DATE: September 14, 2022

TO: Chair and Directors
Regional District Board

Supported by James Warren
Deputy Chief Administrative
Officer

FROM: Russell Dyson
Chief Administrative Officer

J. Warren

RE: **Social Development Activities - Scoping Study**

Purpose

To provide the Comox Valley Regional District (CVRD) Board with the scoping study prepared to assist the CVRD in considering potential social development activities.

Recommendation from the Chief Administrative Officer:

THAT the report entitled Social Development Activities in Local Government be referred to the Board's 2023 strategic planning process for consideration.

Executive Summary

- Earlier this year the Board considered a number of requests for financial assistance from community-based organizations working to address social development issues within the Comox Valley. Without an established service for this purpose the Board provided one-time grants from the Administration and General Government Service and allocated funding to undertake a preliminary investigation of a regional service for social initiatives.

- Attached as Appendix A is the report entitled Social Development Activities in Local Government which has been prepared as an initial scoping study of potential health and social development support opportunities. The report serves not to define or identify the key social issues or priorities for the Comox Valley but instead describe the range of potential activities with the context of a collective impact approach.

- The report builds upon and reflects the significant work recently completed through the childcare and housing needs assessments, poverty reduction action plan as well as interviews with key community stakeholders. Centered on four main areas of potential activity, the report outlines the existing social development activities already in place and the potential small steps and big leaps which could enable the CVRD and other local governments to better support community social development priorities.

- The four areas of potential action: building buy-in, convening and coordinating, data and policy and resource provision, are provided with relevant considerations and preconditions as well as examples from other regional districts and municipalities. While each area of focus presents different considerations, all would require various CVRD resources and capacity to action them.

- The key stakeholder interviews have provided some valuable insights into the perceptions of the CVRD's current activities, policy, community engagement processes and tools. While there is general appreciation for the existing activities and relationships with staff and elected officials, the findings illustrate that further relationship building and collaboration are required from all sectors of the community in order to address the complex social issues being faced.

- The report, drawing from the recent studies referenced above and best practices, also identifies the establishment of a coordinating body as a key opportunity that links together a number of the support activities contemplated. Through the development and support of a 'backbone' organization a diversity of stakeholders can be brought together to prioritize and synchronize community efforts to accelerate change.
- As the activities outlined in the report all require CVRD resources it is recommended that the report be referred to the Board's 2023 strategic planning process for consideration. By doing so, the Board will be able to contemplate their corporate-wide priorities and strategic initiatives and determine whether there are social development activities or actions they wish to pursue or investigate further.
- Subject to the Board's deliberations and chosen activities staff could then consider any legislative requirements for service establishment, including information to define the purpose, how it will be delivered, who will participate, costs and how the costs will be recovered. Public and stakeholder engagement would also need to be considered.
- Aside from this specific initiative staff have identified a need for a corporate-wide policy framework for partnerships with community groups to assist in defining roles and responsibilities and ensuring such arrangements can be supported and maintained. Information concerning this will be brought forward to the Board through a separate report.

Prepared by:

J. Martens

Jake Martens
General Manager of Corporate
Services

Government and Community Interests Distribution (Upon Agenda Publication)

N/A	

Attachments: Appendix A – Social Development Activities in Local Government

Social Development Activities in Local Government

A Scope Setting Report Prepared for the Comox Valley Regional District

Prepared by Marcie DeWitt   September

CONTENTS

INTRODUCTION

A chain is only as strong as its weakest link, a phrase which has been adopted and adapted many times in change management and leadership circles. It rings true in our current society, where local stakeholders are faced with increasing pressures to address vulnerabilities in our communities. Issues such as childcare, livable income and housing impact most citizens in communities personally or close family and friends. More acute issues such as poverty, mental health and addiction are experienced by a smaller proportion of society but have significant impacts which ripple throughout all levels of society. While there is no one solution to these complex issues it is becoming increasingly evident that the longer these issues go unaddressed the more dire they become. The cost of the status quo outweighs the cost of changes to the systems which support our communities.

Elected officials and local government staff are often looked to for leadership and support around these increasingly complex community dynamics and challenges which have worsened due to lack of action from Provincial and Federal governments. Local governments are required to balance their ability to affect change through the lens of legislative responsibilities and powers, resources, and staff time available with their basic functions of providing infrastructure and services to community. At the same time community organizations and stakeholders are faced with the enormous task of supporting the steady growth of vulnerabilities in the system with limited funding and staff increases to keep pace with the demand. Over the past decade advocacy efforts from local government and community stakeholders have ensured increased investments to plan for and begin to address the complex situations communities are facing. Social development is not a traditional role of local government but to adequately address the systemic inequities leading to these societal vulnerabilities a high level of collaboration and action is required from all sectors of community. While local government staff and elected officials are just one of the many community stakeholders required to motivate community solutions, they are a key player in setting community priorities, direction, and advocacy to see these initiatives take shape.

This report has been prepared to identify health and social development support opportunities for further consideration in the Comox Valley Regional District (CVRD). Building on recommendations from the childcare and housing needs assessments, poverty reduction action plan and interviews with key community stakeholders. This report takes into consideration legislative responsibilities and abilities of local government to propose concrete direction for further action.

This report will:

- Outline current supporting actions of the CVRD.
- Identify 'small steps and big leaps' to initiate further of support health and social development priorities.
- Identify preconditions, benefits, and considerations for opportunities presented.
- Provide opportunity for priority setting, further examination, and feasibility studies.
- Inform strategic planning and other future planning processes.

