



**ICYDA**  
**ANNUAL REPORT**  
**2017/2018**

**BUILDING BRIDGES**

**Inner City Youth  
Engagement Program  
Inner City High School**

## Our Vision



To provide Edmonton's Marginalized Urban Indigenous and other youth with the support and education necessary to break the cycle of poverty, desperation, and dependence that dominates their lives, enabling them to reach an educational level and career choice that facilitates their becoming contributing members of society.

### **A Note On This Report's Design, Photography, & Printing**

In 1993 we hired a young University of Alberta teaching graduate to instruct English and Social Studies. It was his first teaching gig. He left us and went on to start an Edmonton design and marketing company and that firm has provided pro bono communications work for ICYDA for almost three decades. While this report looks expensive, it is produced with many gifted hours provided by Høk Nik Creative, Inc.



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## Organizational Overview

The Inner City Youth Development Association (ICYDA) has offered programming to Edmonton's marginalized urban Indigenous and other youth since 1986.

### MISSION STATEMENT

Our mission is to provide Edmonton's marginalized urban youth with preventative social service and educational programming that promote and facilitate independence and responsibility in those we serve, empowering them with their own desires to become active, constructive, caring members of the community.

### VALUES

ICDYA Programming is based on the values of trust, respect, cooperation, and non-violence.

#### TRUST

ICYDA staff members are committed to entering into trusting relationships with the youth in our programs. Youth are accepted for who they are and trusted that they want to create positive change in their lives.

#### RESPECT

ICYDA staff members respect the self-determination of our youth and are committed to building relationships built on respect, but at the same time realize that respect, from youth who are naturally wary and often emotionally wounded, must be earned.

#### COOPERATION

ICYDA staff members are committed to developing relationships built on cooperation. In this context cooperation means that youth have a voice, wherever possible, in the creation, structure, and operation of ICYDA programs.

#### NON VIOLENCE

ICYDA staff members are committed to developing and facilitating nonviolent relationships in every aspect of ICYDA's operations. Violence, in this sense, is not restricted to physical acts of violence but includes verbal exchanges and the structural violence of ICYDA's policies and practices.



## Administrative Change

This has been quite a year for the Inner City Youth Development Association (ICYDA). After 28 years of service to Edmonton’s marginalized urban youth, Alexina Dalgetty, our artistic director, program director, and co-developer resigned from her position. This move was not a surprise. It was part of a transition plan several years in the making. But before we say more about that let’s look back over the years to recognize Alexina’s contributions. Inner City operated for 3-4 years prior to Alexina’s involvement.

ICDYA began as the Inner City Drama Project in 1986. Joe worked together with local theatre worker and film maker Lorna Thomas to establish the first program at Edmonton’s McCauley Boys’ and Girls’ Club. Lorna’s involvement then shifted to the project’s Advisory Board. Several years, later together with the Canadian Broadcasting Corporation (CBC) Lorna produced *Beating the Streets* (1998), a documentary covering the work of the Inner City Youth Development Association. *Beating the Streets* was broadcast nationally and shown to aspiring social workers and youth workers at conferences, universities and colleges across the country.

Following the first program at the Boys’ and Girls’ Club, several requests from inner city schools and agencies resulted in the establishment of four more programs in as many years. To provide instructors for these programs Joe recruited Drama students from the University of Alberta. Grants from the Edmonton philanthropic community made it all possible.

Joe studied Popular Theatre at the University of Alberta and worked with local theatre artists such as Tony Hall, Floyd Favel, Phil Paul, Jane Heather, Katherine Stewart, and many others. He also benefited from the mentoring of Jan Selman and other people too numerous to mention. Joe met Alexina in a Graduate class on Popular Theatre at the University of Alberta in 1989. She was passionate about using the arts for community development. He asked Alexina to work in one of their programs. Alexina’s strong theatre skills made a significant contribution to the quality of our work. By 1991 Joe and Alexina were working as equal partners in five groups in Edmonton’s inner city.



At the end of February 2018, Alexina left ICYDA for the wilds of Ontario to open a Bed & Breakfast.

## Popular Theatre

Our guiding philosophy of using Popular Theatre as a tool to help youth help themselves grew out of this work. Each of the five groups explored personal and social issues through drama. One group wanted to make a play out of their individual scenes. We grouped their scenes together into 30 minute plays.

