The cover features a background with large, stylized gears in orange and green at the top. A red vertical band on the left contains a white stylized figure of a person with arms raised. The main title is in white text on a blue-grey background.

Powell River Regional Social Planning Program

Final Report

Date: November 3, 2017, Finalized: January 17, 2019

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Powell River Regional Social Planning Program

Final Report

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Glossary

Early years	The first 5 years in a child's life
Economic progress	Improving the economic well-being of all community members
Food security	A situation in which everyone can obtain sufficient nutritional food
Income disparity	The difference between the incomes of the richer and poorer parts of society
Poverty alleviation	A set of actions that are intended to permanently lift people out of poverty
Social cohesion	A society that works towards the well-being of all community members; where every community member is included and working towards a common goal
Social planning	Working with community members, non-profit agencies, City Departments, other levels of government and local businesses to address topics that improve the well-being and quality of life in a community.

Foreword

On January 29th, 2014, a community conference called Groundswell was held at Vancouver Island University (VIU) in Powell River. The conference sprung from the Defining Diversity: Creating Community project. This day-long event was intended to bring community members together in order to “inspire creativity, ideas, and relationships that advance the wellbeing of our community” (p.41, Taplay, 2015) ⁱ. At least 160 people participated, and the event exceeded all expectations. This was followed up by “Tapping the Groundswell”, which resulted in the report “Community Social Plan Proposed for Powell River Region” in September 2016. Out of this report came well over 100 recommendations. These projects highlight the community’s desire to take action to address the rising social issues in the region. The report that lays in front of you, the “Powell River Regional Social Planning Program”, builds on all this work.

The City of Powell River, qathet Regional District ⁱⁱ and Tla’Amin Nation have each either endorsed or received the “Powell River Regional Social Planning Program” report. We are now in position to begin implementing the recommendations originated with a dynamic group of Powell River people, with similar interests, working towards the same goals.



qathet
REGIONAL DISTRICT



i Taplay, A. (2015). Defining Diversity: Creating Community. Retrieved from <http://wordpress.viu.ca/ddcc/files/2014/10/Defining-Diversity-Creating-Community-Final-Report-Final.pdf>

ii On July 5, 2018, the Powell River Regional District changed its name to qathet Regional District. As this report was developed prior to the name change, Powell River Regional District is used throughout the document.

Executive Summary

Social policy has traditionally been the responsibility of provincial and federal governments, however, decades of funding cuts have exacerbated social issues in the region. While advocacy for improved federal and provincial social policy will continue, the three local governments in the Powell River region have come together to take action. Funded by Vancouver Coastal Health, a regional Social Planning Program has been developed with the aim to improve the wellbeing of all community members.

The Powell River region is governed by the Tla'amin Nation, the Regional District and the City of Powell River. The Powell River region is home to close to 21,000 people, with 27.7% being seniors – close to 10% higher than the provincial average. The average income of the region is lower than the provincial average, and poverty rates have increased over the last few years. Currently almost 1 in 4 children live in poverty. 36% of the children in the region are vulnerable in at least one area measured by the Provincial Early Development Instrument and there is a shortage of quality affordable child care spaces in the region. More than 50% of the renters pay more than 30% of their income on housing, a level considered unaffordable. The vacancy rate has dropped below 2%, and the region is dealing for the first time with visible homelessness. Less than 3% of most foods are locally produced and in 2016 the cost for nutritious food for a family of four was close to \$1000 per month.

Due to the high degree of interconnectedness among the communities in this region and social issues, collaborative leadership is needed to make a difference. For successful social change to be facilitated, a social planner - collectively funded by the three governments - is required and a Social Action & Planning Advisory Committee needs to be established.

Poverty reduction is a central theme in social planning and a guiding theme in the development of this plan. Poverty has social and economic implications for housing, health, education, crime, employment, and essentially every aspect of community life. Research shows that the cost of doing nothing about poverty far exceeds the cost of actively investing in poverty reduction. To address poverty related issues and improve the health of the communities in the region, the plan should focus initially on the following priority areas: Housing, Early Years, Social Cohesion, and Economic Progress. While the plan's initial focus is not on Transportation and Food Security, ongoing monitoring of these areas is required.

Vision: A region where everyone thrives

STRATEGIC PRIORITIES:

1. Housing
2. Early Years
3. Social Cohesion
4. Economic Progress

Numbers are only used for ease of reference and do not indicate a priority

A summary of the strategic goals and objectives is provided on the next page.

Although this plan provides a guideline for the work for the first three years of the program, it is a working document and should be updated yearly based on rising community needs.

A region where everyone thrives



Suitable sustainable housing for all people

- 1.1 Collaborative "Housing Group"
- 1.2 Housing Strategy for the Powell River region
- 1.3 Local innovative funding opportunities for affordable housing
- 1.4 Diverse housing options for vulnerable populations
- A. 1 Advocate senior government for an increase in funding to protect and increase affordable housing stock



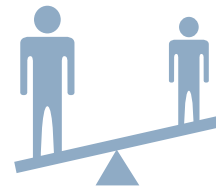
Healthy early childhood development for all children

- 2.1 Families are supported in finding services
- 2.2 Early childcare businesses are supported
- 2.3 Sufficient early childhood educators
- A.2 Advocate for provincial subsidies for child care centres
- A.3 Advocate for higher wages for Early Childhood Educators



Social cohesion throughout the region

- 3.1 Public gathering space in each community
- 3.2 A permanent regional social cohesion (grant) program
- 3.3 Year round regional public spaces activities plan
- 3.4 Regular public engagement by the three local governments



Poverty alleviation and reduced income disparity

- 4.1 Economic progress principles implemented by three local governments
- 4.2 Adult workers in the region earn a living wage
- 4.3 Public is knowledgeable about economic progress, social procurement and living wage

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1. Introduction

Background

Social policy has traditionally been the responsibility of provincial and federal governments. With the reduction of funding for social programming and affordable housing over the last decades, many communities have experienced a significant increase in social issues, such as an increase in poverty and homelessness. While advocacy continues for provincial and federal policy and funding changes to systematically address social issues, many local authorities are taking action to improve the wellbeing of their community members now. One approach with promising results is the local development and implementation of a social plan.¹ The Powell River region is one of those communities.

In March 2017, the City of Powell River received a grant from Vancouver Coastal Health to hire a consultant to work from May – September 2017 with the three local governments to develop a Social Planning Program for the region. The program should provide a structure for social planning in the region, focus on only a few key themes, and provide a concrete and realistic three-year action plan to improve the wellbeing of the people in the region.

The Social Planning Program builds on two previous regional projects: the 2013-2014 VIU action research project *Defining Diversity: Creating Community*, which included the *Groundswell* community forum; a seven month job creation project *Tapping the Groundswell* that resulted in September 2016 in a Community Social Plan for the region, containing approximately 170 unique recommendations. The recommendations were used as a starting point for this plan.

Almost 1 in 4 children live in poverty in our region.

While economic prosperity is comparable between the EU and Canada, rates of child poverty are much lower in the EU than in Canada because of how the money is invested in people. See Appendices 2 and 9.

Social Planning: Why does it matter?

Up to 60% of our health and well-being is determined by the social, economic and physical environments that we live in – this means things like our income, housing, education, life in early childhood, access to nutritious food and sense of belonging to our community.²

¹ See for example: <http://www.socialplanning.ca/> and <https://www.revelstokesocialdevelopment.org/>

² Booske, B. C., Athens, J. K., Kindig, D. A., Park, H., & Remington, P. L., 2010; Canadian Medical Association, n.d.; County Health Ranking, 2017

³ Canadian Institute for Health Information, 2015; Committee on Early Childhood, Adoption, and Dependent Care , 2005

Evidence shows that the wealthier you are, the healthier you are, and that people with low income have a far higher risk for health issues that can last a life time.³ Struggling to afford housing or properly heat a home can also negatively impact health, while instability of housing and frequent moves are associated with behaviour problems and under-achievement in school for children and long-term mental health issues.⁴ During the early years (before age 5), children are particularly vulnerable to stresses that occur in their life and the lives of their family.⁵ During this period, important brain development occurs that determines long term mental and physical health. Quality early care and education, especially for children living with disadvantages, are linked with better skills and academic performance, and lower rates of adolescent pregnancy and juvenile crime.⁶

A strong sense of social connection and belonging can help reduce the negative impacts of other stressors in our lives, such as financial or work stress. Social connectedness is linked to lower levels of depression and anxiety, increased longevity, greater resiliency, increased self-esteem, and above-average happiness.⁷ Children have better outcomes when their family is connected to community.⁸

A socially connected community is also associated with higher levels of trust, volunteering, donating, helping, and lower levels of violence.⁹

These social, economic, and physical environments of our lives are complex and interconnected. Comprehensive and coordinated social planning is our best bet to building even greater vibrancy in our communities, ensuring health and well-being for all.

Process

The following process was used to develop the Social Planning Program:

- Literature and document review¹⁰
- Four workshops with the CAOs of the City of Powell River, Regional District, Tla'amin Nation and Vancouver Coastal Health's (VCH) Policy Consultant and Medical Health Officer Vancouver Coastal Health ¹¹ to determine the social planning governance structure, social priority areas in the region, and areas of focus for social cohesion and economic progress;
- Interviews with social planners from Vernon, Revelstoke, Nanaimo, Kamloops and Williams Lake to determine promising practises for social planning in rural BC communities;

4 Ormandy, 2013; Pollack, C. E., Griffin, B. A., Lynch, J., 2010

5 Royal Society of Canada & The Canadian Academy of Health Sciences Expert Panel, 2012

6 Committee on Early Childhood, Adoption, and Dependent Care, 2005

7 Pollack, C. E., Griffin, B. A., Lynch, J., 2010

8 Ferguson, K. M., 2006

9 Seppala, E., Rossomando, T., & Doty, J. R., 2013

10 See References

11 See Appendix 1: Overview involved community members and social planners

- Two workshops with the Housing Round Table and two with the Early Years Planning Table, to determine the key ways this Social Planning Program could support them;
- Twelve interviews with key community members to retrieve information about past projects and social issues;
- One workshop with representatives of the Council of the City of Powell River, the Board of Directors of the Regional District, and the Council of the Tla'amin Nation to finalize this Social Planning Program.

Due to the extensive community consultation that had taken place during the *Groundswell* and *Tapping the Groundswell* projects, no additional community consultation took place.

Layout of this Social Planning Program

The Social Planning Program aims to focus the social activities in the community around four priority areas: Housing, Early Years, Social Cohesion, and Economic Progress. Although the plan lays out some activities for the first three years, the plan is intended to be a living document whereby progress and priorities are reviewed on an annual basis and adjusted based on up to date data and community input.

The plan starts with a social snap shot of the community, and follows with a proposed social planning governance structure. In the section that follows, the strategic priorities for each of the four priority areas are described. The last two sections provide a work plan for the first three years and an overview of the next steps.

In an effort to keep the plan brief, most of the background information is provided in the appendices. For example, Appendix 2 provides an extensive community profile, and Appendix 7 provides an overview of potential funding sources. More background information - such as promising practices in social planning in British Columbia, an overview of key local community groups, and additional information about economic progress and alternative transportation ideas - is also provided as an appendix.

2. Community Snapshot

The Tla'amin people have inhabited the Powell River region since time immemorial.¹² The region covers over 5,000 square kilometers, making transportation a challenge, especially for seniors, people with mobility issues and people on low income.¹³ It is home to close to 21,000 people, located on the West Coast of British Columbia and is only accessible by air or water.

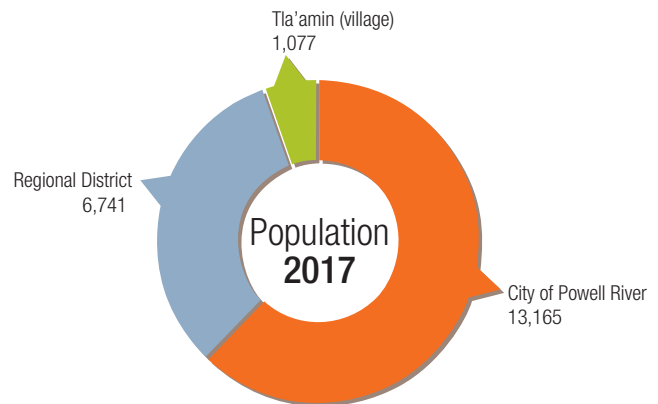


Figure 1: Estimated population in the Powell River region

The region is currently governed by three local governments: the Tla'amin Nation, The Powell River Regional District, and the City of Powell River. It consists of several provincial, regional and marine parks, forest recreation sites, sites owned by conservation organizations and agencies, and one protected area. The region prides itself on a local culture enriched by the Tla'amin Nation, the history of settlement in the area, and the arts.

Community members often identify Powell River as a friendly community. In general, the longevity of people in Powell River, which is estimated at 80.6 years for people that have been born between 2010 and 2014, is almost the same as the provincial average. However,

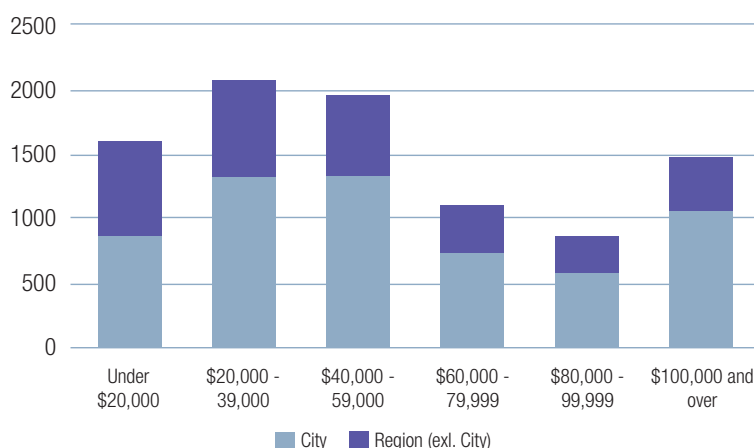


Figure 2: Average household income Powell River region, 2010

the 2012 regional socio-economic, which looks at human economic hardship, crime, health, education, and children and youth at risk, rated Powell River area as 31th out of 78 local health areas in the province. Only 14.6% of people employed over the age of 15 utilize a transportation medium other than a personal vehicle. The region has a high number of seniors (27.7 % compared to 18.3 % in British Columbia) and 30% of the people in the region experience health or activity limitations.

¹² ICSP, 2015

¹³ Appendix 2: Community Profile provides an extensive community profile with references.

The average individual income in the region is lower than the provincial average and many comparable communities. More people are on income assistance or employment insurance and the income inequality between men and women in the region is even higher than the provincial average – women in Powell River earn only 68% compared to men. The living wage for the region has been calculated in 2017 to be \$16.75/hour.

- Poverty rate in the Powell River region
- Child poverty rate in the Powell River region
based on the LIM after-tax

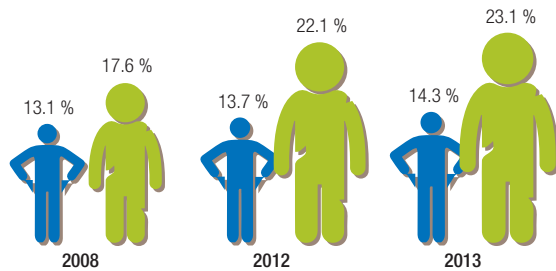


Figure 3: Regional poverty rates over the years

Regional poverty rates have increased over the last few years, most significantly child poverty: Almost 1 in 4 children in the region currently live in poverty. Children living in Powell River's rural areas are especially vulnerable in at least one of the areas measured by the Provincial Early Development instrument, 39% compared to 30% in the City. A shortage in child care spaces, cost, and flexibility of hours are barriers for parents to access quality child care.

On average, children and youths' sense of belonging in the community, connections with peer groups, and access to adults who care about them are relatively strong compared to those in other communities.

The region has only a very limited supply of (affordable) rental housing and more than 100 names are currently on a waitlist of social housing organizations. Over 50% of renters pay more than 30% of their income on housing, a level considered unaffordable. In 2014, the average rent in the region was 82% of the income for people on Disability Assistance. For the first time the region is dealing with visible homelessness.

With the exception of marine harvests, less than 3% of the food consumed in the region is locally produced. In 2016, it was estimated that the monthly cost of sufficient, nutritious food for a family of four in the region was close to \$1,000.

3. Governance Structure



All community systems are to some degree interconnected and require collaborative leadership to make change. This is emphasized in several local reports, such as the Sustainability Charter for the Powell River Region (2009), the Integrated Community Sustainability Plan (2015), the Expanded Regional Recreation Initiative Study (2016) and the Powell River Community Food System Assessment Final Report (2016). None of the social issues identified in this plan exist in isolation – they occur throughout the region, are interrelated and require a regional approach. The tapestry of projects, initiatives and community groups demonstrate the commitment of local community members to step up and take action around social issues. Improved communication, collaboration and coordination would increase the impact. Hence, a governance structure for social planning in the region needs to encourage collaborative leadership, break down silos and build on community assets.

Promising practices in British Columbia reveal the following elements for successful social planning at a municipal or regional level:¹⁴

- Establish ongoing funding from local governments (i.e. City, Tla'amin Nation, Regional District)
- Develop a clear vision
- Identify existing high level priorities in the region
- Hire a social planner
- Create a coordinating committee
- Build emergent action teams
- Hold regular community consultations
- Track progress

Communities in which any of these items were lacking reported to have struggled in the successful and sustainable implementation of a social plan.

Social Action & Planning Advisory Committee

A Social Action and Planning Advisory Committee (SAPAC),¹⁵ a select committee of the three local governments, should be established. The committee should consist of a Councillor of the City of Powell River, a Councillor of the Tla'amin Nation, a Director of the Regional District, the Vancouver Coastal Health Medical Health Officer, and a representative from School District 47. The committee should meet bi-monthly, with a mandate to enhance social well-being for those living in the region. The social planning work should be evaluated annually.

¹⁴ See Appendix 3: Promising Practices in Social Planning

¹⁵ See Appendix 4: Terms of References



Figure 4: Social planning governance structure

Social Planner

The committee should be supported by a Social Planner, who should attend relevant community groups, such as the Early Years Planning Table; support round tables, such as the Housing Round Table; and establish and lead action teams to deal with emerging social issues in the community.¹⁶ The Social Planner should provide brief reports from each of these groups to the SAPAC meeting.¹⁷

Minutes of the SAPAC and other relevant documents, such as evaluations, should be shared with all of these groups and should be available to the public on each of the local governments' websites.

