



## **Traction for Social Action: Towards a vision, mission and guiding principles for CSPS**

Chetwynd: February 1, 2008

A LIRN BC Workshop Summary Report  
Presented to the Chetwynd Social Planning Society (CSPS)

**Presented by the Partners of  
Learning Initiatives for Rural  
and Northern BC (LIRN BC)**



Canadian Rural Partnership



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# 1. Introduction

On February 1<sup>st</sup>, 2008, community leaders in Chetwynd gathered at the Chetwynd Public Library for a workshop that aimed to meet the following objectives:

- To review the current description of the Chetwynd Social Planning Society (CSPS)
- To learn about and develop a vision, mission and guiding principles for the CSPS
- To develop short, mid and long term goals for the CSPS
- To learn about the organizational life cycle of non-profit organizations
- To develop an understanding of one methodological approach to conducting a gap analysis and the role of a gap analysis in the development of a strategic social development plan

The CSPS was the host organization for the workshop, providing lunch and active participation throughout the day. Marcie Fofonoff was the Local LIRN Partner who convened workshop participants and made arrangements for the venue. The facilitation services were provided by Scott Graham, Director of the Community Development Education Program at SPARC BC.

The Chetwynd LIRN workshop began with a round of introductions and an overview of the day's activities, which was followed by a presentation on the life cycle of non-profit organizations and a discussion about how the task of developing a vision, mission and guiding principles fits into the general developmental phases of non-profit organizations. Following the presentations, participants engaged in a series of exercises to create a vision, mission, guiding principles, as well as short, mid and long term goals for the CSPS. The final portion of the workshop involved a presentation of one research method for creating a gap analysis and the role of a gap analysis in the creation of a strategic social development plan.

This report provides a summary of the educational content and the results of the small group deliberations in the workshop. In the next section, we provide descriptions of the LIRN project and each of the contributing partners. The background of the facilitator for the Chetwynd LIRN workshop is then presented. Next, select features of the content of the workshop are reproduced. The third last section consists of a summary of the results of the small group deliberations, which is followed by a brief statement about next steps. The final section is the appendices, which include the evaluation results, agenda, previous descriptions of the CSPS, participant list and a list of funding sources and relevant resources.

## **2. About the LIRN partners**

LIRN is a collaborative approach to building on the capacities of rural, remote and northern British Columbian communities. The LIRN process encourages government (municipal, provincial and federal), First Nations, non-government organizations (community-based, regional and provincial) and businesses to work together to plan, deliver and evaluate a locally relevant learning initiative. LIRN is made possible through a partnership of federal and provincial governments, as well as non-government organizations that recognize the strengths and challenges of rural, remote and Northern BC communities. The LIRN partners also understand the importance of local opportunities to learn about and work on current issues, as well as assess, envision, plan and act for a better future.

As LIRN partners, the BC Rural Network, Canadian Rural Partnership, Service Canada, the Self Help Resource Association of BC, and the Social Planning and Research Council of BC (SPARC BC) have combined their expertise and resources in an effort to maximize community capacity building opportunities for people living in rural, remote, and northern parts of the province. The objective of the LIRN process is to create a safe space in which community members learn and work together in a manner that is locally relevant.

On the following pages, we provide brief descriptions of each of the LIRN partners.

### **BC Rural Network and the Regional Rural Forums**

Founded in 2004, the BC Rural Network is a coalition of organizations, communities, and individuals who share a commitment to enhance the capacity of British Columbia to develop responses to rural and remote community issues. The BCRN is a non-profit organization whose members and Board of Directors come from all regions of British Columbia. Our objectives are to:

- Act as a coordinating body for the dissemination of information, tools, and resources of importance to rural and remote communities in British Columbia;
- Act as a catalyst to build linkages between communities, rural organizations, and policy-makers who work on issues of importance to rural and remote communities in British Columbia;
- Improve awareness of the current work of existing rural groups and organizations in BC by providing a forum for rural and remote communities and organizations to voice concerns and issues, and learn from each other.

For more information about the BC Rural Network and the Regional Rural Forums, please visit our website at [www.bcruralnetwork.ca](http://www.bcruralnetwork.ca) or contact us at [info@bcruralnetwork.ca](mailto:info@bcruralnetwork.ca)

## **Canadian Rural Partnership**

Canadian Rural Partnership (CRP) is a federal initiative which supports rural communities by helping to identify the issues they are facing, by taking collaborative action to address these issues, and connecting community to community and community to government to share information on available resources and best practice in rural development. We identify issues by bringing rural community residents together for dialogue or at conferences. The information from these gatherings is shared with a federal/provincial Rural Team which can undertake collaborative action to address these issues and can provide the input toward influencing government policies and programs with a Rural Lens. We also share information from one community to another and from government to communities through listservs, newsletters, best practice guides, and program lists. For more information about the Canadian Rural Partnership, please visit our website at: [http://www.rural.gc.ca/team/bc/bchome\\_e.phtml](http://www.rural.gc.ca/team/bc/bchome_e.phtml)

## **Service Canada and the New Horizons for Seniors Program**

Service Canada is becoming the program delivery arm of the federal government. Over a dozen federal departments are working with Service Canada so it can become a single window of service and program delivery for the federal government. Service Canada is home to the Employment Insurance system, labour market programming to help unemployed people return to work, income support like Old Age Security and Canada Pension. Service Canada also coordinates the New Horizons for Seniors program, which is a program that provides funding for community-based projects that aim to encourage seniors to contribute to and become more engaged in their local communities. Service Canada is interested in strengthening linkages with communities for more effective delivery of federal programs and services. For more information about Service Canada and the New Horizons for Seniors program, please visit our website at: <http://www.sdc.gc.ca/en/isp/horizons/toc.shtml>

## **Social Planning and Research Council of BC (SPARC BC) and the Community Development Education Program**

SPARC BC, a registered non-profit society and a federally registered charity, was established in 1966 and is a leader in research, public education and advocacy regarding issues of community development, accessibility, and income security. SPARC BC is a provincial organization with over 15,000 members and is governed by a Board of Directors from across BC. Our mission is to work with communities in building a just and healthy society for all.