The report will provide clear opportunities including examples and frameworks from other communities for the CVRD Board to utilize during strategic planning. Due to the vast scope of community health and social development actions, opportunities presented may require further examination and feasibility studies. Opportunities will be organized into small steps and big leaps with considerations listed to assist in prioritization and opportunity mapping. Activities build in complexity and resource requirements from the first area of proposed opportunities focused on relationship and shared priorities to the last around resource provision. To ensure successful outcomes for the CVRD these actions will require resources including legislation, financial contributions, administration, communications, and personnel or human resource support.

BACKGROUND

The CVRD has a strong history of working collaboratively with community partners to support the implementation of services which support emergent needs. This is illustrated through the CVRD's Homelessness Support Service which has resulted in leveraging $19 for every $1 dollar contribution from the service. These taxation dollars demonstrate local support to address housing needs in the region which attracts investments from other levels of government and housing partners. This service which channels taxation revenue to leverage additional investment for community projects is a great example of local government mechanisms at work. Leading up to this level of resource provision there is a wide continuum of activities which can be enhanced and implemented to ensure a holistic approach to community development is undertaken.
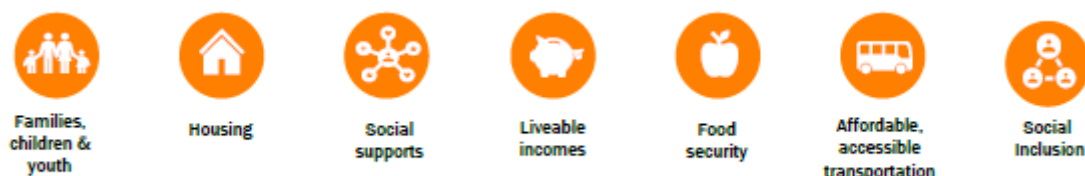
Since 2018 the CVRD has capitalized on provincial funding available through UBCM to further identify and plan around social and health needs in the community. The CVRD has undertaken planning to develop increased awareness and direction in community around housing, childcare needs and poverty reduction resulting in a variety of recommendations for local government and opportunities for collaboration. This report has been prepared to identify a range of activities for local government to support social development in the Comox Valley, recommendations have been informed by:

- The Comox Valley Child Care Action Plan
- Comox Valley Regional District Housing Needs Report
- Poverty Reduction Assessment and Strategy
- Community Charter
- Local Government Act
- Interviews with key community stakeholders

Thank you to community stakeholders from the Coalition to End Homelessness, Comox Valley Community Foundation, Comox Early Years Collaborative, Comox Valley Social Planning Council, LUSH Valley Food Action Society and Comox Valley Food Policy Council, Comox Valley Seniors Support Society, and the Comox Valley Community Health Network for your time and valuable insights.

The Poverty Reduction Assessment and Strategy provides a holistic approach to community development, building on recommendations from the past childcare and housing assessments the report details seven vital community building priorities.

Families, children & youth | Housing | Social supports | Liveable incomes | Food security | Affordable, accessible transportation | Social Inclusion
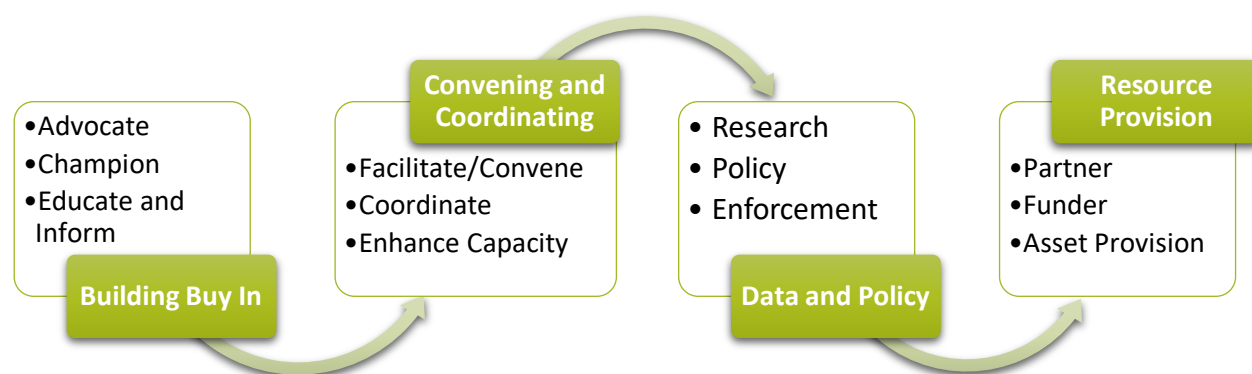
Poverty Reduction Assessment and Strategy - Page 2

The report puts forward a collective impact framework to approach systems change priorities to enable the Comox Valley to collaboratively meet the goal of a 25% reduction in poverty in the CVRD by 2024. The Poverty Reduction Assessment identified three enabling conditions and two recommendation areas for the CVRD to consider in setting the stage. Accomplishing these objectives requires a concerted effort from all stakeholders in the community to work collaboratively towards these goals.

