role that ethno-specific youth groups can play in the well-being and integration of racialized minority youth and families.

5.4.2 Weaknesses of Methodology

Because the respondent selection process was made consciously with the advice of the executive team, it was not randomly based. Therefore the data cannot be used as a generalization of the entire CVYG stakeholder population. It does limit the extent of our

ability to generalize the data to the broader population or potential organizations that CVYG could work with.

This conscious respondent selection limits the applicability of the data. First, it can be argued that it is probable the feedback given by respondents was more positively biased, since they come from stakeholders with demonstrated long-term participation and support of the youth group. Second, the youth who have not yet accessed the programs of CVYG may have a different idea of what meaningful programming would mean to them, for instance. Related to this, it is particularly difficult to develop programs that may be beneficial to youth-at-risk, which were identified by the executive team as an important group to support in the future. Youth-at-risk can also arguably benefit the most from the benefits that CVYG offers: having a positive social network, the peer support gained, and the group's career and educational mentors which can inspire and change future directions.

Despite our conscious attempt to make the research process as fluid and adaptable as possible, the survey questions were quite structured for Vietnamese participants, particularly for those of the older generation. In Phase 2, some elders who took part in the study did a good job in answering the questions but often times went beyond the questions to also impart their personal perspectives on additional issues. This made the interviewing process quite lengthy. However the researcher felt it was important not to cut participants short because of the cultural sensitivity around interrupting an elder when speaking. The researcher had to resort to several actions to address this. First, while the information by respondents was captured, some of it may not be usable for this study. Second, responses given by a respondent sometimes answered a future question so the researcher had to use her judgement to not repeat the question and instead confirm that the respondent already answered this question during the interview time. Finally, due to the iterative nature of the research study, the researcher was able to confirm her analysis of the various responses by asking Phase 3 respondents to validate and comment on the 3-year strategic objectives, initiatives and partnerships that were presented to them.

VI. RESEARCH FINDINGS

6.1 PHASE 1 DATA FINDINGS – PROVIDING THE STRATEGIC DIRECTION

The executive team, made up of the three founders and three advisors of the Calgary Vietnamese Youth Group, was consulted in June 2009 to provide guidance to the development of the Stakeholder Engagement process. They were asked through a focus group data collection method to address several areas of the strategic planning process.

6.1.1 Review of Vision, Mission and Guiding Principles

To start off the focus group, participants were asked to review the vision, mission and guiding principles of the group. There was consensus among the team that these main statements still hold true to the long-term purpose and context of the youth group. Minor edits were made to the statements and were then incorporated into the 2010-2012 strategic plan, which is available as an appendix at the end of this report.

6.1.2 Feedback on Existing Services and CVYG Stakeholders

The researcher then provided the team with a short environmental scan of services that were currently available to youth of Vietnamese origin living in Calgary. The purpose of this presentation was to inform the team of what already existed that either duplicated or complemented CVYG's current service offering. This exercise also helped participants to think about the broader context in their role of providing strategic guidance at this phase of the research study.

In addition, the researcher provided the focus group participants with a graph and description of the current primary and secondary stakeholders of the youth group. Based on this information, focus group participants were asked to review the proposed list of individual and organizational stakeholders that the researcher should interview in Phase 2. The intent here was to ensure that those with the highest stake for CVYG would be included in the study, as their involvement can prove to be very beneficial to the relevancy and the successful implementation of the strategic plan. Therefore, Phase 2 participants were approved in consultation with the executive team.

6.1.3 SWOT Analysis

A situational analysis was performed with Phase 1 participants to identify the organization's internal strengths and weaknesses, and external opportunities and threats.

An internal review of the organization identifies many strengths: the organization's history and positive track record, the internal successes from youth who have demonstrated leadership due to their experiences in CVYG, a flexible programming structure that allows for the organization to adapt to the needs of its members, and the strong connections that founders and advisors have with both Vietnamese and non-Vietnamese community stakeholders. Weaknesses tend to be related to the organization's lack of sustainable human and financial resources, a lack of a formal organizational structure, no long-term planning and an over-reliance on the founders. Internally, the organization is also having challenges attracting new members.

Table 1 – CVYG Internal Strengths and Weaknesses

Internal Strengths	Internal Weaknesses
<ul style="list-style-type: none">• Positive track record in the community• Has successfully organized many community events• Is able to attract youth with potential to be leaders• CVYG youths have successfully been able to take on formal leadership roles (e.g. 4 consecutive presidents of Vietnamese Student Association are CVYG youth members)• Has a flexible organizational structure (e.g. program-specific funding, no reporting requirements) means programs can change to reflect needs	<ul style="list-style-type: none">• Too much expectation from CVYG team to succeed• Not able to attract "blue collar" or less educated, or at-risk youth• Lack of long-term commitment from CVYG key youths to lead the organization• Not enough time to plan or be strategic• Organizational structure is too weak• Lack of understanding of CVYG's direction by some youths• Lack of financial and human resources• Too much reliance on founders• Lack of availability of founders to

<ul style="list-style-type: none"> of the organization and its members CVYG founders and advisors are well connected in government, community and business sectors 	<ul style="list-style-type: none"> sustain daily operational requirements Organization is not sustainable Parents are not involved enough – but at times are too much involved; CVYG hasn’t found the right balance yet Declining membership in CVYG due to aging members and no recruitment strategy in place
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When looking at CVYG’s external opportunities, CVYG has a niche market position as one of the few Vietnamese community organizations that play a role in various external cultural events and initiatives. Over the years, it has garnered significant community support inside and outside of the Vietnamese community, and is best positioned to be the launch pad for youth to take on community leadership roles both within CVYG and with external organizations that require youthful energy and emerging leaders. Several external threats however can compromise CVYG’s capacity. First there is an unrealistic expectation of what CVYG can achieve on its own in light of the group’s current human and financial constraints and as a result the group is not able to respond to all external request for volunteering, participation and partnerships. Second, the group still feels there is a generation gap between youth and their parents or community elders. Third, the group may face lack of support or progress due to the negative public stereotypes given by the media about Vietnamese youth.

Table 2 – CVYG External Opportunities and Threats

External Opportunities	External Threats
<ul style="list-style-type: none"> Significant community support both inside and outside of the Vietnamese community CVYG continues to contribute meaningfully to various external events and community groups (e.g. Asian Heritage Month, Ethno-Cultural Council of Calgary) Best positioned as an organization to support youth to ‘take on the torch’ from other community organizations (e.g. succession planning) Ability to build a new generation of mentors from CVYG alumni / new post-secondary graduates 	<ul style="list-style-type: none"> Too much expectation from the community about CVYG in light of the group’s constraints CVYG is unable to meet the demands or requests from external organizations for collaboration and partnerships Generation gap between youth and elders continue to exist Negative public image of Vietnamese youth as portrayed in the media (e.g. Asian or Vietnamese gangs)

6.1.4 Strategic Issues and Themes

The focus group participants were also provided with a list of strategic issues that were developed a few months back by the researcher. The participants were encouraged to review the list and amend it as necessary, then rank the strategic issues from highest to

lowest priority. The executive team of CVYG felt that the highest priority issue was related to the sustainability of the organization. This was expressed several times in terms of a lack of a formal organizational structure, limited long-term planning or ongoing activities, and a lack of long-term commitment or availability from key youth and founders. One of the founders also identified the unmet needs of Vietnamese at-risk youth as being of highest priority, given that CVYG seems to attract almost exclusively youth who seem to be doing fairly well in school, and come from a relatively stable family. These youth are attracted to CVYG because of the opportunities it provides them to reach for even higher personal, career and community goals.

Of mid priority to the founders and advisors of CVYG were the following strategic issues: too much reliance on other community organizations and business sponsors for financial support, turnover due to an aging membership, a continued perceptible generational gap between youth and elders in the community, a lack of parental awareness and involvement in CVYG, the group's limited ability to become a strong bridge between the Vietnamese and non-Vietnamese youth serving agencies and other institutions that seek to work with the Vietnamese community, and the need to build up the momentum for the Mentorship Network. Of lower priority was the mention that CVYG may need to incorporate. Other respondents noted the need to align CVYG to strong community partners, while one founder noted the need to address the local versus global reach of the youth group.

Participants were then asked to group the issues into common themes that CVYG may wish to focus on over the next three years. This activity led to the development key strategic themes or priorities which guides the development of the strategic plan, and was shared with Phase 2 and 3 participants in order to provide enough direction for participants to build consensus around common ideas, thereby contributing to a more successful outcome.

Strategic Theme 1: Impactful Programming

To create programs for youth that are educational, fun, and meaningful. Examples of programs mentioned by founders and advisors include the Mentorship Network, youth leadership development initiatives, programs that involve parents/elders, or events that address cultural and generation gap issues.

Strategic Theme 2: Effective Recruitment & Marketing

To recruit and involve younger members, mentors and parents to CVYG, and increase the understanding of CVYG's key messaging of goals and activities through effective marketing.

Strategic Theme 3: Organizational Sustainability

To make sure CVYG will continue to exist into the future by establishing specific objectives and initiatives that will ensure financial and human support, as well as succession planning for the long-term management of the group

Strategic Theme 4: Strategic Partnerships

To develop strategic partnerships with the Vietnamese community and other non-Vietnamese organizations in order to help CVYG achieve its vision and mission.

6.2 PHASE 2 DATA – INTERVIEWS OF PRIMARY STAKEHOLDERS

A total of 25 interviews were conducted during Phase 2: 13 interviews of individuals who are CVYG’s primary stakeholders, and 12 interviews of organizations who are considered to be secondary stakeholders. This section presents an analysis of the data from the 13 interviews of youth, mentors and parents.

Three key objectives of the interview of primary stakeholders were 1) to get their feedback of the four strategic themes developed by the executive team in Phase 1 of the research project, 2) to better understand the living experiences of the primary stakeholders and the role CVYG has played in their lives, and 3) to seek their ideas on what strategic objectives and programs/initiatives CVYG should focus on over the next three years. The data results from the primary stakeholders’ interviews are analyzed below.

6.2.1 Validation of Strategic Themes

All 13 interviewees agreed that the four strategic themes that were proposed by CVYG’s executive team in Phase 1 of the data collection were important and broad enough to capture the essential work that CVYG needs to focus on from 2010 until 2012. When asked if there was one theme that participants felt were most important, the most often cited theme was theme 3 on the need to have a sustainable organization. Some respondents felt that programs were strong, and that it was important to be able to sustain the programs in place. A few respondents also noted the importance of ensuring that programs remain relevant and attractive (theme 1), which would also help with effective recruitment and marketing (theme 2). One respondent felt that CVYG needed to use marketing more effectively to create a solid identity that was well understood by the public. There were no additional themes suggested by respondents.

Selection of Youth and Parent Comments:

- *I would say these are the key four as a foundation to start on a 3-year transitional period, development period.*
- *Theme 3 because we need a sturdy foundation to build on. So if you have effective recruiting and marketing but if you have nothing to work from, you can’t do it.*
- *For me it’s a sustainable organization, we’re such a young group but not much is known about it. I accidentally went on a website; I was linked to CVYG and saw Global Fest. We have a lot of younger members. Others are professionals and not committed to this group anymore, we need people who are there to recruit people and sustain the group. Theme 3 and Theme 2. They are linked because in order to sustain we have to recruit members.*
- *Theme 3 is most important because we need to make sure CVYG is a larger organization for the next young generation, and find ways to involve and lead the younger generation, or else we will lose the younger generation. Also Theme 2 – we need to find ways to effectively recruit youth to the organization so when CVYG organizes we need to engage them.*
- *I think it is important that CVYG establish a solid identity. I feel a lot of people - both outside and inside CVYG -, may associate CVYG with Global Fest exclusively or*

- camping exclusively. I think it's important to let people know the real mission and vision of CVYG.*
- *All themes are very important, but if I have to pick in order, I would choose themes 2, then 3, 4 and 1. All these themes are all core to an organization. CVYG will always need more of theme 2 – recruitment and marketing. We already do have some programs, then the question is how do we recruit, and then sustain the programs every year, so people look forward to it, then it becomes theme 4.*

6.2.2 Experiences in Canada

For Youth and Young Mentors

Youth and young mentors in CVYG have diverse experiences in Canada. Some youth were born in Canada; others were born in Vietnam and arrived as refugees or immigrants in their early years or in their teens. Almost all the youth were born of parents who escaped Vietnam as refugees following the communist take-over of Vietnam in April 1975, or who lived in Vietnam under a harsh and corrupted regime. Therefore their connection to Vietnam is often linked to this political reality. Some youth have found it challenging to learn about the Canadian values and educational system, while others did not have significant settlement and adaptation issues. It was interesting that a few youth discussed their experiences being “different” from that of their Canadian peers, and while most seemed to have adapted very well to this difference, a few were unsure whether the differential treatment they sometimes received was based on racial discrimination or something else they could not comprehend.

Selection of Youth Comments:

- *I was born in Calgary, Alberta. Both my parents were boat people from Vietnam and arrived about 30 years ago. I didn't really experience any challenges as I was growing up, or I was too naive to know any better. My parents had to go through a lot – learning the language, learning the Canadian systems, integrating into the community and workforce. As far as I can remember, my childhood was pretty normal. I don't remember facing any challenges because of my ethnicity.*
- *I came here when I was 12 years old.... When I came to Canada my biggest barrier was English. It wasn't about the culture, maybe it didn't have much to do with it. I had such a strong pride of Vietnamese culture so I always follow the Vietnamese traditional belief in culture. When I went to school I used the Western culture to work and interact, but my thinking, personality and values are Vietnamese. So it's hard for me to say but I don't have a conflict in cultural gap. My only conflict was in the English barrier but tried to make up for it with personality.*
- *I came to Canada at age 15 from Vietnam. A lot of us don't have relatives so we look for a close group of friends to rely on as our second family. We need a sense of belonging and having support. One of the areas is cultural support – e.g. values and things to do or learn about the Canadian culture, and have someone there to guide you and give you emotional support, to guide you through the steps, and someone to look up to, and to inspire you to live better.*

A common thread identified by many youth and mentor interviewees was that they did not have a lot of friends of Vietnamese origin while growing up in Canada, primarily due to the formerly disparate distribution of Vietnamese across Canada and a lack of strong

Vietnamese communities in the early 1980's and 1990's. Due to limited Vietnamese media influence and community initiatives directed to youth, most had limited exposure to Vietnamese values and culture outside of what was taught to them by their parents and close network. As a result of this limited exposure, some have found it difficult to communicate in the Vietnamese language of their parents, and at times have found it hard to either support their parents' way of life or understand what they expected of their children. Several youth noted the challenge of striking the right balance between Vietnamese and Canadian cultural values. In summary, inter-generational conflict still exists between parents and youth of Vietnamese origin. These conflicts stem primarily from linguistic, age-based and cultural differences.

Selection of Youth Comments:

- *I didn't have a lot of Vietnamese friends at all. The schools I went to had almost no Asian to begin with, and Asian friends I had were Chinese. I did not know anyone until junior high. I think it contributed to my lack of learning Vietnamese. My parents speak English very well, but not perfect. My understanding of Vietnamese culture was based on my parents' stories, I understood a lot about things like clothing and food, so very basic parts of culture.*
- *I was born and raised in Canada. I grew up in the culture so I wasn't left behind, but there is still a need to find similarity with youth who have the same positive mindset, especially the ones who are Vietnamese and want to volunteer. Back in elementary, junior high and high school it was hard to find Vietnamese people in the community.*
- *The difficulty is that you're unaware of your heritage and culture, and history of where your parents came from and what they gave up and such. It's a lack of knowledge and it's a key thing to be aware of where they come from, what their roots are, and what sort of things are required of them to carry on their family tradition and culture.*
- *Growing up I didn't really realize why school and family was so different. I didn't know English when I went to school, even though I was born in Canada. I never questioned why home and school were different, it seemed normal to me... The biggest difference would have been lifestyle. Having strict Asian parents, we're never allowed to go out and only study, you can help with family business and chores. I remember other kids never had to do that. Two girls came here and had a sleepover. One of the Caucasian girls said 'why do you have to do so much at home?' Sometimes I thought it was unfair, in comparison to others at school (in elementary). Growing up to junior high and high school you become friends with other Asian kids and you find out it's normal.*

For Parents

Parents' stories of settlement to Canada and their roles supporting their children in this process depict a difficult adaptation phase that was overcome by hard work, personal sacrifices, and significant efforts towards the integration of the whole family into Canadian society. Some parents spoke of specific aspects of their efforts towards supporting issues of education, employment or culture in their integration stories. Parents also shared their experiences in attempting to balance their responsibility in educating their children about traditional Vietnamese cultural and family values and history against those of the Canadian host society.

Selection of Parent Comments:

- *My way of life, I didn't have an extended family. The hardest part for me is how to keep them [my children] close to my family. At that time, if there were Vietnamese organizations we could help them to organize and have some influence on their Vietnamese culture. At that time all organizations were very weak. I came in 1980, my husband worked in the daytime, I worked at night time so we always had a parent at home at all times. I tried my best to be close to my family. If we have opportunity to help our youth with a good environment, it really supports them. It helps them to avoid doing other less desirable things outside the home.*
- *My experience as a parent is about the generation and cultural gap. We need to help CVYG youths to understand the Vietnamese language better, so they can be more involved in the Vietnamese community. And they also need to understand the positive values of the [Canadian] community and appreciate these.*
- *Canada is a good country. Our experience living here is good. Some challenges that we have experienced with our children living in Canada were that we want our kids to integrate into Canadian society. So, in their first year living in Canada, we teach them English by borrowing English books and cassette tapes. Sometimes, we couldn't come to parents-teacher's interview to listen to our kids' school progress. We usually talk to their teachers by phone. One of us always had to be home to take care of our children. It was challenging to schedule our work so one of us could be home.*
- *My younger son came to Canada at 5 years old. It has been difficult to teach him Vietnamese culture and the way Vietnamese people do things, for example, not to talk back when an older person is telling him something, or to greet everyone who is older before he eats. Sometimes, it is very hard to get him to see things our way, because he is used to the Western culture and lifestyle. Sometimes, we don't have time for ourselves, because we take care of our children and work.*
- *The lesson I first learned is that I need to learn about Canadian culture and adapt to society. Most important is to find the right career path, whatever it takes we need to assess our goal and follow our career path. Second, don't let money and materialism suck you in, but fully control it... Number three, you must spend time with your family and support each other. Always keep the good part of our Vietnamese culture and give up the bad ways. Absorb the new values of Canada, which has many good values, so we combine the two together and we become better citizens and better people.*

6.2.3 Benefits of CVYG for Youth, Families and Community

The survey asked youth, young mentors and parents to explain their involvement in CVYG and the perceived benefits the group provided to them. All the individuals who were interviewed have been involved with CVYG for three years or more. The results were categorized by several main themes that naturally emerged from the participants' responses.

Benefit 1: Friendship & Sense of Belonging

One of the most valuable benefits of joining CVYG is the development of a tight social network of young people who share common traits based on culture, age, language and experience. In addition to these traits, the CVYG network also shared similar aspirations of wanting to belong, wanting to support each other in life, and this was done in a setting

that was both accepting and culturally competent. The deep friendships that developed within CVYG have formed a strong bond that keeps the group together over the years.

Selection of Youth and Parent Comments:

- *I started in 2003 when I was in high school. I went to some conference then meetings. It was cool, I never saw so many youth who were Vietnamese of my age before. It was cool, a lot of them were older than me, seem passionate about something, and I found it was an easy setting to speak up in. I was still a little intimidated but I think eventually I found it was a really open place to speak out my opinion, to give input. I appreciate that because when you're in Canadian culture the loudest person wins, and if you're not that loud leader you're not going to get heard. CVYG was the first place where I was able to explore that part of my leadership.*
- *The friendship. I went to school and there weren't a lot of Vietnamese people and I wanted to make Vietnamese friends. In 2006, one day I typed up "Calgary Vietnamese youth" on Google. I saw the activities and it was really fun. What attracted me were young, fun Vietnamese people. What got me to stay in CVYG is that the group has a noble cause, it's developing youngsters to [do] good things, and develop themselves into good people.*
- *The CVYG-VSA camp gave an opportunity to interact with other youth my age, and a feeling of belonging to a society or culture that you have a history in and to see what sort of things or challenges they face while growing up or now as young professionals.*
- *If it weren't for the people I met in CVYG, I probably would not have gotten as involved as I did. The people I met were kind, helpful, inspiring, and we became good friends.*
- *...On top of that too, that's when I really developed friendships within the group. It was not just a meeting, but hang out with the girls after rehearsal, we would go out together. That's when I developed the closest Vietnamese friends I had.*

Benefit 2: Mentorship and Inspiration

Because the group's mission is to provide learning and volunteering opportunities to help youth to 'reach for the stars', many programs provided opportunities for youth to meet with inspiring speakers and role models. For some youth, these people also became their personal mentors, informally guiding them through life's ups and downs, through their educational and career choices, and through some of their personal issues. The responses from participants show that CVYG benefits youth by encouraging them to do better than they thought they may do, raising their self-awareness of their worth and potential, and inspiring them to be their best. This benefit was also connected to the need to give of oneself to help others, and help the communities where they live, study and work. Mentorship and inspiration are therefore important pre-cursors to the youths' ability to envision themselves as successful and being able to lead and help others.

Selection of Youth and Parent Comments:

- *The program that sticks out the most to me was Len Duong. At this conference I was able to meet so many inspirational people. Not only did the workshops help increase my skills, but the people I met inspired me to actually put those skills to use. In projects subsequent to Len Duong, I often found myself asking the people I met at Len Duong for advice and guidance. The networking I was able to do was one of the biggest things I took away from Len Duong.*

- *Wonderful experience to learn from people who are older, been through ups and downs of careers in their lives, and to learn and develop oneself and help to become better.*
- *The big education symposium was really well done, and was positive experience for the youth and parents and give them options for their education, and encouraging them to pursue what they love, and not just the typical law and medical professions that all Vietnamese parents aspire for their children. They have an opportunity to hear from mentors to guide and inspire them to follow their personal dreams. All the keynote and guest speakers were excellent role models and had many good things to say that really connected with the youth because they have to make a successful living in Canada.*
- *The mentorship program was most meaningful for me (in 2003), because I found out about a community-involved group that wasn't just about fun, but you guys were really focused in guiding the youth in the right path, and you were Vietnamese based too, you found a sense of culture. In school I'm relating to who I am, so it's important to know where you come from.*
- *The 2002 Reach for the Stars conference was very educational and helped to develop leadership. I like the interaction with the other groups in the Vietnamese community and outside the Vietnamese community. I was inspired by seeing people successful in their career who also worked hard to make our community better.*
- *It's good because CVYG had a big role in wanting success in more than just my academic life, because my dad encouraged me to go a lot, and the other thing he would encourage me was school. It was really important to him. I saw so many people, the founders and how much they did outside of their own job, and the students how much they did outside of school work. A lot of them were leaders and did volunteering. [We] were talking and were saying CVYG was such a great place for people to be together and encouraged people to be even better and strive for excellence.*
- *Because based on my experience, the Vietnamese youth that I know are very hard working, but they are too shy to make themselves known. They work hard but they go home. They are very secluded at home and are very impressionable. And they want to become popular or join a group that makes them feel good about themselves, it can easily be bad company. In a way some kids lack social skills, they don't have opportunities to volunteer, to serve society in any other way except to serve students. Their parents are very protective. They long to fit into society and don't know how to do it, so they can be approached by people of questionable character and join negative groups, to 'know the world'. There is something about Vietnamese culture that is very family-centered but not centered around volunteerism as a value or getting to know other Vietnamese people.*

Benefit 3: Community Involvement & Leadership Development

Youth in CVYG benefit the most when they grow organically along with the various programs and opportunities that help youth, mentors and other volunteers to build skills, learn about community issues affecting them and others, discuss solutions, organize and implement events, attend leadership development conferences and camps, and take on leadership role in various events organized by the group. Two key outcomes are identified from this multi-year, iterative process: the youth have greater community involvement, and gain opportunities to progressively grow into more responsible roles. They experience active civic engagement, feel more confident about their ability to make a positive contribution. They gain opportunities to build their personal and community

assets by developing personal and team-based and critical thinking skills towards becoming a leader. This is done in a culturally competent and accepting environment, supported by their parents and immediate community. Some of these youth started small, but now have taken on leadership roles in both the Vietnamese and broader communities. All these elements are critical in helping them to become active and contributing Canadian citizens.

Selection of Youth and Parent Comments:

- *Once I get into it, it's like a drug. It was so much fun to do, doing all the dances. Then this year I took on coordinating or leadership roles in the last year. At the same time it motivated me to help what I want to do in school... Taking on the leadership role and realizing what you can do with a degree, by looking for jobs and what it entails. I also did not know how big the non profit sector was. We had guest speakers, I started to realize it was pretty cool.*
- *The most meaningful were the ones where I took an active role or leadership role. I had to come up with things to give to people to do. They teach you every day life skills but also for future workforce (e.g. work in teams, be adaptable, patience, trust).*
- *After being initially pulled into the group by friends, I stayed involved with CVYG because the group gave me big roles and responsibilities. I like the feeling of being able to make important decisions and plan things that I wanted to do. Another reason why I stayed so involved with CVYG is because the group constantly gave me opportunities to meet other leaders and participate in workshops to increase my knowledge and skills.*
- *My daughter was given a chance to show off her skills and personality and [for CVYG] to give her the reference she needed. So we always need each other to be successful. There are also other youth who were successful with the support of others in the group. These youth grow up right in front of my eyes. I encouraged other parents to tell their children to go to CVYG – back then that I knew a young girl who was shy and just sat there, but now that she is in CVYG she talks non stop. Therefore it's obvious the youth blossomed a lot. We don't expect 100% but we see their participation.*
- *Personally creating the posters was fun, so was the creation of bookmarks. It honed on my skills and gave me a chance to learn. At work they wouldn't let you do it, and here you can do it.*
- *I remember one time I was invited to help with MC'ing. It was such a great experience and wouldn't have an opportunity to MC without CVYG.*
- *The most important to me is to let them be leaders, and to experience leadership. We don't have enough leaders in our society, so if we develop these skills there will be success anywhere. As a leader you can see the opportunity that other people may not see. So when we have good organization, the youth will see what they need to do, and when in life they can transfer those skills and take a lead, then be successful. It may not be visible, but they learn along the way and participate at the same time.*
- *I don't think I ever did any formal or informal leadership before CVYG, so CVYG was good because everyone did it, so it was a really conducive environment for that, so I was more equipped to serve and assume formal leadership positions. I remember having a lot of fun, and so because it was fun being with the group and doing things like Global Fest, sharing my culture became fun rather than a lecture or something I didn't really emphasize in my life, it's definitely played a part in my passion for seeing multiculturalism made real.*

Benefit 4: Promotion of the Vietnamese Culture and the role of Vietnamese Canadians in Canadian Society

The last benefit that was expressed by all youth, young mentors and parents relate to the role that CVYG plays in helping youth to understand and be proud of their Vietnamese heritage: its rich history, language, customs, norms, and traditions. This gives them a sense of place and importance. This famous quote succinctly explains this concept: “You won’t know where you’re going if you don’t know where you came from.” The environmental scan showed that CVYG has a niche market for providing meaningful dialogue between youth and parents, between younger and more mature leaders, and between the Vietnamese community and the broader Calgary community. These dialogues occurred through youth-parent talks, Vietnamese historical film screenings, sharing of legends and other cultural storytelling, as well as public cultural performances. CVYG can play a role in strengthening the Vietnamese-Canadians’ contributions to an engaged, inter-dependent and caring multicultural citizenry.