Community engagement is key to building strong relationships, identifying and tackling social issues, and determining priorities. Community engagement should play a central role in the implementation and ongoing

development of this plan. Action teams should engage a diversity of community members to build on community assets, and encourage community connections and innovative solutions.

Based on the experiences of other rural communities, the recommendation for optimal outcomes and concrete social change is to create a stable Social Planner position from the outset. A financial commitment towards this position from the three local governments should strengthen collaborative leadership and a regional approach. If the position does not come to fruition, the SAPAC should receive staff support from the three local governments to ensure regular update reports are provided by the community groups and round tables to the SAPAC and vice versa.

Community Portal

One of the recurring recommendations in the 2016 Community Social Plan was the creation of a centralized website that would provide links to existing local and regional resources related to housing, early years, transportation, food security, health, education, recreation, arts and culture. Access to information is a major issue, but developing, maintaining, and updating an accessible portal is a major undertaking. Prior to venturing into this direction, a feasibility study and analysis of existing websites needs to occur.

¹⁶ See Appendix 5: Overview Round Tables and Community Groups

¹⁷ See Appendix 6: Status report template

¹⁸ The numbers do not indicate a priority, but are used for ease of reference

OBJECTIVES OF THE PROPOSED NEW GOVERNANCE STRUCTURE

- Objective A:** Social Planning Governance Structure that supports collaboration between the three local governments, relevant community groups and round tables
- Objective B:** Community members and local governments are informed and educated about social planning, issues and benefits
- Objective C:** Social planning activities build on community assets
-

Chapter 5 provides a more detailed work plan for all objectives in this report.

4. Strategic Priorities

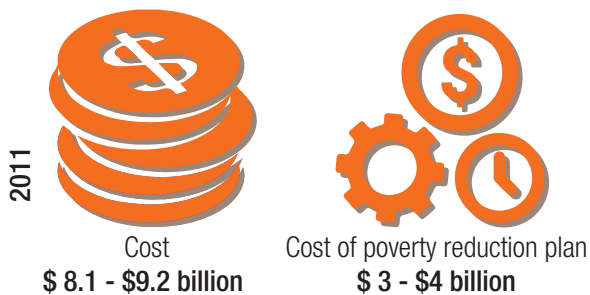


Figure 5: Annual estimated cost of poverty in BC versus the cost of a poverty reduction plan

Poverty reduction is a central theme in social planning. Although investing in the social sector is sometimes perceived as an economic drain, research shows that the costs of doing nothing about poverty far exceeds the costs of actively investing in poverty reduction.¹⁹ Poverty has social and economic implications related to housing, healthcare, education, crime, employment, and essentially every aspect of community life. By far, the largest cost of poverty comes in the form of lost productivity and foregone earnings. Among the most immediate solutions proposed by the Canadian Centre for Policy Alternatives to alleviate the social and economic burden

of poverty are: stable housing for all, food security, improving standards for pay and working conditions for all, accessible child care, and accessible training and education.

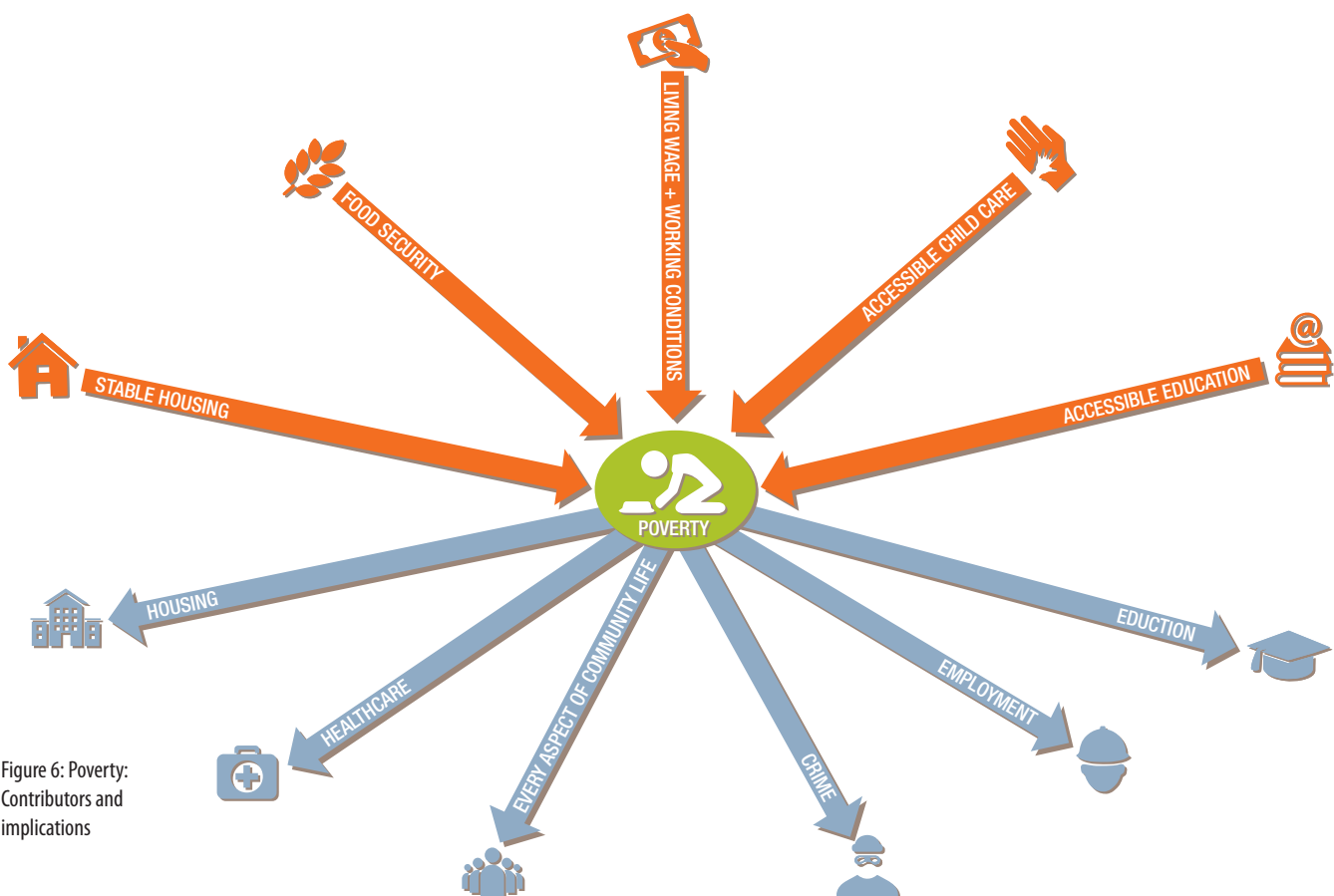


Figure 6: Poverty: Contributors and implications

¹⁹ Ivanova, I., 2011

Poverty in the region has been increasing over the last years, especially among children, and poverty reduction has been one of the guiding principles in the development of this plan. Based on the current community profile and promising practices for improving population health, the three local governments and VCH selected the following four themes as priority areas for the first three years: Housing, Early Years, Social Cohesion, and Economic Progress. Each theme lists several objectives, which are based on previous community consultations, community reports, recent workshops and interviews.²⁰ Appendix 2 provides an extensive community profile, which includes all references, and Appendix 7 provides an overview of potential funding sources for each strategic priority and some other social areas. While the plan's initial focus is not on Transportation and Food Security, it was recognized that ongoing monitoring of these areas is required.



Strategic Priority: Housing

Due to decades of federal and provincial programs and funding cutbacks, affordable (rental) housing is a significant growing issue in the region: there are not enough units and there is not enough diversity. Several non-profit organizations manage or are in the process of establishing affordable housing units. Some organizations are struggling to survive and most are hoping for a sustainable organizational solution that can provide a strategic approach to the regional housing issue.

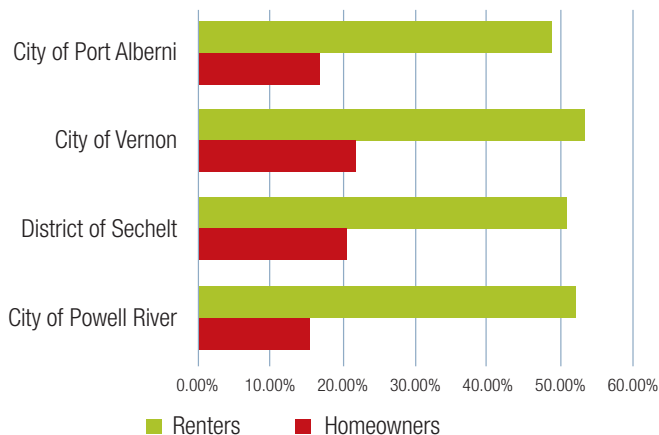


Figure 7: % of people spending more than 30 % of income on housing, 2011 National Household Survey

“International human rights law recognizes everyone’s right to an adequate standard of living, including adequate housing”

UN HABITAT, P.1

In 2011, a homelessness strategy was developed, but recommendations were not implemented due to lack of resources. Recently a housing round table was formed to exchange plans and explore ideas for a more formal structure. City staff has now started to gradually update the zoning bylaw to allow for carriage housing, smaller houses, smaller lots, and secondary suites.²¹

All updates are expected to be completed before April 2018. Accessibility guidelines are not included in the planned updates yet. A preliminary inventory of City-owned land suitable for affordable housing was completed during the development of this plan.²²

²⁰ See references for all the reports and Appendix 1 for an overview of the names of all the people that were interviewed or participated in workshops

²¹ Thomas Knight, Director Planning Services City of Powell River, July 19, 2017

²² See Appendix 8: City land suitable for affordable housing

For the first three years, the following strategic goal and objectives have been identified:

STRATEGIC GOAL 1: SUITABLE SUSTAINABLE HOUSING FOR ALL PEOPLE

- Objective 1.1:** Collaborative “Housing Group”²³
- Objective 1.2:** Housing Strategy for the Powell River region
- Objective 1.3:** Local innovative funding opportunities for affordable housing
- Objective 1.4:** Diverse housing options for vulnerable populations
-

According to the Federation of Canadian Municipalities, strong advocacy from municipal leaders has led to an increase in funding for affordable housing in the 2017 budget.²⁴ However, ongoing advocacy from elected officials and the Social Planner is required.

ADVOCACY GOAL 1: Advocate senior government for an increase in funding to protect and increase affordable housing stock



Strategic Priority: Early Years ²⁵

Close to a quarter of the children in the region are living in poverty and more than one third of the children in the region are deemed vulnerable in one or more areas of development. Access to affordable quality child care is an issue in the community, as there are not enough licensed spaces and the cost for child care is too high for many parents.

“Children who have a good start in life do better at school, secure better jobs, and enjoy better physical and mental health as adolescents and adults”

COMMUNITY SOCIAL PLAN, P.21

Although it is yet unclear how it will play out, governments have recognized the need for an improvement in child care.²⁶ On June 12, 2017 Federal, Provincial and Territorial Ministers agreed to increase quality, accessibility, affordability, flexibility and inclusivity in early learning and child care and allocated \$1.2 billion over three years to support this. In addition, the new provincial NDP government has promised \$10-a-day child care.²⁷ However, early years specialists are afraid that the \$10-a-day will only solve part of the issue if the number of

²³ See Appendix 4: Terms of References for the Terms of Reference of the current Housing Round Table

²⁴ Canada's housing opportunities, 2016

²⁵ 0-5 are considered the early years

²⁶ Government of Canada, 2017

²⁷ Global News, 2017

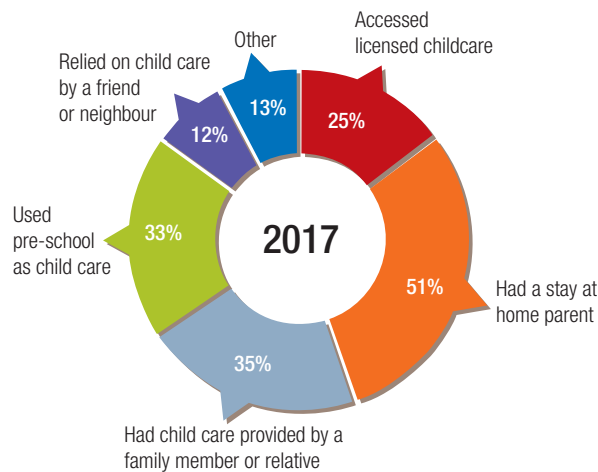


Figure 8: Powell River childcare arrangements

licensed spaces do not increase, something they fear will not happen without more Early Childhood Educators (ECEs) and higher wages.²⁸

To increase the number of ECEs, Vancouver Island University is exploring options for a local ECE certification program. The recent return of a local Child Care Resource and Referral (CCRR) program to the community can support early child care providers in their work and may contribute to an increase in licensed spaces. Additionally, the Provincial Office for the Early Years has identified several actions local authorities can do to support local child care needs.²⁹

For the first three years, the following strategic goals and objectives have been identified:

STRATEGIC GOAL 2: HEALTHY EARLY CHILDHOOD DEVELOPMENT FOR ALL CHILDREN

Objective 2.1: Families are supported in finding services

Objective 2.2: Early child care businesses are supported

Objective 2.3: Sufficient early childhood educators

ADVOCACY GOAL 2: Advocate for provincial subsidies for child care centres

ADVOCACY GOAL 3: Advocate for higher wages for Early Childhood Educators



Strategic Priority: Social Cohesion

“Social cohesion refers to positive social relationships, and inclusion, at all levels. A cohesive society works towards the wellbeing of all its members, fights exclusion and marginalization, creates a sense of belonging, promotes trust, and fosters quality of life.”³⁰

A community with high social cohesion produces better social and health outcomes, and has a more equitable distribution of wealth.³¹ Universally accessible social services, gender equality, civic participation, increase of minimum wage, and public (green) spaces are some elements that enable social cohesion.

²⁸ 2017 June 8 Early Years Table Meeting Notes

²⁹ Provincial Office of the Early Years, n.d.

³⁰ Community Social Plan, 2016. See also Laiglesia, J., 2011

³¹ Stanley, D., 2003

People in the Powell River region have a relatively strong sense of social cohesion, however, more marginalized groups sometimes have difficulty participating and are not always included. Some people from Tla'amin have indicated they do not always feel welcome at events organized in other parts of the region.

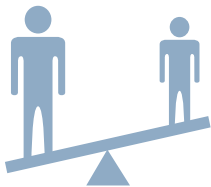
Some Tla'amin participants in a recent recreation survey expressed feeling uncomfortable and unwelcome to participate in community life in the region.

The City of Powell River launched a Neighbourhood Block Party Grant in 2017 to build social cohesion and there are other examples of successful initiatives in North America.³² With the recent increase in construction activities and infill of previously unused land, availability of public space for people to meet and gather might become more challenging.

For the first three years, the following strategic goal and objectives have been identified:

STRATEGIC GOAL 3: SOCIAL COHESION THROUGHOUT THE REGION

- Objective 3.1:** Public gathering space in each community
 - Objective 3.2:** A permanent regional social cohesion (grant) program
 - Objective 3.3:** Year round regional public spaces activities plan
 - Objective 3.4:** Regular public engagement by the three local governments
-



Strategic Priority: Economic Progress

Economic Progress and Economic Growth are not the same, as the latter often results in a growing gap between rich and poor. Research has recognized a smaller income gap as an indicator of how well a community is doing. Rather than increasing revenues, economic progress is more effectively pursued and maintained by focusing on reducing wealth and income disparities.

Economic progress has a strong link to social cohesion. Communities thrive and do economically better when citizens feel emotionally attached to their place, which is enhanced by an area's physical beauty, the opportunities for socializing, and the community's openness to all people.

³² See for example Neighbourhood Small Grants <https://www.youtube.com/watch?v=-Fc1TZ2P7o>; Abundant Community <https://www.youtube.com/watch?v=yP510mIXNjg>; and the Art of Neighboring <https://www.youtube.com/watch?v=czeSrVJF084>

Other elements that encourage Economic Progress are:

- Universal accessible health, education and social services, as people are less likely to be in crisis and can become active citizens, which boosts the economy
- Controlled expansion (to prevent boom & bust cycles) and encouraging medium versus large industries, as they provide more stable local based medium paid jobs versus unstable jobs with external high paid positions
- Local diversification and value-added businesses that build on existing assets and industries
- Generating local capital and investing in local businesses and people
- Marketing local products and services to other communities
- Ensure initiatives fit the community and cultivate a sense of belonging

Research has recognized a smaller income gap as an indicator of how well a community is doing.

The Powell River Sustainable Official Community Plan (2014), Economic Development Strategy (2015), Powell River Regional District Strategic Plan (2015), and Tla'amin Nation Strategic Plan (2017) already contain many elements that encourage economic progress. However, the growing poverty rate in the Powell River region is a strong indicator that more could be done.

For the first three years, the following strategic goal and objectives have been identified:

STRATEGIC GOAL 4: POVERTY ALLEVIATION AND REDUCED INCOME DISPARITY

Objective 4.1: Economic progress principles implemented by three local governments

Objective 4.2: Adult workers in the region earn a living wage

Objective 4.3: Public is knowledgeable about economic progress and social procurement

5. Work Plan

The work plan provides an overview of the recommended activities for the first three years. The plan should be treated as a living document and adjusted yearly, based on rising community needs and community feedback. Unless otherwise indicated (between brackets), activities are executed by the Social Planner (or by staff of the three local authorities if funding for a Social Planner falls through).