The Community Development Education Program is one of our methods for realizing our mission. The Community Development Education Program aims to empower individuals and organizations by providing them with learning opportunities to identify local assets and issues, build local knowledge and develop skills and action-plans that contribute to effecting local consensus-oriented change. The curriculum resources and facilitation services of the Community Development Education Program are available to communities through the LIRN BC process. For more information about SPARC BC and the Community Development Education Program, please visit our website at [www.sparc.bc.ca](http://www.sparc.bc.ca).

## **The Self-Help Resource Association of BC**

The Self-Help Resource Association of BC (SHRA) promotes peer support approaches to community development, building the capacity of individuals and communities to become healthy, responsive and self-determining. SHRA programs and services focus on the processes of self-help and peer support, so that people can apply the information to their individual, organizational or community needs.

SHRA offers:

- Capacity-building workshops on group development and facilitation.
- Consultations, collaborations and partnerships related to peer support and community development initiatives.
- The Kinex Youth Initiative, a youth driven team supporting social and systemic change through peer support approaches.
- Information and referral services in the Lower Mainland.
- PeerNetBC.com, an online space for peer support communities.

Find out more about SHRA at [www.selfhelpresource.bc.ca](http://www.selfhelpresource.bc.ca) or contact us at [cheryl.shra@telus.net](mailto:cheryl.shra@telus.net).

### **3. About the facilitator**

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Scott Graham is the Director of the Community Development Education Program at SPARC BC. Scott works collaboratively with over ten rural and Northern BC communities each year to design and implement community learning initiatives. He is principal investigator for the Port Moody Interactive Government project, which aims to improve how the City of Port Moody engages its residents in local decision making processes. He also serves as principal investigator on a project entitled “The Power of Place: Integrating St’át’imc Knowledge into Lillooet K-12 school Curricula and Pedagogy”, which is funded through the generous support of the Canadian Council on Learning. Recently, Scott worked as a facilitator for the UN-Habitat Regional Urban Observatory at Simon Fraser University to formulate good governance indicators for Metro Vancouver. He holds a Master of Arts degree in Theory and Policy Studies in Education from the University of Toronto. He has published many guidebooks on community development methods and has several scholarly publications, including a recent publication in *Directions: Journal of Educational Studies*, and forthcoming articles in *Policy Futures in Education* and the *Journal of Applied Research on Learning*.

## 4. Content summary

In this section, we provide a series of questions that were discussed at the workshop.

### 4.1. What is the life cycle of non-profit organizations?

At the most generic level, there are five phases in the life cycle of non-profit organizations, each of which have several sub-stages.

#### 1. Gestation or pre-organization phase

- Energetic and enthusiastic stage: A group of people who like each other and care about the same things buy into the idea that a community based non-profit organization is worth developing
- Confusion and conflict stage: The group agrees about the need to turn their group into an organization but can not agree on how to proceed
- Exploration stage: The group engages in simple research and brainstorming for the purpose of informing themselves about creating an organization

#### 2. Creation phase

- Decision and delegation stage: The group makes a decision to form an organization and tasks are delegated to interested group members
- Framing stage: The group creates a vision, mission and guiding principles for their organization

#### 3. Formalization phase

- Incorporation stage: The group acquires non-profit status and possibly charitable status
- Strategic planning stage: The group agrees to the short, medium and long term directions for the organization

#### 4. Actualization phase

- Project and program activities stage: The leaders of the organization secure funding to engage in simple projects and delivery of core programs
- Collaboration and innovation stage: Leaders of organization identify strategic partners and develop collaborative arrangements for working together in innovative ways

#### 5. Dissolution phase

- The organization is unable to operate for legal and/or social reasons so the legal board takes the necessary steps to dissolve the organization.

## 4.2. What is the definition of a vision, mission and guiding principles?

At the LIRN workshop in Chetwynd, participants were provided brief definitions to assist them in their effort to develop a vision, mission and guiding principles for the CSPA. Here are the definitions that the participants used for the workshop.

- A vision statement should serve to guide the ongoing development of the CSPA. The vision statement should answer the following question: What impact do we want to have on society?
- The mission is a description of the purpose of the CSPA. It is a statement that should answer the following questions: What we do? Who we do it for? How and why we do it?
- The guiding principles are the ideals that underpin the decisions and work of the CSPA. They are statements that should answer the following question: What are the characteristics that you want to be known for?

## 4.3. What is a strategic social development plan?

The primary function of a strategic social development plan is to analyze the needs of the community, especially the ‘needs’ of marginalized or disadvantaged groups. These needs are determined and prioritized through a process of community consultation, demographic analysis, and review of existing servicing levels.

A strategic social development plan responds to the needs of the community by formulating strategies for stakeholders to implement. A strategic social development plan should also inform the strategic planning process of local non-profit agencies and city council, with the aim of ensuring that its associated services are responsive and accessible to all residents.

