

Kiwis in Canada:
Informal Reflections from the Tamarack
'Communities Collaborating Institute 2011' event,
and visits in Alberta and British Columbia

October 2011

A four strong delegation travelled from Aotearoa New Zealand to Canada in October 2011. Three were from the Bay of Plenty, and one from Auckland. Our collaborative interests span neighbourhoods, funders, Iwi, community agencies and charitable trusts, and local and central government.

Following are some informal reflections and learning that we thought others in NZ may be interested in. We've provided links to follow for more information.



**Terri
Eggleton**

**Roku
Mihinui**

**Rebecca
Harrington**

**Barbara
MacLennan**

1 Overall Reflections/Impressions from the whole experience in Canada

<p>Roku Mihinui</p> <p>Chief Executive Te Arawa Lakes Trust http://www.tearawa.iwi.nz/Trustee of BayTrust www.baytrust.org.nz</p>	<ul style="list-style-type: none"> • The three tier identification criteria and formal registration process for First Nation peoples is a concept that is in stark contrast to Maori whakapapa identification and recognition • Indigenous peoples in Aotearoa and Canada share over representation in the deprivation statistics • Experiencing and engaging with organisations that have a philosophy of doing the hard yards one step at a time within a collective and collaborative framework was both inspiring and rewarding • The co-operation between federal provincial and municipal governments allowed for greater flexibility and innovation to interact with NGOs to address social, health, educational and economic needs
<p>Barbara MacLennan</p> <p>Regional Convenor and Broker for Inspiring Communities www.inspiringcommunities.org.nz</p> <p>Strategic Broker for Collaboration Bay of Plenty (CoBoP) – www.cobop.govt.nz</p>	<ul style="list-style-type: none"> • The experience reinforced the interconnectedness, and global nature of many issues we are all facing – and the value in learning from and with each other • High visibility of the rich-poor divide, seen commonly through the numbers of people living on the streets, begging, without homes, in “wealthy, prosperous” cities...emerging in NZ...is this the NZ we want? • A sense of more advanced relationships among leaders and sectors focussed on social and economic change (including around poverty and homelessness) – and understanding that the two must work hand in hand. How do we fast-track to this in NZ, making use of lessons from Canada? • The style of leadership evident around complex issues, and the focussed attention on cultivating the leadership skills, attitudes and abilities that enable and accelerate collaborative effort.
<p>Terri Eggleton</p> <p>Community Development Advisor for BayTrust www.baytrust.org.nz</p>	<ul style="list-style-type: none"> • The visibility that is given to “poverty”, the recognition that it is an issue that affects all in a community or society, that all are affected by it and not just those that live it. Leading on from this, the belief that poverty is an issue that can and needs to be addressed by those within the community, not only at governmental level. Business, social groups, local government and community members are collaborating in poverty reduction initiatives. • The larger part that business plays in addressing social issues in Canada, and the large dollar amounts that are contributed by businesses towards social organisations. For example, the “Business Community Anti-Poverty Initiative” (BACPI) in St John New Brunswick. Then the \$50m CAD raised by United Way Calgary, in a city the size of Auckland, a very large part of this contributed by business.
<p>Rebecca Harrington</p> <p>Community Development worker with Lifewise www.lifewise.org.nz www.neighboursday.org.nz</p>	<ul style="list-style-type: none"> • The Canadian experience was a powerful reminder of how valuable it is to pause, step out of our own context, connect, and learn from others in different situations than that of our own (and we can do this wherever we are). • When working with complexity (social change), collaboration is the key – change in isolation is limited. There are no silver bulletins in social change. Many small changes that are aligned and link with each other makes a difference. Compared with Canada, in NZ - we are on a much smaller scale – change is possible! • Learning to value both process and outcome – the medium is the message. ‘How’ we operate within our organisations is just as important as ‘what’ we do out there.