	Objective	Y1	Year 2	Year 3	Y4
		July-Sept Oct-Dec	Jan-March Apr-June July-Sept Oct-Dec	Jan-March Apr-June July-Sept Oct-Dec	Jan-March Apr-June
General					
Share social plan with public (3CAOs)	A				
Establish the SAPAC (3CAOs)	A				
Conduct Bi-monthly SAPAC meetings (SPAPC/Social Planner)	A				
Hire a Social Planner (SAPAC)	A				
Attend Community Groups and support Round Tables	A, B				
Evaluation					
Develop an evaluation framework, which is regularly updated	B				
Track ongoing progress, including financial impact	B				
Develop and distribute regular progress reports	B				
Develop annual evaluation report, incl. up-to-date statistical info on social issues	B				
Community engagement					
Develop a communication and education plan linked to the social planning work	B				
Conduct a feasibility study and develop proposal for a community portal (if applicable)	B				
Implement a community portal (if applicable)	B				
Host a community event to collect input and set social priorities	C, 4.3				
Housing					
Support the establishment of a collaborative "housing group"	1.1				
Develop an Housing Strategy for the region	1.2				
Conduct a rental inventory and feasibility study for a renter's registry	1.2				
Conduct an annual homeless count	1.2				
Establish and lead an Action Team to explore funding innovations	1.3				
Establish and lead an Action Team to develop housing options for vulnerable populations	1.4				
Early Years					
Link the websites of the three local governments to the Family Friendly Website	2.1				
Review and adjust local governments' communication to ensure young families are highlighted where possible	2.1				
Adjust bylaws and fees to ensure they support early childcare businesses	2.2				
Implement with the Early Years Table, CCRR, licensing officer at VCH and community partners additional ways to support (new) early childcare businesses	2.2				
Connect with VIU to ensure they are supported in developing a local ECE program	2.3				
Social Cohesion					
Develop and implement a regional public space policy (Directors Planning Services & Park, Rec. & Culture, Tla'amin & Regional District representatives)	3.1				
Develop with community partners and implement a permanent social cohesion (grant) program	3.2				
Develop with community partners a year round activities plan for public spaces, encouraging community building and integration, especially with Tla'amin	3.3				
Develop and implement with the three local governments an infrastructure for regular public engagement	3.4				
Economic Progress					
Finalize & implement economic progress evaluation framework with three local governments and community (business) partners	4.1				
Develop social procurement policy with three local governments and community (business) partners	4.1				
Develop a way for the three local governments to inform each other about the economic development initiatives in their area	4.1				
Organize a living wage campaign together with all major businesses and local governments	4.2				
Educate the public about economic progress, the framework, social procurement and living wage	4.3				

6. Next Steps

This draft Social Planning Program was discussed and finalized at the C3 meeting, a meeting with representatives of the Council of the City of Powell River, the Board of Directors of the Regional District, and the Council of the Tla'amin Nation. The next steps are as follows:

- Approval of this report (the draft Social Planning Program) by the three local governments: City of Powell River, Tla'amin Nation, and Powell River Regional District;
- Distribution of the report to the general public, in particular the parties involved in the development of this report;
- Consideration by the Social Action & Planning Advisory Committee partners to collaboratively fund the implementation of the recommended activities, as described in *Chapter 5. Work plan*.

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Appendix 1: Overview of involved community members and social planners

3CAOs and VCH Workshops

- Rod Allan, Chief Administrative Officer Tla'amin Nation
- Al Radke, Chief Administrative Officer Regional District
- Mac Fraser, Chief Administrative Officer City of Powell River
- Jolene Lansdowne, Policy Consultant, Population Health Vancouver Coastal Health (one in person, two by teleconference)
- Dr. Paul Martiquet, Medical Health Officer Vancouver Coastal Health (attended last two workshop by teleconference)

C3 Workshop – workshop with representatives from the Council of the Tla'amin Nation, the Council of the City of Powell River, and the Board of Directors of the Regional District

- Clint Williams, Hegus Tla'amin Nation
- John Hackett, Legislator Tla'amin Nation
- Rod Allan, Chief Administrative Officer Tla'amin Nation
- Jim Pal, Councillor City of Powell River
- Maggie Hathaway, Councillor City of Powell River
- Rob Southcott, Councillor City of Powell River
- Russel Brewer, Councillor City of Powell River and City of Powell River Director Powell River Regional District
- CaroleAnn Leishman, Councillor City of Powell River and City of Powell River Director Powell River Regional District
- Mac Fraser, Chief Administrative Officer City of Powell River
- Patrick Brabazon, Board Chair and Electoral Area A Director Powell River Regional District
- Alan Rebane, Electoral Area B Alternate Director Powell River Regional District
- Colin Palmer, Electoral Area C Director Powell River Regional District
- Sandy McCormick, Electoral Area D Director Powell River Regional District
- Merrick Anderson, Electoral Area E Director Powell River Regional District
- Al Radke, Chief Administrative Officer Regional District
- Jolene Lansdowne, Policy Consultant, Population Health Vancouver Coastal Health

Interviewed community members

- Alison Taplay, Coordinator Human Service Powell River Campus Vancouver Island University
- Christine Parsons, Health & Fitness Coordinator City of Powell River
- Christine Kennedy, Licensing Officer Vancouver Coastal Health

- Guy Chartier, Executive Director Powell River Division of Family Practice
- Lilla Tipton, Executive Director Inclusion Powell River
- Lyn Adamson, Executive Director PREP Society
- Maggie Hathaway, City Councillor and Constituency Assistant MLA Nicholas Simons
- Marg and Ken Jones, Second Nature Child care Centre
- Ray Boogaards, Director of Parks, Recreation, and Culture City of Powell River
- Rita John, Early Learning Coordinator School District 47
- Scott Randolph, Manager of Economic Development City of Powell River
- Thomas Knight, Director Planning Services City of Powell River

Housing Round Table Workshop 1

- | | |
|--|--|
| • Carole Anne Leishman, City of Powell River | • Maggie Hathaway, City of Powell River |
| • Dan Devita | • Martyn Woolley, PREP/CRC |
| • Larry Gerow | • Melanie Jordan, Friends of Powell River/
Sunshine Coast |
| • Inge Bessmann Norris, BOSH SQUAD | • Pat Christie, Lifecycle Housing |
| • Karen Skadsheim, City of Powell River | • Paula Stewart, Tla'amin Housing |
| • Kathleen O'Neil, PRESS | • Rob Southcott, City of Powell River |
| • Lila Tipton, Inclusion Powell River | • Rebecca Withers, VCH |
| • Lyn Adamson, PREP | • Walter Paul, Tla'amin Nation |

Housing Round Table Workshop 2

- | | |
|--|---|
| • Maggie Hathaway, City Councillor | • Mac Fraser, CAO, CDPR |
| • Marilyn Carey, Life Cycle Housing | • Martyn Wooley, Community Resource
Centre |
| • Debbie Dee, PR Brain Injury | • Matthew Harmer, VCH, MHSU, ICM Team |
| • Inge Bessmann Norris, BOSH SQUAD | • Paula Stewart, Tla'Amin Nation |
| • Joel Ulmer, Joel Ulmer Construction | • Pat Christie, Life Cycle |
| • Kate Hodgson, VCH, ICM Coordinator | • Tom Knight, CDPR |
| • Lyn Adamson, PREP Society | • Rebecca Withers, VCH |
| • Lila Tipton, Inclusion PR | • Ross Cooper, Remax Realtor |
| • Marian Buller, St David and
St Paul Anglican Church | • Stewart Clark,
PREP Society |

Early Years Partnership Table Workshop 1

- Rita John, School District 47 Early Learning Coordinator
- Ann Kurtz, Powell River Child, Youth and Family Services Society Program Director
- Nancy van Zyl, Success by Six and ORCA Bus Coordinator
- Lisa Heavenor, CCRR
- Theresa Verdiel, School District 47 Special Services Coordinator

Early Years Partnership Table Workshop 2

- Rita John, School District 47 Early Learning Coordinator
- Ann Kurtz, Powell River Child, Youth and Family Services Society Program Director
- Nancy van Zyl, Success by Six and ORCA Bus Coordinator
- Lisa Heavenor, CCRR
- Tanja Hanson, Vancouver Coastal Health
- Alyssa Dixon, Vancouver Coastal Health
- Lyn Adamson, PREP Society
- Stewart Clark, PREP Society
- Dale Lawson, Powell River & District United Way of the Lower Mainland

Interviewed Social Planners

- Annette Shirky, Social Planning Council for the North Okanagan
- John Horn, Social Planner City of Nanaimo
- Jessica Knodel, Social Planning Council Coordinator City of Williams Lake
- Jen Casorso, Social Planner City of Kamloops
- Jill Zacharias, Social Development Coordinator Revelstoke

Appendix 2: Community Profile

General Demographic Information

In 2016, the City of Powell River had a population of 13,165 citizens; the Regional District's Electoral Areas A – E had a population of 6,741 residents; and the Tla'amin Nation had a population of 1,077 (within the principal community of the village). The region covers over 5,000 square kms.³⁴ Within the region as a whole, adults made up 80.8% of the population whereas children and youth (0 to 19 years old) made up 19.2% of the population.

Trends suggest the population is continuing to age

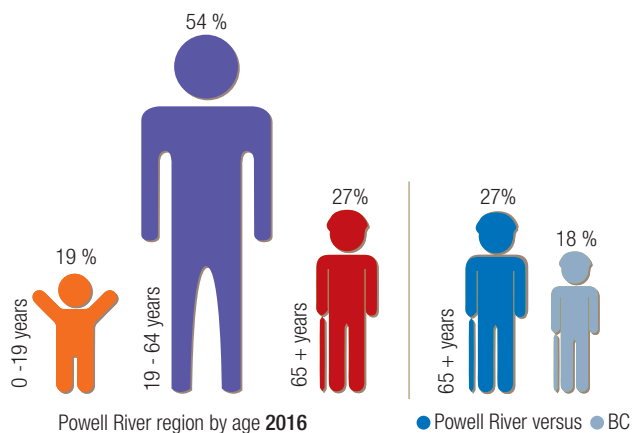


Figure 9: Age distribution in Powell River region.

Trends suggest the population is continuing to age.³⁵

In 2016, 27.7% of the people living in the Powell River region are 65 years of age or older, compared to 18.3% in all of BC.³⁶ The rate of immigration to the region has been relatively consistent over time; in fact, in 2011 the number of immigrants was 12.6%, which was a 2.7% smaller proportion of the local population than was the case 20 years prior.³⁷ Most immigrants living in Powell River arrived from the Americas and Europe, but there is no recent data on changes over time.³⁸

Recent data suggests that new immigrants have been increasingly moving to smaller centres in BC. In 2003 only 10% settled outside of the Greater Vancouver area, whereas by 2014 14% did.³⁹ In order for the region to

create a healthy community for all ages, we must adequately address the diverse needs of the different demographic groups of people who live here.⁴⁰

The 2012 regional socio-economic report, which looks at human economic hardship, crime, health, education, children and youth at risk, rated Powell River area as 31th out of 78 local health areas in the province, indicating we have plenty of room for improvement.⁴¹ It is now widely understood that a range of social determinants of health – education, employment, income, housing, nutritious food, early childhood development, and access to community/

³⁴ Statistics Canada, 2017

³⁵ ERRIS, 2016

³⁶ Statistics Canada, 2017

³⁷ Statistics Canada, 2013. Powell River, RD, British Columbia

³⁸ Statistics Canada, 2013. Powell River, RD, British Columbia

³⁹ BC Statistics, 2015

⁴⁰ ERRIS, 2016

⁴¹ Socio-economic Indices. See Methodology & Background for detailed information about the index.

cultural activities – all have direct impacts on health.⁴² In Powell River, as elsewhere, as income increases, so does overall health.⁴³ In general, people in Powell River have good longevity (which is almost the same as the provincial average and estimated at 80.6 years for people that have been born between 2010 and 2014),⁴⁴ are relatively upbeat, and youth are playing safe about sex.⁴⁵ Life expectancy in the region continues to be good, and we seem to meet many of the criteria on the ‘Healthy Lifestyle’ list (such as high rates of physical activity and low rates of binge drinking).⁴⁶

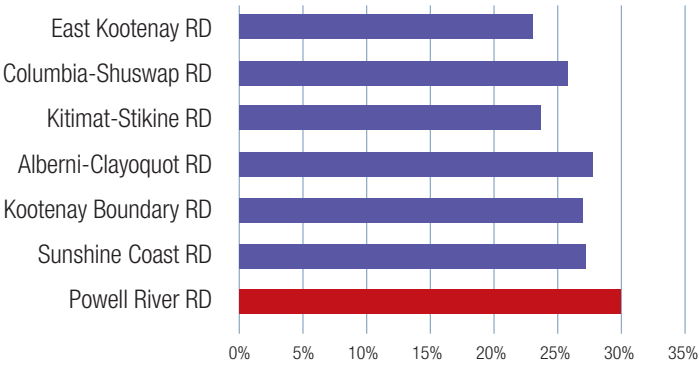


Figure 10: % of people with a health or activity limitation (National Household Survey 2011, Retrieved from: Sparc BC, 2016)

That said, of the 252 people in Powell River region that participating in the VCH My Health My Community survey only 48% self-rate their health as excellent or very good compared to 55% in general for coastal rural areas in BC.⁴⁷ Compared to other similar regions, Powell River has a higher number of people with a health or activity limitation.⁴⁸ Although the exact number is difficult to estimate, the local Division of Family Practice indicates there is still a group of people living in Powell River that do not have a primary care provider, and as a result

many residents cannot access appropriate care and resort to the Emergency Room as their doctor’s office.⁴⁹

42 Community Health Profile, 2014
43 Community Health Profile, 2014
44 Powell River’s Vital Signs, 2015
45 ICSP, 2015
46 Powell River’s Vital Signs, 2015
47 My Health, My Community, 2013-2016
48 Sparc BC, 2016
49 Guy Chartier, Executive Director Powell River Division of Family Practice, July 24, 2017

1. Housing

Real estate and housing costs are considerably lower in Powell River than either the Lower Mainland or major areas on Vancouver Island,⁵⁰ but that does not make it affordable for the people who call this region home. Housing has been a problem here for many years. Average

home prices went up 10% from 2014 to 2015, and 15% from May 2015 to May 2016, with inflation outpacing wages.⁵¹



Figure 11: Estimated # of homeless people in Powell River

In 2011, it was estimated that more than 250 people fell in the category of 'absolute or hidden homelessness' and more than 275 people fell in the category 'relative homelessness' (meaning they were just one paycheque away from becoming homeless).⁵² Since then, vacancy rates have been shrinking, rental and ownership

prices have been rising, and the local population is projected to rise. All of these factors are contributing to a situation in which stable housing is increasingly difficult to find.⁵³ Current statistics are inaccessible, but in 2016 there were over 100 names on the waitlist of Life Cycle Housing Society, which is one of three social housing organizations in the region.⁵⁴ Staff at the Community Resource Centre stated on May 26, 2017 that rent for a one-bedroom or bachelor unit is currently over \$700/month, and availability is very limited. In this community, a bachelor/one-bedroom unit is deemed to be unaffordable if it is over \$675/month.⁵⁵

Low vacancy rates, especially for the more affordable dwellings, meaning landlords have the luxury to screen renters, making it even more difficult for those most in need to find housing.⁵⁶ In 2017, the vacancy rate was estimated to be below one percent.⁵⁷ In 2014, monthly rent was an average of \$651, which meant for single people relying on Disability Assistance allowance that 82% of income was needed to pay rent.⁵⁸ Housing is considered 'unaffordable' if it requires more than 30% of one's income, and it was estimated in 2011 that over 50% of all renters in Powell River were living in unaffordable housing.⁵⁹ The situation has only gotten worse, according to social service providers in the Powell River region.

50 Powell River Economic Development Strategy, 2015

51 Community Social Plan, 2016

52 Powell River Homelessness Partnering Strategy, 2011

53 Community Social Plan, 2016

54 Community Social Plan, 2016

55 BC Housing, 2017

56 Powell River Homelessness Partnering Strategy, 2011

57 Bolster, C., 2017

58 Powell River Community Food System Assessment, 2016

59 Statistics Canada, 2016

Housing challenges are exacerbated by the facts that a) 75% of the current housing stock is single-family detached homes, making for a limited supply of more affordable multi-residential unit types, and b) the existing housing stock is aging with much of it requiring major repairs (11.7% as compared to 7.4% in the province).⁶⁰ Service providers have flagged that the current housing stock is not suitable for several vulnerable populations, such as people recovering from addictions.⁶¹

Based on recommendations in the Integrated Community Sustainability Plan, the City has started to gradually update the zoning bylaw to allow for carriage housing, smaller houses, smaller lots, and secondary suites.⁶² All updates are expected to be completed before April 2018.

⁶⁰ ICSP, 2015

⁶¹ 2017 June 27 Housing Meeting Notes

⁶² Thomas Knight, Director Planning Services City of Powell River, July 19, 2017

2. Early Years

In 2016, 89.9% of families with young children comprised two-parent household, while 8.9% were one-parent households. Close to one quarter of children in this region live below the low-income measure.⁶³ Provincial Early Development Instrument (EDI) scores for the Powell River area indicate 36% of five year olds were vulnerable in at least one of the categories

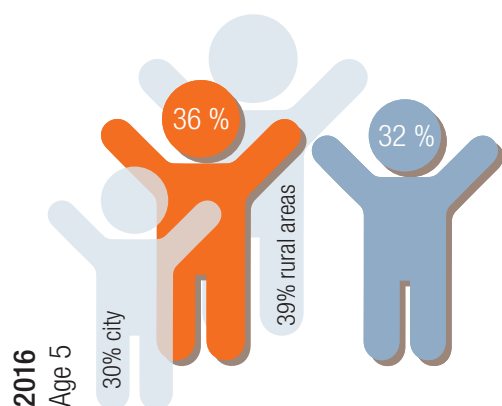


Figure 12: Children age 5 that are vulnerable in one or more EDI Category.

measured (social competence, physical health and wellbeing, emotional maturity, communication skills, language and cognitive development).⁶⁴ This rate is above the provincial average (32.5%); it is also an 8% increase from the regional score in Wave 3 (2007-2009).⁶⁵ Vulnerabilities are significantly higher for children living in Powell River's rural areas, as compared to the city centre.