A strategic social development plan should assist local stakeholders:

- Develop an understanding of the needs of their communities including the most disadvantaged groups;
- Identify appropriate strategies to respond to those needs;
- Identify the services, facilities and processes needed to address the community’s needs;
- Identify which services each stakeholders have and what their respective role should be in the implementation process;
- Advocate for those services that need to be provided by other government agencies, the private sector or community organizations;
- Monitor changes in community needs and the extent to which existing services and models meet these needs;
- Provide improved facilities, services and regulatory activities that are more sensitive and appropriately targeted;

- Achieve a more coherent service system by working cooperatively with other government agencies, the private sector and community groups on service planning; and
- Address quality of life issues to benefit the whole community.

#### **4.4. What is a method for creating a strategic social development plan?**

The following method assumes that you have partnered with a municipality in the development of a strategic social development plan and that the deliverables are for the city. We have found that it is always beneficial to maximize the opportunities for community participation and input at multiple stages of the process of developing a strategic social development plan. This helps ensure that the outcomes of the project reflect community needs, and that the goals of the plan are appropriate and have community support. In total there are thirteen steps in developing a strategic social plan. Each of the steps are discussed in some detail in the following pages.

1. Project initiation and work plan
2. Literature review
3. Key informant interviews and outreach to community stakeholders
4. Prioritization workshop
5. Social indicators quality of life audit
6. Inventory of social programs in Community
7. Social responsibility matrices
8. Community consultations: gap analysis & discussion of opportunities
9. Preliminary report
10. Action plan consultations
11. Draft action plan
12. Final report to Council
13. Community forum to report on action plan

##### **1. Project initiation and work plan**

The introductory meeting is to be used to review and confirm all aspects of the project. Following this meeting, the project team will finalize a comprehensive work plan for approval by the key stakeholders. This preliminary work plan and timeline should include each of the specific tasks for the project and dates for completion.

##### **2. Literature review**

The first action step is to develop a review and synthesis of previous research and community development work in your community. This will provide a background for the social plan project, to ensure we do not duplicate work already completed, and can build on existing research and projects. You should look at social planning work that has been completed in other communities, with the intention of identifying key social issues and approaches that have been identified. Literature will be comprised of social plans, needs assessments, reports on social issues, the Official Community Plan, as well as any other documents your community may find appropriate.

The goals of the literature review are threefold. First, the review will serve to identify and confirm existing social issues in the community, as well as provide some background about the scope of existing issues, and some potential solutions or ideas that might contribute to addressing those issues. Second, the review will seek to identify existing social service and planning capacity in the community, including existing committees and roundtables that focus on particular issues, as well as identifying potential invitees for the preliminary stakeholder consultation discussed below. Third, the review will explore social plans developed in other communities in BC, with the goal of identifying potentially valuable ideas and ‘road-tested’ approaches that might be useful in your community.

The results of the literature review will be used as a foundation for the rest of the project and the development of the social plan. This important stage of the project will help you to ensure that you do not duplicate work that has already been completed, and that you are able to avoid any mistakes or pitfalls that might have occurred in other communities. It will also provide you with valuable background information as you move into the later stages of the project.

### **3. Key informant interviews and outreach to community stakeholders**

Concurrent with the literature review process, your project team will identify a group of key stakeholders for participation in a preliminary workshop. The participants in the preliminary workshop should be key stakeholders in the community who are able to provide a strategic perspective on community needs and goals. Our experience has shown that early participation by key community members can significantly improve community ‘buy-in’ for the action plan, and help you ensure that the later stages of the project reflect community needs and goals.

Through this phase of the project, your project team should consult with your city representatives to identify and invite individuals to participate in the prioritization workshop (next stage). The preliminary workshop invitees should include representatives from senior levels of government, the Health Authority, School Board, city staff, key community service agencies and the business community. In our experience, it is very useful to engage with representatives or agencies serving marginalized populations, as those voices can sometimes be overlooked in community consultation processes. These populations include youths, Aboriginal people, persons with disabilities and others. By deliberately engaging with these groups you can help ensure that the plan ultimately reflects the social needs and issues of all members of the community. You may need to adapt the invitation list to reflect any specific issues or challenges identified through the literature review or in consultation with city staff.

Your project team will also perform a series of key informant interviews with the key stakeholders as an ‘on-the-ground’ counterpart to the literature review. The interviews will explore current social issues in your community, and seek to identify preliminary topics for discussion and social service elements that will inform the prioritization workshop. The interviews will complement the literature review by providing current perspectives on your community’s social issues, and helping the prioritization workshop to focus on key issues and goals in the community.

#### **4. Prioritization workshop**

The prioritization workshop will take place early in the action plan development process. The workshop will engage with invited participants to explore the social issue landscape in your community, using the literature review, key informant interviews and consultations with city staff as a background for discussion. The workshop will serve three complementary purposes: (1) confirmation of the current situation; (2) prioritization of social issues; and (3) exploring measurement tools and quality of life indicators for the action plan.

At SPARC BC we favour participatory consultation processes that ensure all participants are able to make contributions, and that all voices are heard throughout the process. We have found that community support for outcomes can be significantly greater when consultations are thorough, fair and inclusive.

The first step in the workshop will be to confirm the findings of the literature review and key informant interviews. Using the research as a background, participants will discuss and clarify the social issues and social service elements that currently affect community residents. Participants will identify any social issues that did not appear in the research, and develop a broad categorization of the social needs facing the community. It is anticipated that the workshop will confirm a set of broad social themes, within which the action plan will be developed. Possible themes could include housing, health care, crime and safety, community development and diversity, or other issues altogether.

The second part of the workshop will prioritize the social issues in your community. Inevitably in any community, the social issues and needs will far outweigh any immediate capacity to fully address them. In order to create an effective action plan, it will be essential to work with workshop participants to prioritize the most pressing social service elements in your community. The later stages of the project will then develop the action plan based on finding ways to address those elements. It will be important to note that prioritizing the elements does not mean that the remaining social issues will never be addressed, but rather that the action plan will need to focus on those issues in order to ensure that action is possible. In this portion of the workshop, it is important that your project team begin a discussion of the various roles and responsibilities of each level of government, as well as the community and other agencies.