Selection of Youth and Parent Comments:

- *Bolinao 52 was one of the most meaningful programs we did. I made a 2 minute speech and it was meaningful to be part of that. It was so important and relevant to every single person, Vietnamese and Canadian who were there.*
- *I was hesitant to join such a group that I didn’t know anything about. But through interacting with CVYG and the individuals that I met through the Global Fest performance, we became closer friends, I understand a bit better the heritage, culture and history of the community.*
- *Most kids are not involved because they are afraid of the Vietnamese community. So when they get involved in CVYG they feel more comfortable, and they understand Vietnamese language and culture more.*
- *Elders are willing to share their experience. If we are willing to listen and be patient, we know the youths will be very successful.*
- *The Len Duong Camp was an opportunity to meet other youth but a greater goal was to give back to a culture or history that we may not know about, but we still have a passion or a drive to understand it, collaborate and focus on it together, as a collaborative group.*
- *We need to find our roots. We had a friend who came in 1990, lived with communists for a long time, this person did not even know about Hai Ba Trung (Trung Sisters) history. We can have social activities (e.g. karaoke) to help the youth with their language.*
- *I loved the idea of the Global Fest Vietnamese Pavilion. As a performer, the pavilion filled my passion for the arts. I had the opportunity to promote my Vietnamese culture to Canadian society in a beautiful setting and costumes, feeling so honoured to be able to impart that. I also love all the symposia on education and career choices. I really like the Inspiring Education community forum and to hear of the 5 MLA’s who showed up to hear of the needs of the Asian community about education.*

6.2.4 Did CVYG Achieve its Vision and Mission?

Based on their experience, youth and parents were asked whether they believed CVYG has helped them to achieve what was articulated in the CVYG vision and mission

statements. All respondents felt that the group is doing a good job of achieving its vision: *Calgary's Vietnamese youth have active and meaningful civic and leadership roles in their school, family and communities. They contribute to creating a vibrant, united and responsive community in an equitable, integrated and multicultural Canadian society.* Respondents also felt that CVYG is doing a good job of achieving its mission: *The Calgary Vietnamese Youth Group helps youth build a bright future and have greater participation and leadership roles in their communities. CVYG empowers youth to 'reach for the stars.* This is expressed in the respondents' confidence in where they are at in terms of their academic and career endeavours and the increasingly responsible roles they have been playing in their communities. Some respondents also expressed a sense of pride in better being able to say that they are of Vietnamese origin, and that their cultural heritage strengthens the cultural fabric of Canada.

Selection of Youth and Parent Comments:

- *I would agree with that completely, that through my 3 years being involved with CVYG I've actually developed those skills and put myself into those civic and leadership roles in the family and the community, and I'm actually quite empowered from what I've learned and given the opportunity that CVYG has given me to develop and use those skills on meaningful projects.*
- *Definitely for me, yes. Also helps for community life, helps to build a sense of pride for being Vietnamese. You go to school with mostly Caucasian students so there isn't a big Asian population. We are so separated in it. CVYG helped me focus on sociology and also helped with building a strong connection with the Vietnamese community and having a sense of pride and knowing who you are.*
- *OK, yes I can think of some members who have totally grabbed the opportunity with both hands and became way more active in the Vietnamese community as volunteers, event organizers, planners, and fundraisers.*
- *I agree with the vision and mission statement. For the vision, I find CVYG does create a vibrant and united sense of community. For the mission, I agree with everything there. CVYG is a place that young people can learn, provide opportunity to volunteer in areas young people wouldn't be able to go – MC, Camp Len Duong, CVYG camp. We have a good experience. When I joined this group, I didn't really have a motivation to do well, now I do better in school but compared to people my age when they are more successful it motivates me, not because I'm competitive but I should benchmark myself and be like them. So when you are alone you don't know how good you should be. I can be better and contribute back to community.*
- *I do with 100% honesty. Back in high school, I was involved in clubs but I wasn't as vocal or as confident. Without CVYG I wouldn't be in a position I'm in right now, with VSA [Vietnamese Students' Association] and in the community. I'm more confident, and also with my self confidence it makes other people confident in me. Knowing that people trust me with certain aspects and rely on me, it's rewarding and it's an honour too. With that I become more involved in the community, my mentors, and other youths – we all have our strong and weak points. Without that I would have just a narrow path. So I grow in different areas.*
- *I think my children achieved the goals in CVYG's Vision and Mission Statements, because they were able to have fun meeting people in our community and learned positive things about Vietnamese culture through CVYG's leaders.*

- *Yes, CVYG really inspired me to volunteer more, learn more, and be academically successful. My mentor inspired me. Also I found a really close group of friends – we became best friends. CVYG also allowed us to know all other organizations in the community to enrich our understanding and appreciation of Vietnamese culture and learn about the Canadian culture.*

6.2.5 Development of Strategic Objectives and Initiatives

The third set of questions asked primary stakeholders to identify strategic objectives and associated initiatives or programs. The objectives and initiatives were asked for each of the five perspectives highlighted in the adapted Balanced Scorecard. After compiling the data, a total of 17 objectives were developed with the following breakdown: five objectives related to the youth perspective, four objectives related to the community perspective, three objectives related to the resource perspective, three objectives related to the process perspective, and two objectives related to volunteer and staff's learning and growth. The Calgary Vietnamese Youth Group's Strategy Map from 2010 to 2012 is illustrated on the following page (Figure 6).

For each of the identified objectives, respondents were asked to propose specific initiatives or programs that CVYG could implement. Seventeen objectives further translated into 37 specific initiatives. Some initiatives are currently being offered by the group, while several are new and aim to round up CVYG's offer in order to meet the needs of all CVYG stakeholders while ensuring that initiatives that are related to resources, process and learning and growth perspectives were also identified. The development of the strategy map was created from the top down, starting with the vision and charting the ways that lead to the destination. This ensures that programming, whether current or new, is supported by the stakeholders based on design, and not based on status quo.

Youth Perspective

Five objectives were identified under the youth perspective. The first objective is to expand youth's educational, career, and leadership choices and opportunities. Initiatives that would support this objective include organizing the "Reach for the Stars" educational and career conference, supporting youth to participate at the annual North-American Len Duong Leadership Camp, and refer youth to external agencies and programs. The second objective is to help youth develop a strong sense of identity, pride and belonging as Vietnamese Canadians. Suggested initiatives include the development and performance of an Asian cultural theatre play focused on the youth's personal stories, and supporting youth-led cultural and social events that address the generational and cultural gaps. The third objective is to recruit young members to join CVYG, which can be accomplished by creating a new CVYG website, promoting CVYG events in schools and in the community, and publishing in parent and youth-friendly media the 2009 year-end community report on CVYG's accomplishments as well as regular CVYG announcements. The fourth objective is to support youth who are considered at risk. Suggested initiatives include increasing the awareness of CVYG with local schools and agencies, and increasing cross-referrals of youth at risk with them so that youth at risk are identified and supported in a timely fashion. The last objective is to facilitate civic and leadership roles for older youth. The proposed initiatives include the selection of these older youth to play roles as mentors to their younger peers, and to refer them to agencies that require volunteers.



Figure 6 - 2010-2012 STRATEGY MAP
CALGARY VIETNAMESE YOUTH GROUP

Vision

Calgary's Vietnamese youth have active and meaningful civic and leadership roles in their school, family and communities. They contribute to creating a vibrant, united and responsive community in an equitable, integrated and multicultural Canadian society.

Mission

The Calgary Vietnamese Youth Group helps youth build a bright future and have greater participation and leadership roles in their communities. CVYG empowers youth to 'reach for the stars.'

Strategic Themes

Impactful Programming

Effective Recruitment & Marketing

Organizational Sustainability

Strategic Partnerships

Youth

Y1. Expand educational, career, leadership choices and opportunities

Y2. Help develop a strong sense of identity, pride and belonging as Vietnamese Canadians

Y3. Recruit younger members to join CVYG

Y4. Support youth-at-risk

Y5. Facilitate civic and leadership roles for new graduates

Community

C1. Increase Public Awareness of CVYG

C2. Strengthen collaboration and unity between CVYG and other Vietnamese organizations

C3. Support youth to transition into formal leadership roles offered by existing Vietnamese local organizations (Community Succession Planning)

C4. Support youth to secure leadership positions in the ethno-cultural community and broader Canadian society

Resources

R1. Secure predictable, multi-year funding

R2. Hire paid staff to coordinate main CVYG activities

R3. Secure facilities to host CVYG events

Process

P1. Create a formal governance structure

P2. Improve communications and relations with the CVYG network

P3. Create an effective operational structure for CVYG

Learning & Growth

L1. Provide coaching and support to volunteers and staff

L2. Provide training and support to CVYG mentors

Community Perspective

Four objectives were identified under the community perspective, the first one being an increased public awareness of CVYG. This can be accomplished by increasing CVYG's presence at community events, on the web, and in the ethnic media. The second objective is to strengthen collaboration and unity between CVYG and other Vietnamese organizations. Proposed initiatives to meet this objective include CVYG's role as a partner in the annual Lunar New Year Festival and its key role as organizer of the annual Vietnamese camp where all Vietnamese organizations would be invited. The third objective is to support community succession planning in the Vietnamese community. The key initiatives are to develop individualized succession plans between youth with selected partnering organizations, and to develop a mentorship network focused on supporting emerging leaders. The last objective is to support youth to secure leadership positions in the ethno-cultural community and broader Canadian society. This can be accomplished by CVYG developing individualized succession plans to better understand youth's future aspirations, and supporting them to lead initiatives in the broader community. Examples are facilitating at the Go-Girl conference or coordinating volunteers to support the homeless from Inn from the Cold.

Resources Perspective

Three objectives were noted by participants to support the financial and human resources issues of CVYG. First, CVYG needs to secure predictable and multi-year funding. This can be achieved by developing a 3-year funding plan, developing a sponsorship package, writing funding proposals, and organizing regular fundraising drives. The second objective is to hire one or two part-time workers to coordinate core CVYG programs, which is planned once funding is in place. The last objective is to secure facilities to organize regular CVYG events. This can be done by discussing co-location partnerships with interested organizations to secure an office and meeting space.

Process Perspective

Three objectives were identified under the internal process perspective. The first objective is to create a formal governance structure for the organization, which can be done by creating organizational by-laws, incorporating the group as a Alberta registered non profit society, electing new board of directors, executive team, and advisory council, and defining clear roles and responsibilities. The second objective is to improve communications and relations with the CVYG network. This can be accomplished through the following suggested initiatives: development of a communications strategy, creation of a website and interactive forum for members, and creation and use of an updated membership database. The last objective is to create a more formal operational structure for the group. This can be achieved by tracking volunteer hours and creating a system to issue merit-base references, developing a membership recruitment and management process, and creating clear processes to register youth and receive parental consent.

Learning & Growth Perspective

The last perspective had two objectives, the first being to provide consistent coaching and support to volunteers, and later on staff. This can be accomplished by organizing or

referring key human resources to skills building workshops and leadership development programs, creating specific tip sheets and links to resources, and creating a list of internal mentors by skills and interest who may be able to support other volunteers. The second objective to support the learning and growth of human resources is to provide training and support to mentors. This can be done by determining mentors' needs and a plan for regular training and support.

Similarities and Differences

Although expressed in sometimes different words, many of the same objectives and initiatives were shared by the surveyed youth, mentors, and parents. The suggestions from these primary stakeholders were further supported by the feedback given by organizational stakeholders who were able to articulate the types of programs where they saw their involvement, or the types of human or financial support they could provide to CVYG. Specifically, general consensus was formed around objectives that aimed to support the following key areas of CVYG's work:

- The importance of providing support to youth around education and career options,
- The role CVYG plays in building a positive social network and a sense of belonging,
- The importance of facilitating activities that support the understanding and pride in the youths' Vietnamese cultural heritage,
- The importance of developing community leaders for the youth's future success, future Vietnamese community succession planning, and success in the broader Canadian society, and
- The need for increased internal organizational structure and processes.

Some differences were originally found in Phases 1 and 2 of data collection around a number of topics. The first difference was related to the ambivalence that a few stakeholders had regarding whether CVYG should incorporate as a non-profit society, or remain informal and adaptable as it has been in the past seven years. The consultation in phase 3 was able to bring stakeholders together to agree that the group did indeed need to incorporate in order to establish a more formal governance and operational structure, a needed change of leadership to support those volunteers who have been over-extended by CVYG's responsibilities and by involving more youth in executive positions. It was agreed that incorporation, when done for the right reasons, can better support the group's long-term organizational viability.

Another concern was whether CVYG should hire employees to manage the group's operations. Clarification was made that paid staff may be required to support the programs of the organization due to the current lack of volunteer availability and commitment. However, should the group in the future determine that it has enough volunteers, leadership and capacity to run entirely based on volunteers, or if funding does not support the cost of hiring staff, the question of hiring staff can be re-assessed.

The last difference was related to the inter-generational or cultural topics that some elders discussed youth should learn about, relative to what some youth felt was important to them. Specifically, a few parents and elders discussed the need for youth to learn more about the political history of Vietnam, the current socio-economic and

political realities of the country, and how youth can be involved in fighting against communism and supporting Vietnam. However, some youth identified issues of interest to them were more local and relevant to their every day concerns. These include issues of education, racial discrimination, negative media attention, peer pressure, drugs, and how to fit in. When youth discuss learning about Vietnam, they tend to be less politically interested, and more interested in the history, language and culture. Despite these differences, it may still be possible to marry these various topics in the future, by giving space and support for youth to organize youth-led dialogues and for parents and elders to organize parent-led dialogues about different topics that can spark the interests for most members. One of the clarifications that came out was that when it came to learn about the political issues of Vietnam, the youth group needed to stay away from political activism and focus instead political education and critical thinking.

For more detailed information about the proposed objectives and initiatives, the reader can refer to Appendix D which highlights the data tables for all the initiatives by objective, and identifies potential organizational partners for each of the initiatives. The Strategic Plan document in Appendix E further matches each of those objectives to one or several of the four strategic themes.

6.3 PHASE 2 DATA – INTERVIEWS OF SECONDARY STAKEHOLDERS

Twelve organizations were interviewed in the latter part of Phase 2 of the research study. These organizations are defined as secondary stakeholders and include local and national Vietnamese community organizations, ethno-cultural community organizations in Calgary, volunteer-support organizations, and local and federal governments. The interview enabled the researcher to update each organization about the future directions of the youth group, and asked respondent to describe their key programs, whether they believed there were opportunities for their organization and CVYG to work together and if yes, in what capacity. The data was then compared against the responses from the primary stakeholders who also identified potential partners who may be able to support the objectives and initiatives they had proposed. A table outlining CVYG's potential organizational partners and their potential roles is outlined in Table 3 below.

The data collected indicates that in general, there is much support for CVYG to work collaboratively with various organizations. Some of the suggested ways by which they can work together can be either informal or formal. For instance, CVYG can refer its members to many organizations for access to programs and services that may support the needs of the CVYG youth. The programs and services can relate to topics such as leadership building, organizational capacity building, or educational support. Some organizations took a step further by proposing that both groups start or continue to partner to deliver joint programs to Vietnamese youth and parents, such as the annual "Reach for the Stars" conference and the annual Vietnamese camp, which can be entirely financially supported by the Vietnamese community organizations while CVYG plays a lead role in organizing the events. Some of the Vietnamese and ethno-cultural organizations further offered formal leadership roles to CVYG youth leaders who are interested in supporting community succession planning options outside of the youth group. Funders also felt that CVYG may benefit from some of their funding streams and provided interesting suggestions for collaborations with other organizations. Finally, a few organizations offered the use of their facilities to CVYG for little to no cost.

Table 3 provides a long list of possibilities, which will require further prioritization based on the needs of CVYG, and the special level of commitment of partnering stakeholders in order to create a realistic implementation plan. For instance, CVYG may need to work with partners who can leverage its priority to build a strong foundation first with a focus on incorporation of the group and development of a governance structure. It may also need to partner with those individuals and organizations who can sustain CVYG's core programming and need for effective recruitment and marketing. Those organizations who can best provide support in the first year of the strategic plan would be the ones to establish more formal relationships with first. Post the strategic planning phase, the implementation team will need to continue to engage these potential partners to validate their interests against the group's needs, and evaluation different options.

Table 3 – Names and Roles of Potential Organizational Partners

Organizational Partners	Client Cross-Referrals	Joint Programs	Financial Support	Professional or Technical Support	Facility Support
Vietnamese Organizations					
Vietnamese Student Association, University of Calgary*	X	X		X	X
Calgary Vietnamese Canadian Association*	X	X	X		X
Association for the Encouragement of Learning*	X	X	X		
Calgary Vietnamese Language School*	X	X	X		
Vietnamese Canadian Federation's Youth Action Committee*	X	X	X	X	X
Vietnamese Culture & Science Association	X	X		X	
Ethno-Cultural Organizations					
Asian Heritage Foundation of Southern Alberta*	X	X	X		X
Ethno-Cultural Council of Calgary*	X	X	X		X
Coalition for Equal Access to Education*	X	X		X	
ACCT OUT Asian Calgary Youth Theatre*	X	X			
Calgary Bridge Foundation for Youth	X				
Calgary Danish Canadian Club		X	X		X
Broad-Based Organizations & Institutions					
Child and Youth Friendly Calgary*	X		X	X	X
City of Calgary – Community & Neighbourhood Services	X	X			X
Volunteer Calgary	X	X		X	
Calgary Police Service*	X				
Alberta Government – Alberta Culture & Community Spirit			X	X	
Citizenship & Immigration Canada – Multiculturalism Program*			X		

* Organizations denoted with an asterisk (*) expressed an interest during the survey in partnering with CVYG. Organizations without the asterisk were identified by interviewees but not directly asked whether they were interested in being partners between 2010 and 2012.

VII. DISCUSSION

The three phases of data collection brought together thirty one of the most important stakeholders of CVYG, and included a selection of founders, advisors, youth, mentors, parents, community leaders, and project and resource-based organizational partners. In addition to the richness of experiences, perspectives and suggestions provided by respondents to build the group's future direction, the research study achieved another important outcome: it enabled participants to revisit their personal commitment to the youth group, and helped them to decide whether they, individually or as representative of their organization, want to play a future role in helping CVYG over the next three years. The commitment from these stakeholders is likely just as valuable as the ideas behind the group's key strategies, especially given how critical organizational sustainability, effective recruitment and marketing, impactful programming and strategic partnerships are to the success of CVYG.

From the data and follow-up analyses, the researcher developed a set of implications that need to be considered in the development of the strategic plan and the implementation plan. First, implications for strategic planning will unveil key learnings that can be applied to the refinement of CVYG's strategic plan in order to create a value-added document that will be supported by the key stakeholders. Second, the Phase 3 data collection included a force field analysis which informed the group of forces that may either restrain or support the implementation of the strategic plan. This information is shared in the latter part of the discussion section in order to move from meaningful strategic planning towards effective implementation of the strategic plan. Lastly the discussion section will highlight additional broader implications related to the use and applicability of the research findings as they relate to CVYG's additional information needs and Canadian society's understanding of ethno-cultural youth groups and their role in creating an inclusive multicultural society.

7.1 IMPLICATIONS FOR STRATEGIC PLANNING

7.1.1. Value Statements

Through the years of operating the organization, and particularly through this research study, it is evident that the Calgary Vietnamese Youth Group is driven by a set of unspoken common values held dearly by its members. Values are deeply held beliefs shaped by our formative context, are often unconscious and go unnoticed until a situation or a person violates them. They also affect our perception and actions. In this case the stories told by respondents paint a clear vision of what they value in the organization. It will be important for the strategic plan to be able to articulate these common threads through a set of value statements. The researcher synthesized the data to identify four core values that need to be added to the strategic plan: *Respect, Inclusion, Collaboration, and Excellence (RICE)*. They complement the vision, mission and guiding principles previously adopted by the group's members and will help to build a greater public understanding and support for the group, which is one of the strategic plan's key community-based strategic objective.

7.1.2. Measuring Progress and Success

The conceptual framework used to develop the strategic plan for CVYG is an adaptation of the balanced scorecard from Kaplan and Norton. This model emphasizes the linkages of measurement to strategy, with a recognition that many measures are non-financial in nature to more accurately reflect the non tangible assets of an organization and how these work inter-dependently with other balanced scorecard perspectives to create value. For instance, investments in volunteer training and support can lead to improvements in program quality, which can lead to increased youth and community satisfaction. This satisfaction needs to be measured and reported on, and this in turn can potentially lead to increased financial and volunteer support for the organization.

Several challenges and solutions are identified in the creation of a performance measurement system for CVYG. First, the measurement system needs to be relatively quick to develop, implement and monitor, so that the resources of the volunteer-driven organization are not overspent on managing such a system. It is recommended that the number of measures be kept to a minimum, with a focus on measuring the satisfaction of youth and volunteers relative to the identified benefits of belonging to the youth group, and measuring the effectiveness of initiatives and partnerships that were identified in the 2010-2012 strategic plan.

Second, the measurement system needs to be well understood in the cultural context of the micro and macro community in which CVYG lives, so it can receive support from the various stakeholders who will eventually be the ones to review the results and determine their future level of involvement and support. Questions were asked of Phase 2 participants to identify ways that success can be measured. Respondents provided valuable insight in that regard. Solutions will be sought during implementation to keep the process culturally appropriate, with suggestions that could include the use of simplified English language, culturally sensitive engagement methods including the need not to 'rush' people and programs, and access to interpreters and translated documents as needed.

The last consideration in the development of a measurement system for CVYG is that it should be well understood by the non-profit sector and should speak the language of the group's potential business sponsors and community funders. In light of the number of measurement models that currently exist, it is suggested that CVYG utilize the Pathways to Change model (Figure 7), which is a research-based tool to help diversity groups to achieve full civic engagement of individuals in all aspects of society, whether they be social, educational, or employment focused. Full civic engagement means that "individuals fully participate in, benefit from, and exercise influence in all aspects of society without encountering discrimination, racism or other barriers, either discrete or systemic" (Cooper, 2007:1).

In consultation with various ethno-cultural community stakeholders, this model was developed in 2006-2007 by the provincial and federal governments in an effort to come to a common understanding of the various relationships that exist among different and complementary strategies that help to create the full civic engagement of diversity groups. The model provides a visual and logical path for how community building capacity, organizational capacity, public understanding, institutional change, and civic

engagement are inter-related. It also supports the work of diversity groups, no matter what stage of change they are at and what strategies they choose to pursue, by guiding them towards full civic engagement. Cooper (2007) states the main purpose of the model is “to help organizations to identify where their projects fit within the broader scheme to combat prejudice and racism, foster systemic change, and ensure that all residents of Canada can fully participate in and benefit from the power structure” (page 3). A review of the model shows that CVYG has been active in strategies 1, 2 and 3 of the model, but needs to put some attention on the foundational work of building organizational operational capacity in order to become more sustainable. This latest work is seen as a pre-condition to be able to implement any of the strategies that lead to change toward full civic engagement. The model is aligned with where CVYG is at and where it needs to go, with its identified strategic focus on building a sustainable organization.

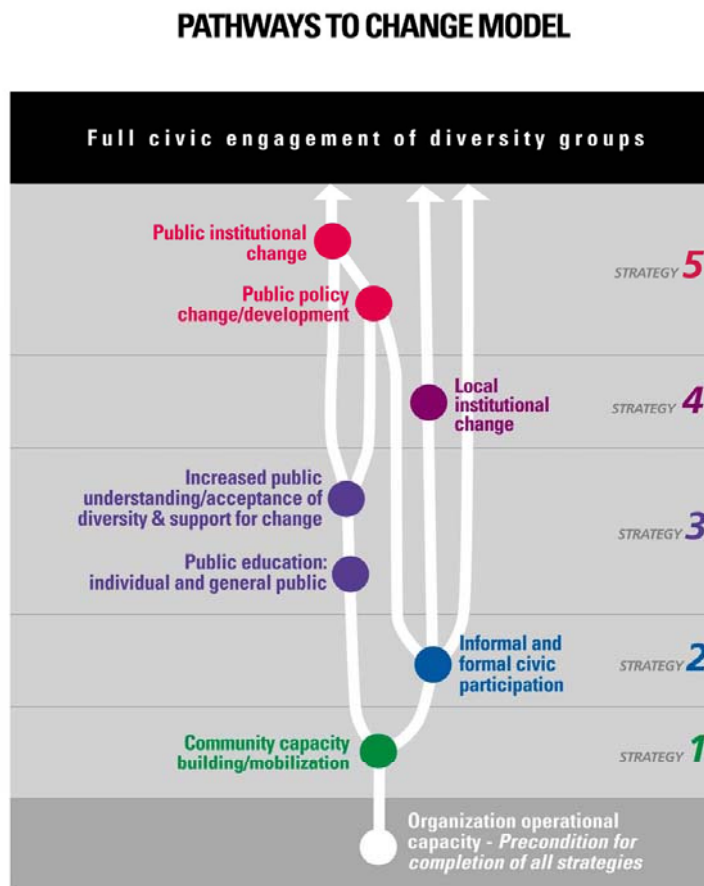


Figure 7 – Pathways to Change Model

Source: Cooper, M. (2007). Pathways To Change: Facilitating The Full Civic Engagement of Diversity Groups In Canadian Society. Developed for the Government of Alberta, Culture and Community Spirit, Human Rights and Citizenship, and the Government of Canada, Citizenship and Canadian Heritage, Alberta Division

Pathways to Change is an evolutionary model that builds on the traditional outcome measurement based Logic Model commonly used by funders to assess the effective and efficient use of funds that are targeted to community initiatives. While providing a more in-depth and inter-related community context, the Pathway to Change model continues to use outcome measurement as a way of measuring and observing changes in participants’

knowledge, conditions, attitudes, values, skills or behaviour. This approach differs from the measurements of the 1980's and early 1990's that measured principally inputs and outputs instead of outcomes. Using outcome measurement, CVYG may need to incorporate in its strategic plan short term, mid-term and long term outcome statements. It may also need to define indicators that will help the group to track progress towards achieving its stated outcomes. This additional step makes sense since all strategic plans require a process for monitoring progress. In summary CVYG needs to incorporate the following steps in its strategic plan (Cooper, 2007: 24):

- what the project tries to achieve in the short and longer terms; what will be different at the conclusion of the project;
- the pathway by which the longer-term outcomes will be achieved; and
- which indicators could be used to identify progress toward the outcomes.

The Strategic Plan, found in the appendix at the end of the report, outlines a set of short term and mid-term outcome statements as well as proposed indicators of performance to track whether CVYG is meeting the outcomes.

7.1.3. Clarification about the Roles of Partners

A total of twelve organizations were interviewed in Phase 2 of this research study, ranging from small Vietnamese community groups to large government institutions, and several types and sizes of groups in between. Youth, mentors and parents were also asked to identify potential partners that may support CVYG's programs. Terms such as stakeholders and partnerships can mean different things depending on who the researcher spoke to, and that person's level of experience with past partnerships. In the context of the Calgary Vietnamese Youth Group, the linguistic and societal subtleties can further confuse the meaning and use of these terms, posing additional barriers to properly implementing and supporting the strategic plan.

Therefore, it is important to incorporate two additional dimensions to the strategic planning process. The first step is to define some key terms that are used in the document, such as 'stakeholders', 'partnership' and 'community succession planning'. Once terms are defined, they need to be illustrated with concrete and relevant examples. This explanation is very important, since the researcher was tasked to not just provide linear solutions, but synthesize the various viewpoints from different stakeholder groups in order to create innovate ideas, some of which can only be made possible via partnership opportunities. Below are some examples of identified partnerships that can assist CVYG in providing maximum opportunities for its youth members.

Partnership with Child and Youth Friendly Calgary

CVYG can apply for a facility grant available through Child and Youth Friendly Calgary (CYFC) to pay for the use of a hall to host a youth activity. It can also apply to CYFC's Go-Grant to support youth to attend out-of-town training opportunities that improve their chances of civic engagement.

Partnership with the Association for the Encouragement of Learning

CVYG can partner to co-host an annual "Reach for the Stars" conference in conjunction with the Association's Annual Youth Scholarship Award Ceremony – saving on space

rental, and increasing its marketing to a younger audience made up of junior and high school students. CVYG can also use the Association's classroom space for meetings and youth workshops.

Partnership with the University of Calgary Vietnamese Student Association

The Vietnamese Student Association (VSA) plays an important role by promoting the various events and learning opportunities to the VSA post-secondary student network. CVYG sponsors eligible students of VSA to participate in leadership conferences and workshops. VSA may be able to provide dance studio space on campus for CVYG and VSA to rehearse for cultural shows. VSA and CVYG and partner to co-organize the annual summer camp and support each other throughout the year on other efforts such as the Reach for the Stars conference and Asian Heritage Month public events.