Each play was performed for an audience familiar with the topics. Topics such as family violence, racism, prostitution, substance abuse and other forms of violence were followed by a discussion with the audience about ways to deal with such destructive issues. Because of the emotional impact of some of the performances, it was necessary for us to have counsellors available. It was important work for the youth. They realized their stories were important and that people were willing to listen. The arts-based narrative process inherent in Popular Theatre aka, Theatre of the Oppressed creates personal and community development.



We performed at Aboriginal Cultural Celebrations throughout Alberta, Social Work conferences, Education conferences, the University of Alberta, Drug and Alcohol treatment centres, Edmonton Young Offenders Center, The First National Healing our Youth Conference, and many other conferences and community events creating awareness and discussing social issues impacting our youth and many others. In 1990 our name was changed from the Inner City Drama Project to Inner City Youth Development Association. The new name was more reflective of the work we did and the purpose of the organization.

As we worked closer and more intensely with the youth we discovered that many of them didn't have a place to live or food to eat on a regular basis. We struggled to find housing and food for the performing group. At that time there were very few housing options available for homeless youth. We over extended our budget putting youth in temporary rooms and other forms of shelter. The payments from performances and wages to the youth were not enough. We discovered that some youth could access small amounts of social services funding on a temporary basis. We realized that if we pooled our resources together we might find housing for everyone.

## Drama House

In July of 1991 we rented a large house in Edmonton's inner city. Joe and Alexina put their office in the living room and the rest of the space became a cooperative group home for members of the drama group. We were in the house/office five days a week. Joe slept there three nights a week and dropped in on the weekends. Youth identified their needs and told their stories through theatre. At this point it was our responsibility not to abandon them.



Once the youth had a safe place to live and regular meals they saw education as being a route to positive change.

We registered them in local schools and within one month all had dropped out and were working on correspondence courses in the house. They soon asked us to start a school. We had recognized the need earlier and researched the process.

## Inner City High School

In February of 1993 we opened Inner City High School with seven members of our drama group and two of their friends. After the first year we had 30 students. At first we thought all problems were solved for the youth. They had a safe place to live and regular meals to eat. Now they were going to school. But we hadn't counted on the complete lack of resources experienced by many youth, the low academic levels and the length of time that many youth had been out of school and on the street. As a non-tuition based private school we did not have the funds to meet the needs of the youth. We faced closure. These were desperate times.

In an effort to stave off closure we were helped by Edmonton Catholic Schools and by Edmonton Public Schools. Both saw Inner City as performing a needed social service. At the same time we recognized the need to keep our preventative social service programming separate from the school. The Inner City Youth Development Association (ICYDA) became the umbrella organization for the Inner City Youth Support Program and Inner City High School (ICHS).

Popular Theatre is the art form that initially animated and empowered youth who came through our programs. Inspired by that success we travelled and researched best practices in Calgary, Vancouver, Toronto and Chicago. We soon incorporated other art forms such as visual and digital arts, video and sound recording into our programming. The Inner City Youth Engagement Program (YEP)<sup>1</sup> provides youth with counselling to repair damaged lives, meals to feed the hungry, transportation when needed, and other preventative programs. Recently, we have been piloting programs in the virtual world that focus on understanding the past, overcoming present social and personal issues such as contact with the justice system and suicide ideation, reconciliation and planning for a hope filled future. The disproportionate level of suicide rates among Indigenous youth is well known<sup>2</sup>. In 2017/2018, YEP social workers and youth workers helped distraught youth draft 47 suicide safety plans.

## Youth Engagement Program Court Worker

A court worker/recreation coordinator was added to our youth engagement staff a few years ago. We have always done whatever we could to support youth caught in the court system, however, having a dedicated worker made a big difference. For example, in the past year the court worker was instrumental in helping youth clear 36 warrants for their arrest. He supervised youth performing 257 community service hours in place of incarceration; thereby, preventing youth from serving time in jail and having further contact with a more hardened criminal element.

Let's look a little closer at the difference the above statistics can make in a young person's life and the enormous financial cost borne by our society. Once a youth is incarcerated they often get involved with and learn the ways of more hardened criminals. When released they can sink deeper into the world of crime and drugs. But, let's say 20 youth of the above 36 dealt with their warrants and served community hours instead of going to jail what difference did it make? The cost to keep one youth in municipal and provincial institutions is approximately \$73,000 per year. If we divide \$73,000 by 12 we arrive at a monthly cost of \$6,083.33.



Inner City's triathlon group. Sports helps builds trust.