	<ul style="list-style-type: none"> In our own contexts, how can we continually learn from the huge amount of wisdom and knowledge available to us all through understanding more about Te Ao Maori (the world of Maori)? It was encouraging to see how our journey of biculturalism is inspiring other indigenous communities around the world.
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2 Communities Collaborating Institute Event

2.1 For further information:

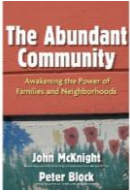
See <http://tamarackcommunity.ca/ci.html> for further detail about the focus for speakers and workshops.



2.2 Plenary Speakers¹ and Reflections

Speaker	Reflections
<p>Mark Cabaj</p>  <p><i>Mark has visited NZ 3 times and kindly arranged our project visits</i></p>	<p>Mark spoke about embracing the complexity of community wellbeing and emphasised that 'change efforts' must be embedded in community and centred in relationships with others involved. For any change to occur, collaboration is essential. We cannot make change on our own.</p> <p>"Community building is very messy; it's about endless and relentless experimentation....this is a time to experiment madly"</p> <p>"Complex situations don't need specialisation, they need orchestration"</p> <p>http://tamarackcci.ca/tags/mark-cabaj</p>
<p>John Kania</p>	<p>Collective Impact – how do we do it better?</p> <p>"It's painful to be in collaboration! This is tough work"</p> <p>Why collaborate? Because the siloed, single solution approach is not working, groups are not able to achieve long term sustainable change working on their own. Large scale social change requires broad cross-sector coordination, not isolated interventions.</p> <p>'5 Conditions of Collective Success'</p> <ol style="list-style-type: none"> 1) Common agenda (shared understanding, agreement of accountability, agreement on issues) 2) Shared measurement system (shared set of indicators to measure progress) 3) Mutually reinforcing activities (what are we good at, what do we need to stop?) 4) Continuous communication 5) Backbone support organisations (facilitation, coordination, data management) <p>http://www.ssireview.org/pdf/2011_WI_Feature_Kania.pdf</p> <p>Who initiates the collaboration? – whoever understands the issues, has the contacts, can bring people together, has neutrality.</p> <p>Paradigm shifts necessary for effective collaboration</p> <ol style="list-style-type: none"> 1) Move towards adaptive problem solving rather than technical problem solving (Funders to become more comfortable supporting 'in between')

¹ For more information about each speaker at CCI and their organisations, visit: <http://www.vibrantcommunities.ca/#feat1>

	<p>work, e.g. shaping shared agendas, funding backbone organisations)</p> <p>2) There are no silver bullets - think “ silver buckshot” change comes with small-scale changes all at once that are well-aligned to each other</p> <p>3) Social sector needs to move towards achieving credibility rather than seeking credit</p> <p>Funders – need to get out of the “initiatives” business – we are rich with initiatives, and poor with systems. Funders need to be comfortable funding outside of agencies e.g. funding support, communication. Meetings of collaborative efforts, and capacity building initiatives (especially those aimed at improving the ability to collaborate effectively).</p> <p>How to get Trustee buy in? - Have examples of working collaborations that have achieved and are effective in dealing with issues.</p> <p>John Kania is also co-author of the book, “Do More than Give”, with Leslie R. Crutchfield and Mark Kramer. It advocates 6 key practices to engage in catalytic philanthropy:</p> <p>Practice 1: advocate for change</p> <p>Practice 2: Blend profit with purpose</p> <p>Practice 3: forge non-profit peer networks</p> <p>Practice 4: empower the people</p> <p>Practice 5: lead adaptively</p> <p>Practice 6: learn in order to change</p>
<p>Peter Block</p>  <p><i>Recommended reading by Peter Block & John McKnight</i></p>	<p>“We are striving to create a new narrative” – our language is incredibly powerful – how can we remove patriarchal, ‘empire-building’ language? The consumer empire mentality requires that ‘whatever I need, someone else needs to supply’.</p> <p>The labelling of people, e.g. ‘homeless people’ is nothing less than the ‘empire’ showing the face of empathy and perpetuating the charity / help paradigm which says “you need something I have”. To name people by their deficiencies is empire.</p> <p>There is no such thing as ‘youth-at-risk’; they are waiting for their possibilities to be discovered. The only thing that distinguishes people who are homeless is the lack of support systems – so we help build those systems through community.</p> <p>‘ The alternative to empire is neighbourliness’ ... ‘small groups are the unit of transformation’</p> <p>“Leadership is not about role models – it’s not a fashion show. Leadership is not about style or charisma. Leadership is about convening capacity. “</p> <p>Creating alternatives is messy... embrace the messiness – say ‘ this is a festival design’!</p> <p>http://www.peterblock.com/new_writing/</p>
<p>Lyse Brunet</p>	<p>“Local communities thrive when social policy enables and supports community and cultural development.”</p> <p>“I don’t believe citizens have lost interest; but our cities have lost interest in their citizens”</p> <p>“We can strive for lots of little improvements at small levels – none of which on their own is spectacular, but together – they make an impact”</p> <p>“ Trust is the basis of all collective intelligence”</p> <p>Need for a new approach by funders – “ trust plus dialogue”</p> <p>“ Strategy leadership by local government is very helpful”</p> <p>http://tamarackcommunity.ca/g3s61_2008b.html</p>