The third aspect of the workshop will explore the social indicators quality of life measurements. Working with the workshop participants, your project team will discuss options for measuring the quality of life of community residents. The goal will be to develop meaningful and effective quality of life measurements for the city, which can then serve as a baseline for evaluation of the action plan over time. The indicators, once developed, will also help to provide an understanding of the scope of need in the community for specific issues. The workshop will strive to ensure that the preliminary indicators identified reflect the prioritized social service elements, and provide some quantitative support for the action plan as it is implemented.

## **5. Social indicators quality of life audit**

In the last several years, many communities across Canada and the United States have adopted some form of community indicator process to monitor community conditions, inform policy choices, educate and engage citizens and provide a vehicle for measuring accountability. These indicator projects are given a wide range of names: quality of life, community profiling, sustainable development, genuine progress, benchmarking, vital signs and so on. They are similarly diverse in terms of content, with specific projects being tailored to the particular interests, needs, and concerns of the community in question. Despite these variations, we have learned from our research and development work that community indicator projects are united by two assumptions: first, that community well being can be defined, measured, managed, and preserved; and second, that well being includes social, economic, environmental and cultural aspects of community life.

On consultation with city representatives and the workshop participants, your project team should initiate a social indicators quality of life audit, which will provide a background to the action plan, and provide some outcome measurements for future evaluation of the plan and its implementation. The specific content of the indicators audit will be developed in consultation with the city, to ensure that it reflects local needs, and where possible uses existing and available data.

## **6. Inventory of social programs in your community**

Using the twenty social service elements identified in the prioritization workshop, the project team will develop an inventory of social programs in your community. The inventory will provide a baseline for understanding the scope of social need in the community. In order to fully understand what services and programs are needed in the community, it is essential to know what already exists. The inventory will serve two purposes. First, it will provide a baseline for an assessment of the community services in Community. Second, it will inform the gap analysis aspects of the project, in which we will identify the nature and scope of needs in the community relating to the prioritized social service elements.

## **7. Social responsibility matrices**

Social responsibility matrices help to clarify the difference between responsibilities and roles relating to a social issue in the community. Significant confusion exists about the difference between the responsibilities of a certain level of government or an agency, and the roles that each can play in addressing social needs. This is a particularly challenging issue in Canada, where the constitution delineates various overlapping responsibilities between the federal and provincial governments. The situation is further complicated with the inclusion of municipal governments, which are delegated a range of responsibilities by their respective provinces.

For example, the provincial government is primarily responsible for the provision of youth shelters to address homelessness. However, the federal government has chosen in the past to

involve itself in addressing homelessness through various approaches and funding initiatives. Homelessness ultimately occurs in municipalities, and municipal governments have zoning, land-use and bylaw considerations. The municipal government also has a direct interest in ensuring that measures are taken by senior levels of government to address homelessness, which could include the provision of shelter services. Each level of government has different financial capacities and legal mandates.

Canada's complex and multi-layered governmental system, with overlapping and unclear responsibilities at each level, can create significant confusion when seeking to address social issues. In most cases, the primary responsibility for a specific task is quite clear, but any social service or program often requires the participation and support of a range of different governments and agencies. Social responsibility matrices help to define and clarify the roles and responsibilities of various governments and agencies relating to specific social issues.

Using the twenty social service elements identified in the prioritization workshop, your project team will develop a social responsibility matrix that will outline the varying scope of responsibility for each of the three levels of government, as well as the community service sector and other potential interests (i.e. private foundations, the business community, school boards, the health authority and others.). The social responsibility matrices that SPARC BC developed for the City of Surrey Action Plan for Surrey Residents is a valuable tool that can inform this stage of the project work in this stage of the project.

In developing social responsibility matrices, we have found it useful to divide responsibilities into three general categories:

- **Planning** – Involving the coordination, participation and development of planning for services in a community. The form of planning processes may vary significantly, depending on the type of project or program. For example, planning for the construction of a facility is significantly different than planning for recreational services within existing facilities.
- **Construction & Siting** – This category includes responsibilities for financing and organizing construction of new facilities as well as identifying locations and siting for specific programs.
- **Operations** – The day-to-day operation of the social service in question.

Each general category is further subdivided into three responsibility categories:

- **Legislative** – Legislative responsibility identifies when a government has either specific responsibilities in an area, or has assumed some role in addressing a specific social element.
- **Financial** – Financial responsibility outlines financial obligations of each government or agency, including roles various levels of government have voluntarily assumed.
- **Implementation** – Implementation responsibility identifies the varying degrees of responsibility for actual implementation of the planning, construction or operations of programs.

Each level of government or service agency has a differing scope of responsibilities in each area. Scope of responsibility is represented in the following categories:

- **Primary responsibility** – A specific agent has the primary responsibility for this aspect of the element. For example, provincial governments have the primary responsibility for the creation and operation of homeless shelters, though they often delegate day-to-day implementation to a community service agency.
- **Secondary responsibility** – Differing agents share responsibility for this item. Due to the overlapping and varying nature of many governmental responsibilities, this term is necessarily vague. A government or agent with secondary responsibility has a role in addressing the issue, but is not primarily responsible.
- **Limited responsibility** – The government or agent has limited involvement and responsibility for the item. Often they take on a small or contributing role, but they are not directly responsible for the provision or planning of services.
- **None or Not Applicable (N/A)** – The agent has no responsibility for this item (i.e. Community groups have no legislative responsibilities).