Partnership with the Coalition for Equal Access to Education

CVYG youth attend the Coalition's ethno-cultural youth leadership program at no cost to participants. Youth receive an honorarium to support their travel costs and to use as funding start-up for a community project. CVYG youth can participate in action research and have opportunities to organize events and speak out on educational issues affecting immigrant children and youth.

Partnership with the Vietnamese Canadian Federation

The Vietnamese Canadian Federation (VCF) can provide training tools to CVYG and fund the group to organize skills building or leadership development workshops. VCF is in the process of seeking financial support from the federal government to support a national mentorship program that CVYG can tap into. CVYG can also have access to a national network of Vietnamese youth groups which allows everyone to benefit from economies of scale by sharing resources and developing joint initiatives.

7.2 IMPLICATIONS FOR IMPLEMENTATION - FORCE FIELD ANALYSIS

Phase 3 of the 598 research study included a force field analysis that provided additional guidance to the researcher with regards to the prioritization of objectives and initiatives. In general, the force field analysis allowed the focus group participants, ranging from founders and advisors to youth, parents and community partners, to articulate barriers and solutions to the implementation of the strategic plan.

The technique of Force Field Analysis (Lewin, 1969) provides a framework for problem-solving by identifying the forces that would be required to support the successful implementation of CVYG's strategic plan. The technique is based on the assumption that harmony is created in a state of equilibrium, which occurs when interacting driving and restraining forces are in a state of equilibrium in a well functioning organization. Lewin recognizes that change is constant in any organization, and a force that is stronger or weaker in one part of an organization can positively or negatively affect other parts of the same organization. Changes can be disrupting and non-disrupting, driving and restraining. The force field analysis aims to address the identified imbalances in order to regain balance in an organization. Pressure points in an organization are identified, as they may create either inertia or resistance, affecting behaviour in individuals and groups.

July 25, 2009 thirteen participants took part in a force field analysis that provided additional insight into how to support successful implementation of the Strategic Plan. The participants were divided into three groups: one youth group and two adult groups. Each group was asked to identify driving forces and restraining forces that they believe can affect the successful implementation of the strategic plan. Their answers are captured in Figures 8 and 9.

7.2.1 Youth Perspective

Youth respondents felt that the driving forces that support the implementation of the strategic plan are, in order of importance, the group’s ability to make new friends, the connections the group provides to youth’s cultural identity, the motivation youth have to help their community, strong support from the elders, and a dynamic and emerging Vietnamese generation born outside of Vietnam.

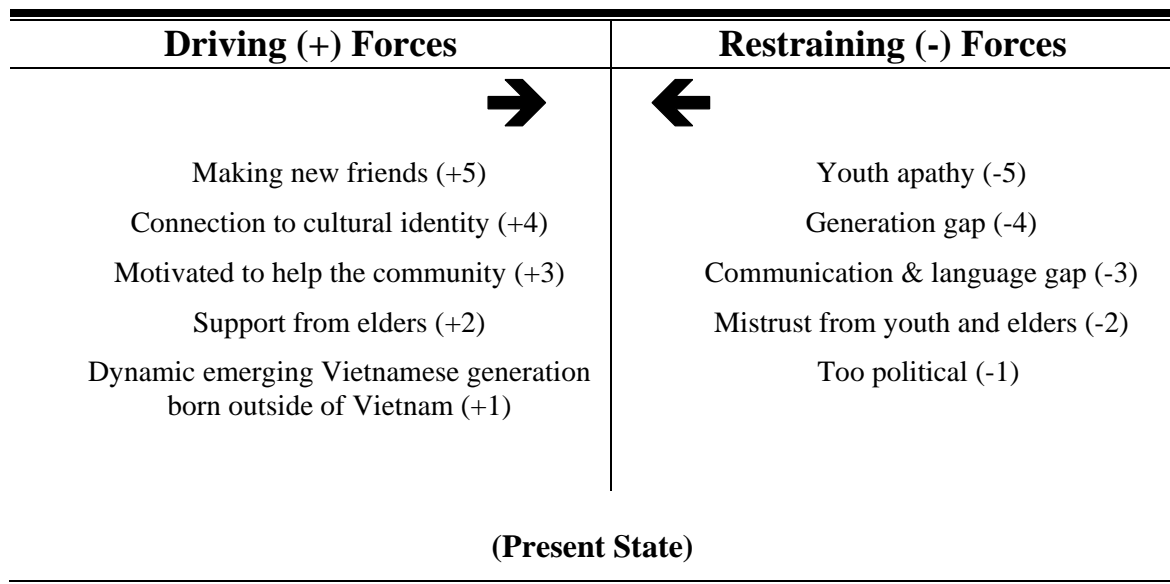


Figure 8 - Driving and Restraining Forces that Affect Implementation of the Plan - Youth Perspective

Youth participants provided solutions to strengthen these driving forces. In order to tap into new friends, participants felt CVYG needs to create events where youth can hang out, promote CVYG and outreach to new youth members. The connection to the cultural identity can be achieved by continuing to organize cultural galas and continuing to participate in broad based cultural awareness events like Global Fest. Youth’s eagerness to help the community can be encouraged by supporting youth to understand what the community needs are, building a sense of community belonging in them, and providing them with projects that are manageable and doable. Youth respondents suggested that elders should be invited to youth events and that their support needs to be recognized. They want to exceed the elders’ expectations by having fun and educational events, and by investing in the elders’ values. Lastly, the dynamic new generation of new youth born in Canada can be harnessed by creating awareness about youth born outside of Vietnam and the unique family values and Western cultures that enable them to succeed.

Five restraining factors were noted by youth participants as potential barriers to the implementation of the strategic plan. Of highest importance was youth apathy, with the belief that many youth are just not engaged enough, or care enough to be engaged. The next four restraining factors relate to issues between youth in Canada and the older generation and are identified by youth respondents as being the generation gap, communication and language gaps, mistrust that can occur between youth and elders, and the danger of the group being too political. This last point is linked to the fact that many Vietnamese communities are highly politicized and actively involved in anti-communist work to support their home country. Youth who were born or raised in Canada may not fully understand or support such priorities. The challenge for CVYG and the community is that they are mutually dependent on each other: the youth group depends on the community organizations and leaders for financial and public support; the community depends on CVYG for human resources support and to develop a strong and cohesive youth generation. They cannot work in silos and must find a compromise between the needs and interest of the Vietnamese community and those of the group.

Youth respondents provided solutions to address the above restraining forces. First, youth apathy can be challenged by ensuring that the talents of youth are utilized in the creation of events in media that are relevant to them. Examples of these include the use of popular social networks such as facebook and online forums, and acting or dancing projects that are more creative and engaging through the use of artistic expression rather than a sit down lecture. The generation gap could be addressed by organizing youth and parent workshops to share experiences and increase mutual understanding and trust. Youth respondents further suggested that the communication and language gaps may be partially addressed by organizing language classes for youth or have events (e.g. camps) where the Vietnamese language is spoken. Open communication was the main solution youth offered to address any mistrust between youth and elders. Finally, youth respondents felt that CVYG could avoid being too political if it focuses on delivering on its vision, which is to support youth and the community through education and support, and not political activism. These recommendations are helpful to guide CVYG in a safe path of compromise, but they may not in and of themselves solve the issue of politics.

7.2.2 Adult Perspective

The two adult groups had fairly similar responses when asked to identify driving and restraining forces. The top driving forces that adults thought could support the implementation of CVYG's strategic plan include the seven years of experience of the youth group; the energy, talents, skills and motivation of its members, and the strong level of collaboration and support CVYG enjoys from family members as well as Vietnamese and mainstream organizations.

In order to capitalize on these positive drivers, adult respondents suggested that CVYG should provide feedback after each event and properly document the outcomes in order to validate the events' successes. CVYG can also improve on its communication efforts by involving the whole family, which in turn can increase the group's awareness and reputation. The youth should continue to take a lead in organizing cultural seminars and other large-scale community events (e.g. annual Vietnamese summer camp) in collaboration with other organizations. Adult respondents are particularly supportive of CVYG continuing to play a public awareness and bridging role with the broader non-

Vietnamese community. Finally, adult respondents suggested CVYG recruit more talented resources to help with its various activities.

Driving (+) Forces	Restraining (-) Forces
<p>Adult Group 1 →</p> <p>7 years of experience (+4)</p> <p>Motivation, Energy and Skills (+3)</p> <p>Support from family, many organizations (+2)</p> <p>Sense of belonging (+1)</p>	<p>← Adult Group 1</p> <p>Lack of time or commitment (+5)</p> <p>Lack of funding (+4)</p> <p>Duplication in objectives & manpower (+3)</p> <p>The older the youth get, the more they move away from CVYG due to a change in lifestyle (+2)</p> <p>Rumours from haters (+1)</p>
<p>Adult Group 2 →</p> <p>Community Support (+4)</p> <p>Talented resources (+3)</p> <p>Good collaboration between youths and other partners (+2)</p> <p>Connected to the mainstream (+1)</p>	<p>← Adult Group 2</p> <p>No media access for exposure (+4)</p> <p>Insufficient finances (+3)</p> <p>Limited time resources (volunteer based) (+2)</p> <p>Lack of facility (+1)</p>
(Present State)	

Figure 9 - Driving and Restraining Forces that Affect Implementation of the Plan - Adult Perspective

A number of restraining forces were also identified by adult respondents that could pose barriers to the implementation of the strategic plan. The most pressing restraining forces related to a lack of human and financial resources, and a lack of facility to host events or have an office. Tied to this was a lack of commitment from people to lead the organization and the fact that an increasing number of youth are getting older and moving away from CVYG. A lack of public or media exposure was also identified as a barrier to CVYG’s success. Some adult respondents also noted possible opposition from individuals who may not support the group.

The solutions proposed by adult respondents to address the above restraining forces were quite consistent. Both groups suggested that the group needed to incorporate as a non-profit society. In addition, efforts should be made to improve communication through various media channels including newsprint, radio and television, as well as use the internet and community events to help improve public exposure and support. They also suggested organizing fundraising and membership drives, and possibly securing paid staff in order to support the group’s operational requirements. Some adults were very

sensitive to the fact that CVYG should not put too much pressure on youth at the expense of their educational attainment, and so felt that it may be necessary to have sufficient and perhaps paid staff to reduce the expectations and workload on the youth leaders. Finally, adult respondents recommended that CVYG continue to collaborate with the Calgary Vietnamese Canadian Association for facility sharing, since this organization was moving into a new office space that may be able to accommodate CVYG's physical office and meeting needs.

In conclusion, the force field analysis provides a clear outline of the strategies CVYG could consider in order to support the implementation of the strategic plan. The driving and restraining forces and their associated solutions are well aligned with the strategic priorities and initiatives recommended by participants. The data provides a sense of urgency for the need to sustain the organization through effective use of human and financial resources, and to have improved internal and external communications in order to increase public support, recruit new volunteers and youth members, and decrease generational, cultural and language gaps.

7.3 IMPLICATIONS FOR CANADIAN SOCIETY

Rich and meaningful data was presented in this study to help paint a picture of the experiences of Vietnamese youth and their families, the role of youth groups in a broader community development context, and the solutions proposed to build a strong Vietnamese youth community that is well integrated and actively participating in Canadian society. The research findings have implications beyond the group in several areas.

First of all, the study can provide some insight into the types of personal developmental assets that ethno-racial youth need to build in order to be resilient and successful in Canadian society. The experiences and benefits of CVYG as articulated by the survey respondents point to some critical success factors that support the youth's well-being and act as blocks to barriers such as a lack of a sense of community belonging, lack of self awareness and cultural identity, a sense of isolation and alienation from society, and a lack of hope for the future. Such individual developmental assets can be compared against the traditional development asset theory that is commonly referred to in youth development literature (Search Institute, 2006).

The study also provides insight into strategies that may work in order to help youth to succeed: by providing inspiration, guidance and meaningful community projects that can build character and life skills, leadership abilities and a sense of community contribution. What is clear from the conversations held with the stakeholders of CVYG is that youth need a place where they belong, to be given opportunities and responsibilities, to increase communication among themselves, between different generations and different cultures. They need to understand and access the Canadian system and need to communicate their learning with their parents and network effectively. They need to have parents to support their endeavours in a learning environment that feels safe and respectful. CVYG needs to be able to partner with organizations whose objectives are aligned with those espoused by the group. Funders should be looking these points, and perhaps revisit their internal goals to see if the programs they fund are aligned with what CVYG has learned, and its broader applicability to other youth or community groups.

The study also points to the unique role ethno-specific groups play in building a sense of community and facilitating integration, and the need for such organizations to have sufficient capacity to be sustainable. Unfortunately almost all ethno-specific organizations deal with issues of capacity building, operational and financial sustainability, and recognition as equal partners with other broad based community organizations. This is demonstrated through a chronic lack of access to major sources of government and corporate funding, a lack of in-house technical expertise to govern or run operations of these non-profit organizations, and a lack of understanding from broad based organizations of their roles relative to those of the ethno-specific groups.

Related to this learning is the important role of community organizational partners who can complement many of the programs, connections, and financial and human resources that the youth group may not have internally available. What this means for partners is that they should consider tapping into the ethno-racial groups and identify meaningful ways to partner with them in order to achieve common goals. This also means that partners should aim to be flexible in their practices, and consult groups at the design stage instead of connecting with them only when they are doing outreach. This way they will ensure that programs are culturally competent, well understood, and sustainable. Community partners need to be willing to learn and adapt along the way if they wish to have membership, clients, and programs that truly reflect the cultural mosaic of Canada.

VIII. CONCLUSION

The Calgary Vietnamese Youth Group continues to have a market niche in Calgary with its unique offering of programs and services that support Vietnamese youth to succeed in their personal, school, family and community lives. Expectations for the continued success of CVYG remain high from youth, parents, volunteers and community leaders, and especially those from the Vietnamese community. The research study enabled the group to identify a comprehensive set of 2010-2012 strategic priorities (or themes) and their associated objectives and initiatives that relate to the five perspectives of the adapted Balanced Scorecard: youth, community, process, resources, and learning and growth.

There continues to be a great amount of support from primary and secondary stakeholders for CVYG to remain a vital organization, with a strategic focus on organizational sustainability, effective outreach and marketing, meaningful programming, and strategic partnerships. Over 30 initiatives were identified through this research process and suggested partners were noted under each possible initiative. The CVYG transition team is currently working on an implementation plan which will allow the initiatives to be prioritized over a three-year period, with specific recommendations around the initiatives' timeframe, organizational partners, responsible officers and outcome measures.

Several challenges remain for the implementation of the strategic plan. The transition team must be fully on board to implement the plan in a way that is going to be realistic, adaptable to the feedback collected from the clients of the group, and to the needs of the organization and its volunteers. Being that most of the members of the transition are youth or young adults with limited community development experience, the implementation is likely to encounter capacity or delivery issues. Mentors, founders and advisors of CVYG may need to stay closely involved in this transition phase in order to

provide sufficient support to the transition team to minimize risk and promote positive change. Furthermore, the group is still challenged with deep generational and cultural gap issues. Due to its unique position as a bridging organization between generations and between cultures, CVYG is constantly traversing between the world of youth and the world of community elders, and the world of Vietnamese culture and Canadian culture. Although good suggestions were made by research respondents to close these gaps, the success will be measured in how CVYG will be able to balance the sometimes conflicting needs of stakeholders against its own needs and interests. The group would also need to remain responsive to external community forces which may threaten its existence or provide new opportunities.

Additional research would also prove helpful to further elaborate on some elements of this 598 study. One potential research area is to better understand the role of ethno-specific groups in supporting the accumulation of social capital towards youth resiliency and integration. The study can use the benefits of CVYG that were identified in this 598 report as a starting point for further investigation. The survey sample could be broadened to incorporate a more representative sample of Vietnamese youth, as well as youth of other ethno-racial origins. The results of such a study can provide valuable insight into ways by which multiculturalism can be better supported in Canada through directly supporting the large, but often under-funded and under-recognized ethno-cultural communities dispersed throughout the country.

Another research area is related to youth at risk who are of Vietnamese heritage. The study can identify factors that cause those youth to be considered 'at risk' and what strategies the community can engage in to more meaningfully support them. Research questions could include: What are the key challenges faced by youth on social, educational and economic levels? Where are those youth residing and living in the community? What programs do they currently access? What service gaps exist? This information would allow CVYG and other service providers to better understand the roles they can play individually or collectively in order to promote a coordinated, system-wide approach to youth support. Lastly, it would prove useful to share the results of this 598 study with other ethno-racial youth groups, other social service agencies, the police, the media and educational institutions so that they are better able to understand and serve affected youth populations. CVYG leaders may wish to follow up with customized presentations to these stakeholders which can further enhance the group's objectives related to increased public community awareness and support for CVYG.

In summary, through the work of the 598 research study, the key objective of this project, which is to engage key stakeholders in shaping and supporting the 2010-2012 strategic directions of the Calgary Vietnamese Youth Group, has been achieved. The group is now in a position of strength to move forward with a clear strategy map and people to support its direction.

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APPENDIX A – INVITATION LETTERS

Invitation to Participate – Focus Group: Phase 1

Dear Stakeholder,

The Calgary Vietnamese Youth Group (CVYG) is in the process of developing a three-year Strategic Plan. As part of this project, I am undertaking the work of developing the plan and providing a framework for plan implementation.

I would like to take this opportunity to request your participation to take part in a focus group to gather your input related to the mission, vision, guiding principles, stakeholders, and strategic issues and themes of CVYG. I am attaching a copy of the questions that I will use during the focus group session. About one week prior to the session, I will also forward to you a draft copy of CVYG's mission/vision, guiding principles, an overview of CVYG's current stakeholders, and list of current organizations that provide services to minority/immigrant youths. These documents may assist you in preparing for this session.

A Participant Consent Form (also attached) will be provided to all participants. This form indicates that you are willing to participate on a voluntary basis and includes a clear explanation of how the focus group information will be used in the project. I will ask the participants to sign the consent form at the time of the focus group session.

I will be happy to answer any questions you may have about the project or about these documents. Please let me know if you would like to participate in the focus group, which will be tentatively held on June 27, 2009 from 1:00 until 4:00 pm.

Please confirm your participation in this session. I look forward to hearing from you.

Anne-Marie Pham
MPA Candidate
School of Public Administration
University of Victoria
(403) 827-2954
Email: ampham@uvic.ca

Invitation to Participate – Individual Interviews: Phase 2

Dear Stakeholder,

The Calgary Vietnamese Youth Group (CVYG) is in the process of developing a three-year Strategic Plan. As part of this project, I am undertaking the work of developing the plan and providing a framework for plan implementation.

I would like to take this opportunity to request your participation to take part in a personal interview to gather your input related to the proposed strategic themes, objectives and activities of CVYG, as well as seek to understand your level of interest in being involved in or partnering with CVYG in the future. I am attaching a copy of the questions that I will use during the interview. This document may assist you in preparing for this session.

A Participant Consent Form (also attached) will be provided to all participants. This form indicates that you are willing to participate on a voluntary basis and includes a clear explanation of how the interview information will be used in the project. I will ask you to sign the consent form at the time of the interview.

[For youth participants only, add this paragraph] Although the researcher inviting your participation is a member of the core executive, this should in no way influence your decision whether or not to participate. You are at complete liberty to decline to participate.

I will be happy to answer any questions you may have about the project or about these documents. Please let me know if you would like to participate in the interview, which will be tentatively scheduled sometime between *July 12 and 24, 2009* at a time and location that will be mutually convenient. The interview would take approximately 30 minutes.

Please confirm your participation in this interview. I look forward to hearing from you.

Anne-Marie Pham
MPA Candidate
School of Public Administration
University of Victoria
(403) 827-2954
Email: ampham@uvic.ca

Invitation to Participate – Focus Group: Phase 3

Dear Stakeholder,

The Calgary Vietnamese Youth Group (CVYG) is in the process of developing a three-year Strategic Plan. As part of this project, I am undertaking the work of developing the plan and providing a framework for plan implementation.

I would like to take this opportunity to request your participation to take part in a focus group to gather your feedback related to the proposed 3-year Strategic Plan for the Calgary Vietnamese Youth Group, and a discussion about the potential driving forces and restraining forces that may impact on the plan's implementation. I am attaching a copy of the questions that I will use during the focus group session. This document may assist you in preparing for the session.

A Participant Consent Form (also attached) will be provided to all participants. This form indicates that you are willing to participate on a voluntary basis and includes a clear explanation of how the focus group information will be used in the project. I will ask the participants to sign the consent form at the time of the focus group session.

I will be happy to answer any questions you may have about the project or about these documents. Please let me know if you would like to participate in the focus group, which will be tentatively held on *July 25 at the Red Lodge Guest Ranch, during our annual CVYG youth summer camping trip.*

Please confirm your participation in this session. I look forward to hearing from you.

Anne-Marie Pham
MPA Candidate
School of Public Administration
University of Victoria
(403) 827-2954
Email: ampham@uvic.ca

APPENDIX B – CONSENT FORMS

CONSENT FORM – PHASE 1 - GROUP INTERVIEW

Dear Stakeholder,

You are being invited to participate in *Developing a Three-Year Strategic Plan for the Calgary Vietnamese Youth Group (CVYG)* conducted by Anne-Marie Pham, CVYG co-founder. As a graduate student, I am required to conduct a research project as part of the requirements for a Master's Degree in Public Administration. This research project is being conducted under the supervision of Dr. Bart Cunningham, Professor at the University of Victoria. You may contact Anne-Marie Pham if you have any questions by telephone at (403) 827-2954 by email at ampham@uvic.ca, or Dr. Cunningham by telephone at (250) 721-8059 or by email at bcunning@uvic.ca.

The purpose of this project is to engage key stakeholders in the development and support of the 2009-2012 Strategic Plan for CVYG. This will be conducted in three phases. You are invited to participate in Phase 1 where you will be asked for your feedback related to the draft mission and vision statements, review of the guiding principles, identification of strategic issues and themes, and validation of key CVYG stakeholders. This information will help guide the discussion of strategic themes, objectives and activities in phases 2 and 3 of the research.

We hope this project will enable CVYG to not only develop a three-year strategy but to identify which stakeholders may be interested in partnering with CVYG toward achieving its objectives.

You are being asked to participate in this study because you are either a founder or advisor of CVYG, and therefore, your input is extremely valuable to the development of an implementation strategy for the organization's strategic plan.

If you agree to participate in this research, your participation will include one group interview (focus group) in person or via an online conversation forum (e.g. skype). The focus group will last approximately 2.5 to 3 hours long and will be held at 352 Hawkwood Blvd NW, in Calgary. The only inconvenience associated with participating in this study will be the time commitment, and potential travel requirement to get to the meeting location for the focus group session. There are no known or anticipated risks to you by participating in this research.

The potential benefits of your participation in this research are an opportunity to contribute to CVYG's role and future strategic directions and activities, an increased understanding of the perspectives of various stakeholders and how your perspective may fit into the larger picture, and possibly a renewed commitment to CVYG as a founder or advisor.

Your participation in this research must be completely voluntary. If you do decide to participate, you may withdraw at any time without any consequences or any explanation. If you do withdraw from the study you may decide whether or not the information you have already given will or will not be used in the study.

Because focus group discussions will take place in person, your anonymity cannot be protected from the interviewer. Only your name will be recorded on the focus group record and all information will be summarized and presented in aggregate form so as not to associate your identity with the information presented. Your confidentiality and the confidentiality of the data will be protected to the extent possible by the interviewer. No personal identifiers will be attributed to the information collected at the focus group session.

It is anticipated that the results of this study will be shared with participants of the research project who are key CVYG stakeholders (e.g. advisors, founders, key youth members, alumni, parents, Vietnamese community organizations, and potential organizational and funding partners). Other key stakeholders who are not part of the research project may also be provided with a summary of the aggregate research findings. The final report will be available to other students or faculty of the School of Public Administration at the University of Victoria.

In addition to being able to contact the researcher and the supervisor at the above phone numbers, you may verify the ethical approval of this study, or raise any concerns you might have, by contacting the Associate Vice-President, Research at the University of Victoria (250-472-4362).

Your signature below indicates that you understand the above conditions of participation in this study and that you have had the opportunity to have your questions answered by the researchers.

Name of Participant

Signature

Date

A copy of this consent will be left with you, and a copy will be taken by the researcher.

CONSENT FORM – PHASE 2 - INDIVIDUAL INTERVIEWS

You are being invited to participate in a research study called *Engaging Stakeholders in Developing Strategies and Programs for the Calgary Vietnamese Youth Group*, and conducted by Anne-Marie Pham, CVYOG co-founder. As a graduate student, I am required to conduct a research project as part of the requirements for a Master's Degree in Public Administration. This research project is being conducted under the supervision of Dr. Bart Cunningham, Professor at the University of Victoria. You may contact Anne-Marie Pham if you have any questions by telephone at (403) 827-2954 by email at ampham@uvic.ca, or Dr. Cunningham by telephone at (250) 721-8059 or by email at bcunning@uvic.ca.

The purpose of this project is to engage key stakeholders in the development and support of the 2009-2012 Strategic Plan for CVYOG. This will be conducted in three phases. You are invited to participate in Phase 2 where you will be asked for your input related to the proposed strategic themes, objectives and activities of CVYOG, as well as seek to understand your level of interest in being involved in or partnering with CVYOG in the future. This information will help to formulate a 3-year strategic plan for CVYOG, which will be presented and reviewed by participants in Phase 3 of the research project.

We hope this project will enable CVYOG to not only develop a three-year strategy but to identify which stakeholders may be interested in partnering with CVYOG toward achieving its objectives.

You are being asked to participate in this study because you are a stakeholder of CVYOG, and therefore, your input is extremely valuable to the development of an implementation strategy for the organization's strategic plan.

If you agree to participate in this research, your participation will include one personal interview, which will last approximately 30 to 40 minutes. The only inconvenience associated with participating in this study will be the time commitment, and potential travel requirement to meet for the interview. There are no known or anticipated risks to you by participating in this research.

The potential benefits of your participation in this research are an opportunity to contribute to CVYOG's role and future strategic directions and activities, an increased understanding of the perspectives of various stakeholders and how your perspective may fit into the larger picture, and possibly a new or renewed commitment to CVYOG.

Your participation in this research must be completely voluntary. If you do decide to participate, you may withdraw at any time without any consequences or any explanation. If you do withdraw from the study you may decide whether or not the information you have already given will or will not be used in the study.

[For youth participants only, add this paragraph] Although the researcher inviting your participation is a member of the core executive, this should in no way influence your decision whether or not to participate. You are at complete liberty to decline to participate.

Because the interview will involve direct communication with the researcher, your anonymity cannot be protected from the interviewer. Only your name will be recorded on the focus group record and all information will be summarized and presented in aggregate form so as not to associate your identity with the information presented. Your confidentiality and the confidentiality of the data will be protected to the extent possible by the interviewer. No personal identifiers will be attributed to the information collected at the interview session.

Your name (or the name of your organization) and the extent of your involvement in CVYG's future activities will only be disclosed to other participants or on the Strategic Plan if you decide to self-identify as someone (or an organization) who is willing to be identified as a future partner of CVYG in the Strategic Plan. This is a completely voluntary option that you can choose to agree to during the interview process.

It is anticipated that the results of this study will be shared with participants of the research project who are key CVYG stakeholders (e.g. advisors, founders, key youth members, alumni, parents, Vietnamese community organizations, and potential organizational and funding partners). Other key stakeholders who are not part of the research project may also be provided with a summary of the aggregate research findings. The final report will be available to other students or faculty of the School of Public Administration at the University of Victoria.

In addition to being able to contact the researcher and the supervisor at the above phone numbers, you may verify the ethical approval of this study, or raise any concerns you might have, by contacting the Associate Vice-President, Research at the University of Victoria (250-472-4362).

Your signature below indicates that you understand the above conditions of participation in this study and that you have had the opportunity to have your questions answered by the researchers.

Name of Participant

Signature

Date

A copy of this consent will be left with you, and a copy will be taken by the researcher.