Brock Carlton	<p>"The real impact happens on the ground in communities, not at government level. My role is about supporting systems that enable the ground work to happen. Local government has a key role to play in partnership with national government and local initiatives."</p> <p>" Choose curiosity over certainty"</p> <p>" There is a need to ' up' civic understanding and literacy if we are serious about community-building"</p> <p>http://www.fcm.ca/home/resources/multimedia/fcm-ceo-brock-carlton-interview-with-cbc-the-house.htm</p>
Tom Gribbons	<p>http://www.bcapi.ca/ Saint John, New Brunswick – "business community anti-poverty initiative".</p> <p>This is a collective of 100+ business leaders, their goal is to substantially reduce poverty in St John, to move beyond charity, to help get people out of poverty, address the root causes of poverty and break the cycle. Why?</p> <ul style="list-style-type: none"> • because it's the right thing to do; • it makes economic sense through savings to government; • provides a ready workforce; • increases the tax base • the whole community benefits • the status quo isn't working <p>Their first finding was that people were not prepared for working, they had low literacy skills, no work ethic, there were no child care facilities, and there were intergeneration effects of poverty and unemployment.</p> <p>Their vision: no child will ever again suffer lifelong poverty</p> <p>Their mission: break the poverty cycle</p> <p>Strategies: invest on families, school success and neighbourhood revitalisation. They invested in leadership, research and community strategy. Their learnings: nobody wants to live in poverty, there are no simplistic solutions, and communities must become leaders (government cannot do it)</p> <p>As the business community, they acknowledged they didn't have all the answers, but could help get things started and moving forward and gain the politicians ears..." we must refuse to fail"</p> <p>"When trying to engage businesses, it's helpful to let them know if the project / their commitment is 1 year or 5 years – they want to know where their window for contribution is and how others will step in."</p> <p>"Increasing voter turn-out in poorer neighbourhoods will help influence the system level. No votes = limited attention"</p>

2.3 Gems and Reflections from Workshops

NB For workshop handouts and resources see: <http://tamarackcci.ca/resource-library/cci-2011>

Workshop	Gems and Reflections
The Transformational Leader	<ul style="list-style-type: none"> • Take risks, engage creativity, nurture and develop independence • Learning and change as core values • Enhance quality of life through transformational learning driven by transformational leadership to develop transformational community change
Power, Leadership, and Collective Influence	<p>"The future is created with others, even those with whom we differ"...Collective Wisdom, John Ott et al</p> <p>Shifting power to create transformation – three important aspects</p> <ul style="list-style-type: none"> • Connection – between those who want change to happen • Confrontation – with the power in others and ourselves