### Incarceration Costs

Annual Costs per Youth	Number of Youth	Savings to Society
<b>\$73,000</b>	<b>20</b>	<b>\$1,460,000</b>
<p>The costs to society to incarcerate the same 20 youth for 1 year is in excess of \$1,460,000. These costs do not take into account the social costs to society of associated criminal activity in our justice system. There is also a serious loss of human potential and human capital.</p>		

Having youth disclose active warrants requires building trust with youth who do not trust easily and avoid formal institutions. Playing sports with youth builds trust, creates a sense of community and builds self-confidence. To this end the court worker is also the recreation coordinator. Youth develop a trusting relationship that leads to disclosures regarding pending legal issues. Playing sports with youth combined with other elements of our programming builds trust. For example, some of those elements are breakfast, a hot lunch five days a week and supper for a smaller group four days a week. We also have regular visits from our Elder for counselling, conversations with youth, cultural ceremonies and activities. We offer a parenting program, addictions counselling, food bank, housing referrals, mental health referrals bus tickets and other emergency supports.

<sup>1</sup> The name of this program was recently changed from the Youth Support Program to the Inner City Youth Engagement Program (YEP). The program mandate to engage youth in narrative based personal development and preventative social services has not changed fundamentally but is, and always has been, more than mere support.

<sup>2</sup> See Statistics Canada, (2018). Aboriginal Youth. Adult and youth correctional statistics in Canada, 2016/2017. The Daily <https://www150.statcan.gc.ca/n1/daily-quotidien/180619/dq180619a-eng.htm>

## Demographics

In the 2017/2018 program year we served 197 marginalized urban Indigenous and other youth between the ages of 15 and 24. The following demographics describe the background of the youth referred to as marginalized urban youth.

<b>90-95%</b>	Are of Indigenous heritage
<b>85-90%</b>	Live in unsafe/unstable housing
<b>10%</b>	Live in group homes
<b>95%</b>	Lack basic resources
<b>up to 90%</b>	Are without parental support
<b>80%</b>	Are functionally illiterate when they first register
<b>5-10</b>	On average are absolutely homeless on registration. They stay in bus shelters, homeless shelters, coffee shops, walk the streets or sleep wherever they can lay their head.

It is important to note that the inmates in our provincial jails and federal prisons have strikingly similar demographics to the youth in our programs. Our goal is to provide the tools and support for a potentially dependent population to make the transition from street-involved to contributing citizens.

Display improved conflict resolution skills	<b>42%</b>	Youth Served	<b>197</b>
Respond to crisis in more constructive ways	<b>49%</b>	Completed Suicide Safety Plans	<b>47</b>
Have increased respect for self and others	<b>44%</b>	Emergency Food Bank use	<b>115</b>
Begin to act cooperatively in programs and with their peers	<b>46%</b>	Parenting classes for young fathers and mothers	<b>25</b>
Have increased awareness of public health issues	<b>36%</b>	Housing referrals	<b>61</b>
Able to articulate personal and social issues	<b>54%</b>	Trips to Elders' sweat lodge	<b>24</b>
Develop an awareness of their social situation and work to change it	<b>62%</b>	Formal on demand addictions counselling	<b>28</b>
Number of Housing Referrals made by YEP social workers and youth workers	<b>61</b>		
Develop an Education and career plan	<b>57%</b>		
Groups of 8 to 10 youth made 24 trips to a sweat lodge and participated in ceremonies with our school Elder.			

As part of this retrospective, and review of the 2017/2018 program, we reached back as far as possible to calculate how many youths had come through our programming since 1993. Starting with our first program in 1986 was too much of a guessing game. We were able to calculate educated estimates from 1993 to 2008 totalling 985 youth. The total of 2,468 youth counted from 2008 to August 2018 is taken from our database. The creation and depth of our wraparound programming have benefited 3,453 total youths in our programs since 1993.

Let's take a glimpse into that number with a few qualitative examples.

Some youth have received support from the YEP program, then transitioned to and graduated from Inner City High School. Some of these youth went on to post-secondary education and a career. Others stabilize their lives and move on, often to full time employment. Small successes can lead to important changes.





■ Tom, a youth fresh off the reserve, was referred to Inner City by his group home. Shy and isolated he hid his face under his hood. Tom's immediate success is that he is now able to pull his hood off his face, feels part of our community, accesses supports, and interacts with other youth in positive ways.

■ Susan represents a more long term example. Susan, a former program participant, visited us a few years ago to tell us proudly that she is the only one in her family that hasn't had their children apprehended by social services.