In an early years survey, conducted the summer of 2017 among 174 parents, the vast majority of parents relied on arrangements other than licenced day care providers: 50.6% had a stay at home parent, 35.1% had child care provided by a family member or relative, 33.3% used pre-school as child care, and 12.1% relied on child care by a friend or neighbour. Only 10.3% accessed child

care by a licensed centre-based child care facility and 14.9% by a licensed family child care provider, citing challenges primarily related to flexibility of hours and cost.⁶⁶ The cost of child care is prohibitive at \$5-\$10/hour, creating a monthly cost of at least \$800 per child.⁶⁷

There are currently 175 licensed child care spaces in the region for 0 – 5 year olds – 56 family child care spaces, provided by individuals from their home, and 119 group child care spaces, provided by professionals in a standalone centre.⁶⁸ There are no or very limited licensed child care spaces still available, especially for children under three. Vancouver Coastal Health's Licensing Officer is aware of at least 30 illegal child care spaces run from private homes in the Powell River region and estimates the total number of illegal spaces significantly higher. Basic first aid, a criminal record check, and an online responsible adult course are required for licensing. In addition, the Licensing Officer will check and educate centres to ensure minimum standards are met and children receive quality child care. There are no additional costs to receive a licence. Providers and parent's unawareness about the requirement to obtain a licence in order to operate legally, the cost and access to local first aid courses, and the lack

⁶³ Powell River Vital Signs, 2015

⁶⁴ EDI Wave 6 Community Profile, 2016

⁶⁵ EDI Wave 6, 2016

⁶⁶ The Early Years in Powell River 2017 Parent Survey Results, retrieved from Rita John, SD 47

⁶⁷ Community Social Plan, 2016

⁶⁸ Christine Kennedy, Licensing Officer, Vancouver Coastal Health, August 11, 2017

of qualified staff contribute to the lack of licensed spaces. Navigation of City requirements, cost of renovations and bylaws can create barriers for new spaces and operating a child care business.⁶⁹ The Licensing Officer is only able to visit an unlicensed facility after a complaint or request, for example by a parent, a neighbour or the City. Centres without a license can receive a fine of up to \$10,000 a day, run the risk of having to cease operation with no notice to families, do not have insurance, and could be subject to criminal charges in case of an incident. Parents that choose illegal care are running the risk of unsafe unregulated care for their children.

After being absent in the community for close to a decade, a local Child Care Resource and Referral (CCRR) position has been recently restored. The CCRR provides resources, training and support to local child care providers.

Of the 168 parents answering an Early Years survey in 2016 and the 174 parents in 2017, the majority accessed Strong Start, the immunization clinic, and the swimming pool in the last two years. For those who did not access these and other resources, the two key factors were cost and time offered. Most parents gathered their information about resources for their young children through word of mouth, social media, and the Leisure Guide.⁷⁰

69 Marg and Ken Jones, Second Nature Child care Centre, July 31, 2017

70 The Early Years in Powell River 2016 and 2017 Parent Survey Results, retrieved from Rita John, SD47

3. Social Cohesion

In many respects, social cohesion can be considered an area of strength for our region. The rate and severity of crime is trending downwards (with the exception of drug crimes) and are below the provincial averages; and fortunately very few local youth are involved in drug crimes.⁷¹ Many residents of Powell River have made the deliberate choice to live here, which has led to a strong community commitment that translates into a relatively safe and inclusive environment.⁷² Powell River has a higher than average voter turnout, a strong volunteer base,⁷³ and a high rate of charitable giving (as compared with others areas in the province, though our own rates have decreased slightly).⁷⁴ Community members often identify this as a friendly community. On average, children and youth's sense of belonging in the community,⁷⁵ connections with peer groups and access to adults who care about them are relatively strong as compared to those in other regions.⁷⁶ With our aging population, attention is being paid to the potential isolation of seniors, particularly if they no longer drive. Seniors Together Powell River is a partnership program comprised of local seniors serving organizations and the Parks, Recreation, and Culture department. It brings seniors together on a monthly basis to learn about topics that matter to them – and contribute to social connectedness.⁷⁷

Seniors, people with low income, and people without reliable transportation continue to experience difficulty accessing social offerings; and more needs to be done to support the integration of newcomers into community life.⁷⁸ Some Tla'amin participants in a recreation survey expressed feeling uncomfortable and unwelcome to participate in community life in the region.⁷⁹ Large public events that foster social cohesion are often held in the summer months, and often in the city centre.⁸⁰

71 Powell River Vital Signs, 2015

72 Powell River Economic Development Strategy, 2015

73 Lansdowne, J., 2016

74 Powell River Vital Signs, 2015

75 ICSP, 2015

76 MDI Grade 4, 2017

77 Retrieved from <http://www.prpeak.com/community/city-of-powell-river-recreation-department-starts-seniors-program-1.9770106>

78 Community Social Plan, 2016

79 ERRIS, 2016

80 ERRIS, 2016

4. Economic Progress

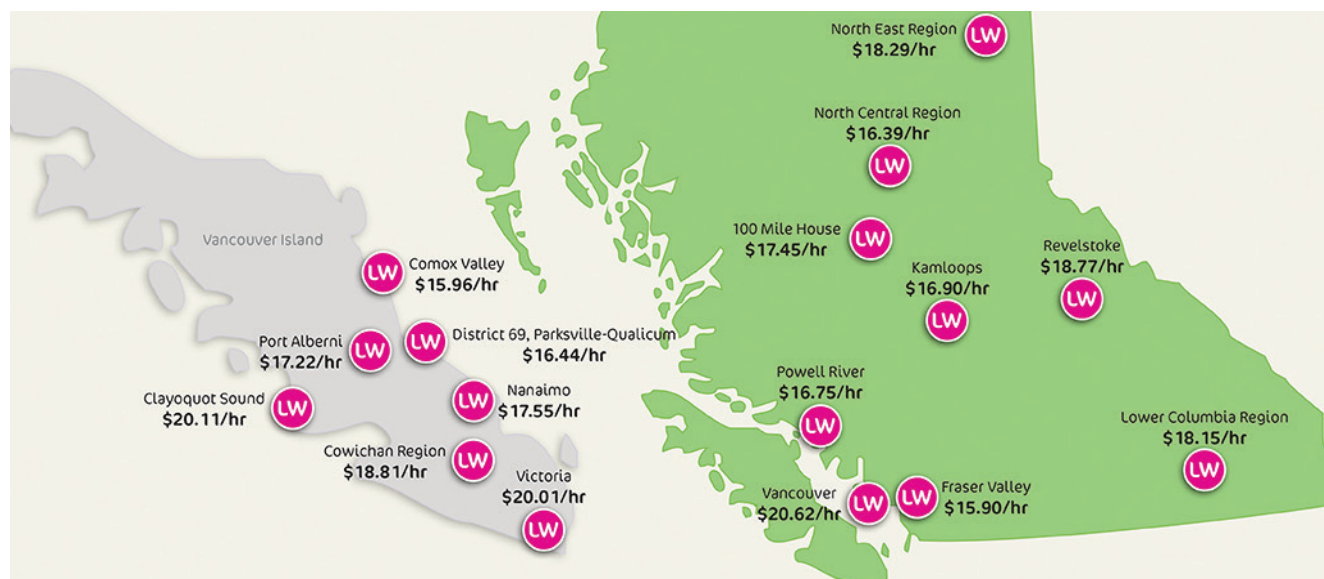


Figure 13: Living wage in British Columbia in 2017. From Living Wage for Families Campaign, 2017

In 2017 the living wage for the Powell River region was calculated at \$16.75/hour.⁸¹ In 2011, 55% of people in this region earned under \$29,999/year, and 14% earned between \$30,000 and \$39,999. Only 3% earned \$100,000 or higher.⁸² In 2012 the average individual income in Powell River was \$35,494, an increase of 1.5% over the previous year (but still lower than the provincial average at the same time which was \$42,453).⁸³ Incomes of newcomers are generally much lower than those of long-term residents.⁸⁴ Our aging population and lack of young people to maintain a strong labour force contribute to a growing shift from employment income to other forms of income (such as pensions).⁸⁵

In 2010, women 15 years and older here earned only 68% of men in the same age group – worse than the provincial average of 77.4%.⁸⁶ The rate of youth (ages 15-24) in our region receiving Employment Insurance in 2012 was 1.2%, compared to the provincial rate of 0.7%.⁸⁷ From October 2013 through October 2015, an average of 5.2% of the population was receiving income assistance or employment insurance, while the provincial average was 3.8%.⁸⁸ Those

⁸¹ Living Wage for Families Campaign, 2017

⁸² Statistics Canada. 2013. Powell River, RD

⁸³ Powell River's Vital Signs, 2015

⁸⁴ ICSP, 2015

⁸⁵ ICSP, 2015

⁸⁶ Powell River Vital Signs, 2015

⁸⁷ Powell River Vital Signs, 2015

⁸⁸ Powell River Community Food System Assessment, 2016

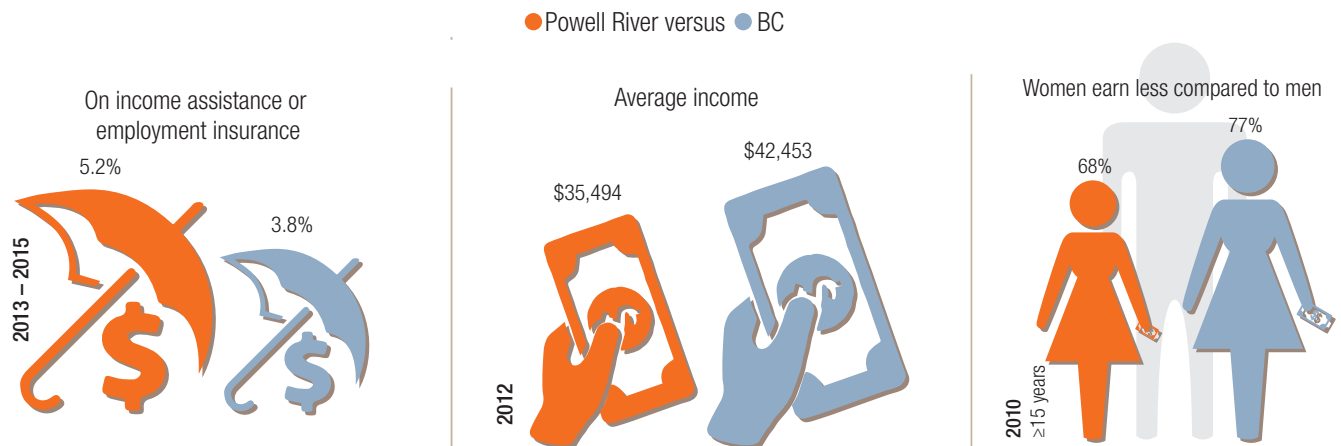


Figure 14: Powell River versus BC – income and gender gap

receiving Employment Insurance benefits have steadily decreased from 2009 to 2014; in 2014 there were an average of 411 people receiving benefits each month, a 4% decrease from the previous year.

Immigrants consistently struggle more to earn a living wage and sustain employment in this region than the rest of the population. For instance, in 2011 the labour force participation rate for immigrants living in our region was only 37.3% as compared to 52.3% for the general population.⁹⁰

These numbers have concrete implications for community life and wellbeing: It is estimated that approximately 50% of people in this region are challenged sometimes, often or always to afford everyday things, like housing, food, child care and clothing.⁹¹ And as noted in other sections, economic wellbeing directly influences the ability of children and families to experience food security, engage in community events; participate in recreational activities and active living, and access stable, affordable housing.

89 Powell River's Vital Signs, 2015

90 Statistics Canada. 2013. Powell River, RD

91 Powell River Division of Family Practice, 2014

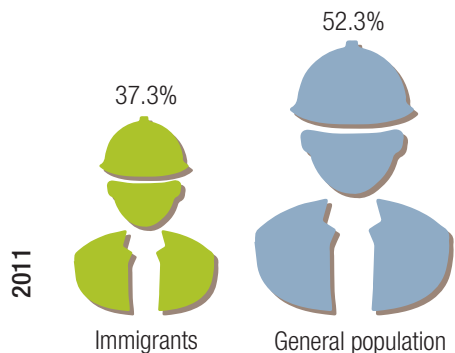


Figure 15: Labour force participation of immigrants in Powell River region

Entrepreneurs comprise 16% of the local workforce, which is higher than the BC average.⁹² Approximately one quarter of workers in our region are involved in the production of goods, as compared to a provincial average of 18%.⁹³ Our economy continues to diversify;⁹⁴ in 2011 our top five industries (in descending order) were retail and trade, health care and social assistance, manufacturing, construction, and accommodation and food services.⁹⁵

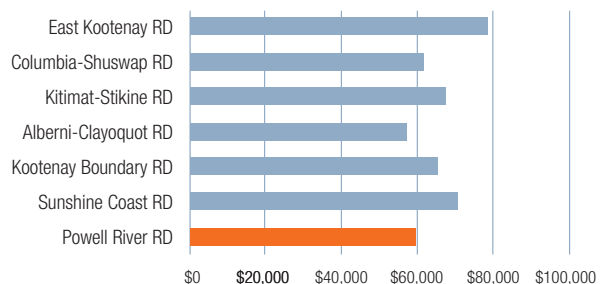


Figure 16: Average household income (National Household Survey 2011, Retrieved from: Sparc BC, 2016)

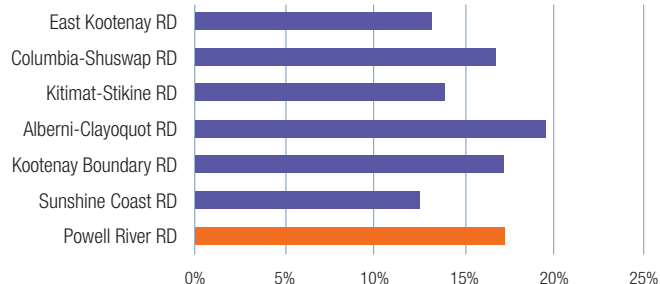


Figure 17: People living in poverty after taxes (National Household Survey 2011, Retrieved from: Sparc BC, 2016)

92 ICSP, 2015, p. 34

93 Powell River Economic Development Strategy, 2015

94 ICSP, 2015.

95 Powell River's Vital Signs, 2015

5. Transportation

Transportation is vital for many aspects of social wellbeing including (but not limited to) social cohesion, employment, food security, and access to recreational opportunities that contribute to mental and physical health. While there is a local transit system in place, ridership flat lined in 2010,⁹⁶ and many potential users lack knowledge about public transit and safe active transportation options in the area.⁹⁷ On top of this, public transit and HandyDart in outlying areas is limited. It is worth noting that Texada Island has both an aging population and very limited public transportation,⁹⁸ and in all areas people with physical challenges find the schedule and routes for public transportation inhibiting their ability to participate in recreation at the facilities.⁹⁹ HandyDART ridership has increased by almost 65% since 2004-2005, and demand exceeds capacity.¹⁰⁰ Barriers to accessible transportation have been hindering people to access services, participate in social events and be physically more active.

Furthermore, there are very few bicycle lanes and infrastructure for bicycles in the city and surrounding areas; our roadways are designed primarily for drivers of private vehicles.¹⁰¹ The lack of sidewalks outside of the city limits - and the lack of crosswalks in places within the city centre where pedestrians frequently cross streets and parking lots - are also of concern to residents.¹⁰² Impressively, despite the lack of infrastructure, walking and cycling rates are now approaching the provincial averages.¹⁰³ Within the region, citizens have expressed a desire for more public and active transportation options; some initiatives are underway.¹⁰⁴ Regarding travel to and from the region, ferries continue to be a major challenge, with reduced sailings and rising fares.¹⁰⁵

In July 2017, the three local authorities agreed to establish a *Regional Public Transportation Service Exploration Working Group* to explore possibilities to enhance public transportation services in the region.¹⁰⁶

96 Powell River's Vital Signs, 2015

97 ICSP, 2015

98 ERRIS, 2016

99 ERRIS, 2016

100 Community Social Plan, 2016

101 Community Social Plan, 2016

102 Regional Transportation Plan, 2014 and Aging in Powell River, 2016

103 Powell River's Vital Signs, 2015

104 Community Social Plan, 2016

105 Powell River's Vital Signs, 2015

106 See Appendix 4: Terms of References and see Appendix 10 for alternative transportation ideas

6. Food Security

Food security exists when people always have access to sufficient, safe and nutritious food for an active and healthy life.¹⁰⁷ In 2015, people in Powell River surpassed the rest of BC and Canada in eating 5+ servings of fruit and vegetables per day.¹⁰⁸ However, from January 2015 to January 2016, a 26.2% increase in the price of fresh vegetable and a 9.0% increase in the price of fresh fruits have been documented.¹⁰⁹ Less than 3% of the food consumed in the Powell River Regional District (excluding marine harvests) is produced by local farms, and our small population makes it challenging to scale this up.¹¹⁰ A 2015 survey conducted indicated 90% of those surveyed would like to buy more locally produced food, and in a survey conducted in 2010 survey, 86% of respondents from Tla'amin stated they would like to eat more traditional foods.¹¹¹

Income is the single most important factor in relation to household food security (see section entitled 'poverty reduction/economic wellbeing' for more discussion on local income rates).¹¹² The monthly cost of sufficient, nutritious food for a family of four in Powell River was estimated in 2016 at \$997.¹¹³ This, in combination with the relatively high proportions of people belonging to identified vulnerable groups and the geographic isolation experienced by many, has led to estimates of at least one person in ten experiencing food insecurity in this region. 15-20% of Powell River's school aged children are food insecure.¹¹⁴

There is potential for things to be different. The local climate and landscape are good for producing or harvesting much of the food that is consumed here,¹¹⁵ and there are a number of committed food producing and distributing groups and organizations that could benefit from enhanced coordination.¹¹⁶ There is also broad local government planning support for community food security, but no specific policies guiding implementation. Other recommendations to improve regional food security include: a centralized place for information, a centralized public community garden, access to affordable land and support with start-up costs for farming, policies to ensure individuals and families have adequate incomes, diverting food from the waste stream, and emergency planning.

107 <http://www.foodfirstnl.ca/what-is-food-security/>

108 Powell River's Vital Signs, 2015

109 New Ground report, 2016, p. 5

110 ICSP, 2015

111 Community Social Plan, 2016

112 Loopstra, R & Tarasuk, V, 2013¹¹³

113 Powell River Community Food System Assessment, 2016

114 Community Social Plan, 2016

115 Community Social Plan, 2016

116 Powell River Community Food System Assessment, 2016

7. Active Living

Many people who choose to live in this region do so because of access to the outdoors and healthy lifestyle,¹¹⁷ and over 70% of people claim to do physical activity during leisure time.¹¹⁸ Based on survey results, residents in the region (including Tla'amin, the Regional District, and the City of Powell River) of all ages visit the Recreation Complex on average 40.8 times per year, with the most used amenity there being the swimming pool: 61.6% of the 2,163 people surveyed indicate that they participated in swimming and aquasize in the past twelve months,¹¹⁹ and a remarkable 100% of parents of young children surveyed report having used the swimming pool in the last two years.¹²⁰ Registration in recreation programs is increasing, and many people also report increasingly doing informal recreational activities (such as hiking, kayaking, gardening, and cycling) as well.¹²¹

That said, lifestyles are becoming more sedentary. Only 14.6% of people employed over the age of 15 utilize a transportation medium other than a personal vehicle in Powell River.¹²² Of the 252 people in Powell River region that participated in the VCH My Health My Community survey, 55% of adults report 2+ hours of screen time per day and 54% reported 150+ minutes/week of physical activity.