	<ul style="list-style-type: none"> • Collaboration – learning to collaborate with powerful allies <p>“In our societies and communities and organizations, and within each of us, we usually find a “power camp,” which pays attention to interests and differences, and a “love camp,” which pays attention to connections and commonalities. The collision between these two camps—in the worlds of business, politics, and social change, among others—impedes our ability to make progress on our toughest social challenge.” (from Adam Kahane)</p> <p>...frequently power at the top of organisations makes tough decisions-then hires a “love camp” (often teams) to make the decisions “seem” inclusive....</p> <p>Building capacity to act with both power and love is important task for collaborative.</p>
Collaborative leadership	<p>Explored the tension between ‘leader’ and ‘leadership’. Leadership is about process rather than individual people.</p> <p>”Collaborative leadership is one of the hardest things you’ll ever be a part of.”</p> <p>”When we enter into any form of collaboration, the best thing we can do is to become deeply curious and suspend our assumptions and judgements – and begin by seeking to understand”</p> <p>Metaphors of collaborative leadership (refer to presentation): http://tamarackcommunity.ca/downloads/index/PB_Collaborative_leadership.pdf</p>
Leadership from the Inside Out	<ul style="list-style-type: none"> • Collaborative leadership requires inner strength • Personal issues will challenge and distract leadership from enhancing collaborative approaches • Staying true to the vision and maintaining passion enhances the inner strength • Building on this inner strength engages and realises the collective efforts of our teams
Funding Collaborative Change: Understanding the Funders Role	<p>Scott Cameron from Red Deer, Walter Hossli from Momentum and Michelle Clark from Burns Memorial Fund.</p> <p>Scott spoke of the Family Community Support Service (FCSS) funding that is provided 80% from Federal Government and 20% from Regional Government, with decisions made at a local level as to how the fund would be distributed. They had just completed a review of their processes and the allocation of the fund and introduced a rigid method of evaluating applications. Their major decision was the principle of “significance” – they articulate this with the decision to provide adequate funds to provide the best level of service to the most worthy applicants (as decided by the criteria) and they do not fund below this level.</p> <p>Their key learnings:</p> <p>The “spray and pray” philanthropy model doesn’t work well, it is too broad.</p> <p>If you don’t like the decision you are facing at this stage – you have to go back and revisit the decisions that got you there.</p> <p>Michelle provided a number of key criteria in collaboration:</p> <ul style="list-style-type: none"> • Clarity and unity or purpose • Clear roles and expectations • Trust and relationships • Patience with partners, their processes and politics • Time commitment • Having the right staff • Tolerance of risk and ambiguity

	<p>Walter spoke of:</p> <ul style="list-style-type: none"> • the need of the NFP sector to have better understanding of financial management, to have a good accountant and a good systems • to know how much “things cost” – essential when applying for grants to run a programme to ensure all costs have been factored in • have business people on the Board • the need to do things that you can get funding for! • The need to understand three goals: cost properly, generate surpluses and build reserves
Collaborative Governance	<p>Collaborative governance: an (in)formal arrangement in which participants (parties, agencies, stakeholders) representing different interests are collectively empowered to make a policy decision or make recommendations to a final decision-maker who will not substantially change consensus recommendations from the group.</p> <p><i>Organizational (and collaborative) culture eats strategy and work plans for breakfast.</i></p> <p><u>First Among Equals (Joan Roberts)</u></p> <p>Governance is all about power. Most of the power associated with the governance function is assigned through terms of reference and partnership agreements with respect to decision-making (voting or consensus), rights, roles, and responsibilities.</p> <p>If members are not conscious of who has power and there is no clear documentation of power relationships, then assumptions are made that may determine the structure of the collaborative. Often the most common assumption is that one or a small group of members are making all the decisions and doing all the work.</p> <p>It is important to agree to an organizational and governance structure that is clear to all members and stakeholders.</p>
Cities Reducing Poverty Learning Circle	<p>Lessons from this session, led by members of Vibrant Communities, a network of urban collaboratives committed to substantially reducing poverty through multisectoral and comprehensive local action.</p> <ul style="list-style-type: none"> • It’s okay to talk about poverty • Four sectors need to be involved in efforts to reduce poverty, people, government, business and the NFP sector. It needs to be a collaborative effort from the start. • It’s not about helping poor people – it’s about trying to end poverty • Need to include people who have lived the experience at all levels of work and governance – this requires different meeting structures, times, access to all, funding assistance to enable attendance, provision of childcare • Research into the cost of poverty, the cost of the status quo demonstrates the need for change. • Try to bring issue of poverty to policy level • You don’t know should be in a poverty reduction strategy until you work with the community/deprived people to find out. • Question the language of “poverty reduction” – is there a strength based phrase that could be used, more positive language? • There are different measures of poverty <p>The book “Evaluating Vibrant Communities” provides many examples of the types of poverty reduction initiatives employed by the various collaborations around Canada.</p>
Collaborating for Neighbourhood Renewal	<p>Building social capital in neighbourhoods is worthwhile and enhances quality of life, even if the economic sphere is difficult to impact. Be clear on our projects’ focus and scale of impact. We want to have a wider systems impact, even if it is not our organisation / project influencing systems. Therefore partnering / collaborative approaches are crucial.</p>