CONSENT FORM – PHASE 3 - GROUP INTERVIEW

You are being invited to participate in a research study called *Engaging Stakeholders in Developing Strategies and Programs for the Calgary Vietnamese Youth Group*, and conducted by Anne-Marie Pham, CVYG co-founder. As a graduate student, I am required to conduct a research project as part of the requirements for a Master's Degree in Public Administration. This research project is being conducted under the supervision of Dr. Bart Cunningham, Professor at the University of Victoria. You may contact Anne-Marie Pham if you have any questions by telephone at (403) 827-2954 by email at ampham@uvic.ca, or Dr. Cunningham by telephone at (250) 721-8059 or by email at bcunning@uvic.ca.

The purpose of this project is to engage key stakeholders in the development and support of the 2009-2012 Strategic Plan for CVYG. This will be conducted in three phases. You are invited to participate in Phase 3 where we will gather your feedback related to the proposed three-year strategic plan for the Calgary Vietnamese Youth Group, and a discussion about the potential driving forces and restraining forces that may impact on the plan's implementation.

You are being asked to participate in this study because you are a stakeholder of CVYG, and therefore, your input is extremely valuable to the development of an implementation strategy for the organization's strategic plan.

If you agree to participate in this research, your participation will include one group interview to be held on July 26, 2009 at the Red Lodge Guest Ranch. The only inconvenience associated with participating in this study will be the time commitment, and potential travel requirement to meet for the interview. There are no known or anticipated risks to you by participating in this research.

The potential benefits of your participation in this research are an opportunity to contribute to CVYG's role and future strategic directions and activities, an increased understanding of the perspectives of various stakeholders and how your perspective may fit into the larger picture, and possibly a new or renewed commitment to CVYG.

Your participation in this research must be completely voluntary. If you do decide to participate, you may withdraw at any time without any consequences or any explanation. If you do withdraw from the study you may decide whether or not the information you have already given will or will not be used in the study.

[For youth participants only, add this paragraph] Although the researcher inviting your participation is a member of the core executive, this should in no way influence your decision whether or not to participate. You are at complete liberty to decline to participate.

Because focus group discussions will take place in person, your anonymity cannot be protected from the interviewer or focus group participants. Only your name will be recorded on the focus group record and all information will be summarized and presented in aggregate form so as not to associate your identity with the information presented. Your confidentiality and the confidentiality of the data will be protected to the extent possible by the interviewer. No personal identifiers will be attributed to the information collected at the interview session.

It is anticipated that the results of this study will be shared with participants of the research project who are key CVYG stakeholders (e.g. advisors, founders, key youth members, alumni, parents, Vietnamese community organizations, and potential organizational and funding partners). Other key stakeholders who are not part of the research project may also be provided with a summary of the aggregate research findings. The final report will be available to other students or faculty of the School of Public Administration at the University of Victoria.

In addition to being able to contact the researcher and the supervisor at the above phone numbers, you may verify the ethical approval of this study, or raise any concerns you might have, by contacting the Associate Vice-President, Research at the University of Victoria (250-472-4362).

Your signature below indicates that you understand the above conditions of participation in this study and that you have had the opportunity to have your questions answered by the researchers.

<i>Name of Participant</i>	<i>Signature</i>	<i>Date</i>
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A copy of this consent will be left with you, and a copy will be taken by the researcher.

APPENDIX C - QUESTIONNAIRES

PHASE 1 – STAKEHOLDER QUESTIONNAIRE (Group) Engaging Stakeholders in Development Strategic and Programs for the Calgary Vietnamese Youth Group

Researcher: Anne-Marie Pham, MPA Candidate - University of Victoria - June 2009

As reading/reference materials, Phase 1 participants (founders and advisors of CVYG) will be given a draft copy of CVYG's vision, mission, guiding principles, stakeholders map, and a list of existing programs/services that are currently offered for immigrant/minority youths by other organizations.

Questions:

- 1) Do you feel that the vision statement, the mission statement and guiding principles of the Calgary Vietnamese Youth Group will continue to effectively guide the organization over the next 3 years? Please suggest re-wording of these statements, if applicable.
- 2) What are the perceived internal (or organizational) strengths and weaknesses of the Calgary Vietnamese Youth Group?
- 3) What are the perceived external (or environmental) opportunities and threats of the Calgary Vietnamese Youth Group?
- 4) What are the 3 to 5 key strategic issues that CVYG needs to address over the next 3 years? Please rank them in order of importance if possible.
- 5) *[Present the CVYG Stakeholders Map to participants]* Based on the CVYG Stakeholders Map, which stakeholders do you believe CVYG needs to focus on the most? Why?
- 6) What are the key strategic themes that will deliver the most value to the key stakeholders of the Calgary Vietnamese Youth Group? Themes can be linked to different areas such as youth/stakeholder service, financial management, internal processes, and learning and growth.

PHASE 2 – STAKEHOLDER QUESTIONNAIRE (Individual)

Engaging Stakeholders in Development Strategic and Programs for the Calgary Vietnamese Youth Group

Researcher: Anne-Marie Pham, MPA Candidate - University of Victoria - July 2009

INTRODUCTORY COMMENTS

Thank you for agreeing to participate in the stakeholder interviews! As you may know, the Calgary Vietnamese Youth Group is engaging stakeholders in developing and supporting a three-year strategic plan for the Calgary Vietnamese Youth Group (CVYG). The information you provide us today will help formulate a 3-year strategic plan for CVYG, which will be presented and reviewed by participants during the annual CVYG summer camp, which will be held at the end of July.

The questions asked are open-ended. In responding, I encourage you to reflect on your experiences in CVYG as a member, supporter or current/potential partner. The interview will take approximately 30 to 40 minutes. Please remember that your participation must be completely voluntary and that you can withdraw from this study at any time. All information you share with me today will be kept confidential. Your name or organization's name will only be included in our research report if you agree to being listed as a future partner in supporting CVYG's strategic plan.

Before I begin, do you have any questions about the project?

BACKGROUND – VISION, MISSION AND GUIDING PRINCIPLES

First, I would like to share with you the vision, mission and guiding principles of CVYG. These were reviewed in June by a group of six founders and advisors of CVYG. Let's take a moment to go over these statements to make sure you are familiar with what CVYG is envisioning, and the guiding principles by which the group hopes to operate.

Vision Statement

Calgary's Vietnamese youths have active and meaningful civic and leadership roles in their school, family and communities. They contribute to creating a vibrant, united and responsive community, and an equitable, integrated and multicultural Canadian society.

Mission Statement

The Calgary Vietnamese Youth Group (CVYG) is a not-for-profit youth empowerment initiative that provides learning, volunteering and leadership development opportunities to Vietnamese Canadian youth to help them be their best – providing them with a strong foundation for success in school, work, personal and community life. CVYG empowers youths to 'reach for the stars.'

Guiding Principles

- All youths have the right to equal opportunities to succeed.

- Leaders are not born; they are made.
- Adults, communities, and institutions have a responsibility to provide the necessary supports to youths to help them develop into confident, responsible and active citizens.
- Youths contribute best when they are empowered to plan and make their own decisions and when they are given opportunities to meaningfully contribute to society.
- A person with two cultures can lead two lives. Canadian society is enriched by the cultural and socio-economic strengths and contributions of the Vietnamese community.

Proposed Strategic Themes

The founders and advisors identified CVYG’s organizational strengths and weaknesses, external opportunities and threats, as well as CVYG’s key strategic issues that it needs to address in the strategic plan. Based on this analysis, four strategic themes were identified which will be CVYG’s key areas of concerns over the next three years.

As we ask you questions about the proposed objectives, initiatives, and partners for CVYG, please keep in mind these four themes or key focus areas.

Theme 1	<p>Impactful Programming To create programs for youth that are educational, fun, and meaningful. Examples of programs mentioned by founders and advisors include the Mentorship Network, youth leadership development initiatives, programs that involve parents/elders, or events that address cultural and generation gap issues.</p>
Theme 2	<p>Effective Recruitment and Marketing To recruit and involve younger members, mentors and parents to CVYG, and increase the understanding of CVYG’s key messaging of goals and activities through effective marketing.</p>
Theme 3	<p>Sustainable Organization To make sure CVYG will continue to exist into the future by establishing specific objectives and initiatives that will ensure financial and human support, as well as succession planning for the long-term management of the group.</p>
Theme 4	<p>Strategic Partnerships To develop strategic partnerships and collaborations with the Vietnamese community and other non-Vietnamese organizations in order to help CVYG achieve its vision and deliver on its mission.</p>

QUESTIONS

Part One - Review of Strategic Themes

1. Based on your interest as a [stakeholder category]¹, which strategic themes are most important to you, and why?
2. Is there an additional strategic theme that you believe should also be included? If yes, please name and describe this additional theme.

Part Two – Your Experiences at CVYG

3. Before we go into questions of objectives, programs and activities for CVYG, please help us to better understand you by sharing your context and individual experiences. Can you share with me your experience living in Canada, and what were some of the challenges that you or your family experienced living here?
4. When did you start getting involved in CVYG, and what attracted you to this group?
5. What specific programs or activities did you find most meaningful or useful for you? Why?
6. Do you think that CVYG has helped you to achieve what was articulated in CVYG’s Vision and Mission Statements? Explain.

Part Three - Development of Key Objectives / Programs or Initiatives

7. Given your experience and the strategic themes that you considered of importance to you, what are five key objectives that CVYG should try to achieve over the next 3 years? Use the table as a guide to answer this question. (*Probe: an “objective” is a goal, or what the organization is trying to achieve*).

We are hoping to use a balanced approach to creating objectives. **Pick One Objective for each of the 5 Perspectives**

- a. Youth (the principal client or stakeholder of CVYG)
 - b. Community (other stakeholder groups which form our CVYG community, such as parents, mentors, Vietnamese community organizations, schools, youth serving organizations, etc.)
 - c. Resourcing (both financial and human resources)
 - d. Process (rules, bylaws, procedures, decision-making and other processes)
 - e. Learning and growth (to support the well-being, competencies, and commitment of CVYG’s executive team, staff and volunteers)
8. How would these objectives be realized? Propose programs or initiatives that CVYG could focus on to meet each of the objectives that you have identified. (*Probe: these programs or activities can be those that CVYG currently have and that you believe should be continued, or they can be new programs or initiatives.*)

¹ Categories are: youth member, youth lead, mentor/alumnus, parent, founder, advisor, or supporting organization (i.e. Vietnamese organization, youth serving organization, funding organization).

(Use the table below to answer questions 7 and 8)

State the 5 Objectives:	Propose Programs/Activities:
Youth based:	
Community based:	
Resource based:	
Process based:	
Learning and Growth based:	

Part Four - Development of Key Partners

9. If possible, which potential individuals or organizations should CVYG partner with or collaborate with in order to support these programs, activities or initiatives?

10. Do you see yourself (or your organization) playing a role in supporting any of these programs or initiatives?
 - a. Yes – Go to Question 11
 - b. No – End of Survey, Go to Closing Remarks

11. For each program or initiative you listed, please provide details of your possible involvement, such as project timelines, potential resources either available or required, and measures that would allow you (or your organization) to determine success in the program/initiative.
 - a. Project timeline (*Probe: when would you be able to start such a project, how long would the project last, is the project over a certain period of time?*)

 - b. Potential resources your organization may be able to provide or that may be required (*Probe: resources can be both financial or non-financial, can include volunteers at different levels, can include space, equipment, donations, sponsorships, or formal funding streams from government or foundations*):

- c. Performance Measures that would determine success in the project or initiative (*Probe: a measure in this case can be how you would determine success. A measure can be in the form of a target in terms of number of clients, completion of a project, level of satisfaction by youth, or any other measure you consider important.*)
- d. Other Considerations:

Part Five – Participation in Phase 3 Research (Focus Group)

12. Would you be interested in reviewing the proposed Strategic Plan for CVYG by taking part in the focus group session (Phase 3)? The review of the plan will take place during the weekend of July 24-26 at CVYG-VSA's summer camping trip.
- a. Yes – thank you, I will send you the invitation letter, consent form, and details about the summer camp
 - b. Maybe - I would like to follow up with you closer to the date to determine your interest and availability.
 - c. No

Thank you very much for your participation in this interview. Once the report will be completed, I will contact you to determine if you would like to receive a copy of the report. Should you have any further questions about this study, feel free to contact me at (403) 827-2954 or via email at ampham@uvic.ca. END.

PHASE 2 – STAKEHOLDER QUESTIONNAIRE (Organization)

Engaging Stakeholders in Development Strategic and Programs for the Calgary Vietnamese Youth Group

Researcher: Anne-Marie Pham, MPA Candidate - University of Victoria - July 2009

INTRODUCTORY COMMENTS

Thank you for agreeing to participate in the stakeholder interviews! As you may know, the Calgary Vietnamese Youth Group is engaging stakeholders in developing and supporting a three-year strategic plan for the Calgary Vietnamese Youth Group (CVYG). The information you provide us today will help formulate a 3-year strategic plan for CVYG, which will be presented and reviewed by participants during the annual CVYG summer camp, which will be held at the end of July.

The questions asked are open-ended. In responding, I encourage you to reflect on your experiences in CVYG as a member, supporter or current/potential partner. The interview will take approximately 30 minutes. Please remember that your participation must be completely voluntary and that you can withdraw from this study at any time. All information you share with me today will be kept confidential. Your name or organization's name will only be included in our research report if you agree to being listed as a future partner in supporting CVYG's strategic plan.

Before I begin, do you have any questions about the project?

BACKGROUND – VISION, MISSION AND GUIDING PRINCIPLES

First, I would like to share with you the vision, mission and guiding principles of CVYG. These were reviewed in June by a group of six founders and advisors of CVYG. Let's take a moment to go over these statements to make sure you are familiar with what CVYG is envisioning, and the guiding principles by which the group hopes to operate.

Vision Statement

Calgary's Vietnamese youths have active and meaningful civic and leadership roles in their school, family and communities. They contribute to creating a vibrant, united and responsive community, and an equitable, integrated and multicultural Canadian society.

Mission Statement

The Calgary Vietnamese Youth Group (CVYG) is a not-for-profit youth empowerment initiative that provides learning, volunteering and leadership development opportunities to Vietnamese Canadian youth to help them be their best – providing them with a strong foundation for success in school, work, personal and community life. CVYG empowers youths to 'reach for the stars.'

Guiding Principles

- All youths have the right to equal opportunities to succeed.
- Leaders are not born; they are made.

- Adults, communities, and institutions have a responsibility to provide the necessary supports to youths to help them develop into confident, responsible and active citizens.
- Youths contribute best when they are empowered to plan and make their own decisions and when they are given opportunities to meaningfully contribute to society.
- A person with two cultures can lead two lives. Canadian society is enriched by the cultural and socio-economic strengths and contributions of the Vietnamese community.

Examples of CVYG initiatives:

- Host of the Vietnamese Pavilion for Global Fest – 2004, 2005 and 2006
- Community liaison and performer for Asian Heritage Month – 2006 to 2009
- Supported youth leaders who became presidents of the Vietnamese Student Association, University of Calgary – 2006 to present
- Lead Organizer for Pan-Asian Reach for the Stars Conference, Calgary – 2007
- Co-organizer for Passing the Torch Youth Leadership Conference, Ottawa – 2007
- Speaker at Anti-Racism Day – 2008, Kurdish Youth Education Event – 2009
- Co-organizer, Inspiring Education Community Conversation, 2009
- Event Host, Top Chef Gala, 2009
- Organizer, Annual Vietnamese Youth Summer Camp, 2007 to present
- Provided volunteers for various Vietnamese cultural events (in various roles such as event planners, dancers, singers, volunteer coordinators, fundraisers etc.)

Proposed Strategic Themes

The founders and advisors identified CVYG’s organizational strengths and weaknesses, external opportunities and threats, as well as CVYG’s key strategic issues that it needs to address in the strategic plan. Based on this analysis, four strategic themes were identified which will be CVYG’s key areas of concerns over the next three years.

As we ask you questions about the proposed objectives, initiatives, and partners for CVYG, please keep in mind these four themes or key focus areas.

Theme 1	Impactful Programming To create programs for youth that are educational, fun, and meaningful. Examples of programs mentioned by founders and advisors include the Mentorship Network, youth leadership development initiatives, programs that involve parents/elders, or events that address cultural and generation gap issues.
Theme 2	Effective Recruitment and Marketing To recruit and involve younger members, mentors and parents to CVYG, and increase the understanding of CVYG’s key messaging of goals and activities through effective marketing.
Theme 3	Sustainable Organization To make sure CVYG will continue to exist into the future by establishing specific objectives and initiatives that will ensure financial and human support, as well as succession planning for the long-term management of the group.
Theme 4	Strategic Partnerships To develop strategic partnerships and collaborations with the Vietnamese community and other non-Vietnamese organizations in order to help CVYG achieve its vision and deliver on its mission.

QUESTIONS

1. Please tell me about your organization. What is its purpose?
2. **CURRENT PROGRAMMING:** Are there programs, events or initiatives offered by your organization that you believe CVYG members (ages 15 to 25) may benefit from? Please describe these initiatives, their purpose, project timelines, costs, criteria for selection of participants, and any other information that may help us to more thoroughly understand your program offering.
3. **FUTURE PROGRAMMING:** Looking into the future, do you believe there are opportunities for creating new programs or initiatives, or considering new approaches of working together given what you now know about CVYG? Please describe ideas you may have. Explain the idea, your organization's role in supporting the idea, how we may be able to get resources or support to implement this idea, or any other thoughts that you can think of that may help us to better understand your idea.
4. How would you determine if the programs/initiatives/ideas will be considered a success? How would you measure success? Think about your organization's perspective and also beyond that, to include CVYG as the organizational partner, and the participants of these programs.
5. Given this discussion, would you agree to have your name listed as a potential organizational (individual) partner of CVYG? Yes / No

Participation in Phase 3 Research (Focus Group)

13. Would you be interested in reviewing the proposed Strategic Plan for CVYG by taking part in the focus group session (Phase 3)? The review of the plan will take place during the weekend of July 24-26 at CVYG-VSA's summer camping trip.
 - a. Yes – thank you, I will send you the invitation letter, consent form, and details about the summer camp
 - b. Maybe - I would like to follow up with you closer to the date to determine your interest and availability.
 - c. No

Closing Remarks

Thank you very much for your participation in this interview. Once the report will be completed, I will contact you to determine if you would like to receive a copy of the report. Should you have any further questions about this study, feel free to contact me at (403) 827-2954 or via email at ampham@uvic.ca. END.

PHASE 3 – FOCUS GROUP QUESTIONNAIRE

Engaging Stakeholders in Development Strategic and Programs for the Calgary Vietnamese Youth Group

Researcher: Anne-Marie Pham, MPA Candidate - University of Victoria - July 2009

Validation of identified strategic objectives and initiatives.

Review the proposed Strategy table and respond to the following questions:
For each of the 5 perspectives (youth, community, resources, process, and learning and growth), discuss as a group the following questions:

- In terms of what is being proposed, does this make sense?
- What can be improved (needs clarification, need editing, etc.)?
- Is there anything that is obviously missing from this proposed plan?

Force Field Analysis

- Identify driving and restraining forces that could effect successful implementation of the Strategic Plan
- Rank the strength of the force on a scale from one to five, with one being the weakest and five the strongest
- Brainstorm ways to reduce the restraining forces and increase the driving ones.

Closing Remarks

Thank you very much for your participation in this interview. Once the report will be completed, I will contact you to determine if you would like to receive a copy of the report. Should you have any further questions about this study, feel free to contact me at (403) 827-2954 or via email at ampham@uvic.ca. END.

APPENDIX D – DATA TABLES

Phase 1 Data – Founders and Advisors of CVYG

Internal Strengths	Internal Weaknesses
<ul style="list-style-type: none"> • Positive track record in the community • Has successfully organized many community events • Is able to attract youth with potential to be leaders • CVYG youths have successfully been able to take on formal leadership roles (e.g. 4 consecutive presidents of Vietnamese Student Association are CVYG youth members) • Has a flexible organizational structure (e.g. program-specific funding, no reporting requirements) means programs can change to reflect needs of the organization and its members • CVYG founders and advisors are well connected in government, community and business sectors 	<ul style="list-style-type: none"> • Too much expectation from CVYG team to succeed • Not able to attract “blue collar” or less educated, or at-risk youth • Lack of long-term commitment from CVYG key youths to lead the organization • Not enough time to plan or be strategic • Organizational structure is too weak • Lack of understanding of CVYG’s direction by some youths • Lack of financial and human resources • Too much reliance on founders • Lack of availability of founders to sustain daily operational requirements • Organization is non sustainable • Parents are not involved enough – but at times are too much involved; CVYG hasn’t found the right balance yet • Declining membership in CVYG due to aging members and no recruitment strategy in place
External Opportunities	External Threats
<ul style="list-style-type: none"> • Significant community support both inside and outside of the Vietnamese community • CVYG continues to contribute meaningfully to various external events (e.g. Asian Heritage Month) • Best positioned as an organization to support youth to ‘take on the torch’ from other community organizations (e.g. succession planning) • Ability to build a new generation of mentors from CVYG alumni / new post-secondary graduates 	<ul style="list-style-type: none"> • Too much expectation from the community about CVYG in light of the group’s constraints • CVYG is unable to meet the demands or requests from external organizations for collaboration and partnerships • Generation gap between youth and elders continue to exist • Negative public image of Vietnamese youth as portrayed in the media (e.g. Asian or Vietnamese gangs)

Priority Level	Strategic Issues
5 (highest)	<ul style="list-style-type: none"> • Lack of time commitment from key youths (founder and advisors are busy) • Lack of long-term program planning; always wait until there is an event to force us to do something

	<ul style="list-style-type: none"> • No 'real' organizational structure • No regular activities, so it's difficult to get people involved; need regular programs • Not sustainable; need to continue with leadership training, skills building, finding the right connection and support, sense of belonging, providing meaningful opportunities to maintain interest and development • Targeting the unmet needs of youth at-risk
4	<ul style="list-style-type: none"> • Too much reliance on other organizations for financial support – which could lead into CVYG becoming their “tools” • Lack of capacity building – involving with community organizations • Building a sustainable operational structure • Membership turnover • Loss of momentum from the Mentorship Network
3	<ul style="list-style-type: none"> • Generation gap is still visible • Youth do not have the same vision or perspectives as us (aka founders and advisors) • Parents should be more involved to support youth • Establishing programs that support the vision/mission of CVYG • Individual and community development • Education and fun – make activities useful and amusing • Integration and keeping of Vietnamese heritage • Inability to be an effective bridge between the Vietnamese youth community and broad-based youth serving and/or immigrant serving organizations
2	<ul style="list-style-type: none"> • Non-profit status could be challenge if not properly incorporated or registered • Pursuing the right alignment and partnerships with other Vietnamese youth serving organizations
1 (lowest)	<ul style="list-style-type: none"> • Addressing the local versus global reach of CVYG

Four Strategic Themes

1. Impactful Programming
2. Effective Recruitment & Marketing
3. Organizational Sustainability
4. Strategic Partnerships

Theme 1	<p>Impactful Programming</p> <ul style="list-style-type: none"> • Need a 3-year program plan, including a budget • Need a regular program for youth • Increase activities in which youth can take a leading role • Strengthen the Mentorship Network • Educational programs • Fun and meaningful activities
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	<ul style="list-style-type: none"> • Leadership workshops • Activity planning for addressing generation gap and parental involvement
Theme 2	<p>Sustainable organization</p> <ul style="list-style-type: none"> • Sustainable structure and resources • 3 to 5 year succession planning for CVYG • Create partnership with other organizations for funding programs
Theme 3	<p>Recruitment and Marketing</p> <ul style="list-style-type: none"> • Recruit young and new members • Recruit members and keep them by having activities • Parental involvement • Increase understanding of CVYG's goals and platform
Theme 4	<p>Strategic Partnerships</p> <ul style="list-style-type: none"> • Strategic partnerships • Closer collaboration with Vietnamese community and other organizations and groups

Phase 2 Data – Individual Interviews with Youth, Mentors or Young Adult, and Parents

Coding Used for Individual Interview Categories:

(Y) Youth 17-24

(M) Mentor or Younger Adult 25-35

(P) Parent

Question 1 – Which Strategic Themes are Most Important to You, and Why?

Strategic Theme 1: Impactful Programming

To create programs for youth that are educational, fun, and meaningful. Examples of programs mentioned by founders and advisors include the Mentorship Network, youth leadership development initiatives, programs that involve parents/elders, or events that address cultural and generation gap issues.

Strategic Theme 2: Effective Recruitment & Marketing

To recruit and involve younger members, mentors and parents to CVYG, and increase the understanding of CVYG's key messaging of goals and activities through effective marketing.

Strategic Theme 3: Organizational Sustainability

To make sure CVYG will continue to exist into the future by establishing specific objectives and initiatives that will ensure financial and human support, as well as succession planning for the long-term management of the group

Strategic Theme 4: Strategic Partnerships

To develop strategic partnerships with the Vietnamese community and other non-Vietnamese organizations in order to help CVYG achieve its vision and mission.

Y 01	They are all really important, but all other themes can fall into theme 1, impactful programming, because when something is meaningful, it's helpful when you're recruiting them and want to do, and will want to find ways to sustain it, and it makes it easier to find strategic partner, when the youth are excited about what they're doing it makes it easier to recruit them and more youth, and spread the word, and speak for themselves. For strategic partnerships, it's a lot easier to seek them out when the youth can speak for themselves. It's not just someone advocating for them all the time. That makes a difference.
M 02	Not really, those themes are the primary purpose. So have we always used the directional approach to our vision statement? Are we trying to be bigger or smaller than our primary focus? Our group is mentoring or breaking the gap between the generations. The gap between me and my family may be closer than other families'.
Y 03	Probably theme # 3 on sustaining the organization, because to be able to have effective programming and partnerships you need members, I think. But at the same time impactful programming would be important to be able to attract members, because if there is nothing to CVYG then nobody would want to join, so theme #1 as well.
Y 04	Theme 1 – because theme 2 we're past that. I think we've achieved themes 2 to 4. But to sustain and grow we need to build effective programs to keep them coming. Under theme #1 – you can also use more contemporary or “now” issues (e.g. gangs, fights and drugs, Vietnamese stereotypes we get, how do we maintain our culture, language to traditions?). Even my dad said in a few years the Vietnamese language will die out outside of Vietnam.
M 05	Theme 3 – sustainable organization. Why? Because CVYG already exists. You have done good work in the past, but I'm most concerned about its future. Are we able to sustain it to continue to exist? Yes in order to do that we need to set specific objectives and initiatives. Today the founders are also disbursed, and it's difficult for [name removed] to do it, being so busy with other things, so other people need to be involved to lead and sustain it.
Y 06	For me it's a sustainable organization, we're such a young group but not much is known about it. I accidentally went on a website; I was linked to CVYG and saw Global Fest. We have a lot of younger members. Others are professionals and not committed to this group anymore, we need people who are there to recruit people and sustain the group. Theme 3 and Theme 2. They are linked because in order to sustain we have to recruit members.
Y 07	I think all four themes are very important. In order of most important to least important, I would list them as: 1, 2, 3, and then 4. The most

	<p>important theme to me is #1 -impactful programs; because I think good programs give the group a sense of purpose and achievement. With impactful and meaningful programs, more people will become engaged, a stronger foundation can then be built, and from there CVYG can become more sustainable. I think it all really stems from the type and quality of programs that CVYG has to offer that will say a lot about its future.</p>
Y 08	<p>Theme 3 because we need a sturdy foundation to build on. So if you have effective recruiting and marketing but if you have nothing to work from, you can't do it.</p>
P 09	<p>Theme 3 is most important because we need to make sure CVYG is a larger organization for the next young generation, and find ways to involve and lead the younger generation, or else we will lose the younger generation. Also Theme 2 – we need to find ways to effectively recruit youth to the organization so when CVYG organizes we need to engage them.</p>
P 10	<p>How to keep the organization and make it grow is most important. How to keep our culture is very important. But what to do first or later is how to keep it alive? It requires the involvement of older people. Language is very important so we need to retain the Vietnamese language and if we can't keep it then we lose the connection with the older generation.</p> <p>So it is important to connect between CVYG, Ban Khuyen Hoc and Truong Viet Ngu. CVYG should get involved in the two organizations, so the youth can help in there and also learn more of the Vietnamese language.</p> <p>Most kids are not involved because they are afraid of the Vietnamese community. So when they get involved in CVYG they feel more comfortable, and they understand Vietnamese language and culture more.</p> <p>If we can find ways to get the youth involved, and get to connect them to TET or other Vietnamese celebrations, it would be great to have them to volunteer so we would get closer in generations and they will get involved more. If CVYG separates then it will be too small and it will not be able to grow.</p> <p>This is a difficulty of many communities not just Vietnamese in Calgary. I wonder if the Government has any funding available to support CVYG. CVYG is most active in volunteering. If so, perhaps try to get funding from government so there will be more activities, and it will be stronger. So we need to find how the other Vietnamese organizations can support CVYG more so it becomes stronger. If we do more maybe others can get funding to support volunteerism outside of the Vietnamese community. CVYG has positive public influence on the Vietnamese community more so than other community organizations, therefore we need to support. Vietnamese community needs to support into the integrated Canadian society.</p>
P 11	<p>Theme 1 would be most important to me. I would like to see programs that</p>

	allow young people to volunteer in order to learn and develop their leadership skill to enrich our community.
P 12	Theme # 3 - Sustainable organization: spend so much time as the key leads to make it happen, to make noise for society and made a name for CVYG (e.g. Global Fest). Also afterwards, the key leaders [name removed] were very busy and not able to replace at the same quality of events. So we went down, and we haven't been able to rise up to the quality that we used to have. I want to help, but there are few events to help with. We need someone to lead and spend time to organize, but that is the biggest challenge with the right skills and vision.
Y 13	All themes are very important, but if I have to pick in order, I would choose themes 2, then 3, 4 and 1. All these themes are all core to an organization. CVYG will always need more of theme 2 – recruitment and marketing. We already do have some programs, then the question is how do we recruit, and then sustain the programs every year, so people look forward to it, then it becomes theme 4.