Demographics and infrastructure impede certain community members' abilities to engage in active living. For instance, limited public transportation and a lack of recreational opportunities in outlying areas are barriers for people who live outside of the municipality, seniors, and people with disabilities; a lack of connectedness between neighbourhoods and limited bike lanes is a restriction; and deteriorating infrastructure is becoming a growing challenge.¹²³

Youth in the region are requesting a wider spectrum of program offerings, and importantly, the most significant barrier identified by Tla'amin people is the degree to which the Tla'amin Nation feels a part of the region.¹²⁴ The region consists of several provincial, regional and marine parks, forest recreation sites, sites owned by conservation organizations and agencies, and one protected area. Among the 2,163 community members surveyed in the ERRIS report, 71% use the regional parks and 45% are frequent users of the sports fields – and generally users are pleased with their experiences.

117 Community Social Plan, 2016

118 North Shore/Coast Garibaldi Canadian Community Health Survey, 2014

119 ERRIS 2016

120 North Shore/Coast Garibaldi Canadian Community Health Survey, 2014

121 ERRIS 2016

122 Powell River Community Profile, 2014

123 ERRIS, 2016

124 ERRIS, 2016

The fact that outdoor recreation opportunities are plentiful and in close proximity is recognized as a major contributor to quality of life in Powell River, a major attractant for new migrants, and a potential source of tourism development.¹²⁵ However, cost, accessibility, and transportation barriers continue to preclude many in the Powell River region from accessing parks and recreation opportunities.¹²⁶ The barriers of cost and transportation for certain segments of the population (such as seniors and families) are elaborated more fully above.¹²⁷

8. Arts, Culture, and Heritage

This region prides itself on a local culture enriched by the Tla'amin Nation, the history of settlement in the area, the various industries that have been central here, and the arts – including festivals, events, and more.¹²⁸ An ERRIS survey indicates that the top five artistic and/or cultural activities community members participate in are: fairs/festivals, cultural events, concerts, live theatre, and doing crafts or creative hobbies (in descending order). To a lesser degree, museums, art galleries, participating in the arts/drama, and dancing were identified significant.¹²⁹

A few challenges exist in relation to this sector: Young people surveyed in 2015 noted that they were not satisfied with what was on offer.¹³⁰ Despite the abundance of opportunities for artistic and cultural expression, they are not equitably distributed among all (again, cost, scheduling, and transportation impact access).¹³¹ And while it is common for small communities to rely on volunteers for artistic and cultural events and programs, local research suggests it is a relatively small group of people who do much of the work and volunteer coordination could be useful.¹³²

125 Powell River Economic Development Strategy, 2015, p. 5

126 Community Social Plan, 2016

127 See for example ERRIS, 2016 and The Early Years in Powell River 2016 Parent Survey Results

128 Powell River Economic Development Strategy, 2015

129 ERRIS, 2016

130 Powell River's Vital Signs, 2015

131 Community Social Plan, 2016

132 ERRIS, 2016

Appendix 3: Promising Practices in Social Planning

The information below was developed is based on conversations with and resources from social planners from Vernon, Revelstoke, Nanaimo, Kamloops and Williams Lake. Though there were a number of successes and challenges faced by all communities, it was unanimously asserted that a) having stable funding for a social planner, with support from local government(s), is vital for success, and b) doing so brings about concrete, measurable social and economic benefits to the citizens, organizations, businesses, and governments of the region. The majority if this information is integrated in the proposed governance structure. See Appendix 4 for local adaptation.

The model used in Vernon has a ten-year track record and most heavily informs this document. Drawing on the successes and challenges of all communities, this implementation plan is most likely to guide towards a direction that will avoid predictable pitfalls and lead to optimal outcomes for the region.

Foundation:

- *Establish* stable ongoing funding from the three local governments;
- *Develop* a clear vision and mission statements.
- *Identify* priorities for action on the high level thinking that has already been done in our region, so the actions taken are responsive to our region's unique capacities and needs. Consult all existing (current) reports and studies including but not limited to: the ISCP, proposed social plan, ERRIS report, etc.).

Structure:

Hire a Social Planner. This should be a stable, paid, local government staff position. This ensures someone has a bird's eye (and long term) view, and is guided by a commitment to general community wellbeing (rather than the mandate of a particular organization). The social planner coordinates everything that appears in the social plan. It is also useful for the social planner to sit on other committees in the community, to ensure this work infuses other initiatives.

Create a Coordinating Committee, which does not implement the social plan, but works to coordinate its implementation. Ensure diverse representation on this committee from the range of local social services, and the economic sector as well if possible. This committee usually remains stable over the long term, with little turnover. Ensure that jargon and acronyms commonly used in the social sector do not infuse social planning work – neutral, accessible language is important for inclusion and community engagement.

Build emergent **Action Teams** around each identified initiative. Evaluation and community feedback shows that an action team model actually gets things accomplished in a timely manner and with positive results for the community. Action teams should also have diverse representation from the community. These teams emerge around an issue, and often dissolve when the issues has been addressed. This sense of accomplishment and the time-limited commitment facilitates recruitment.

Hold regular **Community Consultations** around every issue and initiative that is part of social planning activity. Building relationships, hospitality, being transparent, and showing results contributes greatly to community participation in these meetings. Strive for diverse representation.

Process:

The **Social Planner** should:

- Chair the coordinating committee,
- Support action teams,
- Find and write grants, in collaboration with community partners (see ‘support for social planning activity’ below),
- Collaborate with community partners and build relationships,
- Sit on other strategic committees in the region,
- Track everything (see ‘tracking progress’ below),
- Evaluate results (see ‘tracking progress’ below),
- Report out on the social plan,
- Communicate with the public transparently, accessibly, and often (have an active mailing list, share minutes, etc.),
- Advocate for the community on a local, regional, provincial, and federal level.
- This person has the big picture of the community strengths and needs, and the time and mandate to advocate. People working for social service agencies cannot do this preventative and strategic work, as they are busy dealing with the immediate needs of community members. Experiences in other communities clearly demonstrate that without this stable position, little to no action will occur.

The **Coordinating Committee** should:

- Regularly hold community consultations,
- Identify priorities,
- Strategize,
- Promote initiatives,
- Recruit Action Team members (this is often successfully accomplished at Community Consultations around specific issues),
- Support the work of the Action Teams (for example, work with a community partner

organization to see if the time taken by Action Team members can be paid staff hours, if their mandates overlap).

- It is very important that community members see evidence that their input at community consultations is being valued and integrated.

The **Action Teams** should:

- Be task oriented
- Implement specific initiatives (as identified by Social Planner and Coordinating Committee, on the basis of Community Consultations)
- Ensure a champion or home is identified for follow up and sustainability protocols related to the initiative, prior to disbanding the action team (Social Planner and Coordinating Committee will help with this step).

While priorities will be determined by the Coordinating Committee, it can be useful to begin with an Action that already has some momentum around it and is likely to be successful in the relatively short term. This can help encourage engagement from community members in future Action Teams.

The Action Team model actually increases the ability of multiple organizations in the community to work effectively together. Over time, the process of coming together on various Action Teams can really help various community groups and organizations work together in a more coordinated way – so diverse representation and frequent invitations is really important. Work hard to develop a collaborative and engaging process for long-term commitments and regular attendance (turn-over creates additional challenges).

Tracking progress:

Monitoring and evaluating the process at every stage is vitally important:

Establish clear and concrete indicators up front.

- Be willing to adjust strategies based on successes and challenges identified through monitoring and evaluation processes.
- Seek feedback on progress from the community in a range of ways, to capture different sectors.
- Ensure social planning activities are based on the priorities identified by the Coordinating Committee, not funding sources.

Maintaining very open lines of communication is vital for the sustainability of this work:

- Provide feedback to the community on both successes and challenges. This is important for accountability and ongoing engagement (sustainability).
- Use the Media as an asset – they are often interested in social issues and respond to press releases and reports to council.
- Seek feedback from the community in diverse and creative ways.

Tracking every aspect of social plan implementation is an important tool for advocacy and planning:

- Track all media coverage for everything social plan related.
- Track the representation/diversity of Coordinating Committee and Action Team membership (or meeting attendance) by sector. For instance, identify numbers of people who represent: government, non-profit sector, faith groups, business sector, private citizens, and other coalitions/committees.
- Track the number of participants in all Community Consultations and events/initiatives that are part of social plan implementation.
- Track every initiative developed, under way, and/or implemented – by category. These can be education campaigns, networks established, services offered, policies implemented, resources developed, infrastructure, jobs created, etc.
- Track all funding sources and values.
- Track all monies that have been generated through social planning activities – this can help identify economic impacts of this work as well. Vernon has a great template for tracking progress over time.
- **Do not only track successes** – be sure to track challenges as well (i.e. programs not sustained, funding lost, etc.). This can help improve the social plan over time.
- There are some social issues for which it can be challenging to measure success because it's really difficult to have concrete impacts in the short term. In these cases, it can be very useful to track how many collaborations the social planner is involved in related to that issue. This demonstrates that it is being attended to and not ignored. Over time, progress may be noticed.

Support for Social Planning Activity:

- *Funding* (see also Appendix 7 for other potential funding sources):
- Obtain stable funding from the local government(s) to ensure the Social Planner position is consistent.
- Potential sources of specific initiatives, capital projects, and operations funding include but are not limited to: BC Housing, Union of British Columbia Municipalities (UBCM), federal New Horizons projects, and Vancouver Coastal Health.
- It can be very useful to directly approach specific provincial ministries for financial support for bigger asks that have far-reaching implications for community wellbeing. Have strong partnerships, a lot of analysis to back up the request, a political strategy, and a social response strategy before making a request.
- Stay current and aware of emerging grants and other funding opportunities.
- See separate document for more specific information about funding for social plan implementation.

Community Partnerships:

- Always write grants in partnership with other community organizations. This increases likelihood of success.
- By bringing various organizations together, social planning action teams can help them work more efficiently, sharing resources, avoiding duplication, and building collaborative relationships that extend beyond a single initiative. Over time, this strengthens everyone's capacity to do good work.
- Re-allocation of existing funds and strategic partnerships can allow for the successful implementation of specific actions without additional funds.

Challenges:

- Avoid relying solely on either in-kind contributions or student practica. Experience from other communities shows these are not as likely to be successfully completed. Some structural support is necessary (not only financial).
- Some of the more difficult aspects of social planning to find the time and money for are: a) researching ongoing impact, b) public education campaigns about social issues, and c) follow up activities. It is recommended to work these things into funding applications at the outset.
- In terms of researching the long-term impact of the overall plan/process, potentially useful tools include: community mapping; agreed upon community measures for safety and health; and social network analysis.
- Sustainability is challenging for projects that require annual updates or ongoing promotion/coordination. Factor this in at the planning stage as well.

Appendix 4: Terms of Reference

SOCIAL ACTION AND POLICY ADVISORY COMMITTEE (SAPAC) TERMS OF REFERENCE

MANDATE

The SAPAC is a select committee of the three local governments, the local Health Authority, and School District 47, and serves as an advisory body to enhance social well-being for those living in the region. The need for the committee's continued existence will be reviewed every three years.

DEFINITIONS

Powell River Region	City of Powell River, Tla'amin Nation, and Powell River Regional District Electoral Areas A through E inclusive
SAPAC	Social Action and Policy Advisory Committee
Community to Community to Community Forum (C3)	A non decision making quarterly meeting of the three local governments
Social Planner	An employee of the host local government whose role it is to coordinate social planning activity in this region
Host Local Government	The local government that directly supports the SAPAC and employs the Social Planner on behalf of the other local governments
Action Teams	Time limited and task oriented working groups that emerge in response to community needs as identified by the SAPAC
Round Tables	Formal topic specific advisory groups that contribute to the social well-being and are supported by the SAPAC
Existing Community Groups	Formal or informal groups in the community that exist independently of the SAPAC but contribute to social well-being and thus may collaborate with the Social Planner, SAPAC, Action Teams and Round Tables
Community Consultations	Accessible community gatherings with diverse representation, during which information about specific social issues travels both to and from community members

OBJECTIVES AND RESPONSIBILITIES

The SAPAC shall:

- Create a clear vision and mission statements to guide social planning activity in the Powell River Region
- Strategize and prioritize social planning activity in the Powell River Region
- Track and analyze social progress in the Powell River Region
- Provide recommendations in regard to social development to the three local governments
- Identify possible projects and initiatives that meet social planning objectives for Powell River Region

- Promote and facilitate an annual Community Social Planning Consultation
- As required, consult and engage with community members, organizations, and leaders related to social planning priorities

MEMBERSHIP

The SAPAC shall consist of five members, all of whom can vote. Each member will have an alternate that shall act in the place and stead of the member in their absence or in the event of their removal. Members will include:

- One (1) representative and alternate from the Tla'amin Nation Executive
- One (1) representative and alternate from the Powell River Regional District Board of Directors
- One (1) representative and alternate from the City of Powell River Council
- One (1) Medical Health Officer, with the Policy Consultant of the local Health Authority as alternate
- One (1) representative and alternate from School District 47

The Social Planner will support the SAPAC. The Social Planner is not a voting member.

Terms of service on the SAPAC will be two (2) years. With the exception of the Medical Health Officer and Policy Consultant, members can serve three (3) consecutive terms, after which they must spend a minimum of one (1) year off before being reappointed.

Members can resign prior to the end of their term by providing written notice to the Chair. At such times, new members can be appointed.

The Chair may invite guests to SAPAC meetings to discuss matters related to a specific topic as needed or required.

CHAIR

The Chair will be selected by the SAPAC from among its members for a term of two (2) years with a maximum of three (3) consecutive terms.

The Chair will provide leadership to the SAPAC by facilitating orderly meetings and approving a meeting agenda in advance. The Chair will be supported by the Social Planner and the administrative staff of the Host Local Government in these activities.

MEETINGS

Frequency	The SAPAC will meet generally six (6) times per year/every two (2) months. The SAPAC may also meet on an as-needed basis at the call of the Chair. The Chair may summon a special meeting of the SAPAC by giving at least two (2) days' notice to each member, stating the purpose for which the meeting is called.
Location	The meetings will be face-to-face or by teleconference and at an accessible venue approved by the SAPAC.
Minutes	Minutes will be prepared by and kept electronically by the administrative staff of the Host Local Government. The minutes will be distributed to each member of the SAPAC for review and approved at the next SAPAC meeting.
Quorum	Three (3) voting members is a quorum. Proxy voting is not permitted. If no quorum is present within 15 minutes of the scheduled time of a meeting, the designated record keeper or a member present must: a) record the names of those present and absent; and b) adjourn the meeting until the next scheduled meeting date.
Decisions	Decisions of the SAPAC shall be made by consensus. If the SAPAC cannot reach consensus, the decision is approved by vote by simple majority and noted for the record. The Chair is a voting member.

All members (except alternates in an observing capacity and not participating as a replacement) are entitled to vote on every question unless they have declared a pecuniary or conflict of interest and have left the meeting. Members may also abstain from voting but must state the reason for abstention and leave the meeting.

COMPENSATION

Finances	All expenditures made, or liabilities incurred, by the SAPAC must be approved in advance by the Hosting Local Government on behalf of the other local governments.
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EXPECTATIONS

Conflicts of Interest	Members who have a direct or indirect financial interest in a matter under discussion are not permitted to participate in the discussion of the matter. They must declare their conflict, state the general nature of their conflict, and then leave that part of the meeting where the matter is under discussion. The member's declaration must be recorded in the minutes.
Confidentiality	Information identified by the SAPAC as confidential shall not be disclosed to any person(s) other than the members of the SAPAC without consultation and written agreement of the SAPAC. The information shall be stored with reasonable security measures relative to its sensitivity or potential harm.

Member attributes	<p>A comprehensive understanding of social planning activity in the Powell River Region. Actively engage and support the development and implementation of the SAPAC mandate.</p> <p>Ability to maintain and improve the collaborative relationship with members of the SAPAC, Action Teams, Existing Community Groups, and community members in relation to social planning work.</p> <p>Ability to actively represent the views and interests of the SAPAC.</p>
Participation	<p>SAPAC members are expected to be fully prepared for, and meaningfully participate in, meetings.</p> <p>Members could be asked to participate in the various Action Teams and Community Consultations from time-to-time as necessary. Additional commitments may be required from time-to-time as necessary.</p>
Public Relations	<p>The Chair will act as the spokesperson for the SAPAC.</p>

EXTERNAL COMMUNICATIONS STRUCTURE

The Social Planner will include brief reports from each active Action Team, Round Table and Existing Community Group in the draft SAPAC meeting agenda. The Chair will approve the agenda and direct its distribution one week prior to the meeting date.

Approved minutes will be shared with the three local governments, local Health Authority, SAPAC, and all active Action Teams, Round Tables and Existing Community Groups. Approved Minutes will also be made available to the public on each of the local governments' websites.

On an annual basis, the Social Planner will complete an evaluation, reflecting all social planning activity in the Powell River Region. This information will be shared with the SAPAC, the three local governments, active Action Teams, Round Tables, Existing Community Groups, and the public.

Approved: [date]

HOUSING ROUND TABLE

Draft TERMS OF REFERENCE

VISION

Suitable sustainable housing for all people

MANDATE

The purpose of the Housing Round Table is to implement social planning activity in the Powell River Region as it relates to housing. Its aim is to increase access to sustainable, stable, quality, safe and affordable housing. The Housing Round Table's work is one component of a broader social plan to enhance well-being for those living in the region.