The social responsibility matrices will be used as a reference tool and background information in the community consultations and action plan. The value of social responsibility matrices is that they can serve as a guide for the development of social services, as well as help focus advocacy and attention onto the governments and agencies that are primarily responsible for meeting social needs in the community.

## **8. Community consultations: gap analysis & discussion of opportunities**

The gap analysis will be developed through a comprehensive stakeholder workshop process. The workshops will be designed to reflect each of the themes and explore the social service elements identified in the prioritization workshop. In each, participants will have the opportunity to examine and discuss the social responsibility matrix/matrices, as well as the inventory of services for each social service element.

The workshops will be designed and facilitated with the express goal of gaining community input to needs and comparing them to existing service levels. This will provide a clear understanding of the current gaps in available services and programs. The secondary function of the workshops will be to prioritize the various service gaps, which will aid the development of the action plan on completion of this project.

The workshops will also use the inventory and social responsibility matrices to educate participants about the roles and responsibilities of the various governments and agencies involved in addressing social issues. This process will serve to help manage expectations about the goals and functions of the action plan, as well as provide a reference tool for community groups seeking to promote or develop a specific social service or program.

## **9. Preliminary report**

On completion of the community consultations, the project team will prepare a preliminary report. The report will include the literature review and key informant interview outcomes, the prioritization workshop outcomes, the social services inventory and gap analysis, the social responsibility matrices, and the preliminary quality of life indicators analysis. The report will provide your city with an opportunity to engage with the outcomes of the project prior to the development of the action plan. This will help ensure that the action plan reflects the needs and priorities of the community, as well as the goals and capacity of the city.

## **10. Action plan consultations**

Once the preliminary report has been approved by the city, the project team will begin implementing a series of consultations with city staff and key community stakeholders to develop the action plan. These consultations will depend on the content of the gap analysis, and the types of social service elements that the process has identified, but they will probably include a series of key informant interviews, and possibly two small focus groups.

The consultation process will identify key roles the city can play in addressing the social needs of the community, using the social responsibility matrices and gap analyses to inform the discussion. Consultations with city staff will also seek to identify and develop appropriate tools for the ongoing implementation of the action plan, including measurable indicators of success.

## **11. Draft action plan**

Using the results of the consultation process, the project team will develop a draft action plan. The plan will include:

- The social quality of life indicators audit, as a baseline for measuring changes in community needs over time, as well as background information for the support of other action plan steps.
- What the city can do internally to meet identified needs. Some of the identified gaps may relate to services for which the city has primary responsibility (i.e. recreation programs). In these cases, the action plan will identify specific steps and goals for the city to take to help fill those gaps.
- Ways in which the city can engage with the community to help meet social needs. Where the city is not primarily responsible for meeting an identified gap in the community, it may have one or more roles in the development or support of community services (i.e. zoning and permits for facilities). The plan will identify options for the city, and steps for the city to take to facilitate the creation of community services.
- Approaches to advocacy for gaps that are the responsibility of other levels of government or other agencies. Where the city has a smaller role, or where local capacity is insufficient to address a gap without the participation of other levels of government (i.e. child poverty). The plan will identify approaches and processes that can help the city support and participate in advocacy around those issues and community needs.

- Governance structure for implementation of the action plan. The plan will outline options and actions for inclusion in any pre-existing city plans.
- A monitoring process that will identify new and emerging social issues in the community. This will utilize the social quality of life indicators, as well as community engagement tools over time. By identifying and monitoring social issues as they evolve, the plan will provide the city with the tools to adequately prepare for and address emerging social needs, before they reach the crisis stage.
- A scan of existing funding opportunities to help address the existing gaps, as well as recommendations for monitoring future opportunities that may arise.

The draft action plan will be submitted to city staff for review, and your project team will work with the city to ensure that the plan reflects the needs and capacity of the city.