Question 2 – Is there an additional strategic theme that you believe should also be included? If yes, please name and describe this additional theme.

Y 01	Not that I can think of. Again impactful programming is key.
M 02	I would say these are the key four as a foundation to start on a 3-year transitional period, development period.
Y 03	Nothing I can think of right now.
Y 04	No, this is good.
M 05	No – but within these themes, because of our past experiences we need to some of a screening program to make sure people who are involved and interested in having big parts are carefully screened.
Y 06	Right now I can't think of anything – but I can send something else later. But you capture the majority or all of the themes for our group right now.
Y 07	I think it is important that CVYG establish a solid identity. I feel a lot of people, both outside and inside CVYG, may associate CVYG with GlobalFest exclusively or with camping exclusively. I think it's important to let people know the real mission and vision of CVYG.
Y 08	With what I know right now these 4 themes cover it pretty good.
P 09	No
P 10	N/A
P 11	N/A
P 12	If we can follow the four themes, that'd be great. Keep it focused for now

	and be successful. We need to bring back the level of energy to CVYG first.
Y 13	Themes are OK – they are pretty broad already.

Question 3 – Share your experiences living in Canada, as a Vietnamese Canadian. What were some of the challenges that you and your family experienced living here?

Y 01	I was born in Canada and I lived in NW Calgary almost all my life, and in Pincher Creek for 2 years when I was very young. I didn't have a lot of Vietnamese friends at all. The schools I went to had almost no Asian to begin with, and Asian friends I had were Chinese. Did not know anyone until junior high. I think it contributed to my lack of learning Vietnamese. My parents speak English very well, but not perfect. My understanding of Vietnamese culture was based on my parents' stories, I understood a lot about things like clothing and food, so very basic parts of culture.
M 02	Being that I grew up in a non Vietnamese community for a better part of my life (15 years) the only Vietnamese influence I had at that time were my parents and relatives (about 20 individuals in small town in BC). The difficulty is that you're unaware of your heritage and culture, and history of where your parents came from and what they gave up and such. It's a lack of knowledge and it's a key thing to be aware of where they come from, what their roots are, and what sort of things are required of them to carry on their family tradition and culture.
Y 03	I grew up in Ontario in a small town. Growing up I didn't really realized why school and family was so different. I didn't know English when I went to school, even though I was born in Canada. I never questioned why home and school were different, it seemed normal to me. Going to school there I was the only Asian kid, but it was never questioned. Then we went to Saskatoon, but I was picked on a little bit in Grade 3 – not sure why, because I was Asian or maybe not, I have no idea. Coming to Calgary, I didn't notice anything different, or that anything separated me culturally. The biggest difference would have been lifestyle. Having strict Asian parents, we're never allowed to go out and only study, can help with family business and chores. I remember other kids never had to do that. Two girls came here and had a sleepover. One of the Caucasian girls said 'why do you have to do so much at home?' Sometimes I thought it was unfair, in comparison to others at school (in elementary). Growing up to junior high and high school you become friends with other Asian kids and you find out it's normal.
Y 04	CVYG offers a chance to network with other Vietnamese youth with the same heritage, culture and tradition. The bonus is you get to meet other very driven and motivated individuals. You surround yourself with success. The youths I know are <i>[names removed]</i> are all successful people. The best part you get to maintain your heritage in a very mosaic Canadian environment. CVYG is fun, your mentors get to know you, your friends get to know how you are. When I was young, I wanted to join something that

	was inspiring, to learn about career and school options.
M 05	<p>Why did you do it? Because it is an opportunity for Canadian society to see us in a very positive light. All these media images of the Vietnamese is not so great, and it's an opportunity for the society at large to see us under a positive light, and for the youth to feel proud of their culture and not feel ashamed they have a Vietnamese heritage.</p> <p>Because based on my experience as a teacher, the Vietnamese youth that I know are very hard working, but they are too shy to make themselves known. They work hard but they go home. They are very secluded at home and are very impressionable. And they want to become popular or join a group that makes them feel good about themselves, it can easily be bad company. In a way some kids lack social skills, they don't have opportunities to volunteer, to serve society in any other way except to serve students. Their parents are very protective. They long to fit into society and don't know how to do it, so they can be approached by people of questionable character and join negative groups, to 'know the world'. There is something about Vietnamese culture that is very family-centered but not centered around volunteerism as a value or getting to know other Vietnamese people.</p>
Y 06	<p>I came here when I was 12 years old. Right now I am 24. When I came to Canada my biggest barrier was English. It wasn't about the culture, maybe it didn't have much to do with it. I had such a strong pride of Vietnamese culture so always follow the Vietnamese traditional belief in culture. When I went to school I used the Western culture to work and interact, but my thinking, personality and values are Vietnamese. So it's hard for me to say but I don't have a conflict in cultural gap. My only conflict was in the English barrier but tried to make up for it with personality.</p>
Y 07	<p>I was born in Calgary, Alberta. Both my parents were boat people from Vietnam and arrived about 30 years ago. I didn't really experience any challenges as I was growing up, or I was too naive to know any better. My parents had to go through a lot – learning the language, learning the Canadian systems, integrating into the community and workforce. As far as I can remember, my childhood was pretty normal. I don't remember facing any challenges because of my ethnicity.</p>
Y 08	<p>I was born and raised in Canada. I grew up in the culture so I wasn't left behind, but there is still a need to find similarity with youth who have the same positive mindset, especially the ones who are Vietnamese and want to volunteer. Back in elementary, junior high and high school it was hard to find Vietnamese people in the community. Once I joined CVYG it helped with finding friends, networking skills, and to help find myself. Something small like our camping trip, or big like Len Duong camp, allowed me to meet people who are involved in the community. CVYG has allowed me to grow substantially as a person and use all the necessary skills that I can use in school, family and community.</p>
P 09	<p>My way of life, I didn't find an extended family. The hardest part for me is</p>

	<p>how to keep them close to my family. At that time, if there were Vietnamese organizations we could help them to organize and have some influence on their Vietnamese culture. At that time all organizations were very weak. I came in 1980, dad worked in the daytime, I worked at night time so we always had a parent at home at all times. I tried my best to be close to my family. If we have opportunity to help our youth with a good environment, it really supports them, it helps them to avoid doing other less desirable things outside the home.</p>
P 10	<p>My experience as a parent is about the generation and cultural gap. We need to help CVYG youths to understand the Vietnamese language better, so they can be more involved in the Vietnamese community. And they also need to understand the positive values of the community and appreciate these. Perhaps CVYG can help Ban Khuyen Hoc with tutoring and mentor for the younger kids. First to help if not they can teach Vietnamese. We can also pay them as needed.</p>
P 11	<p>Canada is a good country. Our experience living here is good. Some challenges that we have experienced with our children living in Canada were:</p> <ul style="list-style-type: none"> - We want our kids to integrate into Canadian society. So, in their first year living in Canada, we teach them English by borrowing English books and cassette tapes to teach them. - Sometimes, we couldn't come to parents-teacher's interview to listen to our kids' school progress. We usually talk to their teachers by phone. - One of us always had to be home to take care of our children. It was challenging to schedule our work so one of us could be home. - My younger son came to Canada at 5 years old. It has been difficult to teach him Vietnamese's culture and the way Vietnamese people do things, for example, not to talk back when an older person is telling him something, or to greet everyone who are older before he eats. Sometimes, it is very hard to get him to see things our way, because he is used to the Western culture and lifestyle. - Sometimes, we don't have time for ourselves, because we take care of our children and work.
P 12	<p>First we need to integrate in the new Canadian society. The lesson I first learned is that I need to learn about Canadian culture and adapt to society. Most important is to find the right career path, whatever it takes we need to assess our goal and follow our career path. Second, don't let money and materialism suck you in, but fully control it. Do whatever you can, but don't over-reach and get stuck on it. # 3 you must spend time with your family and support each other. Always keep the good part of our Vietnamese culture and give up the bad ways. Absorb the new values of Canada, which has many good values, so we combine the two together and we become better citizens and better people. We need to learn from each other and ask questions, and not talk behind each other's back which is not a good part of our Vietnamese culture.</p>

Y 13	I came to Canada at age 15 from Vietnam. A lot of us don't have relatives so we look for a close group of friends to rely on as our second family. We need a sense of belonging and having support. One of the areas is cultural support – e.g. values and things to do or learn about the Canadian culture, have someone there to guide you and give you emotional support. Guide you through the steps, and someone to look up to, and to inspire you to live better.
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Question 4 – When did you start getting involved with CVYG, and what attracted you to this group?

Y 01	I started in 2003 when I was in high school. I went to some conference then meetings. It was cool, I never saw so many youth who were Vietnamese of my age before. It was cool, a lot of them were older than me, seem passionate about something, and I found it was an easy setting to speak up in. I was still a little intimidated but I think eventually I found it was a really open place to speak out my opinion, to give input. I appreciate that because when you're in Canadian culture the loudest person wins, and if you're not that loud leader you're not gonna get heard. CVYG was the first place where I was able to explore that part of my leadership.
M 02	What drew me to CVYG is in summer of 2005 I watched the Encore show in November and I thought it was really interesting. I thought it was involved. My older brother was an influence on me in joining the 06 Global Fest as backstage / props. I was hesitant to join such a group that I didn't know anything about. But through interacting with CVYG and the individuals that I met through the GF performance, we become closer friends, I understand a bit better the heritage, culture and history of the community. From then I got a bit more involved through a CVYG sponsored event or through friends, etc.
Y 03	I participated in 2006 in Global Fest, it was just knowing of being part of a huge show was cool, and my parents were pressuring me to be involved and mostly to make them happy and get into the Vietnamese culture. Once I get into it, it's like a drug. It was so much fun to do, doing all the dances. Then this year I took on coordinating or leadership roles in the last year. At the same time it motivated me to help what I want to do in school. Going into first year I didn't like it, after Global Fest, after doing that, I didn't know why I was in science as I enjoyed this so much more. So I stopped doing bio, I was looking more into business, and did random events with CVYG. I took some courses that kind of broke my run for business (e.g. accounting/finance). After I started volunteering with VSA I decided to go into sociology, and I wasn't sure where it would get me blindly. I just went in it hoping I'd like it. It was actually starting in April and this summer, I realize I chose the right things. Taking on the leadership role and realizing what you can do with a degree, by looking for jobs and what it entails. I also did not know how big the non profit sector was. We had guest speakers, I started realize it was pretty cool.

Y 04	In 2002. CVYG is so great, because it offers career choices, fun and dancing. We've done many activities.
M 05	I was involved as a volunteer and as a career mentor. I also helped with various cultural events as a performing dancer and singer. The big education symposium was really well done, and was positive experience for the youth and parents and give them options for their education, and encouraging them to pursue what they love, and not just the typical law and medical professions that all Vietnamese parents aspire for their children. They have an opportunity to hear from mentors to guide and inspire them to follow their personal dreams. All the keynote and guest speakers were excellent role models and had many good things to say that really connected with the youth because they have to make a successful living in Canada. I liked these: 1) Khanh Van Bui, and 2) Le Duy-Loan, 3) Pan Asian youth leadership conference.
Y 06	The friendship. I went to school and there weren't a lot of Vietnamese people and I wanted to make Vietnamese friends. In 2006, one day I typed up "Calgary Vietnamese youth" on google. I saw the activities and it was really fun. What attracted me were young, fun Vietnamese people. What got me to stay in CVYG is that the group has a noble cause, and it's developing youngsters to good things, and develop themselves into good people.
Y 07	I started becoming involved in CVYG in 2004 when I volunteered in the GlobalFest pavilion in the concession. I was introduced to the group by a friend who said she needed help for a few days with an event that she was helping to organize. The next year I returned to help with GlobalFest again, on a much larger scale, because of the people who were involved. If it weren't for the people I met in CVYG, I probably would not have gotten as involved as I did. The people I met were kind, helpful, inspiring, and we became good friends. After being initially pulled into the group by friends, I stayed involved with CVYG because the group gave me big roles and responsibilities. I like the feeling of being able to make important decisions and plan things that I wanted to do. Another reason why I stayed so involved with CVYG is because the group constantly gave me opportunities to meet other leaders and participate in workshops to increase my knowledge and skills.
Y 08	Global Fest 2006. I knew of CVYG back in 2002, I attended a "Reach for the Stars" event in 2003, but afterwards I hesitated and didn't join CVYG. Then I formally joined in 2006.
P 09	The other organizations were not strong enough for me to let my child to join them. We need them to join since high school.
P 10	If my kids are involved in building the leadership skills or learn more about the work and roles of working in the communities. But if the parents don't support them then it's not possible for them to participate. So they cannot be leaders in any community. Sometimes the parents want but the kids

	<p>don't want to.</p> <p>What can we do to positively influence the parents? We may need to use newspapers or announcements, to know the objectives and purpose of the group and let them to know. So we need to expand our marketing efforts using the media. To build the trust upfront, so that they will let the children participate. We need more marketing and activities so it's valuable and it's safe and trustworthy to approach CVYG.</p>
P 11	<p>My children are involved with the community. I think they like it, because they can hang out with Vietnamese people at their age.</p>
P 12	<p>CVYG is a necessity, because if we want to be successful we have to have CVYG and it must be very organized. I never regretted being part of CVYG because of the benefits of participating in it, 6 or 7 years ago. What I see is youth have the chance to do whatever they want (e.g. Vietnamese dancing and culture). Beyond dancing there are many other benefits. Secondly, if my daughter got into optometry, who gave her the reference, who knows her better than the co-founder of CVYG? My daughter was given a chance to show off her skills and personality and to give her the reference she needed. So we always need each other to be successful. There are also other youth who were successful with the support of others in the group. These youth grow up right in front of my eyes. I encouraged other parents to tell their children to go to CVYG – back then that I knew a young girl who was shy and just sat there, but now that she is in CVYG she talks non stop. Therefore it's obvious the youth blossomed a lot. We don't expect 100% but we see their participation.</p>
Y 13	<p>In 2002 I was very thrilled to know there was a Vietnamese youth group. When I came to Canada it was very hard to find people of your age and who have the same culture and values that you do, and find them in less than one year. The 2002 Reach for the Stars conference was very educational and helped to develop leadership. I like the interaction with the other groups in the Vietnamese community and outside the Vietnamese community. I was inspired by seeing people successful in their career who also worked hard to make our community better.</p>

Question 5 – What specific programs or activities did you find most meaningful or useful for you?

Y 01	<p>I think the time when I was most involved was when we did Global Fest, I really like that because there are so many purposes: us sharing culture with broader community, us learning more about it ourselves. It was so fun because it was more than clothes and food. I was learning about dancing. In the GF 2004 I did the captions for the Vietnamese cultural museum, which encouraged me to do research and ask questions, more than I would have done normally on my own. It helped me incorporate my skills (writing). It was such a fun project, and so many people worked on together. It really</p>
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	<p>felt we had a common goal and was exciting to get involved in. On top of that too, that's when I really developed friendships within the group. It was not just a meeting, but hang out with the girls after rehearsal, we would go out together. That's when I developed the closest Vietnamese friends I had.</p> <p>We've done things like the Vietnam TV together, and go to things like Passing the Torch together, and I think it was just a good experience to double in those areas. We were never able to see the TV through. I never felt Passing the Torch had a lasting effect, I mean it wasn't as meaningful as Global Fest, because I'm still friends with them, and sharing my culture and using my gifts in creative ways. Passing the Torch had an unclear focus and was so short.</p> <p>Bolinao 52 was one of the most meaningful programs we did. I made a 2 minute speech and it was meaningful to be part of that. It was so important and relevant to every single person, Vietnamese and Canadian who were there.</p>
M 02	<ul style="list-style-type: none"> • I would say the CVYG-VSA summer camp and the opportunity for Len Duong sponsorship. The CVYG-VSA camp gave an opportunity to interact with other youth my age, and a feeling of belonging to a society or culture that you have a history in and to see what sort of things or challenges they face while growing up or now as young professionals. • The Len Duong Camp was an opportunity to meet other youth but a greater goal was to give back to a culture or history that we may not know about, but we still have a passion or a drive to understand it, collaborate and focus on it together, as a collaborative group.
Y 03	<p>The most meaningful were the ones where I took an active role or leadership role. I had to come up to things to give to people to do. They teach you every day life skills but also for future workforce (e.g. work in teams, be adaptable, patience, trust). E.g. Top chef gala, VSA gala, Inspiring Education community conversation, Camp Len Duong.</p>
Y 04	<p>Personally creating the posters with Albert was fun, so was the creation of bookmarks. It honed on the skills and gave me a chance to learn. At work they wouldn't let you do it, and here you can do it. Also when we went to fundraise for Global Fest with [names removed], it was really nice. We met a lot of business people, got to learn how we talk. Global Fest shows were also meaningful, watching it was very meaningful – Seasons was exceptional, was above and beyond.</p>
M 05	<p>I loved the idea of the Global Fest Vietnamese Pavilion. As a performer, the pavilion filled my passion for the arts. I had the opportunity to promote my Vietnamese culture to Canadian society in a beautiful setting and costumes, filling so honoured to be able to impart that. I also love all the symposia on education and career choices. I really like the Inspiring Education community forum and to hear of the 5 MLA's who showed up to hear of the needs of the Asian community about education.</p>

Y 06	<p>Most meaningful was in the past I participated in the minority dance, and it was a really good experience to meet other people and made friends with people my age and younger, and get to know the community, you and <i>[names removed]</i>, because my family doesn't really interact with other Vietnamese so it's an excellent way to interact, to network and meet other people.</p> <p>One other thing was the summer camp – it's really fun, I get to go and meet friends. One of the reasons why I joined was to make more friends, and also not just the fun, but I can see that there are people there who can motivate me, and how other people are doing and how they want to be, and I can ask questions. I remember one time I was invited to help with MC'ing. It was such a great experience and wouldn't have an opportunity (e.g. Bolinao MC) to MC without CVYG.</p> <p>Camp Len Duong – it was excellent, one of the rare opportunities and privilege to go to Camp Len Duong. It's very expensive to go to a camp like that without CVYG funding, and I didn't know about the camp until I joined CVYG and heard about it. Wonderful experience to learn from people who are older, been through ups and downs of careers in their lives, and to learn and develop oneself and help to become better.</p>
Y 07	<p>The program that sticks out the most to me was Len Duong. At this conference I was able to meet soooooo many inspirational people. Not only did the workshops help increase my skills, but the people I met inspired me to actually put those skills to use. In projects subsequent to Len Duong, I often found myself asking the people I met at Len Duong for advice and guidance. The networking I was able to do was one of the biggest things I took away from Len Duong.</p>
Y 08	<p>The mentorship program was most meaningful for me (in 2003), because I found out about a community involved group that wasn't just about fun, but you guys were really focused in guiding the youth in the right path, and you were Vietnamese based too, you found a sense of culture. In school I'm relating to who I am, so it's important to know where you come from. I probably also say the Global Fest event in 2006 because it just showed all the teamwork that comes into hosting an event, the leadership qualities that can be used for other events too. You learn if you keep an open mind, people will be open-minded towards you as well. When I first joined I thought people would be judgmental, but in the end we're in the same boat and trying to connect, we're all the same, trying to learn and grow as person. Journey from the Fall: that was a great movie. It brings families together and gives you a connection about the history too.</p>
P 09	<p>I am not too familiar with CVYG, but if the group expands the programs that talk about history of Vietnam and opportunity for youths to learn, that'd be great. We need to find our roots. We had a friend who came in 1990, lived with communists for a long time, this person did not even know about 2 Ba Trung history. We can have social activities (e.g.</p>

	karaoke) to help the youth with their language.
P 10	Maybe we need to get the youth more involved in Hoi Cho Tet (lunar festival) on a much larger scale. Also all the religious youth groups – maybe we can have flyers and distribute it to the youth groups in those religious communities so they can see what we’ve done and approach them. So we can print flyers and distribute at Tet and other cultural events.
P 11	My children had the chance to perform in Vietnamese cultural shows and travel to camp Len Duong. They told me that they had fun as well as learned from talented Vietnamese.
P 12	<ul style="list-style-type: none"> • Meetings to focus on our vision. Our key goal is to raise our children, not to just dance for example. So on one side, we have to do some work to teach them, to gain confidence and to get them to eventually take a lead. • The most important to me is to let them be leaders, and to experience leadership. We don’t have enough leaders in our society, so if we develop these skills there will be success anywhere. As a leader you can see the opportunity that other people may not see. So when we have good organization, the youth will see what they need to do, and when in life they can transfer those skills and take a lead, then be successful. It may not be visible, but they learn along the way and participate at the same time. • Remind the youth at the camp it’s not just for fun, but an opportunity to learn from each other, make friends and take another step to become a leader. Don’t be afraid. Take advantage of the opportunity to learn from each other.
Y 13	<ul style="list-style-type: none"> • I especially like “Reach for the Stars” conference, because of the advice you get. • Educational sessions • Leadership development opportunities • Mentors – they inspire me to be like one of them

Question 6 – Do you think that CVYG has helped you to achieve what is articulated in the CVYG Mission and Vision Statements? Explain.

Y 01	I think so, for sure. I don’t think I ever did any formal or informal leadership before CVYG, so CVYG was good because everyone did it, so it was a really conducive environment for that, so I was more equipped to serve and assume formal leadership positions. I remember having a lot of fun, and so because it was fun being with the group and doing things like GF, sharing my culture became fun rather than a lecture or something I didn’t really emphasize in my life, it’s definitely played a part in my passion for seeing multiculturalism made real. For example in the group that I was a part of in <i>[name removed]</i> . While they wanted to be multi-ethnic it was majority Chinese. I was the odd Vietnamese there. I was definitely more aware of my role as a Vietnamese person and contributed to the group, because I was just an anomaly and they wanted more people like me. It’s good because CVYG had a big role in wanting success in more than just my academic life,
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	because my dad encouraged me to go a lot, and the other thing he would encourage me was school. It was really important to him. I saw so many people, the founders and how much they did outside of their own job, and the students how much they did outside of school work. A lot of them were leaders and did volunteering. <i>[names removed]</i> and I were talking and were saying CVYG was such a great place for people to be together and encouraged people to be even better and strive for excellence.
M 02	I would agree with that completely, that through my 3 years being involved with CVYG I've actually developed those skills and put myself into those civic and leadership roles in the family and the community, and I'm actually quite empowered from what I've learned and given the opportunity that CVYG has given me to develop and use those skills on meaningful projects.
Y 03	Definitely for me, yes. Also helps for community life, helps to build a sense of pride for being Vietnamese. You go to school with mostly Caucasian students so there isn't a big Asian population. We are so separated in it. CVYG helped me focus on sociology and also helped with building a strong connection with the Vietnamese community and having a sense of pride and knowing who you are.
Y 04	Yes for the most part. I've taken on leadership roles, I've helped organized events, I volunteered, and I am my best, and when we came back, the trip to Len Duong inspired me to do VSA and be the <i>[role removed]</i> .
M 05	OK, yes I can think of some members who have totally grabbed the opportunity with both hands and became way more active in the Vietnamese community as volunteers, event organizers and planners, fundraisers.
Y 06	I agree with the vision and mission statement. For the vision, I find CVYG does create a vibrant and united sense of community. For the mission, I agree with everything there. CVYG is a place that young people can learn, provide opportunity to volunteer in areas young people wouldn't be able to go – MC, Camp Len Duong, CVYG camp. We have a good experience. When I joined this group, I didn't really have a motivation to do well, now I do better in school but compared to people my age when they are more successful it motivates me, not because I'm competitive but I should benchmark myself and be like them. So when you are alone you don't know how good you should be. I can be better and contribute back to community. When I see <i>[name removed]</i> organizing the game with <i>[name removed]</i> and <i>[name removed]</i> , I got really motivated because they are hard workers and busy with normal work live and volunteer and make time for other people – that was really cool. Not possible if the founders didn't take a lead role in organizing and it wouldn't be possible without you too.
Y 07	Yes, I do think CVYG has helped me to achieve the vision in CVYG's vision statement. By putting me in leadership roles, CVYG helped foster the leader in me and that seemed to transfer into the other various parts of my life as

	<p>well. CVYG put big decisions and responsibilities in my hands and that helped me grow because I had to learn how to make decisions responsibly, as well as learn to cater to the needs of the entire group. These skills were transferable to other aspects of my life and I think that's how CVYG was able to make me a leader in my own community, school, and in my personal life. Some of the programs that CVYG was involved in, or the organizations that CVYG was involved with, also allowed me to contribute to the Vietnamese community as a whole. In that way, I was able to contribute to the Vietnamese-Canadian culture in Calgary.</p>
Y 08	<p>I do with 100% honesty. Back in high school, I was involved in clubs but I wasn't as vocal or as confident. Without CVYG I wouldn't be in a position I'm in right now, with VSA and in the community. I'm more confident, and also with my self confidence it makes other people confident in me. Knowing that people trust me with certain aspects and rely on me, it's rewarding and it's an honour too. With that I become more involved in the community, my mentors, and other youths – we all have our strong and weak points. Without that I would have just a narrow path. So I grow in different areas.</p>
P 09	<p>I also agree, there are many issues parents cannot help their children with. But with other youths with similar values and views, CVYG can help them to go on the right path.</p>
P 10	<p>Since my child started to join CVYG she looked up to <i>[name removed]</i> as a role model, she likes it and started to think about getting involved. So it's really positive to have those role models. So far I think she has progressed a lot compared to past years. She really enjoys it, and now that she's a bit older she really wants to understand her heritage and cultural roots, that she's Vietnamese and wants to know more. So we need to guide them into positive activities at an early age when they are teenagers.</p>
P 11	<p>I think my children achieved the goals in CVYG's Vision and Mission Statements, because they were able to have fun meeting people in our community and learned positive things about Vietnamese culture through CVYG's leaders.</p>
P 12	<p>Yes, 100%. I agree, it's not just about filling out their resume, but CVYG is recognized by Canadian society. If we volunteer in CVYG it's good credit for our youth. Not just that, but they gain many leading skills that are valuable to our youth. Even if we go to CVYG for a practice, then we don't hang out with less desirable people or groups. So CVYG is a group that is very friendly and fun. We don't want to push the youth too much, but even the fun part is valuable because it's a positive alternative to going to 7/11 for example. We all focus on education for our youth as advisors and parents. We need to communicate this with our children.</p>
Y 13	<p>Yes, CVYG really inspired me to volunteer more, learn more, and be academically successful. My mentor inspired me. Also I found a really close group of friends – we became best friends. CVYG also allowed us to know all other organizations in the community to enrich our understanding and appreciation of Vietnamese culture and learn about the Canadian culture.</p>