DEFINITIONS

The Powell River Region	City of Powell River, Tla'amin Nation, and Powell River Regional District Electoral Areas A through E inclusive
SAPAC	Social Action and Policy Advisory Committee
Community to Community to Community Forum (C3)	A non decision making quarterly meeting of the three local authorities
Social Planner	An employee of the host local government whose role it is to coordinate social planning activity in this region
Host Local Government	The local government that directly supports the SAPAC and employs the Social Planner on behalf of the other local governments
Action Teams	Time limited and task oriented working groups that emerge in response to community needs as identified by the SAPAC
Round Tables	Formal topic specific advisory groups that contribute to the social well-being and are supported by the SAPAC
Existing Community Groups	Formal or informal groups in the community that exist independently of the SAPAC but contribute to social well-being and thus may collaborate with the Social Planner, SAPAC, Action Teams and Round Tables
Community Consultations	Accessible community gatherings with diverse representation, during which information about specific social issues travels both to and from community members

OBJECTIVES AND RESPONSIBILITIES

The Housing Round Table shall:

- Pursue possible projects and initiatives that fall within the mandate
- Liaise with other Round Tables, Action Teams and Existing Community Groups, where appropriate
- Report activity, progress, and challenges to the SAPAC (via the Social Planner)
- As required, consult and engage with community members, organizations, and leaders related to housing priorities
- Pursue funding, and implement initiatives as they relate to housing priorities in the region
- Other matters that members of the Housing Round Table, the SAPAC, or the Social Planner may identify

MEMBERSHIP

The Housing Round Table shall consist of an Executive Committee of six (6) appointed voting members. Each voting member will have an alternate that shall act in the place and stead of the member in its absence or in the event of its removal. The Executive Committee will be appointed from among its members.

Members of the public with a (professional) interest in housing can become non-voting members. The Social Planner will support the Housing Round Table. The Social Planner is not a voting member.

The Chair may invite ad hoc guests (including but not limited to SAPAC members) to discuss matters related to housing as needed or required.

CHAIR

The Chair will be selected by the Executive Committee from among its Executive Committee members for a term of two (2) years with a maximum of three (3) consecutive terms.

The Chair will provide leadership to the Housing Round Table by facilitating orderly meetings, establishing a meeting agenda in advance. The Chair will be supported by the Social Planner in this task.

MEETINGS

Frequency	<p>The Executive Committee will meet monthly (approximately 10 meetings per year).</p> <p>An all members' meetings will be held quarterly.</p> <p>The Housing Round Table may also meet on an as-needed basis at the call of the Chair. The Chair may summon a special meeting of the Housing Round Table by giving at least two (2) days' notice to each member, stating the purpose for which the meeting is called.</p>
Location	<p>The meetings will be face-to-face or by teleconference and at an accessible venue approved by the Housing Round Table.</p>
Minutes	<p>Minutes will be prepared by and will be kept electronically by the Social Planner. The Chair shall distribute the minutes to each member of the Housing Round Table for review and approval in advance of the next meeting.</p>
Quorum	<p>Four (4) voting members is a quorum. If no quorum is present within 15 minutes of the scheduled time of a meeting, the designated record keeper or a member present must: a) record the names of those present and absent; and b) adjourn the meeting until the next scheduled meeting date.</p>
Decisions	<p>Decisions of the Housing Round Table shall be made by consensus. If the Housing Round Table cannot reach consensus, the decision is approved</p>

by vote by simple majority and noted for the record. The chair is a voting member.

All members vote on every question unless they have declared a conflict of interest and have left the meeting. Members who do not indicate their vote are deemed not to have voted and are required to state the reason for abstention and leave the meeting. If the votes are equal for and against, the question is defeated.

COMPENSATION

Remuneration	If Housing Round Table duties also fulfill members' professional mandates, their employers may choose to remunerate them for their time. Otherwise, this is a voluntary position.
Finances	All expenditures made, or liabilities incurred, by the Housing Round Table members must be approved in advance by the Chair.

EXPECTATIONS

Conflicts of Interest	Members who have a direct or indirect financial interest in a matter under discussion are not permitted to participate in the discussion of the matter. They must declare their conflict, state the general nature of their conflict, and then leave that part of the meeting where the matter is under discussion. The member's declaration must be recorded in the minutes.
Confidentiality	Information identified by the Housing Round Table as confidential shall not be disclosed to any person(s) other than the members of the Housing Round Table without consultation and written agreement of the Housing Round Table. The information shall be stored with reasonable security measures relative to the sensitivity or potential harm.
Member attributes	<p>A comprehensive understanding of housing and social needs and assets in the Powell River Region.</p> <ul style="list-style-type: none">• Actively engage and support the development and implementation of the Housing Round Table mandate.• Ability to maintain and improve the collaborative relationship with members of the Housing Round Table, other Round Tables, Action Team, Existing Community Groups, the Social Planner, the SAPAC, and community members in relation to social planning work.• Ability to actively represent the views and interests of the Housing Round Table
Participation	<p>Housing Round Table members are expected to be fully prepared for and meaningfully participate in meetings.</p> <p>Members are expected to participate in the implementation of social</p>

planning activity as it relates to housing, including but not limited to:
Contribute their knowledge and expertise to grant writing, report writing,
research; Round Table member recruitment; community outreach and
consultation; public education; and advocacy.

Additional commitments may be required from time-to-time as necessary.

Public Relations The Chair will act as the spokesperson for the Housing Round Table

EXTERNAL COMMUNICATIONS STRUCTURE

The Social Planner will include brief reports from each active Action Team, Round Table and Existing Community Group in the draft SAPAC meeting agenda. The Chair will approve the agenda and direct its distribution one week prior to the meeting date.

Approved minutes will be share with the Local Authorities, the SAPAC, and all active Action Teams, Round Tables and Existing Community Groups. Approved Minutes will also be made available to the public on each of the Local Authorities' websites.

On an annual basis, the Social Planner will complete an evaluation, reflecting all social planning activity in the Powell River Region. This information will be shared with the SAPAC, the three local authorities, active Action Teams, Round Tables, Existing Community Groups, and the public.

Approved: [date]

TRANSPORTATION WORKING GROUP TERMS OF REFERENCE

Name

Regional Public Transportation Service Exploration Working Group

Members

One (1) elected official from the Powell River Regional District

One (1) elected official from the Tla'amin Nation

One (1) elected official from the City of Powell River

Term of Membership

The Working Group's term will commence immediately upon adoption of the Terms of Reference and expire August 31, 2018, unless otherwise extended.

Formation Details

This is a multi-jurisdictional Working Group. The Working Group is being formed in response to a resolution adopted at the October 27, 2016 Powell River Regional District Board Meeting and direction received at the preceding C3 Meeting held October 11, 2016.

THAT the Board concur with the recommendation of the Committee of the Whole to direct the Powell River Regional District Chief Administrative Officer to work with the City of Powell River and Tla'amin Nation Chief Administrative Officers to draft a terms of reference for a Regional Transportation Committee for consideration by the Committee of the Whole.

The reason is that two recent reports, one being "Community Social Plan – Proposed for the Powell River Region" and the other "Aging in Powell River – Supporting Powell River Seniors to Age in Place", both identify challenges regarding accessibility in public transportation.

Purpose

The purpose of the Working Group is to explore the viability and feasibility of enhancing public transportation services within the region.

Goals:

1. Review challenges identified in the aforementioned reports.
2. Examine how current public transportation systems fail to address these issues.
3. Identify potential solutions to overcoming roadblocks.
4. Research solutions implemented by other jurisdictions.
5. Determine costs associated with suitable solutions.
6. Develop business cases for feasibility of potential solutions.
7. Explore partnership opportunities and governance models.

Deliverables

Based on their research, the Working Group will provide a recommendation to the three governments for their consideration.

Scope / Jurisdiction / Authority

The Board is the governing body of the Regional District and all powers, duties and functions of the Regional District will be exercised and performed by the Board.

This Working Group is an advisory committee. Each participating member reports to their respective government, and as such they have no direct authority over any Regional District services or a potential service.

Resources and Budget

The Working Group will be afforded Regional District administration staff resources to assist in research and facilitate meeting content and agendas. Working Group members will serve based on their respective government's meeting allowances policy and/or remuneration bylaw. Any meeting budgetary expenses will flow through general administration of the Regional District.

Governance

The Working Group will conduct meetings in accordance with the Powell River Regional District Board Procedure Bylaw.

Frequency of Meetings

The Working Group will meet as frequently as necessary to meet the August 31, 2018 deadline.

Reporting Mechanism

The final report and recommendation is due by August 31, 2018. The Working Group may provide additional reports during its term if it so desires.

Appendix 5: Round Tables and Community Groups

ROUND TABLES

Housing

Housing Round Table

Goal: To increase access and allow for sustainable, stable, quality, safe and affordable housing.

Partnership: All individuals interested in housing

Contact: Maggie Hathaway, Councillor, City of Powell River

t. 604-485-5087

e. mhathaway@cdpr.bc.ca

w. NA

Accessible Transportation

Regional Public Transportation Service Exploration Working Group *(In development)*

Goal: Explore viability and feasibility of enhancing public transportation services within the region.

Partnerships: City of Powell River; Tla'amin First Nation; Powell River Regional District

Contact: TBD

t. TBD

e. TBD

w. NA

COMMUNITY GROUPS

Early Years

Early Years Planning Table

Goal: Work towards accessible, quality childcare, reduction of child vulnerability, food security, and improved daily living.

Partnerships: Vancouver Coastal Health; School District 47; Tla'amin Community Health Services; Powell River Child; Youth and Family Services Society; Success by 6; Powell River & District United Way; Ministry of Children and Family Development; Inclusion Powell River; Powell River Employment Program (PREP) Society

Contact: Rita John, Early Learning Coordinator, School District 47

t. 604-485-6271 ext. 2244

e. rita.john@sd47.bc.ca

w. <http://www.familyfriendlypowellriver.ca/>

Social Cohesion

Currently not existing

Economic Progress

Powell River Economic Development Advisory Committee

Goal: To achieve economic diversity by capitalizing on the strengths of the traditional economy while creating new opportunities based on the community's inventory of developable lands, affordability, cultural and recreational assets, infrastructure, amenities, and spirit of partnership.

Partnerships: City of Powell River, Powell River Community Forest

Contact: Dave Formosa, Mayor, City of Powell River

t. 604-483-1065

e. dformosa@cdpr.bc.ca

w. www.powellriver.ca

Adult Services Inter-agency

In development by Powell River Employment Program (PREP) Society

Goal: Sharing information about adult services and programs in the community

Partnership (proposed): PREP Society (Career Link); Vancouver Island University; School

District 47; Child, Youth and Family Services; Tla'amin Health; Poverty Law; Inclusion Powell

River; Community Services Association; Powell River immigrant services; Probation; Overdose

Prevention coordinator; Foodbank; Grace House; City councillors

Contact: Jessica Colasanto, PREP Society

t. 604-485-2004

e. Jessica@prepsociety.org

Food Security

Powell River Food Policy Council

Goal: (In development) To create a forum for a variety of food security stakeholder voices to address barriers to local food security and coordinate integrated action plans.

Partnerships: Powell River Food Security Project, the City of Powell River, Powell River Regional District, Vancouver Coastal Health, and PREP Society

Contact: Vanessa Sparrow, Coordinator, Powell River Food Security Project

t. 604-485-2004

e. fsp@prepsociety.org

w. <https://prfoodsecurity.org>

Arts, Culture, and Heritage

Powell River Council for Arts, Culture, and Heritage (PR Arts Council)

Goal: To improve quality of life through supporting accessible community involvement with arts, culture and heritage in the Powell River Region.

Partnerships: PR Arts Council and the City of Powell River

Contact: Nina Mussellam, President, Powell River Council for Arts, Culture, and Heritage

e. artscouncilpr@gmail.com

w. <https://www.powellriverartscouncil.ca>

Active Living

Healthy Community Committee

Goal: Promote active living in our community

Partnerships: City of Powell River, Vancouver Coastal Health, Powell River Division of Family Practice, Tla'amin First Nations, Powell River Regional District

Contact: Ray Boogaards, Director of Parks, Recreation, and Culture

t. 604-485-8907

e. rboogaards@powellriver.ca

PR Wellness *(note: Social cohesion might be a natural fit for this group)*

Goal: Promote wellness in our community

Partnerships: City of Powell River; Powell River Regional District; School District #47; Tla'amin Nations, Vancouver Coastal Health; Powell River Division of Family Practice; local businesses

Contact: Guy Chartier, Powell River Division of Family Practice

t. 604-485-4700

e. gchartier@divisionsbc.ca

w. NA

Below an overview of other community groups. The list is not meant to be exhaustive, but rather a starting point for the Social Planner. All contact information can be found online.

Housing

- Life Cycle Housing Society
- Iris Housing Society
- Grace House (Transition House)
- Inclusion Powell River
- Housing Round Table
- Kiwanis Housing Society
- M'akola Housing Society
- Willingdon Creek Village
- Sea View Guest Homes
- Powell River Pride Society
- Salvation Army
- Lund Community Society
- Collide Youth Powell River
- INCLUSION Powell River
- Welcome Wagon
- Powell River Educational Services Society

Social Cohesion

- Powell River Diversity Initiative
- Community Resource Centre
- Volunteer Powell River
- Rotary Club of Powell River
- Powell River Immigrant Services
- Powell River Community Services Association – Poverty Law Advocacy Program

Transportation

- Powell River Cycling Association (listed in health and wellness)

Environmental

- Sierra Club of Powell River
- Malaspina Land Conservancy Society
- Powell River Forest Coalition
- Let's Talk Trash

Health and Wellness

- Tla'Amin Health
- Powell River Therapeutic Riding Association
- Powell River Hospice Society
- Powell River Brain Injury Society
- Victim Services Powell River
- Powell River Senior Citizens Association
- ALANO Club of Powell River
- Powell River Needle Exchange
- Community Overdose Prevention Committee/Needle Exchange Committee
- Better at Home
- Compassionate Friends of Powell River
- Inclusion Powell River
- Powell River Cycling Association
- Powell River Wellness
- Healthy Community Committee

Early Years

- Early Years Planning Table
- Tla'amin Child Development Resource Centre
- Success by Six
- Babies Open New Doors (BOND)
- The ORCA Bus
- Baby Hamper Program
- Family Friendly Powell River
- Family Place

Economic Progress

- Powell River Economic Development Advisory Committee
- Powell River Chamber of Commerce
- Powell River Money Society
- Powell River Employment Program Society
- Transition Town Powell River
- Powell River Community Foundation

- Marine Avenue Business Association
- 100 Women Who Care
- Tourism Powell River
- Sunshine Coast Tourism
- Marine Avenue Business Association

Education

- Powell River District Teachers' Association
- Powell River Literacy Council

Food security

- Powell River and District Agricultural Society
- Powell River Food Security Project
- Young Adult Community Kitchen (YACK)
- The Abundant Pantry Bulk Buying Club
- Food Not Bombs Powell River
- Powell River Farmer's Institute
- Skookum Food Provisioners' Cooperative

Arts, Culture and Heritage

- Pacific Region International Summer Music Academy (PRISMA Festival)
- Powell River Council for Arts, Culture, and Heritage
- Malaspina Arts Society
- Powell River Community Radio Society
- Powell River Friends of the Library
- Powell River Historical Museum Society
- Powell River Film Festival Society
- Powell River Filmmaker Cooperative
- Powell River Friends of Film Society
- Cranberry Community Hall Society
- Women's PUNK Rock Choir
- Theatre NOW
- Townsite Heritage Society of Powell River

Resources and databases for local community groups and societies:

- Powell River Connect (formerly Powell River Directory): <https://powellriverconnect.com/directory/>
- Volunteer Powell River: <https://dosomegood.ca/organization/volunteer-powell-river-350194>

Appendix 6: Status Report Template

Status Report

Community Group/Round Table:

Community Partners:

Reporting Period:

Prepared by:

Prepared for: SAPAC

Date:

Group Mandate:

Key activities over the last period:

-
-
-
-
-

Key issues/challenges (if applicable):

-
-
-
-
-

Request from SAPAC (if applicable):

Appendix 7: Potential funding sources

For those reading this report electronically, a direct link to the potential funding source is provided in the text. An overview of all the links is provided at the end of this Appendix.

Note: Some sources appear in more than one category.

Potential Funding Sources Resources

1. Housing

The [John Howard Society of the Lower Mainland](#) of BC (JHSLM) is a registered non-profit charitable organization, which provides assistance with housing, life-skills, and community-based support, with the goal of assisting individuals to value their positive contributions to society. *Unclear if funding is available for the Powell River region.*

The [Real Estate Foundation](#) offers grants that support projects, initiatives and sustainable solutions to address current land use challenges and help communities to plan for the future. There are two streams: The [General Grant](#) stream (two intakes) is open to any non-profit working on projects related to land use in British Columbia. The [Real Estate Industry Grant](#) stream (one intake) is open only to non-profit organizations that are part of BC's real estate sector. *Funding seems to be available for the Powell River region.*

As a provincial Crown corporation, BC Housing provides funding opportunities to partners to assist with new builds, and/or renovations of a variety of affordable housing projects across the province. *Funding available for the Powell River region.*

BC Housing funding programs include:

- [Community Partnership Initiatives](#): provides advice, referrals to partnership opportunities and long-term financing to help non-profit societies create self-sustaining, affordable housing developments.
- [Non-Profit Asset Transfer Program](#): A potentially valuable resource in terms of social planning is it relates to making housing accessible.
- [Regional Housing First Program](#): A potential source of support for new affordable rental housing units for low to moderate income households, and housing units to address the needs of people experiencing homelessness. *Unclear if this is available for the Powell River region.*
- [Provincial Investment in Affordable Housing](#): is a commitment of \$355 million to create more than 2,000 affordable rental housing units in British Columbia. The investment will be distributed over five years.

2. Early Years

United Way: United Way's 'All that Kids can be' offers a range of funding opportunities for children and youth. The grants are currently closed, and it is unclear when they will re-open. *Funding available for the Powell River region.*

Child care providers can apply for **Child Care Operating Funding**. It assists with the day-to-day costs of running a licensed child care facility. This helps child care providers to keep parent fees affordable, provide fair salaries to child care staff, and maintain quality child care for the community. *Funding available for the Powell River region.*

There is also **minor capital funding** for emergency repair, replacement and relocation, and **major capital funding** for the creation of new licenced child care spaces. And, there is Aboriginal early child development funding provided for culturally appropriate **Aboriginal early childhood development services**, both on and off-reserve, through Aboriginal agencies across BC. *Funding available for the Powell River region.*

Autism Funding: for children under age six. Families can access up to \$22,000 per year per child to help pay for eligible autism intervention services and therapies. Parents are required to select professional service providers from the Registry of Autism Service Providers (RASP). Funding for children aged 6-18: Families can access up to \$6,000 per year per child to help pay for eligible out-of-school autism intervention services and therapies. Parents are not required to select professional service providers from the (RASP), but it is highly recommended. Funding available for the Powell River region.