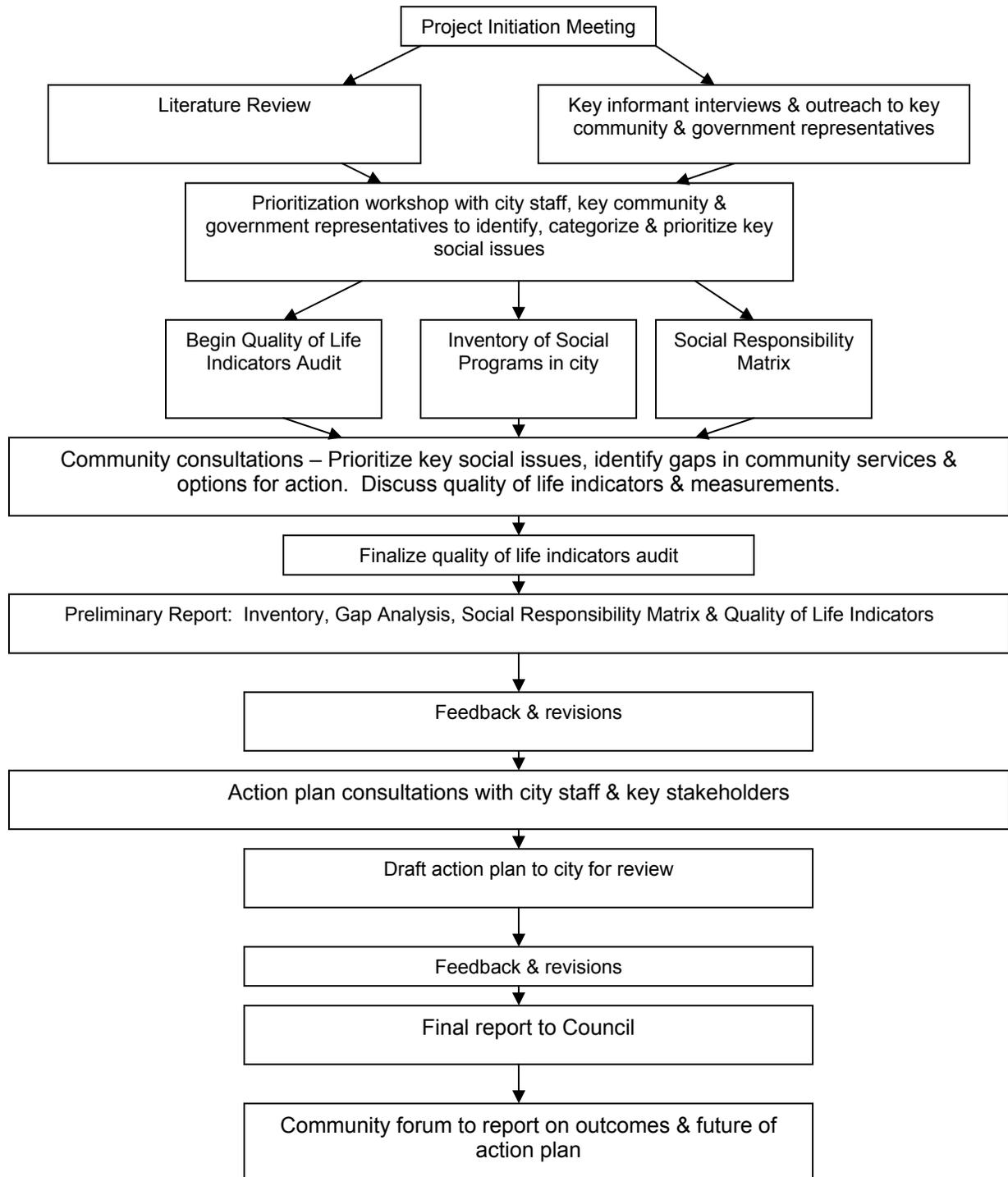
## **12. Final report to Council**

Once the action plan is finalized, the project team will work with city staff to present the final report to city council and answer any questions they may have.

## **13. Community forum to report on action plan**

We recommend holding a community forum at the end of the process, to present the outcomes of the action plan, and to highlight any steps the city is taking to address the gaps identified through the process. In our experience, results forums can help ensure continued community support of an action plan, and help to answer questions and provide information to community members about the plan. They also provide an opportunity for the municipality and other agencies to showcase any accomplishment steps that have been taken to improve social well-being in the community.

# Illustration of the process of developing a strategic social plan



## 5. Results of workshop

There are two sets of results from the LIRN workshop in Chtewynd. First, the participants developed a vision, mission and set of guiding principles for the CSPS. Also, participants created some short, mid, and long term goals for CSPS. Both of these results are provided below.

### 5.1. Vision, mission and guiding principles for CSPS

CSPS members engaged in a series of consensus decision making processes to create a vision, mission and set of guiding principles for their ongoing work in Chetwynd. The text below features the descriptions that were agreed to by all participants.

1. **Vision:** A caring and inclusive community where everyone is afforded the appropriate resources and encouragement to be successful and valued members of society.
2. **Mission:** We develop and support initiatives that improve the quality of life in Chetwynd and area.
3. **Guiding principles:**
  - Collaboration: We promote collaboration by encouraging partnerships and participation in community life.
  - Learning-focused: We promote learning by facilitating community-based research, capacity-building, awareness raising and popular education.
  - Innovative: We serve as a catalyst for innovation by using proactive approaches that address local issues.
  - Comprehensive: Using comprehensive frameworks, we encourage the development of a strong, diversified and sustainable community that will provide expanded opportunities for employment, health services and community growth.
  - Goal-oriented: We take action around identified priorities by finding funding sources, establishing time frames, implementing strategies and monitoring progress.

### 5.2. Short, mid and long term goals for the CSPS

Before engaging in the exercise to set out the short, mid and long term goals for the CSPS, participants agreed to use the following definitions for each type of goal:

- SHORT TERM GOALS | An action-oriented objective that that is relatively easy to achieve and that can be met in 6 months to a year.
- MID TERM GOALS | An action-oriented objective that is more difficult to achieve because it requires sustained action over time. Time frame for mid-term goals is 1-5 years.
- LONG TERM GOALS | An action-oriented objective that expresses the ultimate change goals of the organization and are typically focused on ambitious social change outcomes. The time frame for long term goals is more than five years and often act like guiding beacons for the activities of the organization.

Below is the list of goals set by the CSPS:

**Short term goals:**

- To complete the gap analysis by assessing the available social resources of the geographic target area, and by reviewing current trends and needs in the community.
- To sustain the healing garden.
- To secure funding to follow up on the green house feasibility study.
- To inform the community of the purpose of the CSPS.
- To expand the membership of the CSPS.
- To develop a plan that ensures the sustainability of the CSPS.

**Mid term goals:**

- To promote an ongoing system to review and respond to changing community needs.
- To assist in the development of an assisted living housing complex for seniors.
- To initiate and support citizen and community involvement through a process similar to an open forum that will address issues and work towards solutions.
- To assist with the development of a community greenhouse and implement community greenhouse.
- To promote a renewed adoption of home economics and personal finance.
- To follow up on the needs of the gap analysis:
  - By addressing two items from the gap analysis;
  - By conducting a series of focus groups for citizen engagement on strategies for the two items;
  - By assisting in the development of a plan for extended access to health services, longer hours, more physicians, dentists, optometrists, mental health workers;
  - By creating a community resource centre to include senior services, childcare, legal aid, etc.