Question 7A and 8A– Development of Objectives & Initiatives – YOUTH BASED

Y 01	<p><u>Objective:</u> For youth to have a stronger sense of Vietnamese identity and Canadian identity.</p> <p><u>Initiatives:</u></p> <ul style="list-style-type: none"> • Activities are very communal, based on how to use your skills to help your community • Youth need to be affirmed in Vietnamese and Canadian cultural identities. We're here for a reason, we're the first generation that's dealing about this very specific identity. It is a really unique experience that some people haven't really appreciated it. • For them to have something meaningful and relevant is really valuable: have a renewed sense of their own Vietnamese identity, had a place to talk about their experience and it was empowering and affirming for them. Therefore propose activity where we focus on youth and encourage them as youth as a main goal. • Really like the idea of inter-generational dialogue, there is such a big cultural and generational gap between youth and elders in the community. Youth may feel isolated from them, or may feel unworthy because they are not meeting the elder's expectations, that can be hard. The elders have a lot of hope and there is so much misunderstanding, and so having a talk about what are their hopes and expectations, and voicing their ideas with each other. Like the Bolinao movie, sharing experiences and learning from each other, and creating a stronger bond.
M 02	<p><u>Objective:</u> To have a group to share ideas, obtain history and heritage of where they came from.</p> <p><u>Initiatives:</u></p> <ul style="list-style-type: none"> • Sessions to share history and culture with each other, their family, their country • E.g. Global Fest performances - I learned the history through the performances and I sort of understand this is a significant part of the history of Vietnam that came to be. Add more fun and flair than an all day workshop spoken by an elder on the same topic. When brought to the surface and projected in a certain way it bring key messaging to the youth • Has to be fun because youth lose interest quick
Y 03	<p><u>Objective:</u> To provide teamwork skills for youth, and step up to leadership opportunities</p> <p><u>Initiatives:</u></p> <ul style="list-style-type: none"> • Continue to provide volunteering opportunities • Camps – summer camp and Len Duong camp • Asian Heritage Month
Y 04	<p><u>Objective:</u> To expand youth ages 14 to 17 (high school years) – to make up more than 50% of youth, and a few junior high kids, and some university kids</p> <p><u>Initiatives:</u></p> <ul style="list-style-type: none"> • Summer camp • Dancing activities – e.g. Global Fest

	<ul style="list-style-type: none"> • CVYG BBQ's – day activities (harder for parents to let them stay overnight)
M 05	<p>Objective: To let the youth choose their own programs/activities in order to reinforce the involvement that comes from them voluntarily.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Have a youth brainstorming session to encourage them to come up with programs and activities they want to do that excites them, but they must stay within the vision statement
Y 06	<p>Objectives:</p> <p>To provide youth with knowledge for they understand their options for post-secondary schooling and careers.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • We focus on education for our youth – parents force us to go to school because it's a security, and don't want to take risky careers because it's not secure. • When I finished high school I didn't know there were other careers out there, all I knew was engineering, doctors and few others. So we can have a program where the people in university can have a session for the High School students and help them on the process for applying, and programs available. The youth can listen and ask any questions. We can provide a broader view of what's available. • Younger kids don't spend much time to look into what they want to be. But if we have a session like that, they can ask questions and they get info very quickly.
Y 07	<p>Objective: To create annual events/programs that are exciting and engaging</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Come up with sustainable and plausible events for every year. Len Duong is something that members can already look forward to every year. • Camping trip is another good one. • Perhaps more events where they can showcase their leadership.
Y 08	<p>Objective: To recruit more youth.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • We need to reduce the age gap. We need to create that bridge between those age gaps. We can increase our group's exposure by going to schools in communities, knowing who we are so that they know about CVYG. Do presentations there.
P 09	<p>Objective: We need to recruit younger members back in high school</p>
P 10	N/A
P 11	<p>Objective: To attract Calgary Vietnamese youth to join CVYG</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Summer camps, tell people about a group called CVYG.
P 12	<p>Initiatives:</p> <ul style="list-style-type: none"> • Believe in regrouping first, we need to just follow our objectives, no need to expand what we already have and it's very clear • We don't need to become a real organization – we just wish we come up

	<p>back to the level we had in 2005-2006 with our show for Global Fest</p> <ul style="list-style-type: none"> • After that to organize events and conferences of value to the youth
Y 13	<p>Objective: To support youth to realize so many opportunities they can reach and that their choices are not limited.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Networking with youth, with role models and mentors • Help youth to reach for better things and avoid falling into stereotypes • Camp Len Duong leadership development in Calgary • Youth website • Newsletter later

Question 7B and 8B – Development of Objectives & Initiatives – COMMUNITY BASED

Y 01	<p>Objective: To build a stronger and more unified Vietnamese community.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Stronger understanding between generations • Have a stronger sense of belonging to the Vietnamese community • They would support each other, they would care more for Vietnam even though it's so distant
M 02	<p>Objective: To continue to work with partnering organizations</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • We partnered with others in the past with positive results, so it's a good start to build on that foundation and get our name out there a bit more • Mentors would be a great area – a lot of them are now young professionals and what they've learned they can actually apply mainstream world, and vice versa. The only difference is the timing or passion they have to help out with mentoring. Now looking at the network we have now, it's even better. • Have keynote speakers to share with others, and boost our name to show we care and help develop individuals with similar backgrounds. Have another 'Passing the Torch' but in Calgary
Y 03	<p>Objective: To have more involvement in the Vietnamese community, to understand what their roots are, and be proud of their culture and heritage</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • To know even though we are born here, people will always look at us as a Vietnamese person, and it's important to be involved in the Vietnamese community • To have the inter-generational dialogue. E.g. Mina was really good, in a sense she's almost like us and I can relate to her. Somehow we need to find the right mentors for the right age/background of the youth. E.g. image of the "Vietnamese" event may not attract younger youth who are more "Canadianized", and get them to get over that to participate. It made it easy for any youth to relate to Mina – so opening up the borders, not just for Vietnamese but for YOU as a youth. Then you can build in the pride of it.
Y 04	<p>Objective: To broaden our Canadian outreach to other cities</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Sylvan lake activity with VSA from Edmonton and Vancouver youth

	<ul style="list-style-type: none"> • Event to thank the sponsors of CVYG – recognition dinner • Connect to youth of other ethnic groups
M 05	<p>Objective: For youths to feel pride in our Vietnamese history and traditions, and celebrate our successes with the community at large.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Tie in with the Vietnamese Association for the Encouragement of Learning: kids can come twice a week for specific goals – pick 1 or 2 subjects they want to improve in. File their report card, and when they register they come with the report card. We focus on improvement. E.g. on Monday it's Math Day, and all the tutors that come focus on Math and help the kids • Opportunity for CVYG youth to be mentors at the program. They can be either regular tutors or special guests. The youth can share their experiences with school, and work. Mentors can come and give a talk and answer question with students. Also networking and connections! • Vietnamese Lunar New Year – is there any way we can go back to the Jubilee Auditorium every two years – have an awesome show just like we used to. We can get so many organizations to work together. If we can start it small, then totally advertise the following year. Depending on gifts/talents of CVYG members, we can help with various aspects of the Tet show.
Y 06	<p>Objective: As a youth group we want to promote our Vietnamese culture, and also take a bigger role in helping Calgary in general</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Work with other youth groups, or other communities (eg. Kurdish), we can talk to them about what we do and how we motivate our youth so they can be better • We can do fundraising and help with the boys and girls club – or big brother/big sister and youth to take part as volunteer, and have a positive message, so Vietnamese youths are helping out and doing good things.
Y 07	<p>Objective: To reach out to more youth</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Market, market, market. Reach out to all the youth in the University and Mount Royal College. Make the mission and vision clear and attractive. CVYG is not just a facilitator or place to volunteer, but is actually a medium through which they can grow.
Y 08	<p>Objective: To gain a sense of community pride and sense of family with those around. To give individuals a sense of belonging.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Different schools encourage volunteering – we can have CVYG advertised in the school. We grow stronger in volunteering. So advertise in the school, which go broader than just using Vietnamese communities
P 09	<p>Initiatives:</p> <ul style="list-style-type: none"> • Link community and youth – e.g. summer camp, we are involving the community at large and it brings in the youth.
P 10	<p>Initiatives:</p> <ul style="list-style-type: none"> • People can help part-time to support CVYG • If group is good, then the next generation will be better. The more people involved, the more will help in the future

P 11	<p>Objective: To attract influential Vietnamese or community leaders to speak to CVYG.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Market CVYG and what it can do to strengthen the Vietnamese community in Calgary
P 12	<p>Objective: To partner CVYG youth to community organizations.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • To support Truong Viet Ngu (Language School) youth to help with the cultural programs to help teachers to teach them to dance or sing. Maybe as a teacher helper • After we stabilize, we should invite speakers but invite all the parents as well, not just youth. So to increase credibility of our group to let the parents see what we can do, and build trust and relationships • Maybe organize workshop for the youth, but bigger workshop for the families to involve the parents – go back to our old plan and tap into the skills and resources of the parents. For example, I may be able to do a car workshop, or <i>[name removed]</i> to share about Vietnamese legends
Y 13	<p>Objective: To have a good tie with other organizations, make friends with people in other organizations and always collaborate with each other.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Asian Heritage Month events • Hoi Cho Tet – Vietnamese Lunar New Year festival • Activities with Truong Viet Ngu (Language school) kids – organize activities with kids indoors and outdoors. Organize activities in play in the park, focus on teamwork and on culture • Reach out to the greater community by volunteering for non Vietnamese charities such as the Mustard Seed

Question 7C and 8C – Development of Objectives & Initiatives – RESOURCE BASED

Y 01	<p>Initiatives:</p> <ul style="list-style-type: none"> • Manpower is the biggest challenge for CVYG • Office is not such an issue, it's great to partner with other organizations with venues, people donating clothes etc. • If you give them an opportunity and it's valuable, youth will take it, run with it and excel.
M 02	<p>Initiatives:</p> <ul style="list-style-type: none"> • Only 3 founders and a lot are enticed in their career or day to day work. For a sustainable organization, you need a dedicated individual at it with a drive. You need a part-time or full time person to run and sustain it. Almost as any real organization with an E.D. [executive director] • You need someone hitting the ground running and a regular 'face' to the organization. We need a 'face' person to showcase the group • Financially we can do it when the time needs • We should have a development fund, where the sponsorship is returning so a long-term agreement that a company will invest overtime. You put a

	<p>mini proposal for the same event or item and it's repeated.</p> <ul style="list-style-type: none"> Financially it's tough from paycheque to paycheque, you have to have it to be flexible
Y 03	<p>Initiatives:</p> <ul style="list-style-type: none"> Need actual CVYG space, because we move around a lot. It would be good to have that foundation and that's OURS. More fundraising activities HR – it may be difficult, so you need people who are dedicated to it, and find people who will like it and continue to want to do it.
Y 04	<p>Objective: To incorporate the organization and to increase our financial support</p> <p>Initiatives:</p> <ul style="list-style-type: none"> Get our society licence so we can get more fundraising (e.g. go to casino), so we can do better things – send kids to Australia. Can you imagine the impact of that? You can broaden your community base. We talked about incorporation but never did that before. We need to follow up.
M 05	<p>Objective: To have enough money and members interested in partaking in all these activities to sustain CVYG's lifespan and let it continue successfully.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> Organize good fundraisers – be creative or innovative Let people know CVYG is the Future of the Vietnamese Community and have helped with all the other community events. Provide leadership role for youth to promote CVYG. Go to the schools and get principal's permission to get messages over the AP and bulletin. Have interesting recruiting sessions (meeting/sports combined to make it interesting). Go to Vietnamese Language School and Association for Encouragement of Learning to promote CVYG. They can organize fun and educational events for the kids.
Y 06	<p>Initiatives:</p> <ul style="list-style-type: none"> After I graduate next year, I want to put some of the \$ to support this group. We can provide opportunity for youth to attend camp, go to conferences to have more knowledge to help community. Maybe the older CVYG members can help to fundraise, and help it to grow bigger, to get support from community in general, get funding from other communities (e.g. gala to raise funds)
Y 07	<p>Objective: To have a predictable budget every year</p> <p>Initiatives:</p> <p>Have several engaging fundraisers or projects that could yield funds every year. Eg. Could be something the youth could work on, then sell, like calendars. Or even host a few dances or dinners to raise money every year.</p>
Y 08	<p>Objective: To have consistency</p> <p>Initiatives:</p> <ul style="list-style-type: none"> We need an office – a central location that gives us some structure (it's OK to share space with another organization) It's part of the youth's schedule – e.g. biweekly, something that has a set schedule so it's integrated into people's schedule Need a board of directors – the advisors and founders take care of

	<p>everything, so have different positions like VP positions, have someone take that role and be responsible for that role. Whoever has questions they would get directed toward that person.</p> <ul style="list-style-type: none"> • Should have membership, we have more rights, and it's pretty vague right now and anyone can say they can be member, it's not a bad thing but if we know who's involved, and we can expand our social network, send emails to them, and they can forward to other people. With core people only, not emails sent to newcomers, so they are hesitant. • We still need speakers or a sound system. It would be more convenient if we had a system of our own.
P 09	<p>Initiatives:</p> <ul style="list-style-type: none"> • We need a director, or someone to do the work, to coordinate, someone to represent CVYG.
P 10	<p>Objective: To have funding to support its operations</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Should try to seek provincial funding to see that we are using the funding to improve our CVYG group – to benefit society back in return, avoid youth-at-risk • Government funding – in the future they get help with funding, if possible. • Our Vietnamese community needs to support CVYG to support it • If a lot of Vietnamese people see this as a success and trust it, we will get a lot more support and also funding • Casino money is OK if needed or other source
P 11	<p>Objective: To increase sponsorship</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • attract schools, the city, Calgary businesses to be sponsors
P 12	<p>Objective: To have regular CVYG staff</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • We have many talents in our group, we are not afraid of the human resources so it will fall in place • Maybe support by paying some staff to organize events and programs for CVYG, and to reimburse for their time and travel (maybe through Truong Viet Ngu). The language school is very open to supporting CVYG and it's valuable to TVN and the Vietnamese community
Y 13	<p>Objective: To reach out to end of junior high and high school students. To find possible funders or fundraising events</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Prepare a list of potential and ongoing funders • Need to organize fundraising activities • Need to be more proactive in fundraising, and less event based • Seek government funding or from corporations

Question 7D and 8D – Development of Objectives & Initiatives – PROCESS BASED

Y 01	Initiatives:
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	<ul style="list-style-type: none"> • Having a pronounced structure is good where there are multiple roles that are more specific. It's hard to pick just one leader, so have specific roles. It's more concrete to people if it's a smaller role and communicate the value to the person, to group and community. • Tie that to active mentorship. • The 3 co-founders are leaders, not sure what the roles of advisors and mentors. • Membership at a nominal fee
M 02	<p>Objective: Have a documented process.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Any non profit organization requires by-laws. • On a 3 year plan that would be required to give the image that we are a non profit organization. • Need a governance or operational board • We're run CVYG like a group. So to grow or develop CVYG this may provide us a better foundation to provide services or offerings to the Vietnamese or Calgary community, or other external stakeholders • A formal membership (small fee) would be good – even if small. It's an amount you wouldn't notice but you have to have value to it to.
Y 03	<p>Initiatives:</p> <ul style="list-style-type: none"> • We need to find the leaders, we need an office space, but at the same time, we need money for all of this, and time, so how do other not for profits so successful at what they do? So maybe look at ideas of other frameworks, and learn from them, and build up our own. • We need something more in stone, find out other organization run, and from there we can work our way into building our own framework (e.g. organizational capacity building) • VCSA in Houston, from there they have Tre Houston. How do you get the people to stay? For CVYG it's just one person out, in ... maybe we need people who are more permanent. • VCSA has youth who have become professionals. Those youth got into their companies to be sponsors for VCSA. That's a good idea that we may be able to utilize. Same for CVYG young professionals, we could tap into their work resources. • Recognize sponsor list!
Y 04	<p>Objective: To write rules and regulations and bylaws for our organization</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • What defines the youth • What does our advising team do? Who can join? • How much power do youth have with our membership? • Should consider a formal membership structure – to build the investment, to build our network and capital, and become an official group • "CVYG bubble tea station" • Need within 6 months to 1 year, we need to build membership, we need to have committed volunteers to take on formal roles. • Need to truly empower youth to let them create programs and make decisions. Have clear guideline as to when to involve advisors or co-founders.

M 05	<p>Objective: To keep the youth safe while having their parents aware of their children's commitment to the programs, and liability limits</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Be careful about the legal part of CVYG – e.g. kids under 18 going to practice and then going home unsupervised. Also need to make sure kids go home and not go and party. Need to have a waiver form or other venue to have parents allow their child to attend activities of CVYG • So we may need some set programming times to make it clear to the parents about our responsibilities.
Y 06	<p>Initiatives:</p> <ul style="list-style-type: none"> • We should have membership because it adds value for a group – not just walk in walk out. Maybe not expensive, \$10, it adds value. We'll look at our group differently, as an organization. • I think in order to grow, we need to have an order or system like that, for people to break down into different areas. I can see 2 issues with that: 1) manpower and 2) commitment. For our small group, we don't know if our members will be committed because we're small. When they first start, it's hard to learn, and we want to retain them.
Y 07	<p>Objective: To have a more formal board that will make decisions</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Elect people on the board. Having structure within the group could give young leaders a role to work towards (rather than just being appointed a co-lead, etc).
Y 08	<p>Objective: To have voting system in place to elect executives</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Voting system – to elect the executive but still maintain that openness that CVYG has, we need a bit more structure within the top of the organization
P 09	<p>Initiatives:</p> <ul style="list-style-type: none"> • Maybe we don't need voting yet, but once we have more members maybe it's OK.
P 10	<p>Objective: To have clear guidelines</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Right now the process is reactive. So we need to have a clear plan, to include all the activities, and ways by which we can get involved with other organizations • In order to be sustainable, we need the organization to be clear, have leaders in place, and vote for the right people in place • It's a good idea to learn to govern, so when they are ready, they are used to organizational management and can take it to the next level.
P 11	<p>Objective: To have a team of organizers</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • To establish a structure of organization to help this group grow
P 12	<p>Objective: To have an organizational structure in due time</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Good idea to have an organizational structure to make it clear, but maybe not at this time

Y 13	<p>Objective: Keep track of CVYG members and have outreach and support</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Have a membership coordinator, or someone to manage the members list and reach out to them on a regular basis. • Have certain individuals to lead in specific areas to overlook things • Have regular outings or meetings (e.g. meeting followed by a fun activity like frisbee or volleyball) to have group bonding
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Question 7E and 8E – Development of Objectives & Initiatives – LEARNING & GROWTH BASED

Youth	<p>Objective: To provide consistent support and mentorship to youth volunteers to be able to lead projects or initiatives, and to build character identity</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • So important, and part of sustainability • Mentors and advisors are there when you need them, but it's not the same thing as actively walking through something together, especially with younger ones or pp with less experience, it's really valuable to be learning. Would have mentor walk through and give active feedback. Not telling me what to do, but to keep them in check and ask "have you thought of this or that?" • More value than just learning to do leadership, there becomes more trust between mentor and mentee, walk alongside the youth is more experiences. It needs to be done consistently.
M 02	<p>Initiatives:</p> <ul style="list-style-type: none"> • Build a transitional binder – what would that look like and call it "Passing the Torch". • What's their passion? Find out what it is and see how to coincide it with the skills CVYG needs. People may want those skills developed and have someone to come in and help out (e.g. Toastmasters mentor for public speaking). We can also organize our own workshop.
Y 03	<p>Initiatives:</p> <ul style="list-style-type: none"> • Get to see everyone to see each other on a more regular basis beside the events. Maybe for a meeting or to touch base with each other, to feel they have a connection, so you want to keep going.
Y 04	<p>Objective: To support key leads and youth</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Need senior youth or mentors to be supportive of younger leads; careful with matching – make sure the process is natural and works • Workshop / training for volunteers to gauge their assets and provide support • We want to do projects in the future, ask youth what they need – get them involved and they will know what's going on (on Sundays) • Help to standardize their skills
M 05	<p>Objective: To make sure that the organizing members, mentors and staff have open communication with each other and resolve issues swiftly so they always have a united front before all the youth members who look up to them.</p>

	<p>Initiatives:</p> <ul style="list-style-type: none"> • All mentors, key volunteers and executive should meet with the advisors twice a year to meet and discuss issues • Someone to be available to discuss problems and be a mentor (e.g. phone system, phone tree). Match organizers/volunteers to key people to discuss problems. Have a united front always.
Y 06	<p>Initiatives:</p> <ul style="list-style-type: none"> • I'm not very involved, but we can motivate the youth to join the committee and give them incentives. They want to be professional and want a reference letter. So maybe they can get a reference letter for their professional designation, and we can provide them with a reference letter for their program. • When they take a bigger role they know their reference will be better, they will contribute more and motivate themselves to work harder to build the role they are assigned to.
Y 07	<p>Objective: Support continual learning and sharing of skills</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Continue to support youth going to conferences, workshops, and especially Len Duong where they can be continuously inspired and taught the skills they need.
Y 08	<p>Objective: Support mentorship and coaching</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Have a group of people committed to passing the knowledge on to youth, and pass on their skills • Youth: recruit me for campmaster, the head of organizing, you pass along the skills but let me do it, and I do it myself. Do it for them, not for the mentors. • Youth: always wanted something like what CVYG had in 2003 with specific workshops. It goes back to that set schedule and it's integrated.
P 09	<p>Objective: Advice to youth, let youth lead</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Parent: have leader to provide advice. Provide support at the level they need. Don't tell them what to do, but provide guidelines
P 10	<p>Objective: Support youth to run the organization</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Once we get the funding, we can maybe have part-time youths to get paid • If not available, then at least we need a paid staff to support programs • We can also continue to support youth volunteers
P 11	No comments
P 12	<p>Objective: Ensure our core group is vibrant and strong</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Need to regroup and pump up our balloon with full air. • Find new volunteers to be leaders
Y 13	<p>Objective: To meet the personal goals of each CVYG volunteer or staff</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Documentation or handbook • Check list of things to do when in charge of specific areas, such as organizing events

	<ul style="list-style-type: none"> • Have educational conferences and workshops for volunteers and staff
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Question 9 – Identify individuals or organizations that CVYG could partner or collaborate with in order to support the initiatives (current or future partners)

Y 01	<ul style="list-style-type: none"> • Value working with other ethno-cultural groups • Top Chef Gala was great because we partnered with Danish Canadian Club • Bollywood dancing
M 02	<ul style="list-style-type: none"> • Not too sure, there are so many organizations • I've seen the solid support from other organizations that are always behind us. Those are partnerships that are solid and we should continue. It's all about relationship and keeping it open, and the trust will always be there. • With new organizations it's hard to say, VCSA would be a very strong partner given their excellent background in events and the history of the organization and what sort of thing they bring to the community also.
Y 03	<ul style="list-style-type: none"> • Businesses where CVYG alumni work • Ban Khuyen Hoc programming – get those students to build some pride or want a yearning to be in the Viet to be involved, from there you can grow leaders. They'll want to be involved, so CVYG can take over and offer a place/environment to become leaders.
Y 04	<ul style="list-style-type: none"> • Vietnamese Student Association, U of Calgary • Hoi Nguoi Viet in Calgary and Edmonton • Expand to the United States organizations – e.g. in California • Lien Hoi, Vietnamese Cdn Federation – Youth Action Committee • Ethno-Cultural Council • Asian Heritage Foundation
M 05	<ul style="list-style-type: none"> • Ban Khuyen Hoc • Hoi Nguoi Viet • Truong Viet Ngu • VSA • Global Fest • Asian Heritage Foundation
Y 06	<ul style="list-style-type: none"> • Boys and Girls Club – 2 blocks away from my house near Forest lawn community centre • Church group. But I don't know the network • VSA partnership is good • AHF, ECCC and VCSA are all possibilities
Y 07	<p>All the Vietnamese organizations (especially when it comes to fundraising)! Especially involve Truong Viet Ngu and Ban Khuyen Hoc because youth are concentrated there.</p>
Y 08	<ul style="list-style-type: none"> • Vietnamese Student Association as a partner – we could promote

	<p>collaborative volunteer activities, we could collaborate as a group to recruit members for that event. We can support each other financially (VSA donating to CVYG and vice versa). Continue with Camp Len Duong and Annual Summer Camp.</p> <ul style="list-style-type: none"> • Consider volunteering at Canadian Cancer Society. We can volunteer, and once they know of us, they can help recruit other members. • VSA outside of Calgary – other Vietnamese clubs similar to CVYG in Canada and USA; this can also be done at Camp Len Duong: you meet people involved in those clubs, you start to network.
P 09	<ul style="list-style-type: none"> • Hoi Nguoi Viet (Vietnamese Canadian Association)– parents also participate, if they know more about CVYG they can encourage their children to be involved in CVYG. • Truong Viet Ngu (Language School) – we can recruit the youth from there. Maybe we should have some activities with them. • Events such as the Calgary Vietnamese Camp to encourage parents to be involved, or field trips and have parents involved as well.
P 10	<p>I hope CVYG can do more than other Vietnamese organizations (as previously mentioned), along with VSA students. We can keep our culture and heritage. We can rent a large venue to host a big Hoi Cho Tet event. Vietnamese people want to be involved.</p> <p>Maybe we should partner with other ethnic organizations (e.g. Tibet organization).</p>
P 11	No comments
P 12	<ul style="list-style-type: none"> • Truong Viet Ngu (Language School) – as mentioned before • Hoi Cuu Quan Nhan (Vietnamese Veterans) – many opportunities to help each other, financial and event volunteering, as performers so we can support each other (chu Ngoc, chu Hieu) • Hoi Nguoi Viet (Vietnamese Canadian Association) – volunteer for events • Ban Khuyen Hoc (Association for the Encouragement of Learning) – brother of Truong Viet Ngu
Y 13	<ul style="list-style-type: none"> • Volunteer Calgary – they have programs that may apply to our group. • We can also refer mentors to volunteering opportunities • Organizations to consider: Asian Heritage Foundation, Ethno-Cultural Council of Calgary, Hoi Nguoi Viet (Vietnamese Canadian Association), VSA (Vietnamese Student Association) and Truong Viet Ngu (Language School).

Question 10 – Do you see yourself (or organization) playing a role in supporting any of these programs or initiatives? If yes, describe if not already mentioned above.

Y 01	<p>The desire is there but because I'm in Vancouver, my role would be very small or I can do remotely. I really enjoy creating documents, designing a pamphlet, creating a booklet. Website content, but can't do programming. I</p>
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	like the idea of being involved in mentorship to some degree (both as mentor and mentee). Valuable to have the experience of doing both.
M 02	YES – even a mentoring program, I’d be very accepting. Me being a mentor to younger youth we call generation 2.5. How do we engage the 2.5? The chain of siblings. I’m the big brother and I can relate. I can also be a volunteer when needed.
Y 03	Yes, definitely but need to learn more!
Y 04	<p>Yes, would only do it if I am learning new things or trying/experiencing new things in my life. And I can inspire others, and inspire them to be great! I want to do that to somebody else and see them develop and be strong, let them do great things and know I was an influence in their life. I don’t care how big or small the project is. We can do a mini Len Duong.</p> <p>If <i>[name removed]</i> is the president of Ban Khuyen Hoc’s (Association for the Encouragement of Learning) after school programs, a CVYG executive can play games, inspire them, tell them of some of their activities and make friends with them. To invite them to CVYG events. Have a younger person <i>[names removed]</i> that has a wicked idea. All our youth can funnel through there. Use a facebook page, discuss things with them.</p>
M 05	Ban Khuyen Hoc – September 2009 to June 2010, also have a summer program. BKH may be able to provide some financial support to the tutors or mentors. It’s very new right now but the kids at the tutoring program feel encouraged to continue with their studies and improve their marks, and see the potential they see through the eyes of mentors.
Y 06	Definitely. I can see myself staying with CVYG for a long time. I can contribute where I can, fill in the roles that nobody can take. Right now I am doing a CA designation, so I can’t promise to take a big role but can definitely help out CVYG. I don’t have preferences, I can do planning or presenting. Where people went to university come and have a presentation to the high school students. I wouldn’t mind participating in those presentations.
Y 07	I would love to be involved, but only very remotely as my energy will be focused on school for the next 4 years, and I won’t be in town! I could help by providing contacts of people we may need to collaborate with. If I were in town, I would donate my time.
Y 08	Yes – for the next 3 years, I’d be out of school so could help CVYG through mentorship for younger youths. I see myself getting more involved in the club.
P 09	Not at this time, but if you need help let me know.
P 10	YES I really want to support CVYG. The older generation like me really wants to support the younger generation. To share with them about our history and really hope that our youths can come back and help other

	youths. If the group needs anything then we can help when required.
P 11	My sons are involved with CVYG. I will help when needed.
P 12	Yes, definitely. I will help with whatever is needed.
Y 13	Yes - I can help to organize events, to throw out some ideas, to outreach programs to younger youth, and be a liaison with other organizations

Question 11 – How would you measure success?