	<p>Models of neighbourhood renewal 1) Development corporation 2) Programme delivery 3) Community mobilisation. Much neighbourhood renewal focuses on programmes. All are valuable, however, often we need less programmes and more brokering of relationships & building collaboratives.</p> <p>Aspen Study – examined 48 neighbourhood initiatives (most at programme delivery level) over 20 years. Key findings:</p> <ol style="list-style-type: none"> 1) Strong programmatic results 2) Community capacity increased 3) Policy & systems change – mixed (limited success) 4) Limited economic development <p>http://www.aspeninstitute.org/sites/default/files/content/docs/pubs/VocesIII_FINAL_0.pdf</p> <p>“Common sense tells us that children do better when their families are strong and that families do better when their communities are strong. Money, programs and interventions alone will not get us there. The key ingredient of success is whether the people who live, work and worship in tough neighbourhoods believe that better results for families and communities are possible and whether they are committed to pursuing those results. Residents themselves, long with their allies, must be the drivers of change: they have to own it, demand it, and work for it. We call the individual and community capacity to define, articulate and work for results <u>Authentic Demand</u>.” Annie E. Casey Foundation</p>
<p>Social Media for Engagement and Advocacy</p>	<ul style="list-style-type: none"> • Facebook Twitter and other similar social media are accepted engagement tools with your community • Enables the mobilization of people for collaborative advocacy • This can lead to policy/practice changes • Engaging in these fora require honesty and ownership of your messages
<p>Being Accountable when tackling Complex Issues</p>	<p>“Abandon the urge to simplify everything, to look for formulas and easy answers, and to begin to think multi-dimensionally, to glory in the mystery and paradoxes of life, not to be dismayed by the multitude of causes and consequences that are inherent in each experience -- to appreciate the fact that life is complex.”</p> <p>— M. Scott Peck</p> <p>Brenda Zimmerman’s 9 general principles of complexity provide a helpful framework when considering complexity. Find them here, pages 9 -10: http://tamarackcci.ca/files/cci_2011_accountability_final.pdf</p> <p>Complexity requires ‘adaptive’ (rather than ‘narrow’) accountability (page 12).</p> <p>There’s some movement towards reframing accountability to ‘responsibility’. Responsibility: “An ethical obligation to yourself and others for pursuing a shared mission, adhering to common values and principles, and maintaining high levels of mutual trust and respect.”</p> <p>“We need lots of eggs and lots of baskets”</p>

During one afternoon each learning pod went to a different neighbourhood and experienced a 'Jane's Walk' – a walking neighbourhood tour, inspired by urban activist and writer Jane Jacobs. Check out: www.janeswalk.net/about for more information.



3 Visits

Mark Cabaj, who has visited New Zealand three times over recent years, arranged visits for us in Calgary, Red Deer and Vancouver. We were fortunate to be linked with so many leading thinkers and practitioners, including:

3.1 Momentum (Calgary)

<http://www.momentum.org/>

A very strong community economic development organization in Calgary, primarily focused on human services, that has recently managed a successful evolution in mandate, brand, etc. We met with Momentum's Director.

Walter shared his strong commitment to building and maintaining an organisational culture and structure that is inclusive and allows for all employees to take part in decision making. "I don't try to make a decision that someone else can make. Live the things inside your organisation that you talk about in the community. People frequently comment 'boy, this is an amazing place to work'".