Creating the Conditions: Local Government Role			
Enabling Condition	Local Government Role	Goal	Key Indicator of Success
Common Agenda	Articulate the common agenda and ensure it is widely shared	Reduce poverty in the CVRD by 25% by 2024	Reduce the number of people living in poverty, on the Low-Income Measure, by 25%
Shared measurement	Continue to monitor other indicators of poverty and wellbeing in the commuity	Residents of the CVRD can afford their basic needs	Living Wage and minimum wage are the same
Mutually Reinforcing Activities	CVRD ensures that its policies and procedures support poverty reduction in all departments	Use shared tools to evaluate policies and recommendations across departments	Poverty impact and equity analysis is completed by all CVRD departments - GBA+ Analysis - Poverty and Social Impact Analysis
Recommendations			
Continuous communication	Conduct ongoing data reporting	Share data on poverty indicators on website annualy for tracking purposes	Information on poverty related meaures are collected and shared with the community and stakeholders on a regular basis
	Ongoing consultation with people with lived and living experience	Establish and fund a 'lived experience' consultation panel or team in the community	People most affected by poverty are included in decision making processes which impact them, as determined by Poverty Impact Assessments for CVRD policies
Backbone Support	Identify or create a 'backbone' organization to co-ordinate	Using existing networks, bring stakeholders together regularly	Key stakeholders meet regularly to share information and resources

Poverty Reduction Assessment and Strategy - Page 6

The CVRD is just one partner required to meet this goal but plays a critical role in setting the direction of initiatives and resources. To highlight alignment to the collective approach outlined in the Poverty Reduction Assessment, twelve activities were identified which local government can undertake to support community development. These twelve activities where organized into four main areas of focus, recognizing the interconnectivity of activities as well as legislative powers of local government. Starting with building a strong foundation of relationship and shared goals outlined in Building Buy In, each focus area builds further opportunities for rich collaboration following a cycle of engagement, identification of an opportunity, issue or need, analysis and the direction of resources. This report will focus on the four main areas of focus for local government activities, celebrating the many activities already in place, drawing connection between activities and identifying preconditions while establishing areas which can be developed or enhanced for collaborative community development and action on identified priories.

Building Buy In
- Advocate
- Champion
- Educate and Inform

Convening and Coordinating
- Facilitate/Convene
- Coordinate
- Enhance Capacity

Data and Policy
- Research
- Policy
- Enforcement

Resource Provision
- Partner
- Funder
- Asset Provision

Systems change initiatives require a strong level of collaboration to identify and move forward collaborative priorities, measurement and establish mutually reinforcing activities. Systems change inspires us to break through silos to increase efficiencies. While setting up the preconditions can take time and experimentation the result is a rich and holistic approach supported by community. Building a strong foundation - activities which support relationship building from community to government and vice versa, can positively impact activities down the line in linear and nonlinear ways. The Poverty Reduction Assessment and Strategy outlines the ideal result, a backbone organization and collective action. To assist in achieving that result this report will outline small steps, priorities to consider and some of the larger leaps available for the Comox Valley Regional District to achieve these goals.

Collective Impact: The five conditions to make it work	
Common Agenda	• Shared vision • Common understanding of the problem • Joint approach and agreed upon actions
Shared measurement	• Participants collect data and measure results consistently • Participants share data and results • Hold each other accountable to the goals and actions
Mutually Reinforcing Activities	• Participants take on different activities which support the shared plan • Activities support each other
Continuous communication	• Open and consistent communication among participants • Work is done to build trust, keep focused on shared goals, and create common motivation
Backbone Support	• A separate organization and staff with specific skills is identified to serve as the 'backbone' and play a coordination role to support participants

Source: Hanleybrown, Kania and Kramer. (Winter 2011). "Collective Impact" Stanford Social Innovation Review

BUILDING BUY IN

Addressing poverty and other complex societal problems requires buy in from community as well as all levels of government. Local government plays a critical role in advocacy, education, and support to ensure appropriate resources are channeled to community issues. Strong relationships and lines of communication from community to other levels of government and back ensure required resources are identified and implemented in ways best suited to community needs. These efforts require good data, community context and a high degree of collaboration to ensure adequate resourcing to meet community priorities. While much of this work can be accomplished through traditional local government mechanisms there are further opportunities to break down silos and increase communication between key community stakeholders. Time spent on relationship building in community and establishing reciprocal working agreements can lead to increased efficiencies and outputs.

Resources → Community priorities → Local Governement → Advocacy Efforts → Resources

RECOMMENDATIONS AND WISE PRACTICES TO BUILD BUY IN

Building relationships and mutually beneficial activities is the foundation of effective community development. Many of our current structures, systems and activities are easily siloed due to time, funding, and resources available. This dynamic often leads to competition between priorities and for resources, impacting community dynamics and the ability to move forward collaborations. To break this cycle local government can play a key role in setting priorities for collaboration, directing resources and consulting community stakeholders as content experts. Developing a strong working relationship, leads to a better understanding of capabilities, lines of communication and shared priority setting. Activities presented to build buy in for the Comox Valley Regional District can be implemented individually or as a larger effort to build local capacity. While refocusing relationships with community stakeholders may take time and resources in the form of staff focus, resource development and consultation, it can result in rich sources of information and nimble implementation of community response.

The CVRD has set the groundwork for a collaborative environment by undertaking needs assessments for shared action on complex societal problems. Key recommendations to build collaboration from these action plan processes include:

- Shifting status quo power dynamics that dictates whose voices are heard and considered in planning and decision making.
- Social support services are coordinated across multiple organizations, institutions and governments through meaningful partnerships and cross-sectoral collaborations.
- Work with community stakeholders to further the targets outlined in the childcare, housing, and poverty reduction assessments, consider a coordinated response to accomplish these targets.