**Long term goals:**

- To ensure that an adequate supply and range of housing opportunities are available to meet the needs of existing and future residents.
- To develop a public transportation system that is attractive, affordable and efficient.
- To create a space for artists and musicians where they can display their work and/or perform.
- To resolve the issues related to the rural/municipal divide in Chetwynd and areas.
- To achieve the development of healthy families and healthy children who live in a healthy environment.
- To be the most livable community in BC 5 years in a row.
- To have 30% of our food production be local (i.e. a four season greenhouse).

## **6. Next Steps**

The next steps involve developing action strategies for each goal. It is advisable to start with the short term goals and work towards the development of action strategies for the mid and long term goals.

Also, CSPA members should take some time in their next meeting to review and confirm the vision, mission and guiding principles outlined above. In so doing, any gaps can be identified and filled before officially adopting these framing statements.

Finally, several participants noted the possibility of changing the name of the CSPA so it is shorter and more easily understood by members of the Chetwynd community. At some point in the development of the CSPA, this issue may need to be addressed.

## 7. Appendices

### 7.1. Appendix one: Evaluation results

All participants were asked to complete an evaluation of the LIRN workshop. In this appendix, we feature the summary of the evaluation results.

*Completed by 8 participants*

#### 1. Please Indicate the sector(s) in which you work

First Nations - 1  
Government - 1  
Social and/or Community - 6  
Economic - 1  
Environment – 2

#### 2. Please indicate how relevant this event was for your community?

Mean: 4.88  
Mode: 5

##### Comments:

Planned workshop due to Social Planning Society stumbling blocks

#### 3. Please indicate how the LIRN event helped you connect with the people in your community.

Mean: 3.67 (2 N/A's)  
Mode: 4

##### Comments:

Brought us together with focus – we were connected before  
Not quite applicable to this group session  
Too soon to tell  
Already working together, connections made

#### 4. Did the LIRN event increase your interest in exploring new ways to work with people in your community

Mean: 4.5  
Mode: 4.5

##### Comments:

Great starting point for social planning

**5. How would you rate the event facilitator?**

Mean: 5

Mode: 5

Comments:

Knowledgeable, personable and focused  
Easily understood, good pace, met goals of group  
Very intuitive to groups needs  
Able to facilitate conversation and decision making by the group  
Good guiding towards own end results  
Scott has a nice manner; respectful, encouraging

**6. Please Comment on the usefulness of the event materials?**

I will have some interesting reading to do!  
Specific to the task at hand, but interactions was the best part  
Very systematic approach to formalizing our group's vision, mission, principals and goals  
Need time to look through package still  
Pleasantly surprised at the practicality and efficiency  
Useful

**7. Did the LIRN event increase your understanding of how to conduct a social service gap analysis?**

Mean: 4.36

Mode: 5

Comments:

This is a tremendous start for what we need to work on

**8. Did the LIRN event assist you in the development of a mission, vision and guiding principles for the CSPS?**

Mode: 5

Mean: 5

Comments:

I was surprised that we got where we did! Thank you for a day well spent

## 7.2. Appendix two: Agenda

# Traction for social action: Toward a vision, mission and guiding principles for the CSPA

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### Objectives of Workshop:

- To review the current description of the Chetwynd Social Planning Society (CSPA)
  - To learn about and develop a vision, mission and guiding principles for the CSPA
  - To learn about the organizational life cycle of non-profit organizations
  - To develop an understanding of one methodological approach to conducting a gap analysis and the role of a gap analysis in the development of a strategic social plan
- 

## MORNING SESSION

### 9:00 Introducing ourselves

- Who is in the room and what do they do?

### 9:30 Learning together: What is the life cycle of non-profit organizations and where does the task of creating a vision, mission and guiding principles fit?

- Scott Graham of SPARC BC will provide an overview of the non-profit organization life cycle, and explain the reasons for framing your organization according to statements about your vision, mission and guiding principles.

### 10:15: Reviewing and re-organizing descriptions of the CSPA

- Participants will re-organize the current descriptions of the CSPA in relation to the definitions of vision, mission and guiding principles.

### 10:35 Health break and adding to the list of descriptors

### 10:50 Creating mini-vision statements

- The vision statements will address the following question: What impact do we want to have on society?

### 11:30 Creating mini-mission statements

- To avoid getting hung up in word-smithing, the group will create a series of smaller statements about their mission. These statements should answer the following questions: What we do? Who we do it for? How and why we do it?

### 12:00 Lunch

## **AFTERNOON SESSION**

### **12:40 Creating a list of guiding principles and developing definitions**

- In this exercise, the group will nail down the values that undergird all of the organizations work.

### **1:20 Summary of the draft vision, mission and guiding principles of the CSPA**

- The group will reach consensus on the draft vision, mission and guiding principles for CSPA.

### **1:35 Understanding the role of a gap analysis in social planning**

- Scott Graham will provide an overview of one methodological approach for conducting a gap analysis of the social services in a community and explain how a gap analysis fits into a larger process of creating a strategic social plan.

### **2:00 Brainstorming list of internal and external stakeholders who can help in the process of the gap analysis**

- Participants will use the provided worksheet to identify the stakeholders that should be involved in the priority setting exercises related to the gap analysis process.

### **2:30 Identifying next steps and who will take them**

- Participants will identify the next steps and select dates for their completion.

### **3:00 Evaluate the workshop**

### **3:15 End**

### **7.3. Appendix three: Previous description of CSPS**

#### **Purpose**

- Review current trends and needs in the community.
- Identify key municipal/community strategies to address specific unmet needs.
- Take action around identified priorities by finding funding sources, establishing time frames and steps to complete targeted strategies.