Momentum's underlying paradigm is associated with asset building and moving beyond charity (aligned with McKnight and Block) and place a big focus on financial literacy. 42% of people accessing their services have less than \$1000 to their name. Momentum has three departments and 20 programmes associated with 1) trades/skills 2) financial literacy 3) business development. We were amazed by the programme's capacity (through collaboration with a range of funders) to match participants' savings 3 to 1 for the first year and then 5 to 1 if they commit to a housing programme. 76 programme graduates have purchased their own homes.

One of their predicaments is that as peoples' quality of life increases, so does their ecological footprint. They are exploring how they can be mindful of this when considering climate change. Sustainability is a focus and

value of the organisation, and they are very serious about how their own organisation's footprint.

Walter has some interesting "takes" on social enterprises, and the need to ensure competent business management while at the same time staying true to the underlying mission of the NFP organisation.

3.2 Calgary Homeless Foundation

<http://calgaryhomeless.com/>

A local foundation leading the implementation of one of the country's most robust and precise plans. We met with the Chair, CE, Aboriginal Strategist and Advisor, Research and Information Systems leaders.

Established to address "the dark side of the oil boom" founders recognised that social services alone have no potential to address homelessness. "Housing first" is a core value (as in much of Alberta) – meaning offering long term housing is the FIRST step in assisting people, then other services and supports are wrapped around them as appropriate. CHF is actively involved in the national campaign to end homelessness. It is more cost effective to end homelessness than to deal with it.

The Calgary Homeless Foundation is coordinating the HMIS (Homeless Management Information Systems), a collaborative venture where 20 agencies and 300 staff have been trained to use the shared system. Each client's information is their property and they can choose to remove their information from the HMIS at any time. The aim is to provide accurate, up to date information on the state of homelessness and assess their efforts to reduce, reduce duplication of efforts and identify who is providing what services.

As a group, they have been buying up lots of 1 bedroom apartments across the community (demand is mostly from singles, couples. In time they may wish to, and be in a position to, move to multiple bedroom accommodation. As first step, learning to live independently with support is seen as best.)

It was helpful to hear about their journey and challenges associated with collaboration. Noted the time it takes to build good foundations for future work to build on...and "many meetings!"

3.3 'Strong Neighbourhood Initiative' (Calgary) at United Way

<http://www.calgaryunitedway.org/>

Big picture skills and strategically supported efforts in grass roots development work in Calgary. We met with the resident and citizen engagement team.

United Way was formed to fundraise more efficiently, they raise funds through campaign, with each geographic area having their own independent entity. They deliver services and fund other organisations.

The neighbourhood team is a fairly new part of United Way in Calgary. Like some others, this UW has shifted its focus to community impact, and longer term change. Their focus is on vulnerable young people, neighbourhoods and poverty.

One section of the team we met works in a parallel process with both organisations and residents where they seek to identify and equip residents to have input into all levels of organisational decision making, thus helping organisations to work differently and keep residents at the table.

In one community they help administer a micro-granting scheme (up to \$600 per grant) for local resident-led community-building projects. The applications are decided by local community members, cannot be for salaries/wages, capital costs or alcohol, but are for small locally driven projects that are neighbourhood focussed. Groups do not need to be formally constituted. They are considering expanding this model.

The team feel their role is to enable people to shine and not to claim recognition for projects. This can create a tension when working with a large organisation and translating principles between the marketing paradigm and community development.

3.4 City of Red Deer, Manager Social Planning Department, The City of Red Deer

Innovative processes including collaboration with funders - innovation with grantees as part of the process. Placemaking and community development work through social planning. Discussion/presentation about the

FCSS Funding Model – use of the resiliency feedback loop – and how to weave that into city planning. Visits to various community initiatives.