Interviews with community stakeholders identified that the CVRD is already engaging in many supportive activities. Examples include the Early Years Connection program partnership with the CVRD Recreation department, Coalition to End Homelessness and Emergency Services joint response to emergency shelters and the partnership between the CVRD and LUSH Valley to form a Food Policy Council. Stakeholders interviewed were appreciative of the relationships they have developed with staff and elected officials in the CVRD as well as the great work which they have been able to accomplish with these relationships. Community stakeholders who are well versed in public policy and other mechanisms of engagement were best able to work with local government in multiple domains - governance, policy, and program development. Several themes from these successes emerged which help to inform recommendations around ways to create more inclusive and effective responses to community priorities.

1. Coordination
   - Many organizations and networks have limited time and resources to engage in education of priorities.
   - Traditional forms of engaging with local government through delegations and/or appointed representatives are utilized when required but proactive engagement is less common.
2. Communications
   - Community stakeholders are content experts and rich sources of qualitative and quantitative data.
   - There is a will from community stakeholders to be engaged early and regularly around topics that relate to their work.
   - Not all organizations are well versed in public policy, some do not have capacity to engage at this level consistently.
   - Data and community input is essential to local government process, working effectively with community stakeholders can positively impact staff workloads.
3. Navigation
   - Community stakeholders are engaging in different ways and at different points of the CVRD structure – through staff, delegations, councils, and appointed representatives.
   - Opportunities exist to increase navigation of local government process, communication and to optimize relationships for the goal of mutual working relationships.
   - Tools for less resourced organizations and networks to engage can increase collaboration - a briefing note template, engagement guide or facilitated information gathering session can assist in bringing forward valuable information from community stakeholders.

ALREADY IN PLACE IN THE CVRD

ADVOCATE	CHAMPION	EDUCATE/INFORM
AVICC, UBCM and other formal opportunities.	Active champion of smart regional growth.	Invite presentations from community stakeholders.
Existing frameworks and relationships to channel community priorities.	Interest and leadership around childcare, housing, food security and poverty.	Hosting information on CVRD website and development of partner information sites.
Connection to Social Determinants of Health.	Board appointees to community groups and networks.	Integration of priorities into planning and decision making.
Proclamations and endorsements.	Indigenous Relations Framework and Advisory Committee.	CVRD Connect Webpage.

IDENTIFIED OPPORTUNITIES

SMALL STEPS	CONSIDERATIONS AND PRECONDITIONS	EXAMPLES AND RESOURCES
Increase opportunities for relationship building between local government staff, elected officials and community stakeholders on an annual to quarterly basis.	Sustainability is key, ensure that the frequency and follow up actions are sustainable for staff, officials, and community stakeholders. Consider partnering with a local network to facilitate connection and meet mutual goals. Consider incorporation of social development in Elected Officials Forum. In larger communities/regions engaging networks can be more effective than individual organizations.	The District of Ucluelet hosts a quarterly Committee of the Whole for Societies, rather than having elected official appointees to each group. Local Societies have 5 minutes to address council on their current activities and priorities leading to greater awareness of roles in community and relationship between staff, elected officials and organizations. This has also been utilized for local organizations to speak to their grant in aid applications.
Utilize Plan H Grants or other opportunities to plan collaboratively or meet for relationship building goals.	The Comox Valley Community Foundation hosts skill building workshops for local community stakeholders. Annual opportunities exist to increase relationship development, local networks are often keen to take the lead.	Social planning councils and networks have a long history of feeding information into the municipal process. While the topic of a Social Planner to facilitate these processes was popular amongst community stakeholders there are a plethora of opportunities which are less dependent on a single individual, rather strengthen relationships between local government and community stakeholders overall. The Community Social Planning Council in the Greater Victoria Area has 85 years of experience working with community stakeholders around social development. Community Health Networks are newer models with secure base funding through Island Health and direct ties to local and regional governments including the Comox Valley.
Request information from local organizations and networks for briefing notes and information.	A framework for the creation of briefing notes and community story provision can be developed to increase consistency and ensure key information is gathered.	
Clarify skills, roles, and responsibilities of local government and community stakeholders.	Consider the development of a one pager or guide which outlines common ways to interact with local government and actions which can be anticipated. Where required develop one pagers, workshops, or guides on commonly misunderstood mechanisms such as public policy, planning, taxation, etc.	
Be a role model for the community stakeholders and champion recommendations from local planning efforts.	Examine recommendations in Action Plans and ensure alignment with policy and practices. Consider the inclusion of childcare and other community amenities in new capital projects or development applications.	SPARK BC and Plan H host annual calls for communities to host collaborative learning events and facilitated dialogs. These opportunities provide a facilitated opportunity to create collaborative frameworks or identify shared priorities and action plans.

BIG LEAPS

Support the development of a backbone organization to address poverty reduction. Ensuring stability to the organization through local government administration with clear deliverables tied to coordination of support services and game changers identified in the Poverty Reduction Assessment and Strategy.	Activities listed above can be supported by and/or included in the deliverables of a backbone organization to ensure mutually benefiting activities with local government. Backbone organizations prioritize, coordinate, and guide the actions and sequences required for communities to undertake collective action. Further considerations included under Convening and Support.	Backbone organizations are commonplace in systems change initiatives. Organizations such as FSG and the Tamarack Institute provide training and support to communities wishing to build these frameworks. The Tamarack Institute hosts a Community of Practice named Cities Ending Poverty which brings together local governments and community stakeholder to learn about leveraging their impact.