The **BC Sport Participation Program** is a sport participation funding program for province-wide projects that attract children, youth and marginalized groups to lead active and healthy lifestyles through involvement in sport. *Funding available for province-wide projects.*

The **BC School Fruit and Vegetable Nutritional Program** provides fresh fruit and vegetable snacks every other week, 13 times in the school year, to over 549,000 students. It is a collaborative program from the provincial government's Healthy Families BC with funding from the BC Ministry of Health. It is administered through the BC Agriculture in the Classroom Foundation, a non-profit organization dedicated to "Working to bring BC's agriculture to our students." The Foundation works with local growers and distributors to bring the fresh BC products to students. *Funding available for all participating K-12 public schools and First Nations schools in BC.*

ECE Student Bursary Program: During the summer of 2014, the Early Childhood Educators of BC received funding from the Ministry of Children and Family Development to establish a bursary fund for students enrolled in early childhood educational programs. To respond

to identified needs, priority will be given to: Aboriginal students, students attending early childhood educational programs with an Aboriginal focus, students working to achieve an infant/toddler educator designation, and students working to achieve a special needs educator designation. All students registered for ECE courses during the summer 2017 semester (May to August 2017) at an approved training institution are encouraged to apply. Students will be able to apply for up to \$300 per course, to a maximum of \$1,500 per semester. *Funding available for all registered ECE students in BC.*

3. Social Cohesion

New Horizons for Seniors Program: Organizations that want to help seniors make a difference in the lives of others and in their communities are eligible to receive federal grants and contributions funding. Projects must be led or inspired by seniors and address one or more of the following five program objectives: 1) promoting volunteerism among seniors and other generations; 2) engaging seniors in the community through the mentoring of others; 3) expanding awareness of elder abuse, including financial abuse; 4) supporting the social participation and inclusion of seniors; and 5) providing capital assistance for new and existing community projects and/or programs for seniors. *Funding available for the Powell River region.*

The Union of British Columbia Municipalities' **Strategic Priorities Fund** provides support for infrastructure and capacity building projects that are either large in scale, regional in impact or innovative, and align with the program objectives of productivity and economic growth, a clean environment and strong cities and communities. *Funding available for the Powell River region.*

Multiculturalism Grants: These are funded by Government of BC Gaming Funds, but are not through the Community Gaming Grants stream. They are a maximum value of \$5000 and granted to non-profit societies and community-based organizations (including ad hoc committees, coalitions, umbrella organizations, associations and centres) that: 1) recognize that cultural diversity enriches the lives of all British Columbians, 2) encourage respect for the multicultural heritage of British Columbia, and/or 3) promote racial harmony, cross cultural understanding and respect. *Funding available for the Powell River region.*

PAC and DPAC Grants: These are funded by Government of BC Gaming Funds, separate from the Community Gaming Grants stream. They are intended to benefit K-12 students in British Columbia through the enhancement of extracurricular opportunities and community involvement. The PAC grants are \$20 per student the DPAC grants is \$2500 per year. *Funding available for the Powell River region.*

Vancouver Foundation: Supports projects that help build healthy, vibrant, and liveable communities across BC. *Funding available for the Powell River region.*

- **Field of Interest Grant:** up to \$75,000 for organizations with innovative projects in their four fields of interest: Arts and Culture; Education and Training; Environment and Animal Welfare; and Health and Social Development.
- **Neighbourhood Small Grants:** up to \$500 for individuals with ideas to help connect and engage residents in their neighbourhood. Because small is beautiful. And small things can have a big impact.
- **Fresh Voices Grants:** up to \$10,000 for youth and community-led activities, to activate ideas and solutions that address the top 10 priority areas identified by over 200 immigrant and refugee youth.

The City of Powell River provides grants of up to \$160 to residents who are organizing **community block parties**. *Funding available for the Powell River region.*

The **Community Sport Development Program Fund** makes community sport more accessible to people of all abilities. CSPD Funding is awarded to sport programs delivered by non-profit organizations, which include local and provincial sport organizations, municipalities, and Aboriginal communities. *Funding available for the Powell River region.*

Farmers' Markets or Community Partners can apply to the **Farmer's Market Nutrition Coupon Program**. This program collaborates with community organizations and member markets to provide farmers' market coupons to lower-income families and seniors. *Funding available for the Powell River region.*

Immigration, Refugees, and Citizenship Canada funds services that help newcomers settle and adapt to life in Canada. These services include language training, information and referrals, help finding employment that matches newcomers' skills and education, and help integrating into Canadian society. *Funding available for the Powell River region.*

4. Economic Progress

The Union of British Columbia Municipalities' **Strategic Priorities Fund** provides support for infrastructure and capacity building projects that are either large in scale, regional in impact or innovative, and align with the program objectives of productivity and economic growth, a clean environment and strong cities and communities. Applications are now closed, and it is unclear when they will re-open. *Funding available for the Powell River region.*

BC Rural Dividend Fund **BC Rural Dividend Fund:** The program is focused on supporting worthy projects that help rural communities navigate changes impacting their economies, such as attracting and retaining youth, using innovation to drive economic growth, and developing new and effective partnerships to support shared prosperity. *Funding available for the Powell River region.*

Vancouver Foundation offers **Field of Interest Grants** of up to \$75,000 for organizations with

innovative projects in their four fields of interest: Arts and Culture; Education and Training; Environment and Animal Welfare; and Health and Social Development. *Funding available for the Powell River region.*

Community and Employer Partnership Fund: fosters collaborative, coordinated networks of community organizations and employers across the province. *Funding available for the Powell River region.*

- **Job Creation Partnerships:** provide funding to organizations and provides community benefit while creating jobs to assist unemployed EI eligible clients with opportunities to gain meaningful work experience. Projects benefit the job seeker, community and the local economy. However, the primary focus must be on helping the job seeker.
- **Labour Market Partnerships:** The LMP Program provides funding to organizations to encourage, support and facilitate addressing labour force issues (imbalances) and human resource planning activities, which are in the public interest. Fundamental to any LMP project is the identification of a labour market issue where an imbalance between supply (workers) and demand (jobs) exists. LMP also includes the Employer Sponsored Training (EST) program that provides eligible employers with financial assistance to support training activities for employees who would otherwise lose their jobs.
- **Social Innovation:** provides funding to 1) assist with local projects and provide useful work experience and skill enhancement opportunities to eligible job seekers, to help them obtain sustainable employment. Projects should benefit the job seeker, community and the local economy. 2) Provide a combination of on and off the job training, in a group environment, to assist eligible individuals obtain the skills they need for employment. 3) Provide funding for eligible projects to research and test untried and untested methods of delivering programming to help individuals find or return to work as quickly as possible. This can be done through research or the development and implementation of innovative projects (e.g. pilots), processes, practices and/or applications that strengthen the understanding of the labour market.

Through **Hosting BC**, the Province of BC continues to invest and fund event hosting to facilitate economic and community development brought forth through notable sporting events. Grants are up to \$35,000 in value. *Funding available for the Powell River region.*

The **First Nations Clean Energy Business Fund** promotes increased Aboriginal community participation in the clean energy sector within their asserted traditional territories and treaty areas. The fund provides agreements between the B.C. Government and successful applicants for Capacity funding and Equity funding. It also provides revenue sharing agreements between the B.C. Government and eligible First Nations. *Funding available for all First Nations bands and self-governing First Nations in BC.*

Farmers' Markets or Community Partners can apply to the **Farmer's Market Nutrition Coupon**

Program. This program collaborates with community organizations and member markets to provide farmers' market coupons to lower-income families and seniors. *Funding available for the Powell River region.*

Destination BC Co-op Marketing Partnership Program: provides co-operative marketing and promotion support to Regional Destination Marketing Organizations, Community Consortia, Sector Organizations or approved Individual and Paired Communities in British Columbia. The goals of the program are to: increase BC tourism revenues, and leverage private and public funds to maximize marketing impact and Return on Investment (ROI) for tourism businesses. Sectors or Community Consortia (of three or more communities) may apply for amounts ranging from \$20,000 to a potential maximum of \$250,000, based on available funds and program uptake. Individual or Paired Communities that meet requirements may apply for up to \$7,500 for each community. Eligible activities include: online marketing, paid advertising, print/online collateral, branding of collaborative efforts as part of a campaign, consumer-focused asset development, market research, consumer shows, and marketing tactic coordination up to 15%. *Funding available for all co-operative marketing initiatives in BC.*

Economic Infrastructure Project: supports strategic economic diversification investment in the regional economy to spark new and sustainable regional economic growth and jobs. The program also seeks to leverage matching funding and incremental investment. The program supports eligible projects with non-repayable contributions up to a maximum of \$400,000. Eligible applicants include local governments, non-profits and First Nations. Businesses are not eligible as sole applicants for direct funding support. The program funds economic development projects that demonstrate: 1) regional impact, 2) consistency with any local or regional development plans, 3) incremental economic benefits, 4) direct economic development and diversification impacts, 5) cooperation between communities, local governments and other organizations, and 6) long term sustainability. *Funding available for the Powell River region.*

BC Rural Dividend Fund: The program will contribute to the strength and sustainability of small rural communities, making them more attractive places to live and work. The program is focused on supporting worthy projects that help rural communities navigate changes impacting their economies, such as attracting and retaining youth, using innovation to drive economic growth, and developing new and effective partnerships to support shared prosperity. *Funding available for the Powell River region*

Community Futures Powell River is a not-for-profit community business financing organization created to support small and medium sized enterprises throughout the Powell River Region, paving the way for a diversified local economy and local job creation. In addition to their loans program they initiate and partner in a variety of community economic development projects. They help sustain and improve local communities and their economies. *Funding specifically for the Powell River region.*

5. Accessible Transportation

The Union of British Columbia Municipalities' **Community Works Fund** could be an extremely useful source of funding for projects that require an investment in infrastructure. *Funding available for the Powell River region.*

Bike BC: The Province provides financial assistance for new infrastructure, which forms part of a municipality, regional district, or First Nations community's adopted bicycle network plan. Eligible projects include those that encourage transportation cycling by accelerating the development of new cycling infrastructure. The focus of the BikeBC program is on cycling for transportation purposes, which includes cycling trips to and from work, school, tourism and errands. *Funding available for the Powell River region.*

New Building Canada Fund – Small Communities Fund: Under the NBCF-SCF program, the provincial and the federal governments will each allocate approximately \$109 million to support infrastructure projects in communities with a population of less than 100,000 people. This 10 year funding program runs from 2014 to 2024. Funding for cycling infrastructure projects may also be available through this fund. *Funding available for the Powell River region.*

Powell River Community Forest grants invest in projects, which will provide sustainable benefits for the community, and are intended to support capital investment. This could be a potential funding source for a transportation initiative that requires a capital investment – and can support local labour and use of local materials. *Funding specifically available for the Powell River region.*

ADDITIONAL THEMES:

6. Food Security

Small Change Fund: helps communities across Canada generate fast, flexible funding for projects that deepen our connection to nature. SCF crowd-funding platform connects donors and community leaders from coast-to-coast-to-coast to rally together to create a big impact with small change. *Funding available for the Powell River region.*

Vancouver Coastal Health's **Community Food Action Initiative:** The goal of the Community Food Action Initiative (funded by SMART Fund) is to increase food security for the BC population with a focus on vulnerable populations. Each Regional Health Authority and Local Health Area will be engaged to support this goal by focusing on the following specific objectives to increase a) awareness about food security, b) access to local healthy food, c) food knowledge and skills, d) community capacity to address local food security and e) development and use

of policy that support community food security. All of the funded projects within VCH are operating with three-year plans that have been developed by local community-based food security committees. *Funding available for the Powell River region.*

The Union of British Columbia Municipalities' Community Works Fund supports projects that require an investment in infrastructure. Funding available for the Powell River region.

Investment in Agriculture Foundation of BC: assists British Columbia's producers, processors, agri-businesses and rural communities to develop solutions and seize opportunities. Funding available for the Powell River region.

- **BC Government's Buy Local Program:** The \$8 million Buy Local Program offers funding in 2017/18 for BC's agriculture, food and seafood sectors to enhance local marketing efforts to increase consumer demand and sales of BC agrifoods.
- **BC Government's Grow Local Program:** The Grow Local program grants up to \$25,000 in funding over two years to 10 communities to support community-led solutions to help British Columbians access and use information on how to grow food.
- **Growing Forward 2: BC Agrifood and Seafood Export Program:** Up to \$600,000 in federal and provincial funding is allocated for projects between April 1, 2017 and March 31, 2018 (FY2017/18). Eligible projects should enable BC's agriculture, food and seafood sectors to increase export sales and expand international market access through participation in international market development activities.
- **Agricultural Area Planning Program:** This special funding program supports projects that enable the development of agricultural area plans within British Columbia municipalities and regional districts. Applications for funding must be submitted by a municipality or regional district or an alliance between a local/regional government and an agriculture organization. It can fund up to 50 percent of the cash costs of an agriculture area plan project, up to a maximum of \$45,000.

The **BC School Fruit and Vegetable Nutritional Program** provides fresh fruit and vegetable snacks every other week, 13 times in the school year, to over 549,000 students. It is a collaborative program from the provincial government's Healthy Families BC with funding from the BC Ministry of Health. It is administered through the BC Agriculture in the Classroom Foundation, a non-profit organization dedicated to "Working to bring BC's agriculture to our students." The Foundation works with local growers and distributors to bring the fresh BC products to students. *Provides funding for participating public schools and First Nations schools in BC.*

Farmers' Markets or Community Partners can apply to the **Farmer's Market Nutrition Coupon Program**. This program collaborates with community organizations and member markets to provide farmers' market coupons to lower-income families and seniors. *Provides funding for the Powell River region.*

The **Real Estate Foundation** grants support projects, initiatives and sustainable solutions that address current land use challenges and help communities to plan for the future. They have two streams:

The **General Grant** stream (two intakes) is open to any non-profit working on projects related to land use in British Columbia. The **Real Estate Industry Grant** stream (one intake) is open only to non-profit organizations that are part of BC's real estate sector. *Funding seems to be available for the Powell River region.*

7. Active Living

The Union of British Columbia Municipalities' **Community Works Fund** could be an extremely useful source of funding for many of the themes listed in this document. Particularly those that require an investment in infrastructure – such as this one – seem to be strong candidates. *Funding available for the Powell River region.*

Small Change Fund: helps communities across Canada generate fast, flexible funding for projects that deepen our connection to nature. SCF crowd-funding platform connects donors and community leaders from coast-to-coast-to-coast to rally together to create a big impact with small change. *Funding available for the Powell River region.*

The **BC Sport Participation Program** is a sport participation funding program for province-wide projects that attract children, youth and marginalized groups to lead active and healthy lifestyles through involvement in sport. *Funding available for province-wide programs.*

Vancouver Coastal Health: provides healthcare services. Funding available for the Powell River region.

- **SMART Fund:** The focus of the SMART Fund is to promote health and wellness and encourage marginalized and vulnerable members of the community to play an active role in their own health. By investing in community-based and community-directed programs, SMART ensures that projects reach their populations effectively.
- **Aboriginal Chronic Disease Management:** This is also funded by the SMART Fund.

Vancouver Foundation offers Field of **Interest Grants** of up to \$75,000 for organizations with innovative projects in their four fields of interest: Arts and Culture; Education and Training; Environment and Animal Welfare; and Health and Social Development. *Funding available for the Powell River region.*

8. Arts, Culture, and Heritage

The Union of British Columbia Municipalities' **Community Works Fund** provides funding for projects that require an investment in infrastructure. *Funding available for the Powell River region.*

Vancouver Foundation offers **Field of Interest Grants** of up to \$75,000 for organizations with innovative projects in their four fields of interest: Arts and Culture; Education and Training; Environment and Animal Welfare; and Health and Social Development. *Funding available for the Powell River region.*

The **British Columbia Arts Council** supports arts and cultural activity in communities across BC working in a wide range of activities including funding for professional artists and arts organizations, community initiatives, training and scholarships.

The **Canada Council for the Arts** is Canada's federal public art funder. With a mandate to foster and promote the study and enjoyment of, and the production of works, in the arts.

Heritage BC is a charitable non-profit that provides grants to initiatives that support heritage conservation across BC through education, skills training development, capacity building in heritage planning and funding through the Heritage Legacy Fund

Canadian Heritage provides grants to individuals, organisations and communities working in various arenas within arts, sport, culture and heritage. They currently have over 30 unique granting programs.

OTHER FUNDING NOTES:

It can be useful to directly approach specific provincial government ministries for financial support. Prior to making a request, ensure: 1) strong local partnerships have been established, 2) the request is supported with research and analysis, 3) and strategies have been developed for implementation. Larger sums can be acquired this way.¹³³

With creative partnerships with local organizations, some of the hours (for SAPAC and Action Team members) can be paid for by *their employers*, as a demonstration of the mutual benefit of this work.¹³⁴

Some of the funding sources appear in more than one category of this document because there are significant overlaps among these priority themes. It will be the role of the Social Planner and SAPAC to make connections clear, supporting collaboration in these areas.

Some funding sources are difficult to categorize at all, and appear here:

¹³³ This recommendation came directly from Nanaimo

¹³⁴ This recommendation came directly from Vernon

- **Enterprising non-profits:** is a unique collaborative program that promotes and supports social enterprise development and growth as a means to build strong non-profit organizations and healthier communities. The four objectives of the *enp BC* program are to enhance enterprise skills, ensure access to capital and investment, expand market opportunities and build health communities. *Funding available for the Powell River region.*
- **Rotary** is a global network of 1.2 million neighbours, friends, leaders, and problem-solvers who come together to make positive, lasting change in communities at home and abroad. Here's a link to the **Powell River** branch. *Funding available for the Powell River region.*
- **Powell River Community Foundation** helps individuals and groups make an ongoing difference in their community. Established in 2001, the Powell River Community Foundation is one of more than 178 community foundations in Canada today. They serve the geographic area of School District 47, offering people a variety of ways to make a difference in our community through philanthropic giving. Since 2001, the Foundation has granted over a quarter of a million dollars to local charities. Funding specifically available for the Powell River region.
- The **Fund for a Just Society** supports organizations that use community organizing to bring about systemic change leading to a more just society and to mobilize with those who have been disenfranchised and excluded from resources, power, and the right to self-determination. Priority is given to active, specific campaigns to create change in the economic, social, and political structures that affect their lives. Consideration is given to projects that are less likely to receive conventional funding because of the innovative or challenging nature of the work or the economic and social status of the constituency. The maximum grant amount is \$15,000; however, most grants range between \$6,000 and \$8,000. *Funding seems to be available for the Powell River region.*

An overview of all organizations in alphabetical order with website addresses and funding areas is provided below.