The generational impact of Susan's development, as with that of many other youths in this program, creates incalculable benefits for our society. Susan is now a support worker at a local community service agency.

## Inner City High School

Inner City High School (ICHS) is an Independent Arts and academic high school accredited by Alberta Education as a category one private school. As such we receive less financial support than provided to public schools. The backgrounds of ICHS students make it impossible to charge tuition as most private schools do. By necessity we offer more support through our wraparound programming. The purpose of the school is to provide opportunities for marginalized youth to earn a high school diploma, develop skills that can lead to full-time employment, and prevent their return to a life on the street. This purpose, however, presents Inner City High School with quite a challenge.

We offer a flexible but structured environment with small classes that average between four and eight students, small group and one-on-one support. The financial difficulties that this creates are significant, however, without Inner City High School many youths who are now completing high school would be statistics in our social service and/or justice system. The success of ICHS students is made possible through community support for the Youth Engagement program. The Youth Engagement Program eventually bridges youth to Inner City High School.

To the best of our knowledge the comprehensive depth of ICYDA's wrap round programming for marginalized urban youth is unique in Canada. Thanks to Edmonton's philanthropic community and their recognition of the need for and quality of our programming for Edmonton's marginalized urban Indigenous and other youth.

### Awards & Recognition

- Presented with the Alberta Lieutenant Governor's True Award for work with Edmonton's high risk youth (2014)
- Among the finalists for the Alberta Excellence in Teaching Award (2011)
- Presented with the Telus Innovation Award (2011) in recognition of our work with Edmonton's high risk youth
- Recognized for Outstanding Contribution to the Aboriginal Community (2009) Award presented by Native Counselling Services of Alberta.
- Presented with the Alberta Centennial Medal (2005)
- Other awards are available on request



We have regular visits from our Elder (Fernie Marty) for counselling, conversations, ceremonies and activities.



Our programming is designed to build trust, foster a sense of community and build self-confidence among youth.



Five days a week, we serve breakfast and hot lunch. Supper is provided for a smaller group four days a week.

# Audited Financial Report 2017/2018

## Youth Engagement Program (YEP)

### Revenue

Foundations	255,337
Federal Grants	116,268
City of Edmonton, Community Services	97,611
Donations	45,694
Fee For Service	15,256
Other	8,178
<b>Total Revenue</b>	<b>538,344</b>

### Expenses

Wages and Benefits	359,307
Direct Client Expenses	71,872
Facility	67,364
Transportation and Insurance	22,512
Professional Fees	2,922
<b>Total Expenses</b>	<b>523,977</b>

## Inner City High School

### Revenue

Alberta Education	2,436,755
Foundations	201,779
<b>Total Revenue</b>	<b>2,638,534</b>

### Expenses

Wages and Benefits	2,047,902
Direct Client Expenses	170,842
Facility	298,123
Transportation and Insurance	49,425
Professional Fees	12,344
<b>Total Expenses</b>	<b>2,578,636</b>

## Excess of Revenue over Expenses

	<b>YEP</b>	<b>ICHS</b>
Total Revenue	538,344	2,638,534
Total Expenses	523,976	2,578,636
Amortization		11,150
<b>Totals</b>		<b>2,589,786</b>
Surplus/Deficit	14,368	48,748

## Board of Directors

We are fortunate to have a Board of Directors that has a deep commitment to the mission, values and vision of our Association. Our staff is grateful for the boards leadership and their investment of time, expertise and resources.

### **PRESIDENT**

Murray Goodwin, BSW, M.A

### **VICE PRESIDENT**

Roisin McCabe, M.A

### **TREASURER**

Cory Chan, CPA, Student-at-law.

### **SECRETARY**

Joan Shaben B.A. (Econ), DC

### **DIRECTOR**

Alexina Dalgetty, MFA

### **DIRECTOR**

Harmail Natt, P. Eng., MBA Candidate

### **DIRECTOR**

David Anli, P.Eng., M.B.A.

### **DIRECTOR**

Michael Ho, M.Sc., O.T. M.B.A.

### **STAFF REPRESENTATIVE**

Nikolai Linden, BA

### **STAFF REPRESENTATIVE**

Joe Cloutier, PhD.



## Looking Ahead

Our programming continues to evolve according to the needs of the youth. As noted earlier, the addition of a dedicated court worker has redirected youth from possible jail time and pointed them in a more hope filled direction, saving considerable costs for our society. When youth fall through the cracks we all pay the price.