CONVENING AND SUPPORT

Local government has an obligation to consult on projects and planning, playing a key role in setting community priorities. Rich community feedback leads to well executed planning processes, action, and projects. Convening and support activities relate to the ability and responsibility of local government to inform, consult, and create action, positioning local government at the forefront of change management in community. To be effective local government must balance the need for change with public opinion, resources, and opportunities for innovation. Mechanisms for this work include planning processes, internal and external education, councils and committees, staff support as well as support to networks and initiatives working in collaboration with the CVRD. Collaboration with community stakeholders can increase opportunities for innovation, nimble response, and connection to community at all levels of change management but takes trust and time to develop working relationships.

CONVENING AND SUPPORT RECOMMENDATIONS AND WISE PRACTICES

Setting a foundation of relationship and shared priorities communities can come together to work collaboratively towards shared objectives. Community stakeholders praised the CVRD for being forward thinking and embracing the uncomfortable aspects of network development and community collaborations. Recommendations from plans and interviews with community stakeholders identified four themes for the CVRD to build innovative opportunities to address required change in community while managing the complex dynamics of change management.

1. Consultation
   - Traditional community input opportunities are most accessible to those with the most resources.
   - To enhance equity in decision making, priority setting and implementation people with lived and living experience need to be engaged.
   - Community stakeholders can be valuable partners in consultation and engagement, if included early and often in the processes they can optimize results.
2. Coordination
   - Community stakeholders are appreciative of partnerships and use of councils and committees to inform processes.
   - Community networks have resources to coordinate processes on behalf of the CVRD, this is currently best demonstrated through homelessness and food security, opportunities for further alignment exist.
3. Capacity
   - Community networks have differing levels of capacity but share a high level of social capital, having the ability to reach a large portion of the service group which they serve.
   - Some community networks have coordination and project dollars which can be leveraged or enhanced.
   - Collaborating with community stakeholders can increase efficiencies for CVRD staff.
4. Education
   - Community stakeholders can be key partners in community education, rich community stories and quantitative data can help to inform community of priorities, research, and support action
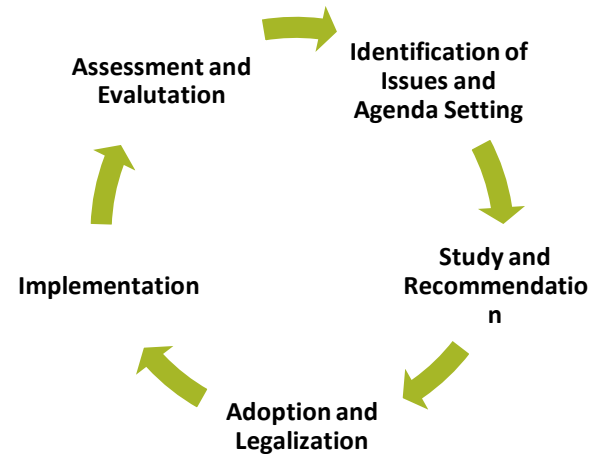
ALREADY IN PLACE IN THE CVRD

FACILITATE	COORDINATE	ENHANCE CAPACITY
Community engagement processes tied to local government functions.	Emergency response collaborations to meet the needs of vulnerable populations.	Administer Action Planning processes.
Planning processes.	Steering committees for Needs Assessments.	Administer Community Health Network.
Elected Officials Forums.	Air Quality Council.	Support for the Coalition to End Homelessness.
Focused learning opportunities.	Planning Process Councils.	Support for Food Policy Council.

IDENTIFIED OPPORTUNITIES

SMALL STEPS	CONSIDERATIONS AND PRECONDITIONS	EXAMPLES
Engage local networks as content experts early and often in planning processes and projects.	When consultants are engaged in planning processes consider opportunities to co-develop the project with community stakeholders to avoid top-down processes. Networks can be partners in the management action planning processes to better link to community needs and resources. Networks can be accessed as links to community and individuals with lived and living experience.	The Alberni Clayoquot Health Network (ACHN) works collaboratively with the region to conduct action planning on behalf of the Alberni Clayoquot Regional District. The Building Prosperity in the Alberni Clayoquot Regional Poverty Reduction Action Plan was prepared by the ACHN through UBCM funding. This partnership ensured that the work initiated in 2017 around poverty reduction informed the plan from start to finish. The engagement process was initiated early in 2020, due to the ACHN's community relationships a significant amount of community engagement was completed despite the pandemic through partnerships with community stakeholders.
Identify and participate in educational opportunities, internal to CVRD staff and elected officials as well as with community stakeholders and public at large.	Consider opportunities mentioned in Build in Buy – utilize UBCM, Plan H Grants and other opportunities to increase capacity. Topics of reconciliation, poverty reduction, childcare, housing, and food insecurity are challenging to plan around without knowledge of lived experience and context of the situation. Consider staff and board training opportunities as well as training with community stakeholders. Work with community stakeholders to bring forward quantitative data and engage people with lived experience to develop communications and education opportunities for the public.	The District of Squamish is engaged in a Healthy Communities Capacity Building process in partnership with Coastal Health and community stakeholders. This involves education around the building blocks of healthy communities, collaborative planning, incorporation of a health lens in planning and action. The District of Kitamit in partnership with Northern Health signed an Active Living, Health and Wellness Protocol in 2008. This protocol is in place to formalize long standing partnerships between the District, Health Authority, and community stakeholders. These partners have worked together to identify shared goals, collaborations to address these goals and allocated the resources necessary.
Work with the Comox Valley Community Health Network to examine Poverty Reduction Game Changers through Network Grant.	Actively partner with the Health Network to explore ways to support work around Poverty Reduction Game Changers. Explore avenues to leverage current funds to increase sustainability and longevity of initiative. Consider 2023 UBCM Poverty Reduction Phase 2 grant application to support deliverables which arise.	Together Nelson worked with community stakeholders to articulate their Community Action Strategy to Reduce Poverty summary on a one pager to increase community buy in. One pagers and the use of graphic artists are great ways to engage a broader audience and communicate main points.