<http://www.reddeer.ca/City+Government/City+Services+and+Departments/Social+Planning/default.htm>

Various Meetings	
Connecting with First Nation Elders of Red Deer, the Mayor and City manager and their partners	A highlight was meeting the First Nations Elders and experiencing their hospitality and generosity and hearing their stories. It was encouraging and inspiring to witness and learn about the way the City of Red Deer are striving to include First Nations indigenous communities in their leadership, planning and participation frameworks. “In our culture there are no observers, only participants”. The Mayor and City manager have deep roots, knowledge and commitment to Red Deer and have supported a significant “shift” towards collaborative community planning and development, and integrated thinking with close attention to the environment.
Family and Community Support Services http://bit.ly/sNyn3l	Appreciated learning about how federal and provincial funding is managed by municipalities and how this collaborative local government (across 6 areas) approach funding. The Red Deer local government committee are striving to not just maintain the status quo. The team engaged with citizens to hear about their priorities before establishing new criteria and systems for funding.
City of Red Deer Social Planning Team	Working together as a team is highly valued, each are aware of their colleagues strengths and Scott’s leadership is collaborative and inclusive. The team play a strategic coordination role and assist in establishing and maintaining community collaborations. Exciting to hear that Neighbours Day Aotearoa has influenced this team and inspired them to create their own local campaign – ‘Great neighbourhoods begin with you’.
Affordable housing projects (eg converted, previously “ seedy” central city hotels)	Appreciated the strength of partnership between central gvt, local gvt, community organisations and private developers in addressing affordable housing. Policy frameworks (government funding) help enable affordable housing projects to succeed and be viable for all parties.
Golden Circle Senior Resource Centre www.goldencircle.ca/	Beautiful purpose-built and re-developed facility for older adults, the cafe style and multi-purpose space has become a place of connection that fosters belonging and offers many opportunities for activities and community involvement. Active effort to engage with First Nations people, including the invitation to establish a preschool facility in the basement area when the building was redeveloped.
‘Wichinahin Kohopikiwan’ – Helping Me Grow Play School	First Nations led preschool centre is forging indigenous education leadership. Strongly supported by some of the leadership of the Senior Resource Centre.
GH Dawe Community Centre www.reddeer.ca/dawe	Inspiring example of co-location - St. Patrick’s School , GH Dawe Elementary School, Red Deer Public Library, and GH Dawe Centre recreation facility – all on one site and sharing resources and space in an integrated way. Collaborative re-design approach has resulted in a facility which includes meeting and activity spaces public can book and use, casual (short sessions) day care centre to enable parents to exercise and recreate affordably and conveniently etc. Great use of public art throughout Red Deer, for example the fantastic mosaic mural in the foyer of the community centre highlights the uniqueness of Red Deer and engages everyone who walks through the door. 1% of all development projects are committed to creative expression, from the design stage.

Buffalo Hotel – Canadian Mental Health Services	http://www.youtube.com/watch?v=ZtgBnnUjMNs Another example of developers working with local govt and community organisations. The ‘Housing First’ principle is a key foundation for working with people who are homeless.
Safe Harbour (Housing and emergency services) – Stacey Carmichael www.safeharboursociety.org	A stunning organisation and facility that welcomes and supports people who have addictions. Level of support ranges from very basic night-time only “sleeping mat”, to hostel and flat style accommodation, and drug rehabilitation when people commit to facing and working with their own challenges, with support. Enjoyed being with the Elder who coordinates the Aboriginal support services and learning about how he shares ‘ceremony’ (smudging and prayers) and helps others understand their identity through exploring their heritage and family links.
POWER youth initiative http://parklandyouthhomes.ca/power-youth-initiative/	A centrally located one stop shop for young people, operated by a local NGO.

3.5 Canadian Centre for Community Renewal

CCCR is committed to crafting solutions and adaptations to the critical challenges stemming from climate change and peak oil. Our priority is working with communities to increase their resilience, especially their capacity to equitably meet their needs for food, energy, finance, and shelter.