To help ensure the long term sustainability of ICYDA we established the Inner City Youth Development Foundation (ICYDF). The Foundation applied for and received charitable status with Revenue Canada. The objective of the Foundation is to support the alleviation of poverty among Edmonton's marginalized urban youth through the work of the Inner City Youth Development Association. Meeting this objective necessitates the growth and development of a solid multi-faceted fundraising program. This work is underway.

As noted at the beginning of this document the first phase of our administrative transition began in September of 2018. Nikolai Linden completed his transition into the role of Executive Director at the time.

This transition and administrative structure ensure continuity and strength based, trauma- informed programming that makes it possible for Edmonton's marginalized Indigenous and other youth to leave the street behind a begin their journey to become contributing citizens.



In Nikolai's 16 years with ICYDA he has participated in all levels of programming and program development. Nikolai transitioned to the position of **Executive Director** in September, 2018.

Jennifer Belzile began at Inner City High School as a classroom teacher in 2005. In 2009, she became assistant principal. In September 2018 Jennifer began the year as **Principal** of Inner City High School.

Former ICYDA Executive Director and High School Principal Joe Cloutier transitioned to the position of **Chief Operating Officer** in September of 2018. He is, among other things, responsible for fund development.

# Our Supporters

Our services give a sense of empowerment, hope, and a feeling of belonging and accomplishment to many youth who might otherwise become another statistic, or worse, another tragic story. Our programming depends on ongoing community support. We strive to assess the current needs of our community, and to adapt and grow in response to new challenges and new opportunities. From large corporations, to government agencies, to individuals — we've maintained our commitment to those we serve through ongoing and thoughtful sponsorship from our community. Our sponsors believe in our work. They know that the young people in our programs and high school deserve the support and opportunities that others take for granted. Simple things like bus tickets, housing, food, a friend who cares, hope for the future, and support while they struggle to realize their dreams.

## EDMONTON OILERS COMMUNITY FOUNDATION

Special thanks to the Edmonton Oilers Community Foundation for their ongoing support.



## THE CITY OF EDMONTON

Thank You to the City of Edmonton FCSS and the Community Investment Operating Grant for your ongoing support.



## EDMONTON COMMUNITY FOUNDATION

Thanks to the Edmonton Community Foundation for critical programming support.



## REALTORS COMMUNITY FOUNDATION

Thank you to the Realtors Community Foundation for helping us feed hungry youth.



## THE CITY OF EDMONTON

Many thanks for contributions by the City of Edmonton's Donate A Ride program



## THE GANDHI FOUNDATION

Thank you to the Mahatma Gandhi Canadian Foundation for World Peace, Edmonton for your continuous support.



## WALMART CANADA

Thank you to Walmart stores.



## THE CITY OF EDMONTON

Thank you to the Government of Canada, Urban Programs for Indigenous Peoples.



## TELUS, ELLIS GROUP & SSUC

Thank you to each for their ongoing support.



## Individuals & Organizations

Special thanks for your important and appreciated ongoing support to The Krishan Joshee Family, the Rae and Carol Allan Family and the Deepak and Vija Chaitanya Family. In 2017/2018 the support of the following individuals and organizations to helped to make our programming possible.

Original Joes  
FLG Sports  
Costco  
Lucky 97 Supermarket  
Chrome Studio  
Henry K. Wong Professional Corporation  
Joan Endres  
Verin Joshi  
Amy Fisher  
Cheryl Joyce  
Elizabeth Marchand  
Jason Spoor  
Nancy Jarnevic  
Devinder Pannu  
Joe Cloutier  
Reva Joshee  
Myrna Guenter  
Richard McCabe  
Siu Yin Ho  
Valerie Jepson  
Yue Yat Ho  
Berend Wilting

Anna Kochendorfer  
Christina Moen  
David Ho  
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Barbara Sommerfield  
Andrew Ho  
Sandra Fisher  
Hök Nik Creative, Inc.

## Staff, Elders, Philanthropists & More

Thanks to our many supporters and Edmonton's philanthropic community. Your support of Edmonton's marginalized Indigenous and other youth helps change lives.

Thank you to our Indigenous Elders and our skilled and committed staff of social workers, youth workers, administrative support, and chef whose cooking helps keep us all together.

A most respectful thank you goes to the many youths who have overcome so many barriers to make positive changes in their lives.



**ICYDA**

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Helping Youth Help Themselves