BIG LEAPS		
Work with community networks to formalize a Backbone Organization.	Local governments hosting a backbone organization legitimize the network, ensuring longevity and access to increased advocacy and avenues for resources. A backbone organization can manage buy in from community stakeholders, priority setting and action planning, data collection and monitoring. Interfaces with elected officials and staff are ideally co-developed early in the process to move past partnership or sponsorship. Consider planning for organization or network participation in the budget and timelines and co-create clear deliverables and expectations.	The Mount Waddington Community Health Network (MWCHN) is the first Health Network established on Vancouver Island. The network is hosted through the Mount Waddington Regional District and has been successful in implementing solutions around medical access, transportation systems in rural communities, a rural homelessness study, to mention a few examples. The MWCHN is currently leading the regional housing strategy. The City of Medicine Hat is the first community to have effectively eliminated homelessness and has maintained that status for seven years. The city and community stakeholders have adopted a strong housing first initiative through collaborations under the Medicine Hat Community Housing Society which has enabled them to assign a case worker and aim to attain housing any new individual presenting as homeless in under two weeks.
Engage planning experts or coordinators to expedite processes.	Systems navigation in social development and housing development is critical to moving forward projects in a timely fashion. Dedicated coordination for complex priorities such as housing which require multi-sectoral collaborations ensures that community education, stakeholder relationships, collaborative processes and prioritization are completed in tandem with securing necessary support from	The City of Campbell River has created a Senior Planning Position to target Housing and Community Development Through the Tofino Housing Corporation the District of Tofino hired an Executive Director to navigate and coordinate housing development in the village. To date 14 units are occupied, 32 units are under construction and another 37 are planned.

DATA AND POLICY

Community priorities and direction are set through the public policy cycle by local government. This cycle is enriched by the activities of building buy in, trust and relationships as well as the ability of local governments to collaborate with community stakeholders on change management. It is the responsibility of local government to set community policy through Official Community Plans and other planning processes which inform bylaws and allocation of resources. Regional governments have the unique challenge and opportunity to incorporate a wider lens to planning, incorporating rural as well as urban environments. This broader focus can make engagement and consensus more challenging but allows for a more holistic planning process which acknowledges service access and needs through out the region.

Assessment and Evalutation

Identification of Issues and Agenda Setting

Study and Recommendation

Implementation

Adoption and Legalization

DATA AND POLICY RECOMMENDATIONS AND WISE PRACTICES

Social development planning processes and collaborations with community stakeholders identified in Building Buy In, Coordinating and Convening identify specific paths to enhance data and policy development in community. The completion of regional assessments around housing, childcare, and poverty reduction present opportunities to broaden the planning lens to incorporate social development goals and priorities.

1. Integrate Social Development Recommendations
   - Integrate amenities identified in the childcare and housing needs assessments into OCP and requests for community amenities.
   - Where possible, examine ways to fast-track processes which address priorities around childcare, housing stock, community hub models, etc.
   - Ensure projects meet equity, inclusion, and accessibility criteria.
2. Build Equity
   - Partner to conduct engagement practices which build equity, engaging and prioritizing the input of those most impacted.
   - Adopt and incorporate equity building frameworks into planning and development functions.
   - Consider the impact of accessibility.
3. Data Monitoring and Communication
   - Develop shared measurements with community stakeholders to guide action planning and monitoring.
   - Increase community awareness of impacts of social development priorities through qualitative and quantitative data sharing opportunities.
   - Utilize data to communicate and champion collaborations and success.

The Poverty Reduction Assessment and Strategy identified data sets for key areas of focus and baseline data for the CVRD. With the assistance of community organizations and networks who are actively working in these realms, a framework for shared data collection can be built. Shared data is a core activity for collective action in collective impact, housing first and other community change models. The principle of shared data ensures monitoring of key indicators while bringing forward quantitative evidence, stories and communications materials which support planning, policy, and public education.