We met with Michael Lewis, a Director and founder of CCR which has 30 years of experience as a highly productive and creative “backbone” for thought leadership, research, activity and reflection on sustainable community building and economic development. See <http://communityrenewal.ca/about> for extensive information and links, including to the Canadian Community Economic Development Network and Canadian Transition Towns movements – and to find the Community Resilience Manual <http://communityrenewal.ca/community-resilience-manual> specifically designed for towns with 30,000 people or less; and other practical self assessment and strategic activity resources. Michael is a lead investigator for multi university thinking about community economic development around some specific products. He also introduced us to the Community Futures Development Corporations. Community Futures organizations are comprised of volunteers and staff who are actively engaged in helping to develop and implement community-based economic development strategies with a focus on rural economic diversification. Implemented strategies result in the growth within our rural communities; one idea at a time.’ <http://www.communityfuturescanada.ca/en/Home/tabid/38/Default.aspx> “

3.6 Metro Vancouver Urban Aboriginal Strategy (UAS)

The Urban Aboriginal Strategy (UAS) was developed in 1997, to help respond to the needs facing Aboriginal people living in key urban centres. Through the UAS, the Government of Canada seeks to partner with other governments, community organizations and Aboriginal people to support projects that respond to local priorities.

We met with two senior officials who are charged with implementing the Urban Aboriginal Strategy – a mechanism for setting priorities and distributing funds from different levels of government with the leadership of Aboriginal leaders. The approach was launched in 2003 following a Privy Council decision, and revised, with priorities, in 2007.

<http://www.mvuas.ca/The-Strategy/evolution-of-uas-and-mvuas-strategies.html>

We learned more about the history of aboriginal experience, and Federal approaches. Negotiating the complexity of aboriginal leadership in urban settings is the context for the UAS. Officials work with local leaders to design processes for expression of aspirations and concerns, and then assist with relationship building with organisations and entities that have relevant mandates and resources. In BC, 60% of aboriginal peoples live in urban settings.

3.7 Vancouver City - Social Policy Team

The Social Policy Team works with community groups and other civic departments to address critical social issues facing the city. In carrying out this function, staff provide support, advice and information to a wide

range of community organizations, provide leadership and facilitation in bringing together key people around a specific problem or issue, and make recommendations to Council regarding civic policy as it relates to a range of social issues and areas of concern including, children and youth, seniors, immigrants, gambling and addiction. See <http://vancouver.ca/commsvcs/socialplanning/about.htm>

We met with the Director and members of the Social Policy team. The City of Vancouver, which is one of 22 cities in the greater Vancouver area. We learned that the British Columbia province is roughly the same land mass as NZ, and has a similar population, including the overall proportion of Aboriginal people, to Maori in the NZ population. Their team is very interested in NZ policy and practice. Vancouver area is a fast growing area because of climate and attractive urban area. 50 % of Vancouver City population is born outside Canada. Huge pressures on downtown Eastside areas that have traditionally been low income areas. Deinstitutionalisation of people with disability and mental health issues have led to huge challenges. 300% rise in real estate values over same period that real incomes rose less than 15%. Social Policy Team is located downtown eastside and very focussed on housing and community building there. For Vancouver City, their urban aboriginal population is around 12 %. Contested land rights are part of the mix. Ending street homelessness is a Council priority – partnerships in housing initiatives including research to support evidence base – eg rate of street homelessness; types of need. Moving towards more comprehensive community planning. Active involvement with MVUAS (see above).

3.8 Trade Works

A social enterprise based in the Downtown Eastside of Vancouver, Tradeworks Training Society helps foster sustainable independence by providing job-related skills training, counselling, and work opportunities.” Seeing the beautiful craft’woman’ship was incredible and hearing how the impact the programme has on women’s lives through giving them a pathway out of prostitution and homelessness was inspiring. It was also a reminder that building and maintaining a successful social enterprise is very challenging. The director emphasised that sound business management and leadership skills are key if an initiative is to cover costs and be sustainable.” <http://www.tradeworks.bc.ca/>

3.9 City Gate Leadership Forum

City Gate Leadership Forum informs, equips, and coordinates organisations and leaders to collaborate and build shared agendas to transform Metro Vancouver. They emphasise the relationship between homelessness and food security as being interrelated so help organisations working with homelessness to develop initiatives that incorporate local food production. <http://www.cglf.ca/>