Y 01	<ul style="list-style-type: none"> • Good to have quantitative and qualitative goals • Quantitative Goals: core base of 100 people (track # people who go to different programs, or in active mentorship, etc.) • Qualitative Goals: feedback from events, looking at individual youth and seeing how they're growing from when they first started to five years later. What do you notice about them, how do you see them grow, could you tell the youth story to potential supporter to a particular youth, that youth journey and how they benefited from CVYG.
M 02	<ul style="list-style-type: none"> • What are their expectations? Is it like big brother – big sister, or get an identity, or help with their history? It all depends on what they come through the door first and what expectations they have. If they are willing or have interest in learning, getting engaged and involved through some activities and their level of commitment, their pride in their heritage (e.g. start to learn Vietnamese or surround themselves with more Vietnamese friends), sense of belonging... that's a good sign of success.
Y 03	<p>How? Depends on what the event is. I would be more game to go where interest lies. I like being a leader when it comes to events (e.g. volunteer recruitment, planning of program, event coordination).</p> <p><u>Measuring success:</u> How to get your team organizers set up and in place. Get people to be committed to put something together. Then after that, it would be turnout, feedback from what they say.</p>
Y 04	<p>When we meet our expectations for certain goals or plans, that's achieving success. At the bare minimum, what are your expectations and have they been met?</p>
Y 06	<ul style="list-style-type: none"> • For me, it's confidence and better organizational skills. When I worked with [name removed] on the games I learned to be more organized, to work with other people better, and after I took that role and volunteered for MC, I felt more confident and can do the same job again, and I can do it better the next time. • Also in school I was confident because I MC'd for a bigger group before (thanks to CVYG), so now in school I only present to 30 people • We can ask youth how their inter-personal skills change when they joined

	the group, or end of semester we can rate the teachers at end of the year, from 1 to 5, we can have that for CVYG members who join CVYG for more than one year
Y 07	<ul style="list-style-type: none"> Can measure performance by: counting the number of members/number of consistent participants at every event each year, measuring the amount of money raised every year, noting how many people vote for board members each year (measuring involvement within the group and their interests in the governing board), number of events hosted by or involved with each year.
Y 08	Success would be getting a good turnout in terms of attendance, getting lots of feedback (positive and negative), and being able to move forward with that program. For the youth, they would feel the motivation and drive to continue forward with what they learned or what they were exposed to, it's not a one time thing but overtime. They feel the need to approach a person who'd been in the program or club for a long time. Want to know more about the program, the youth can also spread the word to their friends and family.
P 09	Look at attendance numbers.
P 10	N/A
P 11	N/A
P 12	<ul style="list-style-type: none"> Sold out audiences (at Global Fest event) Encore performance by demand Success of the youth as individuals – how many members become a post-secondary graduate, or have different achievements? We may not able to measure our contribution because of what they learned but have not yet applied. So endless learning and success. We planted a seed, and we continue to be very successful, to lead the youth and help them to go straight.
Y 13	<ul style="list-style-type: none"> CVYG is able to deliver on what people expect Participants are happy, learned something, are inspired to do something better CVYG is able to execute the plan and intention. As long as you organize and follow on what you expect.

Question 12 – Are there any final considerations or anything else you wanted to share with us to help us build a 3-year strategic plan for CVYG?

Y 01	Not that I can think of.
M 02	N/A
Y 03	Right now we have advisors like <i>[name removed]</i> , who is pretty knowledgeable. How do we foster leaders right now in my age group to

	become that person, or in that position. For me maybe it comes with age, I'm so far from him, so how do we get there? To be at that level, but younger like you. We need younger people that younger youth can relate to. But he's a really good advisor.
Y 04	No I think we've been doing this forever, at <i>[name removed]</i> 's house, when we went to Radium. You don't need a 3-year plan, but a 6-month plan to do the things we need to do. <i>[names removed]</i> at TVN, all they have to do is there's a CVYG event, tell them. To really let CVYG grow, you need to let them truly be empowered and do things. If I were to, I would see me taking to heights to different places. Agree for founders and advisors to let it go.
M 05	N/A
Y 06	I would have to read the file again, and send you an email later but right now I can't think of anything.
Y 07	N/A
Y 08	You should in next 3 years look at potential people who can take hold of CVYG and take control of it, say if it happens that PA would not be part of CVYG anymore, have the youth lead.
P 09	N/A
P 10	N/A
Y 11	N/A
P 12	N/A
Y 13	This is a great survey, I like how it's laid out. I can't wait to see the results.

Phase 2 Data – Names and Roles of Potential Organizational Partners

Organizational Partners	Client Cross-Referrals	Joint Programs	Financial Support	Professional or Technical Support	Facility Support
Vietnamese Organizations					
Vietnamese Student Association, University of Calgary*	X	X		X	X
Calgary Vietnamese Canadian Association*	X	X	X		X
Association for the Encouragement of Learning*	X	X	X		
Calgary Vietnamese Language School*	X	X	X		
Vietnamese Canadian Federation's Youth Action Committee*	X	X	X	X	X
Vietnamese Culture & Science Association	X	X		X	
Ethno-Cultural Organizations					
Asian Heritage Foundation of Southern Alberta*	X	X	X		X
Ethno-Cultural Council of Calgary*	X	X	X		X
Coalition for Equal Access to Education*	X	X		X	
ACCT OUT Asian Calgarian Youth Theatre*	X	X			
Calgary Bridge Foundation for Youth	X				
Calgary Danish Canadian Club		X	X		X
Broad-Based Organizations & Institutions					
Child and Youth Friendly Calgary*	X		X	X	X
City of Calgary – Community & Neighbourhood Services	X	X			X
Volunteer Calgary	X	X		X	
Calgary Police Service*	X				
Alberta Government – Alberta Culture & Community Spirit			X	X	
Citizenship & Immigration Canada – Multiculturalism Program*			X		

* Organizations denoted with an asterisk (*) expressed an interest during the survey in partnering with CVYG. Organizations without the asterisk were identified by interviewees but not directly asked whether they were interested in being partners between 2010 and 2012.

Phase 3 Data - Synthesis based on Phase 1, 2 and 3 Data Collection

Youth Perspective

Y1 Objective: To expand youth’s educational, career, and leadership choices and opportunities	
Initiatives	Potential Partners²
Organize annual or bi-annual “Reach for the Stars” conferences focused on education and career options for Vietnamese Canadian families	<ul style="list-style-type: none"> • Post-secondary institutions • Vietnamese Student Association • Vietnamese Language School* • Assoc for Encouragement of Learning* • Vietnamese Canadian Association
Facilitate the sponsorship of youth to attend <i>Len Duong</i> Youth Leadership Development Camp	<ul style="list-style-type: none"> • Vietnamese Student Association • Vietnamese Canadian Association • Vietnamese Language School • Assoc for Encouragement of Learning • Vietnamese Veterans Immigrant Aid
Develop <i>Tier 1</i> – peer-to-peer mentorship between high school youth and young adult mentors	<ul style="list-style-type: none"> • Vietnamese Student Association • Assoc for Encouragement of Learning* • Youth Action Committee, Vietnamese Canadian Federation* • Calgary Bridge Foundation for Youth • Alberta Mentorship Network • Coalition for Equal Access to Education*

Y2 Objective: To support youth in developing a strong sense of identity, pride and belonging as Vietnamese-Canadians	
Initiatives	Potential Partners
Develop a youth-inspired theatrical play to express cultural messages. Produce and show to the public	<ul style="list-style-type: none"> • ACCT OUT Asian Calgarian Theatre* • Asian Heritage Foundation* • All Nations Theatre
Support ongoing youth meetings and initiatives that share cultural, historical and current experiences and stories among peers, between generations and across cultures (e.g. movie premiere, cultural show, inter-generational dialogues, history lessons, language classes)	<ul style="list-style-type: none"> • Vietnamese and ethno-cultural youth and youth groups • Parents, elders, mentors, diverse community leaders

² Stakeholders who expressed an interest in partnering with CVYG are marked with an asterisk (*). Other unmarked organizations were identified by one or more Phase 2 interviewees as potential partners.

Y3 Objective: To recruit younger youth to join CVYG	
Initiatives	Potential Partners
Revitalize CVYG's website with up-to-date, interactive, and meaningful information for youth and their family. Develop clear and engaging marketing messages that will attract new members to CVYG	
Promote CVYG membership on the internet, in the media, in high schools, at public events, and with other Vietnamese organizations	<ul style="list-style-type: none"> • High schools • Event organizers • Ethnic media

Y4 Objective: To support Vietnamese youth at risk through appropriate awareness and referrals	
Initiatives	Potential Partners
Work with agencies and schools working with youth-at-risk to raise awareness of CVYG.	<ul style="list-style-type: none"> • High schools • Youth serving agencies
Facilitate referrals of youth-at-risk to relevant programs in CVYG and the larger community.	<ul style="list-style-type: none"> • Calgary Police Service

Y5 Objective: To facilitate meaningful civic and leadership roles for new graduates (older youth)	
Initiatives	Potential Partners
Recruit 'older' CVYG members to become mentors to youth	<ul style="list-style-type: none"> • CVYG Alumni • Young professionals
Facilitate formal leadership roles with other organizations	<ul style="list-style-type: none"> • Participating organizations

Community Perspective

C1 Objective: To increase public awareness of CVYG	
Initiatives	Potential Partners
Have information booth at selected Vietnamese, cultural and youth events	<ul style="list-style-type: none"> • Event organizers
Increase internet presence, write articles and blogs in the media	<ul style="list-style-type: none"> • Ethnic Media • Mainstream Media

C2 Objective: To strengthen collaboration and unity between CVYG and other Vietnamese organizations in Calgary and beyond	
Initiatives	Potential Partners
Increase leadership and volunteering roles of youth at the annual Lunar New Year Festival	<ul style="list-style-type: none"> • Vietnamese Canadian Association* • Other Vietnamese youth organizations
Organize the annual Vietnamese summer	<ul style="list-style-type: none"> • Vietnamese Language School*

camp	<ul style="list-style-type: none"> • Assoc for Encouragement of Learning* • Vietnamese Canadian Association*
Organize activities as peer mentors to youth at the Association for Encouragement of Learning and Vietnamese Language School	<ul style="list-style-type: none"> • CVYG mentors* • Vietnamese Language School* • Assoc for Encouragement of Learning* • City of Calgary, After-School Initiatives*
Refer youth to other Vietnamese community initiatives	<ul style="list-style-type: none"> • Vietnamese associations in and outside of Calgary*

C3 Objective: To support youth to transition to formal leadership roles to support Vietnamese community organizations (Succession Planning)

Initiatives	Potential Partners
Develop Succession Plans with selected organizations	<ul style="list-style-type: none"> • Participating Vietnamese organizations
Match young leaders to Vietnamese organizations that request succession planning	<ul style="list-style-type: none"> • Participating Vietnamese organizations • Youth Action Committee, Vietnamese Canadian Federation*
Develop <i>Tier 2</i> – leadership-based mentorship between youth leaders and older, established community leaders	<ul style="list-style-type: none"> • Participating Vietnamese organizations • Youth Action Committee, Vietnamese Canadian Federation*
Organize an Appreciation Gala for Community Leaders – to publicly celebrate the old and the new leaders in our community, and inspire the broader community	<ul style="list-style-type: none"> • Participating Vietnamese organizations • Ethnic and broad-based media • Dignitaries

C4 Objective: To provide opportunities for youth to gain leadership positions in the ethno-cultural community and the broader Canadian society

Initiatives	Potential Partners
Develop Succession Plans with selected organizations	<ul style="list-style-type: none"> • Asian Heritage Foundation* • Coalition for Equal Access to Education* • Ethno-Cultural Council of Calgary* • Child and Youth Friendly Calgary*
Support community projects between CVYG and selected organizations that promote a positive image of Vietnamese youth	<ul style="list-style-type: none"> • Danish Canadian Club • Global Fest • Immigrant Serving Agencies • Youth Serving Agencies • Boards of organizations and corporations
Co-lead in Asian Heritage Month activities	<ul style="list-style-type: none"> • Asian Heritage Foundation* • Multiculturalism Program, Citizenship & Immigration Canada*

Resource (Financial and Human) Perspective

R1 Objective: To secure predictable, multi-year funding for CVYG programs	
Initiatives	Potential Partners
Identify and prioritize government sources of funding, eligibility criteria, and application process	<ul style="list-style-type: none"> • City of Calgary, various sources • Government of Alberta, various sources • Citizenship and Immigration Canada, Multiculturalism Program • Human Resources & Skills Development Canada, Youth Employment Strategy (YES)
Develop a three-year funding plan that includes regular fundraising activities to support multi-year programming	<ul style="list-style-type: none"> • Volunteer Calgary • Child and Youth Friendly Calgary • Government of Alberta

R2 Objective: To hire paid staff to coordinate main CVYG activities	
Initiatives	Potential Partners
Hire one full time or two part-time positions to coordinate internal and external initiatives	<ul style="list-style-type: none"> • Government and community funders

R3 Objective: To secure a facility to organize regular CVYG events	
Initiatives	Potential Partners
To enter into an agreement with organization(s) to secure an office and/or meeting space	<ul style="list-style-type: none"> • Vietnamese Canadian Association*

Internal Process Perspective

P1 Objective: To create a formal governance structure for CVYG	
Initiatives	Potential Partners
Create an organizational chart for CVYG with clearly defined roles and responsibilities	<ul style="list-style-type: none"> • Volunteer Calgary • Child and Youth Friendly Calgary* • Government of Alberta
Elect youth leaders to take on executive positions on the CVYG board of directors	
Explore the pros and cons of incorporating CVYG as a non-profit Society	

P2 Objective: To improve communications and relations with the CVYG network	
Initiatives	Potential Partners
Review current communications processes and develop a communications strategy	<ul style="list-style-type: none"> • Volunteer Calgary • Child and Youth Friendly Calgary* • Government of Alberta
Create a website and interactive forum for youth to ask questions, share experiences and provide advice	

Create and maintain a comprehensive CVYG database	
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P3 Objective: To create a formal operational structure for CVYG	
Initiatives	Potential Partners
Institute an affordable annual membership recruitment and management process	<ul style="list-style-type: none"> • Volunteer Calgary • Child and Youth Friendly Calgary* • Government of Alberta
Create an operational manual for key programs and initiatives	
Create program registration forms and parental consent processes to mitigate risks and liability	
Set up a system to track volunteer hours	
Create a system for issuing merit-based reference letters for CVYG volunteers	

Learning & Growth Perspective

L1 Objective: To provide consistent support and mentorship to volunteers and staff so they are able to lead projects and initiatives	
Initiatives	Potential Partners
Organize or refer to leadership development and skills building workshops for key staff and volunteers	<ul style="list-style-type: none"> • Youth Action Committee (YAC), Vietnamese Canadian Federation • Child & Youth Friendly Calgary • Volunteer Calgary • Vietnamese Culture & Science Society • CVYG Mentorship Network • Youth Action Committee Mentorship Network, Vietnamese Canadian Federation*
Match key leads to Tier 1 and Tier 2 mentors to provide informal and regular coaching and support	
Create tip sheets, instructions, and other resource materials that provide support to staff and volunteers	

L2 Objective: To provide training and support to CVYG mentors	
Initiatives	Potential Partners
Develop a mentor orientation manual and welcoming meeting	<ul style="list-style-type: none"> • Big Brothers and Big Sisters of Calgary • Child and Youth Friendly Calgary • Volunteer Calgary
Develop and implement a process for ongoing mentor support	

APPENDIX – STRATEGIC PLAN FOR THE CALGARY VIETNAMESE YOUTH GROUP



2010- 2012 STRATEGIC PLAN CALGARY VIETNAMESE YOUTH GROUP

*Prepared by Anne-Marie Pham
December 7, 2009*

INTRODUCTION

About the Calgary Vietnamese Youth Group



The Calgary Vietnamese Youth Group (CVYG) was formed in 2002 by three young professionals who saw a need for Calgary's Vietnamese youths to be supported in their community and school endeavours. They were inspired to unite Vietnamese youths in Calgary and create learning and volunteering opportunities for them to be their best. CVYG started small but soon has expanded to offer support to over 400 youths in the past seven years. The organization is now well recognized in Calgary as a model for

ethno-cultural youth empowerment, community volunteering and leadership development. CVYG has made positive changes by building collaborations with other ethno-cultural organizations, and broad based community and government agencies. Examples of successful youth-led initiatives include:

- Host of the Vietnamese Pavilion for Global Fest – 2004, 2005 and 2006
- Community liaison and performer for Asian Heritage Month – 2006, 2007 and 2008
- CVYG leaders revitalized the Vietnamese Student Association, University of Calgary – 2006, 2007, 2008 and 2009
- Lead Organizer for Pan-Asian Reach for the Stars Conference, Calgary – 2007
- Co-organizer for the National Passing the Torch Youth Leadership Conference, Ottawa – 2007
- Calgary Kurdish Youth Education Event – 2009
- Inspiring Education Asian Heritage Month Community Consultation Event - 2009
- Volunteer planner and performer for various Vietnamese cultural functions in Canada

Today, CVYG is comprised of about 80 youth members between the ages of 15 and 25, and is supported by parents and various organizations. CVYG is a board member of the Ethno-Cultural Council of Calgary and the Asian Heritage Foundation of Southern Alberta, an active member of the National Youth Action Committee of the Vietnamese Canadian Federation, and an affiliate member of the Calgary Chamber of Voluntary Organizations.

VISION

Calgary's Vietnamese youths have active and meaningful leadership roles in their school, family and communities. They contribute to creating a vibrant, united and responsive community in an equitable, integrated and multicultural Canadian society.

MISSION

The Calgary Vietnamese Youth Group (CVYG) is a not-for-profit youth empowerment initiative that provides learning, volunteering and leadership development opportunities to Vietnamese youths to help them be their best – providing them with a strong foundation for success in school, work, personal and community life. CVYG empowers youths to ‘reach for the stars.’

VALUES

The Calgary Vietnamese Youth Group is guided by the following values:

- **Respect** – In all that we do, we respect our unique diversity, based on our culture, age, experiences, viewpoints, interests and abilities.
- **Inclusion** – We work in a welcoming and inclusive environment for our volunteers and staff, and all youth, their families, and our partners
- **Collaboration** – We build a united and cohesive community by leveraging the resources that each of us brings to promote success in Vietnamese youth
- **Excellence** - We strive for excellence in all that we do: in our governance, in our work supporting youth and in our community events and initiatives.

GUIDING PRINCIPLES

- Leaders are not born; they are made.
- Adults, communities, and institutions have a responsibility to provide the necessary supports to youth to help them develop into confident, responsible and active citizens.
- Youth learn best when they are empowered to plan and make their own decisions and when they are given opportunities to meaningfully contribute to society.
- Canadian society is enriched by the cultural and socio-economic strengths and contributions of the Vietnamese community.

SITUATION ANALYSIS

Organizational Strengths

- The purpose or mission of CVYG in the community is clear. Youths who join know what to expect of themselves and of the group.
- Commitment and passion are strong among founders, advisors, and existing members and most want to see CVYG to remain a strong influence on Calgary’s youth Vietnamese community.
- Collectively, members of CVYG possess many talents as artists, performers, fundraisers, and community and event organizers.

- Whenever CVYG organizes a new project, it can count on a strong volunteer base to organize, support and participate in the project.
- The group has a good track record of successfully implementing community initiatives for the past seven years.
- We can identify youth success stories due to the group's influence.
- As a non incorporated organization, CVYG is not accountable to funders to deliver on specific programs over a stated timeframe. The group is able to be flexible in its programming to reflect emerging community needs and adapt its services according to resource constraints.

Organizational Weaknesses

- Although CVYG has organized a few planning and visionary exercises with its members, it does not have a formal strategic plan in place.
- The group's organizational capacity is very limited. The group does not have written by-laws or procedures related to the group's governance, membership application and review process, how to deal with conflict and difficult decisions, and specific roles and responsibilities of various project teams and committees.
- The group is governed principally by its three founders, with advisors' active support. Today, founders have limited time to lead CVYG due to personal, career and community priorities.
- Without a formalized process for governance, CVYG is able to run time-limited initiatives but lacks ongoing leaders to manage the group on a continuous basis, monitor progress, and proactively make changes.
- CVYG has experienced some success with youth leading projects, but challenges remain to get youth committed to govern the organization.
- CVYG's mentorship network is also quite weak, with insufficient support in place to keep the mentors engaged.
- CVYG does not have a regular office or meeting space. It also lacks sustainable funding. As a result, the group relies primarily on Vietnamese and other ethno-cultural community organizations and Vietnamese businesses to provide space and financial resources.
- CVYG has not had the time to incorporate as non-profit society, and it is not registered as a charity under Revenue Canada. As a result, it is unable to access most funds unless it finds a charity or non-profit organization that is willing to act as its fiscal agent. This results in limited capacity for CVYG to be financially sustainable.

External Opportunities

- No other group exists such as CVYG in Calgary - it continues to possess a market niche in the community that is unmatched by others.
- The group has an excellent reputation with mainstream agencies and ethno-cultural community organizations because of its active and public contributions as board members, committee members, performers and volunteers.
- The group benefits from the credibility and reputation of the founders and advisors who hold influential positions in the Vietnamese, ethno-cultural, and broader communities.

- The Vietnamese community organizations are currently led by elders, who have expressed a need to succession planning, and are looking to CVYG to recruit and train future community leaders.
- The media has expressed an interest in working with CVYG, which gives the group an opportunity to highlight Vietnamese youth stories and successes in order to highlight the positive contributions of Vietnamese Canadian youths to society.
- There is increased demand from agencies to partner with CVYG so that their programs are more cultural competent and have more racially diverse participation – this means that if CVYG is strategic enough, it may be able to find partnership opportunities that can be funded and/or support its sustainability

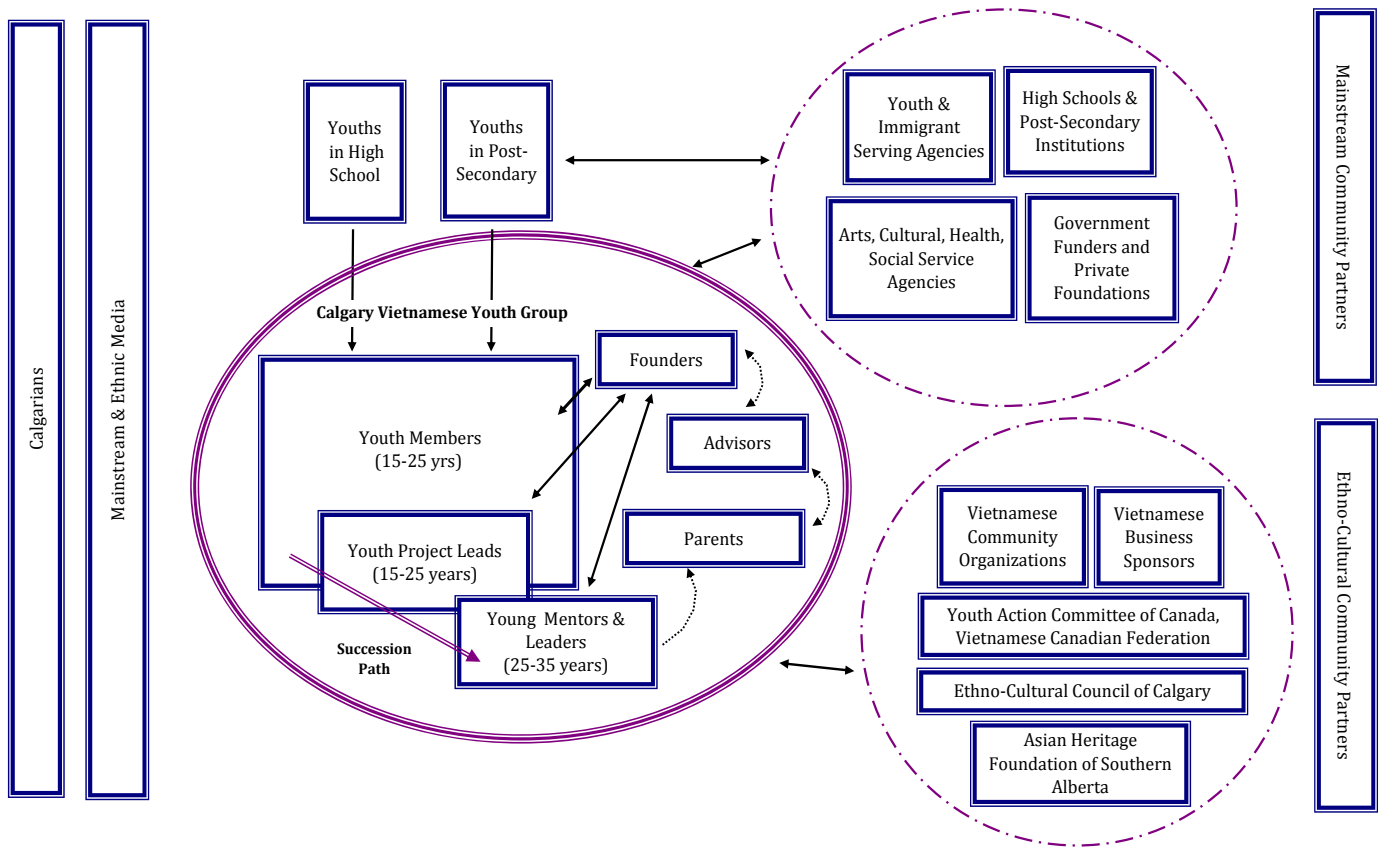
External Challenges

- Due to its limited financial and human resources, CVYG is unable to meet the growing demands for program and event collaborations and partnerships that are requested by various youth agencies, immigrant serving agencies, and government stakeholders.
- CVYG relies heavily on Vietnamese community organizations and Vietnamese business sponsors for resource acquisition. In the past, some of these entities have been unable to sponsor CVYG due to their own internal priorities. Relying exclusively on such past partnerships may limit the group’s ability to deliver necessary program to CVYG youth. CVYG is now looking at other sources of funds, but due to its non-incorporated status, options are extremely limited.
- Youths have diverse interests and commitments and may not have the time to join or support CVYG. The group needs to identify youths’ top needs related to CVYG’s vision and find meaningful ways to realistically meet them.
- Over the past year, Calgary has witnessed a surge of criminal activity and some of these incidents involved Asian gangs. As a result, Asian youth have been receiving some negative media attention and public opinion. CVYG has a pressing role to challenge these negative stereotypes in order to promote equitable opportunities for Vietnamese youth to succeed.

STAKEHOLDER ANALYSIS

Our Stakeholders

Despite a simple and inspiring vision and mission, the Calgary Vietnamese Youth Group’s relationship to stakeholders is very complex. It requires continual awareness and sensitivity to each stakeholder group, as well as ongoing relationship building efforts. Graph 1 presents CVYG’s stakeholders map. The illustration depicts the primary stakeholders of CVYG which is comprised of youth members and leads, young mentors and leaders, founders, advisors and parents. The graph also illustrates CVYG’s secondary stakeholders and the relationship between the various sub-groups.