Focus Area		Indicator	Source
	Housing	Number of people experiencing homelessness and their demographics	Point in Time Counts
		Number of people living in Core Housing Need and Extreme Core Housing Need	CHMC
		Other indicators	Housing Needs Reports
	Food Security	Number of food bank users and demographics	Service Provider records of users
	Transportation	Number of people using transit services	BC Transit
	Children, Families and Youth	Number of children showing at least one vulnerability on the vulnerability scale	Childhood Vulnerability Scale
		Number of children living in poverty	BC Child Poverty Scorecard
	Living Wage	The Living wage and minimum wage	Living Wage Calculator
	Social Inclusion	Levels of poverty or other indicators among equity priority populations	Statistics Canada – Census data and disaggregated data for diverse populations

ALREADY IN PLACE IN THE CVRD

RESEARCH	SUPPORT	POLICY
Strategic Plans and Frameworks	Action planning	Bylaws
Official Community Plan	Action plan committees	
Land Use Planning	Data collection	Internal processes
Regional Active Transportation Network Plan	Data monitoring	

IDENTIFIED OPPORTUNITIES

SMALL STEPS	CONSIDERATIONS AND PRECONDITIONS	EXAMPLES
Integrate recommendations from action plans into OCP, development permitting process and bylaws.	Take stock of housing and childcare needs identified prioritize permitting process and bylaws revisions for projects addressing gaps. Explore ways to fast-track projects which meet identified community needs. Where appropriate request community amenities which meet the needs identified through assessments.	Following the Childcare Needs Assessment and years of work with childcare advocates the City of Burnaby has adopted a Child Care policy. The city has a robust approach to address childcare, working with community stakeholders to develop new childcare spaces, monitor spaces and early learning indicators, connect families to childcare and increase communications through their channels.
Monitor data associated with social development priorities. Work with community stakeholders to prioritize and enact change.	Work with community stakeholders to collect housing, childcare spaces and other indicators identified through assessments. Use data identified through the Poverty Reduction Assessment and Strategy to build a baseline for shared measurement with community stakeholders. Collaborate with community stakeholders to utilize quantitative data and stories in communications with public. Create a communications doc to demonstrate baseline, targets, and strategies. Share communications documents with public to increase buy in and update annually with progress.	The Human Early Learning Partnership through UBC works across the province to develop, collect, and report on early years indicators. These indicators support early years planning in School Districts, community early years networks and social policy at the provincial and national level. Partnerships with local community foundations in the creation of local Vital Signs Reports can assist communities in setting baselines, monitoring, and communicating data around community priorities. The Comox Valley Community Foundation has an active vital signs program.
Incorporate accessibility into planning and development	Utilize accessibility audits and reviews. Develop accessibility standards. Collaborate with community stakeholders to develop best practices and accessibility audits.	
BIG LEAPS		
Work with community stakeholders to engage people with lived and living experience.	Community stakeholders noted their involvement in childcare, housing, and poverty reduction assessments. The Active Transportation consultation was identified as a particularly successful example of community engagement and stakeholder collaborations. If formed a backbone organization could be charged with the management of this component of engagement processes.	The City of Surrey has been working since 2008 on issues of sustainability. This includes a Sustainability Charter which aligns the OCP, Poverty Reduction Plan, and Transportation Planning, a data dashboard and equity considerations being integrated through out the process. Stories of lived and living experience have been vital to the work of Community Action Tables to educate and reduce stigma around the drug poisoning crisis. The Walk With Me project in the Comox Valley shares impactful engagement and stories to build awareness of this valuable work.
Develop an Equity Framework with community stakeholders.	Appendix E of the Poverty Reduction Assessment contains a Poverty and Social Impact Analysis Tool which can be utilized as a template, implemented as an organizational assessment as well as best practice for project initiation. Community stakeholders can be utilized to assist informing the process and plan.	

RESOURCE PROVISION

Local government is accountable to the community for the distribution of funds and held to a high standard of practice. Establishing new resource provision activities can require a high level of buy in, planning, oversight and reporting to ensure alignment with community priorities. Collaborations in the form of partnerships and streamlining processes are simple ways for local government to assist in resource enhancement with community stakeholders. Activities requiring more staff time, planning and analysis include directing assets and developing services.

RESOURCE PROVISION RECOMMENDATIONS AND WISE PRACTICE

The provision of resources is the final set of roles and activities which local government can contribute towards social development in the region. Interviews with community stakeholders and community research showed a high level of innovation and connection to community priorities in resource provision activities. The establishment of the Homelessness Support Service in 2015 and partnerships with the local community foundation to leverage and distribute community grants during the pandemic were noted as successful programs to consider enhancing. Partnerships with CVRD programs and staff were also noted by community stakeholders as areas of success. These included Recreation Department contributions to assist in early years connections program, partnerships to provide facilitation through Plan H grants, and collaborations between the Emergency Services Department and the Homelessness Coalition to assist in establishing services during weather and other events. These activities are developed through formalizing working relationships, and shared priorities - the result of work produced in the other three areas of local government activities, leading to clarity and prioritization for future investments and partnerships. The following common themes were heard through interviews and recommendations from assessments.

1. Capacity
   - Both local government and community stakeholders have limited capacity – time, resources, and assets
   - Resources can be maximized through partnerships, streamlining processes, and reducing duplication.
   - Small grants increase administration for community stakeholders and lead to increased competition, rather than collaboration in the sector.
2. Other Resourcing Opportunities
   - Local governments have access or priority in some granting streams but limited capacity to complete the work.
   - Community stakeholders can be accessed as resources for work required to complete assessments and engagement processes.
3. Building Relationships
   - Resourcing provision activities are highly correlated with the other three activity areas of local government.
   - Strong working relationships, collaborative priorities, action planning and measurement can lead to new opportunities to resource community priorities.