#### **Social Plan Principles**

1. To promote cooperation, communication and coordination among those who wish to help in addressing social issues, and implementing initiatives.
2. To serve as a catalyst or facilitator in the process of addressing social issues and/or applying for, and administering appropriate dollars.
3. To encourage partnerships and inter-agency involvement to improve and maintain quality of life.
4. To support the concept of preventative action rather than rehabilitative reaction in addressing social issues.

#### **Social Plan Goals**

1. To encourage and support the development of programs and initiatives that produce a wide range of opportunities aimed at meeting needs of the entire community.
2. To ensure that our citizens are afforded the appropriate resources, protection and encouragement to be successful, independent and valued contributors to society.
3. To encourage the development of a strong, diversified and sustainable economy that will provide expanded opportunities for employment, health services, community growth and foster community pride.
4. To ensure that an adequate supply and range of housing opportunities are available to meet the needs of existing and future residents.
5. To support initiatives and programs that increase, maintain, or enhance quality of life aspects for all residents in the community.

#### **Action Statement**

Working in partnership with the Chetwynd Community, the Chetwynd Social Planning Society seeks to achieve the following actions.

- To assess the social resources of the geographic target area by researching existing services.
- To identify gaps in services, programs and policies that hinder community well being.
- To initiate and support the development of a process that encourages citizen and community involvement in addressing solutions.
- To promote coordination of effort.
- To be an advocate on social issues.
- To broaden public awareness and understanding of social issues, policies, and services.

#### 7.4. Appendix four: Participant list

Name	Organization	Contact E-Mail
Marcie Fofonoff	Chetwynd Social Planning Society (CSPS)	<a href="mailto:mfofonoff@hotmail.com">mfofonoff@hotmail.com</a>
Jean Hicks	Chetwynd Social Planning Society (CSPS)	<a href="mailto:jdnicks@persona.ca">jdnicks@persona.ca</a>
Kim Slack	Chetwynd Social Planning Society (CSPS)	<a href="mailto:ksslack@hotmail.com">ksslack@hotmail.com</a>
Ian Smith	Chetwynd Social Planning Society (CSPS)	<a href="mailto:40acrefarm@moose-mail.com">40acrefarm@moose-mail.com</a>
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Rene Poulin	Chetwynd Social Planning Society (CSPS)	<a href="mailto:rfpoulin@uniserve.com">rfpoulin@uniserve.com</a>
Linda Garland	Chetwynd Social Planning Society (CSPS)	<a href="mailto:lgarland@sd59.bc.ca">lgarland@sd59.bc.ca</a>

## 7.5. Appendix five: Funding sources and resources

- New Horizons for Seniors - Service Canada: This program provides funding for community-based projects across Canada. Projects encourage seniors to continue to play an important role in their community by: helping those in need; providing leadership; and sharing their knowledge and skills with others. Calls for Applications are issued once or twice a year. <http://www.hrsdc.gc.ca/en/isp/horizons/toc.shtml>
- 300 plus community development programs a searchable database put together by the Canadian Rural Partnership, BC Rural Network, BC Healthy Communities, and Community Futures in Trail [http://www.communityfutures.com/cms/Funding\\_Sources.2.0.html](http://www.communityfutures.com/cms/Funding_Sources.2.0.html)
- Union of BC Municipalities site for local government programs including green projects, healthy living, crime prevention, FN relations, and infrastructure <http://www.civicinfo.bc.ca/18.asp>
- Charity Village: Sources of Funding: Corporate Funding Programs, Government, Foundations, etc. <http://www.charityvillage.com/cv/ires/fund.asp>
- Charity Village Main Street – Suppliers, careers, resources, training, etc. <http://www.charityvillage.com/cv/ires/fund.asp>
- The Green Source from Environment Canada [http://www.ec.gc.ca/ecoaction/grnsrc/index\\_e.cfm](http://www.ec.gc.ca/ecoaction/grnsrc/index_e.cfm)
- Voluntary Sector Knowledge Network – management, fund raising, accountability, leadership and other resources <http://www.vskn.ca/>
- Centre for Sustainability - Partners in Organizational Development (POD), a technical assistance granting program for not-for-profit organizations in British Columbia in social services, arts, or environment. <http://www.centreforsustainability.ca/programs/>
- The Canada Site A to Z [http://www.gc.ca/azind/bindex\\_e.html](http://www.gc.ca/azind/bindex_e.html)
- BC Healthy Communities: Community Involvement, Political Commitment, Inter-sectoral Partnerships, Healthy Public Policy – regional facilitators and seed funding <http://www.bchealthycommunities.ca/content/home.asp>
- Community Foundations of Canada – foundation finder and other tools [http://www.cfc-fcc.ca/who\\_we\\_are/list.cfm?id=2](http://www.cfc-fcc.ca/who_we_are/list.cfm?id=2)
- Real Estate Foundation – land use planning and conservation <http://www.communitytransition.org/about.php>
- Service Canada – The Partnership Handbook – building and maintaining effective partnerships to move communities forward. <http://www.hrsdc.gc.ca/en/epb/sid/cia/partnership/handbook.doc>
- Free internet based long distance calling <http://www.skype.com/>
- Free meeting organizing utility <http://www.meetingwizard.com/>
- Free on-line collaboration for files and spreadsheets [https://www.google.com/accounts/ServiceLogin?service=writely&passive=true&continue=http%3A%2F%2Fdocs.google.com%2F&ltmpl=WR\\_tmp\\_2\\_lfty&nui=1](https://www.google.com/accounts/ServiceLogin?service=writely&passive=true&continue=http%3A%2F%2Fdocs.google.com%2F&ltmpl=WR_tmp_2_lfty&nui=1)