Graph 1: Stakeholders Map – Calgary Vietnamese Youth Group

A - Primary Stakeholders

Youths – CVYG Members & Youth Project Leads (15-25 years old)



Youth members are interested in the opportunities offered through CVYG’s programs: meeting mentors, volunteering as event planners or performers, fundraising, and participating in community leadership development workshops. One important by-product that youths consistently mention is that CVYG is a supportive place to make new friends and learn about the Vietnamese history and culture. Many youth who join CVYG are still searching for a sense of identity and appreciate exploring their cultural roots, and educational and career options. They expect CVYG to provide them with a safe environment where they can share their trials and tribulations, learn about others’ perspectives, have dialogues with mentors and their parents, and participate in various initiatives.

Youths do not expect to pay for programs offered by the group, but are expected to contribute to the team by volunteering and giving of their time and skills. Some of the

youths accept more challenging roles as project leads and appreciate opportunities to manage project components such as marketing, stage management, and fundraising.

Young Mentors & Community Leaders (25-35 years old)

Young professionals are encouraged to become mentors to youth members. These mentors are usually invited to speak at 'meet the mentors' workshops and provide informal advice as required, but their participation has been limited to date. Mentors evaluate CVYG's performance on the group's ability to provide them with meaningful mentor-mentee relationships, and an increase in their positive image in the community. CVYG also provides support to this age group related to community leadership. Whether they are mentors or not, a small number of young leaders work closely with CVYG when they are in need of referrals to leadership opportunities or to receive informal coaching from the founders and advisors. These leaders evaluate CVYG on its ability to provide meaningful feedback, support and referrals to leadership opportunities.



Founders (35-40 years old)

CVYG founders have the most stakes in the future success of the group. They have invested many years to plan, organize and mobilize resources to support youth and their activities. Each founder has a significant sphere of influence in the Vietnamese, ethno-cultural and broader community, and together provide a strong foundation for the organization. The founders, however, are currently over-extended due to family, school, career and community commitments. Despite previous attempts to recruit young leaders to govern CVYG so that the founders can take on a less direct role, the succession planning efforts have not yet been fruitful. The founders evaluate the group's performance based on its ability to help youths be their best, and the group's succession planning efforts.



Advisors (50+ years old)

Advisors are considered the group's elders – providing guidance and wisdom to the founders and youth, and a necessary communications link to the youths' parents who tend to be from their generation. Advisors expect youth to take on leadership roles in the communities in the next five to ten years and feel a sense of urgency as they and their age cohorts approach retirement. They are eager to support CVYG by offering lessons to youth about Vietnamese history and culture, imparting on them their experiences escaping the communist Vietnam in the 1970's and 1980's, and the importance of retaining culture and giving back to the community. They consider themselves valuable in providing cultural, historical and community knowledge transfer, as well as facilitating communications between CVYG, parents, and other Vietnamese community



organizations. Due to lack of sustainable funding, the founders rely heavily on the advisors to gain financial support from Vietnamese organizations and Vietnamese businesses. The advisors evaluate CVYG's performance based on its ability to support youth who are passionate about their education, career and communities and who continue to be proud of and engaged in their Vietnamese cultural heritage.

Parents (45+ years old)

Parents' influence on their children is significant. For most youth, they can only join CVYG if their parents support the work of the group. While they play a backseat role, parents often consult with their peers, CVYG advisors and other Vietnamese organizations to seek feedback on the group's, and their children's, progress. They want the best for their children and expect CVYG to provide them with a safe and nurturing environment. Because most parents are first-generation Canadians with limited English language skills and limited understanding and access to social, educational and economic opportunities, they appreciate CVYG's efforts to support their youth and rely on the group to guide youth towards successful integration into Canadian society. However, they also want to ensure that CVYG's programs are of high quality and aligned with their cultural values.

B - Secondary Stakeholders

Youths in High School and Post-Secondary Institutions

Youths in this stakeholder category are faced with a multitude of options to join different youth groups. They would only join CVYG if the group matches their interests and they have parental support. CVYG currently lacks insight into the needs of this segment but believes that with proper knowledge and marketing in place, it can successfully recruit new members to join the group.

Vietnamese community organizations & businesses

Vietnamese community organizations at the local, regional and national levels are in general very supportive of CVYG. They recognize the need to support youth and appreciate CVYG's efforts to facilitate community volunteerism, pride in Vietnamese heritage, and succession planning. By supporting CVYG with their time and money, they expect CVYG youths to take on increased responsibilities in their organizations in order to support them with their own volunteer and capacity needs. Some youths have successfully supported these groups but a long-term strategy has not yet been established. Vietnamese community organizations and businesses have high expectations for CVYG – with the end result of having young adults 'taking the torch' to sustain the community that they have built.

Ethno-cultural community organizations

Ethno-cultural community organizations such as the Ethno-Cultural Council of Calgary and the Asian Heritage Foundation rely on CVYG as board members and active volunteers. Through such organizations, CVYG youth leads are given opportunities to work cross-culturally and develop community organizing skills. Other Vietnamese organizations tend not to be involved in such endeavours due to a lack of time and language competencies. Therefore, ethno-cultural organizations rely on CVYG to be the voice of the Vietnamese community and a conduit to other Vietnamese organizations.

Youth and immigrant serving agencies and other educational, health, social, policing and arts institutions

Youth and immigrant serving agencies receive funding from government and foundations to deliver programs and services. Due to community and funders' pressures for those agencies to become more responsive to the growth of the youth immigrant population, these agencies are approaching groups like CVYG to outreach to ethnically diverse youths. CVYG is continuously being asked by dozens of agencies to market their programs and services. However CVYG is usually not given the proper tools or resources to do so. Outreach work is therefore limited and does not produce the level of referrals needed to truly support the youths or these agencies. However, the ongoing demand by these organizations creates opportunities for innovative future collaborations.

Government funders and private foundations

A number of government funders and private foundations are interested in the well-being of CVYG because their goals to support community efforts are aligned with CVYG's vision. These funders have approached CVYG in the past to encourage the group to seek funding for specific youth programs. Unfortunately CVYG has seldom been successful in accessing these funds due to the group's lack of status as an incorporated non-profit society or as a charitable organization.

Ethnic and Mainstream Media

The media, both ethnic and mainstream, play an important role in public education and public opinion. As such they can either portray the Vietnamese youth community positively or negatively. The media evaluates the group's performance based on how quickly we are able to respond to their requests for information and interviews, and based on the quality and relevancy of the information we offer them.

STRATEGIC ISSUES

Issue: How can CVYG stay relevant to the needs of the Vietnamese youth community in Calgary?

- Parents and elders are first-generation Vietnamese Canadians, and they are committed to seeing their youth succeed in their education and career endeavours. CVYG has a role to play in providing this guidance because it is aligned with its mission; it is

familiar with the Canadian educational and job searching systems, the English language and Canadian culture; and it has strong connections to leaders and institutions outside of the Vietnamese community.

- There continues to be generational, cultural and linguistic gaps between youth and the elders in the community. The needs and interests of the members of CVYG can sometime vary from those of their parents and community members. This can pose a significant problem for the group, especially since the group and the community are mutually dependent on each other in order to create a thriving community that is inclusive of youth and provides them with meaningful leadership and growth opportunities.
- In the past few years, CVYG has focused on building community leadership skills through volunteering in cultural and learning events. While these initiatives have attracted youth, created visibility for the group and appreciation by the community, they have taken time away from CVYG to provide youth with educational or career support. CVYG has not been consistently focusing on matching youth to career and community mentors. As a result CVYG may have lost a youth audience focused on educational and career goals, and may have lost momentum from its mentors. CVYG needs to ensure its activities and programs are relevant to the needs of the youth and community.
- Increased criminal activity by Asian youths is not being meaningfully addressed by the Vietnamese community. Asian gangs are getting increased media attention which is presenting a negative stereotypical image of the Vietnamese youth in Calgary, thus potentially limiting their ability to succeed. CVYG needs to determine its role related to responding to the news and addressing the stereotypes.

Issue: How can CVYG reach out to the youths who may need its services the most?

- Current outreach strategies (e.g. facebook, Vietnamese Student Association, and word-of-mouth) have been reactive and have not generated a lot of new members in the past year. However as the older members graduate, there is room for new members to join the group, and new outreach strategies are required.
- CVYG tends to attract second-generation Vietnamese Canadian youth who are considered to have limited personal, academic or social issues. It has not actively tried to attract at-risk youth. Given youth issues pressing the city, CVYG may have a preventive role to play with the Vietnamese youth in the Calgary community.

Issue: How and to what extent can CVYG contribute to community succession planning?

- Many members have 'graduated' from CVYG as a natural progression of their passage to adulthood and shifting priorities. CVYG needs to identify strategies to keep these alumni engaged in the youth group so they can be part of our succession planning efforts, have opportunities to both transfer their knowledge to new members and to build on their community leadership skills.
- CVYG founders, advisors and community partners hope that young leaders from CVYG will "take the torch" and govern the various Vietnamese community organizations, which are currently run by individuals who will retire within five to ten years. CVYG realizes that leadership development and community commitment is an evolving and

long-term process, and that it needs to start now in order to bear fruit in several years.

Issue: How can CVYG become a financially sustainable organization with strong ongoing operational capacity?

- CVYG lacks sustainable financial resources. The group is not incorporated as a non-profit society and therefore its funding is limited to local Vietnamese businesses and local community organizations. It is not able at this time to tap into major government and foundation opportunities without first getting fiscal agent support, which can be hard to secure and unpredictable.
- CVYG founders are currently over-extended with personal, career and educational priorities. CVYG activities have been reduced as a result of this. There is a recognized need to have available and committed individuals to run the operations of CVYG.

CVYG STRATEGIC THEMES

Goal 1: Impactful Programming

To create programs that are educational, fun, and meaningful. Programs should meet the needs of youth and their community, and focus on adding value to the youth's development towards being contributing members of their school, family and communities.

Goal 2: Effective Recruitment & Marketing

To recruit and involve younger members, mentors and parents to CVYG, and increase the understanding of CVYG's key messaging through effective marketing.

Goal 3: Organizational Sustainability

To make sure CVYG will continue to exist into the future by establishing specific objectives and initiatives that will ensure financial and human support, as well as succession planning for the long-term management of the group

Goal 4: Strategic Partnerships

To develop strategic partnerships with the Vietnamese community and other non-Vietnamese organizations in order to help CVYG achieve its vision and mission.



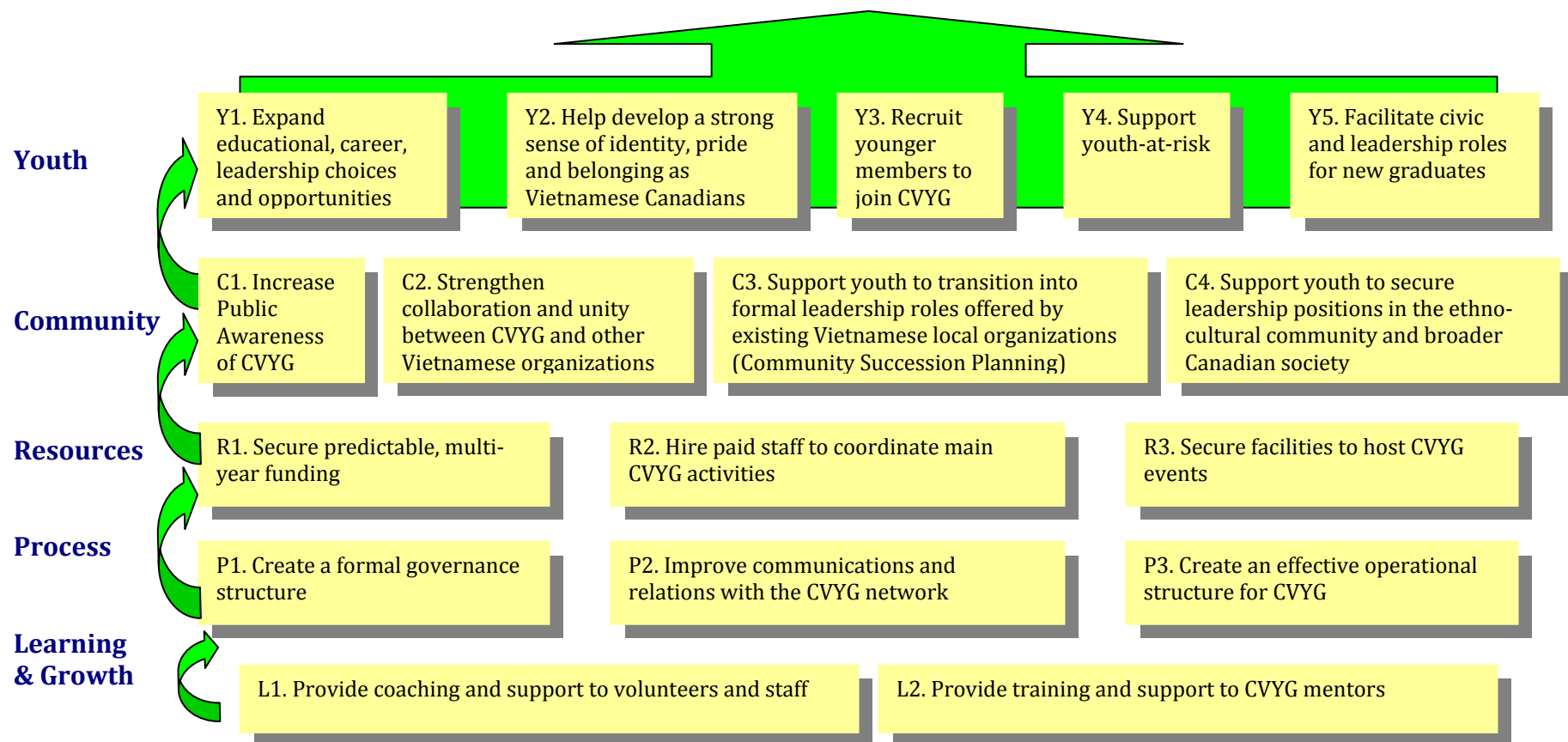
2010-2012 STRATEGY MAP CALGARY VIETNAMESE YOUTH GROUP

Vision *Calgary's Vietnamese youth have active and meaningful civic and leadership roles in their school, family and communities. They contribute to creating a vibrant, united and responsive community in an equitable, integrated and multicultural Canadian society.*

Mission *The Calgary Vietnamese Youth Group helps youth build a bright future and have greater participation and leadership roles in their communities. CVYG empowers youth to 'reach for the stars.'*

Strategic Themes

- Impactful Programming
- Effective Recruitment & Marketing
- Organizational Sustainability
- Strategic Partnerships





2010-2012 Initiatives & Implementation Plan - Calgary Vietnamese Youth Group

Long term Outcome = Vision

Vietnamese youth have active and meaningful civic and leadership roles in their school, family and communities. They contribute to creating a vibrant, united and responsive community in an equitable, integrated and multicultural Canadian society.

Goal 1: Impactful Programming				
Objective	Initiatives	Timeline	Partners	Balanced Scorecard
Expand educational, career and leadership choices and opportunities	Organize "Reach for the Stars" conference focused on education and career options for youth and parents	February 2010, 2011 and 2012	VN Student Assoc, Association for Encouragement of Learning, VN Language School	Youth
	Facilitate sponsorship to attend <i>Len Duong</i> Youth Leadership Development Camp	Jan – May 2010	VN Student Assoc, Community and Business Sponsors	
	Refer youth to agencies and programs	Ongoing		
Help develop a strong sense of identity, pride and belonging as Vietnamese Canadians	Multicultural Youth Theatre Production – development, rehearsals and performance	Jan – May 2010	ACCT Out Theatre, Asian Heritage Foundation	Youth
	Support youth-led social/cultural events	Ongoing		
Support youth at risk	Develop Framework and Criteria for <i>Tier 1</i> Peer-to-Peer Mentorship; Develop Cross-Referrals with Agencies	2011 - 2012	Youth Action Committee Agencies	Youth
Facilitate Civic and Leadership Roles for New Graduates	Invite young adults to be leads, mentors and advisors	Ongoing		Youth
	Refer young adults to volunteering opportunities	Ongoing	Agencies	
Strengthen collaboration and unity with VN organizations	Help organize TET lunar new year festival	Jan 2010-2012	VN Canadian Association	Community
	Organize Annual Vietnamese Camp	Summer 2010-2012	Participating Vietnamese community organizations	

Support Succession Planning in Vietnamese community	Develop Succession Plans with selected organizations; support youth leaders Tier 2 Mentorship	Jan – Dec 2010 2011 and 2012	VN Canadian Assoc, VN Language School, Assoc for the Encouragement of Learning	Community
Support youth to secure leadership positions in the ethno-cultural community and broader Canadian society	Develop Succession Plans with selected organizations; support youth leaders Support projects that promote a positive image of Vietnamese youth (e.g. Go-Girl, Library Fair, Leukemia, Inn from the Cold)	Jan – Dec 2010 Ongoing	Ethno-Cultural Council, Asian Heritage Foundation, Coalition for Equal Access to Ed. Participating Agencies	Community

Goal 1 Short Term Outcomes (in 1 year):

- Programs are created to reflect the needs of the Vietnamese youth community
- Vietnamese youth and families are satisfied with CVYG programs
- Community organizations link to CVYG to seek participants and volunteers

Indicators of Performance:

- Participant and volunteer satisfaction with events and programs
- Attendance at events
- # of volunteers, including # of youth volunteering and taking on leadership roles
- # community organizations that contact CVYG, and types of contact

Goal 1 Mid-Term Outcomes (in 3 years):

- Youth have the knowledge, inspiration and skills to succeed in their school, family and community lives
- Youth understand life in Canada including laws, rights, responsibilities and how to access community resources
- Youth are part of a supportive social network, and are proud of their ethno-cultural heritage
- Youth are engaged in the community and access meaningful civic and leadership roles
- The community has increased access to Vietnamese youth volunteers

Indicators of Performance:

- Youth volunteers' satisfaction with achieving their learning plans
- Youth's sense of belonging, pride in their heritage, attitudes towards school, family and community
- # of youth in leadership positions, # of youth in post-secondary education, # graduating from college/university
- Reduction in generational gap and cultural gap as measured by youth, parents and elders

Goal 2: Effective Recruitment and Marketing				
Objective	Initiatives	Timeline	Partners	Balanced Scorecard
Recruit younger members to join CVYG	Create New CVYG Website	June 2010	School boards, community events	Youth
	Promotion in schools and community	Ongoing		
Increase public awareness of CVYG	2009 Year-End Report to the Community	Jan 2010 - 2012	Media, community organizations	Community
	CVYG booths at cultural events in the city, increase web and media presence, including exploring the feasibility of hosting TV Show	Ongoing		
Improve communications and relations with the CVYG network	Maintain a CVYG database, and send regular updates and invites to network	Ongoing		Process
	Newsletter to members and prospects	Bi-monthly		

Goal 2 Short Term Outcomes (in 1 year):

- Increased public presence of CVYG in the community and in the media
- Increased public awareness of CVYG programs and services
- Increased recruitment of new members 18 years of age and younger

Indicators of Performance:

- # of articles, blogs, press releases, interviews, presentations and information booths in community and the media
- # of new CVYG members and # of new volunteers

Goal 2 Mid-Term Outcomes (in 3 years):

- Vietnamese families and community organizations support CVYG
- Community organizations and the media actively engage CVYG in their programs and initiatives

Indicators of Performance:

- Increase in # articles, blogs, interviews, presentations and information booths in community and the media
- # of new CVYG members and # of new volunteers
- Satisfaction levels of parents, advisors and community partners

Goal 3: Sustainable Organization				
Objective	Initiatives	Timeline	Partners	Balanced Scorecard
Secure predictable, multi-year funding	Develop a 3-year funding plan Develop an annual sponsorship package	Feb 2010 March 2010, 2011 and 2012	Child and Youth Friendly Calgary, Volunteer Calgary Government funders, sponsors	Resources
Create a formal governance structure for CVYG	Create an Organizational Chart with clearly defined roles and responsibilities Elect leaders to executive positions Incorporate CVYG, create bylaws	Oct – Dec 2009 Nov – Dec 2009 Nov – Dec 2009	Volunteer Calgary, Child and Youth Friendly Calgary, Alberta Government	Process
Create a formal operational structure for CVYG	Track volunteer hours, and create a system to issue merit-based references Develop a membership recruitment and management process Create program registration forms and parental consent processes to mitigate liability	Dec 2009 March 2010 Ongoing	Volunteer Calgary, Child and Youth Friendly Calgary, Alberta Government	Process
Secure facilities to organize CVYG events	Secure an office for CVYG Seek facility partners for CVYG events, practice, and group meetings	Feb 2010 As needed	VN Cdn Assoc, VN Student Assoc, Assoc for Encouragement of Learning, Child and Youth Friendly Calgary	Resources
Provide coaching and support to volunteers and staff	Organize or refer to skills building workshops and leadership development programs Create tip sheets and links to resources Create list of internal CVYG mentors by skills/interest to support leads	Ongoing Ongoing June 2010	Child and Youth Friendly, VCSA, Volunteer Calgary, Youth Action Committee of VCF	Learning & Growth

Provide training and support to Mentors	Determine needs of mentors and develop a mentor training plan	Jul - Dec 2010	Youth Action Committee of VCF	Learning & Growth
	Tier 1 and Tier 2 Mentorship Development	2011 and 2012	Community Leaders (multigenerational)	
Hire paid staff to coordinate core programs and activities	Develop Job Descriptions and Advertise	Oct 2010		Resources
	Hire Staff	Jan 2011		

Goal 3 Short Term Outcomes (in 1 year):

- CVYG is incorporated as a non-profit Society in the province of Alberta
- The new Board of Directors and Executive Committee are trained and aware of their roles and responsibilities
- A new governance model and organizational by-laws are in place
- CVYG has approved a three-year funding plan

Indicators of Performance:

- Completion of incorporation, by-laws, organizational chart, executive roles and responsibilities
- Completion of training of board of directors and executive team
- Completion of a three-year funding plan

Goal 3 Mid-Term Outcomes (in 3 years):

- CVYG's directors, executive and key volunteers have the skills and commitment necessary to manage the organization
- Financial resources are sufficient to operate the organization

Indicators of Performance:

- Increased satisfaction, skills and comfort level from CVYG's key volunteers including directors and executive team
- Financial statements show a positive cash flow and reasonably comfortable financial projections
- Financial portfolio is diversified

Goal 4: Strategic Partnerships				
Objective	Initiatives	Timeline	Partners	Balanced Scorecard
Expand educational, career and leadership choices and opportunities	Organize "Reach for the Stars" conference focused on education and career options for youth and parents	February 2010, 2011 and 2012	VN Student Assoc, Association for Encouragement of Learning, VN Language School	Youth
	Facilitate sponsorship to attend <i>Len Duong</i> Youth Leadership Development Camp	Jan – May 2010	VN Student Assoc, Community and Business Sponsors	
	Refer youth to agencies and programs	Ongoing		
Help develop a strong sense of identity, pride and belonging as Vietnamese Canadians	Multicultural Youth Theatre Production – development, rehearsals and performance	Jan – May 2010	ACCT Out Theatre, Asian Heritage Foundation	Youth
	Support youth-led social/cultural events	Ongoing		
Support youth at risk	Develop Framework and Criteria for <i>Tier 1</i> Peer-to-Peer Mentorship	2011 - 2012	Youth Action Committee	Youth
	Develop Cross-Referrals with Agencies		Agencies	
Strengthen collaboration and unity with VN organizations	Help organize TET lunar new year festival	Jan 2010-2012	VN Canadian Assoc	Community
	Organize Annual Vietnamese Camp	Summer 2010-2012	Participating Vietnamese community organizations	
Support Succession Planning in Vietnamese community	Develop Succession Plans with selected organizations; support youth leaders	Jan – Dec 2010	VN Canadian Assoc, VN Language School, Assoc for the Encouragement of Learning	Community
	Tier 2 Mentorship	2011 and 2012		
Support youth to secure leadership positions in the ethno-cultural community and broader Canadian society	Develop Succession Plans with selected organizations; support youth leaders	Jan – Dec 2010	Ethno-Cultural Council, Asian Heritage Foundation, Coalition for Equal Access to Education	Community
	Support projects that promote a positive image of Vietnamese youth (e.g. Go-Girl, Library Fair, Leukemia, Inn from the Cold)	Ongoing		
Secure facilities to organize CVYG events	Secure an office for CVYG	Feb 2010	VN Cdn Assoc, VN Student Assoc, Assoc for Encouragement of Learning,	Resources
	Seek facility partners for CVYG events,	As needed		

	practice, and group meetings		Child and Youth Friendly Calgary	
Secure predictable, multi-year funding	Organize a fundraising drive Build relationship with funders and submit funding proposals	Mar – May 2010, 2011 and 2012 Ongoing	Child and Youth Friendly Calgary, Volunteer Calgary Government funders, sponsors	Resources
Provide coaching and support to volunteers and staff	Organize or refer to skills building workshops and leadership development programs Create tip sheets and links to resources Create list of internal CVYG mentors by skills/interest to support leads	Ongoing Ongoing June 2010	Child and Youth Friendly, VCSA, Volunteer Calgary, Youth Action Committee of VCF	Learning & Growth
Provide training and support to Mentors	Determine needs of mentors and develop a mentor training plan Tier 1 and Tier 2 Mentorship Development	Jul - Dec 2010 2011 and 2012	Youth Action Committee of VCF Community Leaders (multi-generational)	Learning & Growth

Short Term Outcomes (in 1 year):

- Establishment of community and business partners
- Government funders and private foundations are identified and prioritized

Indicators of Performance:

- # and type of interested partnerships
- # and type of confirmed partnerships

Mid-Term Outcomes (in 3 years):

- Strategic partners provide value towards the vision and mission statements of CVYG

Indicators of Performance:

- # and type of confirmed partnership agreements
- Alignment of strategic priorities between partners to CVYG in order to leverage resources
- Satisfaction levels with the partnerships from CVYG executive, affected youths and CVYG partners

MEASUREMENT TOOLS

- Engagement or satisfaction survey of volunteers, youth, parents, and partners
- Observations and informal conversations
- Pre and post self-evaluations from key volunteers and members
- Environmental scan of articles, events and initiatives about Vietnamese youth and the Vietnamese community
- Statistics such as attendance at events, # of partnerships, # of youth in leadership positions, and socio-economic status of the Vietnamese community

ACTION PLAN FOR 2010

By end of 2009:

- Interim Executive Team in Place
- By-laws, Organizational Structure
- Incorporation

By end of Quarter 1:

- Website and Newsletter
- 2009 Year-End report to the community and public launch of new image
- Finalize office location
- Lunar New Year Festival
- Reach for the Stars Conference
- Funding Plan and Sponsorship Package

By end of Quarter 2:

- Fundraising Drive starts
- Fundraising Appreciation Gala to celebrate our community's successes and formally recognize multi-generational community leaders
- ACCT Out Youth Theatre Production, with Asian Heritage Foundation – May 2010

By end of Quarter 3:

- Annual Summer Camp for the Vietnamese community
- Fundraising Drive ends

By end of Quarter 4:

- Year-End Evaluation of initiatives
- Development of Mentorship Network – Tier 1 (for youth at risk)
- Funding proposals are delivered to funders

PRIORITIES FOR 2011

- 2010 Year-End report to the community
- Implementation of Mentorship Network – Tier 1 (for youth at risk)
- Development of Mentorship Network – Tier 2 (for aspiring leaders, succession planning)

- Regular Programming: Newsletters, Lunar New Year Festival, Reach for the Stars Conference, Len Duong Camp, Asian Heritage Month, Annual Summer Camp
- Year-End Evaluation of initiatives

PRIORITIES FOR 2012

- 2011 Year-End report to the community
- Evaluation of Mentorship Network – Tier 1 (for youth at risk)
- Implementation of Mentorship Network – Tier 2 (for aspiring leaders, succession planning)
- Regular Programming: Newsletters, Lunar New Year Festival, Reach for the Stars Conference, Len Duong Camp, Asian Heritage Month, Annual Summer Camp
- Year-End Evaluation of initiatives

If you would like more information about this document or our implementation plan, please contact the Calgary Vietnamese Youth Group at cvyg@shaw.ca.