ALREADY IN PLACE IN THE CVRD

PARTNER	FUNDER	ASSET PROVISION
Community Health Network	Community Justice Programs	Homelessness Support Service
Childcare Connections Program recreation supports	Rural Grants Program	Community Halls
Service contracts with Island Service Providers	One Time Regional Grants - Phase 2 of Substance Use Strategy - Comox Valley Food Policy Council - Social Planning Council Accessibility Committee	Emergency Services response with Community Stakeholders

IDENTIFIED OPPORTUNITIES

SMALL STEPS	CONSIDERATIONS AND PRECONDITIONS	EXAMPLES
Consider ways to consolidate or simplify community grants.	Applying for and reporting on small grants is a time consuming for community stakeholders and administering the processes takes staff time. Simplified application processes and reporting structures increase equity and diversity of applications, puts time back into the hands of organizations to do the work. Community stakeholders such as the Community Foundation have established mechanisms to administer funds and could be considered as a partner to leverage funds further. Community stakeholders expressed gratitude around a consolidated approach during the pandemic. Consideration for rural communities needs to be preserved.	Community Foundations work together on a regional, provincial, and national level to leverage additional funding for community granting process. Recognizing that the granting cycle can be a barrier to getting work done. Many have begun offering multi year grants, larger sums or simplified application processes and are working to target underserved populations. The Vancouver Foundation has created a granting stream specific to BIPOC communities, providing core funding through an open call process.
Apply for or host funding to meet shared goals.	Plan H Grant's are a great opportunity to support community dialog. Plan for sustainability, ensure admin fee's or equal partnership opportunities exsist. Look for opportunities to partner on local government targeted grants such as UBCM funding, opportunities for work to be completed by community stakeholders increases alignment to community needs and decreases staff time required.	To respond to the needs outlined in the 2019 Child Care Needs Assessment the City of Port Alberni initiated planning to revitalize and increase usage in lands leased to the Community Arts Council. Taking advantage of undeveloped space between the Arts Centre and the 8th Avenue School a Child Care Centre was planned which incorporates strong collaborations with these partners. The BC Childcare New Spaces Fund granted 3 million towards the project with additional funds being leveraged by the arts council for updates and the city.
Maintain and develop new partnerships.	Look for ways to assist in the development of childcare spaces and education for ECE's. Consider ways community halls and other infrastructure might be utilized or enhanced to meet community priorities. When possible, explore Hub models for multi-sectoral services delivery and cost sharing. Encourage staff to pursue partnerships with community stakeholders to better align activities and resources.	

BIG LEAPS		
Establish regional social grant program	Grant program which is streamlined and more impactful for social development goals. Would assist in sustaining granting specific to rural communities. Partnerships with other local funders would increase impact.	Backbone organizations provide coordination to collective action initiatives. The coordination function is a key piece in the resourcing and leveraging of community resources to meet a common goal. Articles from the Stanford Social Innovation Review note the importance of the coordination function and demonstrates the huge impact which small investments in coordination can make.
Consider mechanisms to support to community stakeholders providing services in partnership with the CVRD.	A backbone organization and/or councils can be categorized as a special committee, provided with a small administration budget or staff time to support. Work with community stakeholders to leverage existing funds through grants or funding mutually benefiting activities Consider formal mechanism to address poverty reduction, food security or other priorities as relationships and outputs of partnerships with community stakeholders develop.	The Capital Region Housing Authority has been developing housing in the Capital Regional District for almost 40 years. While much of the development has taken place in the western communities moves to support housing development on Southern Gulf Islands have begun. Regional housing authorities maximize the ability to develop housing in more rural environments through demonstration of community buy in, navigation of the complex system of housing development and maximizing economies of scale.
Development of regional housing service.	Stakeholders identified the need to acquire land for other purposes relating to housing and homelessness to address the spectrum of housing needs. The Housing Needs Assessment provides an inventory of needs for emergency, affordable, rental and market housing stock. Opportunity to hire a housing coordinator to facilitate and expedite the process. Assess ability to include the Area A to this role's area of responsibility to increase access to professional resources for projects in rural and remote communities.	

Collective Impact is a well researched approach to address complex social priorities which has been gaining popularity and credibility in the past 20 years. This approach has been adopted by local governments, community groups and networks to create necessary change to address complex priorities such as poverty, climate change and housing.

The role of centralized coordination through the creation of a backbone organization is a common theme in the success of social development work, recommendations from the childcare assessment and poverty reduction assessment call for increased coordination to meet common objectives. The Poverty Reduction Assessment and Strategy proposes a collective impact approach to address the seven vital community building priorities.

Poverty Reduction Assessment and Strategy, Page 64.

Local governments are just one of the partners required in successful collective impact initiatives, bringing opportunities for partnership, advocacy, and direction of resources to these collaboratives. This report outlines opportunities for the Comox Valley Region to participate in the creation of this type of initiative from simple partnerships to more complex opportunities requiring further feasibility studies. Activities outlined build in complexity starting with a strong foundation of relationship and shared priorities outlined in Building Buy In, through to resource allocations to meet shared goals outlined in Resource Provision. Recommendations from assessments have been amassed with feedback from community stakeholders and examples from other communities aiming to tackle complex societal issues in new ways. The selection and resourcing of these opportunities requires collaboration, a willingness to engage in new ways and presents opportunities for local government to formalize collaborations to meet shared community goals.