Organization	Link	Housing	Early Years	Social Cohesion	Economic Progress	Accessible Transportation	Food Security	Active Living	Art, culture & heritage
BC Arts Council	http://www.bcartscouncil.ca/index.htm			x	x				x
BC Association of Farmers' Markets (Coupon Program)	http://www.bcfarmersmarket.org/coupon-program/get-involved			x			x	x	
BC Housing	https://www.bchousing.org/home	x							
BC School Fruit and Vegetable Program	http://www.sfvnp.ca/apply.html		x				x	x	
Canada Council for the Arts	http://canadacouncil.ca/funding			x	x				x
City of Powell River (Neighbourhood Block Parties)	https://powellriver.civicweb.net/document/51495			x					
Community Futures Powell River	http://prfutures.ca/what-we-do/				x				
Destination BC	http://www.destinationbc.ca/Programs/Regions-Communities-and-Sectors/Destination-BC-Co-op-Marketing-Partnership-Program.aspx				x				
Early Childhood Educators of BC	http://www.ecebc.ca/programs/student_bursary.html		x						
Enterprising Non Profits	https://sba.ubc.ca/bc-business-support-directory/enterprising-non-profits	x	x	x	x	x	x	x	x
Global Green Grants Fund (Small Change Grants)	https://www.greengrants.org/programs/grow-grassroots-philanthropy/scf/			x			x		
Government of BC Gaming Funds (PAC & DPAC)	http://www2.gov.bc.ca/gov/content/sports-culture/gambling-fundraising/gaming-grants/pac-dpac-grants		x	x					
Heritage BC	http://www.heritagebc.ca/funding/			x	x				x
Investment in Agriculture Foundation of BC (Agricultural Area Planning)	http://iafbc.ca/funding-opportunities/ag-planning/				x		x		
Investment in Agriculture Foundation of BC (Buy Local)	http://iafbc.ca/funding-opportunities/buy-local/				x		x		
Investment in Agriculture Foundation of BC (Grow Forward)	http://iafbc.ca/funding-opportunities/export/				x		x		
Investment in Agriculture Foundation of BC (Grow Local)	http://iafbc.ca/funding-opportunities/grow-local/				x		x		
Island Coastal Economic Trust	http://www.islandcoastaltrust.ca/economic-infrastructure-program			x	x		x		
John Howard Society of the Lower Mainland	http://www.johnhowardbc.ca/regions/lower-mainland/welcome/	x							
Powell River Community Forest	https://prcommunityforest.ca/projects-grants-scholarships/	x	x	x	x		x	x	x
Powell River Community Foundation	https://www.prcommunityfoundation.com/about_us	x	x	x	x	x	x	x	x

Organization	Link	Housing	Early Years	Social Cohesion	Economic Progress	Accessible Transportation	Food Security	Active Living	Art, culture & heritage
Province of British Columbia (Autism)	http://www2.gov.bc.ca/gov/content/health/managing-your-health/healthy-women-children/child-behaviour-development/special-needs/autism-spectrum-disorder/autism-funding		x	x					
Province of British Columbia (BC Bike)	http://www2.gov.bc.ca/gov/content/transportation/funding-engagement-permits/funding-grants/cycling-infrastructure-funding/eligibility			x	x	x		x	
Province of British Columbia (Child Care)	http://www2.gov.bc.ca/gov/content/family-social-supports/caring-for-young-children/running-daycare-preschool		x	x	x				
Province of British Columbia (First Nations Clean Energy Business)	http://www2.gov.bc.ca/gov/content/environment/natural-resource-stewardship/consulting-with-first-nations/first-nations-clean-energy-business-fund			x	x		x		
Province of British Columbia (Multiculturalism)	http://www2.gov.bc.ca/gov/content/sports-culture/gambling-fundraising/gaming-grants/multiculturalism-grants			x					
Province of British Columbia (New Building – Small Communities Fund)	http://www2.gov.bc.ca/gov/content/transportation/funding-engagement-permits/funding-grants/small-communities-fund		x		x	x		x	x
Province of British Columbia (Rural Dividend Fund)	http://www.ubcm.ca/EN/meta/news/news-archive/2016-archive/application-period-opens-for-bc-rural-dividend-program.html			x	x		x		
Province of British Columbia (Seniors)	https://www.canada.ca/en/employment-social-development/services/funding/new-horizons-seniors-community-based.html			x					
Province of British Columbia (Settlement and Resettlement-IRCC)	http://www.cic.gc.ca/english/department/grants-contributions-funding/index.asp			x	x				
Real Estate Foundation	http://www.refbc.com/grants/purpose	x							
Rotary	https://www.rotary.org/en/about-rotary	x	x	x	x	x	x	x	x
Union of BC Municipalities	http://www.ubcm.ca/EN/main/funding/renewed-gas-tax-agreement/strategic-priorities-fund.html			x					
Union of BC Municipalities (Community Works Fund)	https://prcommunityforest.ca/projects-grants-scholarships/			x	x		x	x	
Unitarian Universalist Funding (Funding for a Just Society)	http://www.uufunding.org/fund-for-a-just-society.html	x	x	x	x	x	x	x	x
United Way	http://www.uwlm.ca/resources/funding-opportunities/		x	x				x	

Organization	Link	Housing	Early Years	Social Cohesion	Economic Progress	Accessible Transportation	Food Security	Active Living	Art, culture & heritage
Vancouver Coastal Health (Community Health Fund incl. Aboriginal Chronic Disease)	http://www.smartfund.ca/current_cfai.htm			x			x		
Vancouver Foundation (Neighbourhood Small Grants and Fresh Voices Grant)	https://www.vancouverfoundation.ca/grants/fiel-interest-grants	x	x	x	x	x	x	x	x
Via Sport (Hosting BC)	http://www.viasport.ca/grant/hosting-bc			x	x			x	
Via Sport (Program Development)	http://www.viasport.ca/grant/community-sport-program-development-fund		x	x				x	
Via Sport British Columbia (Participation Program)	http://www.viasport.ca/grant/bc-sport-participation-program		x	x				x	
Work BC (Job Creation)	https://www.workbc.ca/Employment-Services/Community-and-Employer-Partnerships/Job-Creation-Partnerships.aspx		x	x	x		x	x	x
Work BC (Labour Market Partnership)	https://www.workbc.ca/Employment-Services/Community-and-Employer-Partnerships/Labour-Market-Partnerships.aspx		x	x	x		x		
Work BC (Social Innovation)	https://www.workbc.ca/Employment-Services/Community-and-Employer-Partnerships/Social-Innovation.aspx			x	x		x		

Appendix 8: City land potentially suitable for affordable housing

A preliminary scan of City land was conducted to determine potential suitability for affordable housing. The following things were taken into consideration: zoning; present usage; slope of the land; accessibility; distance to bus route, grocery store, amenities and schools; other environmental elements. The scan was conducted from a list with limited information without any information about the long term vision for the City. To finalize the selection, the full list should be reviewed with the City Planner and other relevant stakeholders.

In order of potential suitability:

CITY OF POWELL RIVER LANDS										
Lot, City ID	area in m ²	zoning	present use	unit types with current zoning	level	accessibility	bus route distance	grocery stores	schools/ amenities	notes
1 1776 ONTARIO	4.026	RMS	vacant	15 Town Houses @ 120-180 m ²	flat within 1m	good from Ontario	200 m	800 m grocery store	1.2 km Edge Hill school	right next to Road Building Company
2. 1646 TOBA	82.580	R1	vacant	60 Single Family lots @ 730 m ²	hilly, 20 m drop	from Tofino	100-400 m	600 m c s, 4.3 km grocery store	2 km westview school	Power Line at edge
3 2158 DRAKE	3.453	R2	vacant	2 Duplex (4 dwellings) + 1 Singel Family	flat	good, from Drake St	200 m	180 m grocery store	1.4 km Henderson Elem, Brooks Sec	pan handling, behind single fam res.
4 2238 LOTS 27 & 28 - HWY 101	32.401	No Z	vacant	check Regional District's requirements	sloped, drop 40-50 m	Good from Hwy 101	0 m rural, 900 m City	1.6 km corner store, 4.1 km grocery store	3 km westview Elm.	ocean front, sloping down, small buildable area
5 2227 MANSON	6.984	A1	vacant	rezoning needed	flat	good from Manson	100 m	1 km grocery store	1.8 km Edge Hill school, cranberry lake	
6 2194 MANSON	11.730	A1	vacant	rezoning needed	flat	good from Manson	100 m	1 km grocery store	1.8 km Edge Hill school, cranberry lake	
7 1643 5903 ARBUTUS	11.337	NT	partially vacant		flat	good from Marine	0m	250 m corner store, 5 km grocery store	1.6 km Henderson Elem, Brooks Sec	residential units allowed on top of NT use. Edge of townsite backing up to mill
8 1622 7104 BARNET	31.459	NT/PK	vacant	multiple apartments allowed	gentle slope, 6 m drop	good from Barnet	300 m	300 m grocery store	2 km Edge Hill school, shopping mall	forested area, NT zoning on Barnet residential units allowed with NT use
9 2200 MARINE	1.535	C1	vacant	multiple apartments allowed	flat	good from Marine	0m	250 m corner store, 5 km grocery store	1.6 km Henderson Elem, Brooks Sec	townsite behind brewing company
10 1772 CHILCO	20.341	A1	vacant/ water tower	rezoning needed	sloped. Drop 30 m	good from Chilco Ave	0 m	800 m corner store, 7.5 km grocery store	1.4 k m James T Elem.	Wildwood
11 2225 CARIBOO	7.764	PK	vacant	rezoning needed	within 1m drop	good	0 m	600 m c s, 4.3 km grocery store	2 km westview school	
12 2328 BARNET	21.068	PK	vacant	rezoning needed	gentle slope, 6 m drop	no access, side street off Barnet	300 m	300 m grocery store	2 km Edge Hill school, shopping mall	
13 2100 NOOTKA	207.978	A2	vacant / park	sub division / rezoning needed	sloped, drop 20 m with flat sections	good, from Ontario, or develop Manson	500 m - 1 km	1.5 km corner store, 3.5 km	600 m - 2 km westview school	forested, recreational use with lots of trails
13 2205 east of MacKenzie	380.779	A2	vacant / park	sub division / rezoning needed	sloped, drop 30 m with flat sections	challenge develop Pentiction and/or Manson	0 m - 1 km	1.5 km corner store, 3.5 km	600 m - 2 km westview school	forested, recreational use with lots of trails
13 1718 WADDINGTON	61.441	A2	vacant	rezoning needed	steep terrain	good from Waddington Ave	600 m	1 km grocery store	2.5 km Henderson Elem, Brooks Sec	small area suitable for building
13 1979 JOYCE	5.731	PK	vacant	rezoning needed	flat	good from Joyce Ave	0 m	800 m grocery store	1.6 km Westview Elm.	Old Max Cameron school area
13 2038 JOYCE & DUNCAN	2.321	PK	Brain injury society	rezoning needed	flat	good from Joyce Ave	0 m	800 m grocery store	1.6 km Westview Elm.	Old Max Cameron school area
13 0 ALBERTA AVE	6.781	PK	Dog Park	rezoning needed	flat	good from Joyce Ave	0 m	800 m grocery store	1.6 km Westview Elm.	Old Max Cameron school area
14 6270 YEWE	34.944	M3	former Mill Office plus parking lot		flat	good from Marine	0m	250 m corner store, 5 km grocery store	1.6 km Henderson Elem, Brooks Sec	repurpose commercial building, falls under regional district inc. act 1955
15 2192 GORDON	1.048	R1	vacant	1 Single Family	no, 5 m drop over lot	good, from Gordon	50 m, on pentiction	1.5 km c s, 3.5 km g s	450m church, 1 km westview school	
15 2193 GORDON	1.617	R1	vacant	1 Single Family	no, 5 m drop over lot	good, from Gordon	50 m, on pentiction	1.5 km c s, 3.5 km g s	450m church, 1 km westview school	
15 1717 0 ALBERNI	2.015	A1	vacant	1 Single Family	flat, with slight drop	good from alberni	250 m	1.3 km grocery store	800 m Edge Hill school, 900 m shopping	next to power lines. Over property??
15 2084 QUEBEC	15.835	M1	vacant	single dwelling, rezoning needed	gentle slope, 7 m drop	no access, extend Boswell street	500 m	700 m .s.	2 km Edge Hill school, shopping mall	forested area, Adam's Concrete, accessory residential units
15 2101 QUEBEC	4.650	M1	vacant	single dwelling, rezoning needed	gentle slope, 7 m drop	no access, through no 40	500 m	700 m .s.	2 km Edge Hill school, shopping mall	forested area, Adam's Concrete, accessory residential units

Appendix 9: Economic Progress: Background & Evaluation Framework

While common perceptions are that economic ‘growth’ and ‘progress’ are synonymous, research shows that they are not the same. Since economic growth is often correlated with increasing income disparities (making the rich richer and the poor poorer), prioritizing growth can impede economic progress for a community. Increasingly, research shows that rather than increasing revenues, economic progress is more effectively pursued and maintained by focusing on reducing wealth and income disparities.¹³⁵ In fact, it has been during the periods of our most accelerated growth that the gap between rich and poor has grown the most in this country and the province of British Columbia.¹³⁶

In other words, it is not necessarily *how much* money is generated or spent, but *how* it is used that has a bearing on wellbeing. While economic prosperity is comparable between the EU and Canada, for instance, rates of child poverty are much lower in the EU than in Canada because of how the money is invested in people.¹³⁷

There are realistic approaches to alleviating poverty and promoting economic progress: First, it is beneficial to prioritize people, not markets.¹³⁸ Universal provisions and social services that build capacity for all citizens (such as child care, community resource centres, parental leaves, and living wages) work to prevent crises and keep people active and productive participants in communities and economies. When governments respond to recessions by cutting back such investments in people, citizens are forced to pick up the slack and do the same – the economic burden doesn’t disappear, it is simply shifted onto families. In such a situation, people have less time, energy, and money to participate in social and economic life. As a result they become more isolated, mental and physical health begin to suffer, and needs increase. This creates a higher demand on social safety nets precisely when services decrease. It also leaves people with less, so economic activity is stifled, compounding the economic burden on communities.¹³⁹

Second, pursuing economic progress by facilitating diverse forms of local economic activity among multiple local players can be much more conducive to stable and long-term economic wellbeing than attracting large investments from businesses that are headquartered outside the community. As a small concrete example: Community Forest dollars were recently invested in partnership with the Sunshine Music Festival to build a permanent pavilion at Palm Beach Regional Park. Local wood was procured, a local timber framer was hired, and the funds moved through multiple hands through the development of this project (which, upon completion, will

135 Stuckler D. & Basu, S., 2013

136 Newbury, J., 2011

137 Albanese, P., 2011

138 Bjørnholt, M., & McKay, A. (Eds.), 2014

139 Newbury, J., 2014a

continue to contribute to wellbeing through social cohesion and active living). Scaling up this kind of community-based economic development to larger investments, we can see that more members, and more sectors, of the community benefit when the emphasis is not on short-term injections of funds, but on the mobilization of existing community assets. It disburses the benefits, and the responsibilities, among more of us, rather than concentrating it in the hands of the few, shrinking the gap between rich and poor in our region to support sustainable economic progress.

Guiding principles in pursuing economic progress:

This kind of economic activity can take many forms: supporting value-added industries (such as using local lumber here, rather than exporting raw logs), creating incentives for small and creative partnerships (such as the one described above), and using policies, by-laws, and small investments to help money and other assets stay in the region. A local 2016 report (informed by a focus group of local business people) identified five themes that can be useful in supporting the local community economy to progress in a healthy way:¹⁴⁰

1. *Be deliberate about the pace and nature of expansion.* When expansion takes place without a plan, it can cause unanticipated challenges (such as fast rises in housing prices, or the creation of short-term jobs for which we may not have a local workforce). Being deliberate about the pace and nature of expansion means ensuring development benefits the community now and over the long term. Strategies can include using policies wisely to slow the pace of industrial development (while still inviting it) to avoid boom and bust cycles, and removing certain barriers to new businesses operating in the area. Zoning, incentives, and other policy measures can help us direct the course of development in the region rather than being directed by it.
2. *Cultivate our medium level and green industries.* Large-scale industries generally employ a lot of people but with low-paid and unstable positions in multiple communities (with well-paid positions at the management level, most often outside the region). Medium level industries are often based in the community in which their work is done, rely on some skilled labour, and can provide stable employment for several (or even many) people. By cultivating our medium-level industries locally we can grow our local economy in a responsible way and shrink the gap between rich and poor. For instance, rather than exporting raw wood that is logged, value-added industries such as saw mills, cedar shake mills, and furniture making can create more good-paying jobs in the region. Agriculture and education are also sectors that have the potential to create many well-paid and meaningful jobs for locals and newcomers, with an eye to sustainability.
3. *Look outside our region.* While prioritizing investment in local assets and people, we can still look outside our region for certain opportunities. For instance, use the internet wisely to market what we already have and do well can help either attract people and investment to the region or create a market outside of it. Recognizing remote work as a viable way to make a

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living can help people and their families stay in the region – bringing outside money into it as well. Be deliberate about balancing short and long-term strategies.

4. *Keep local capital moving locally.* Generating local capital for local projects can help us support one another by working with what we already have. Investment programs, such as the Powell River Community Investment Corporation, are vehicles through which this can happen. Mechanisms such as grant programs can help with this effort as well. Local businesses can and do invest in other local businesses and in non-profits thereby supporting the economic fabric of the region. Educating people about local spending as a critical community investment is another important strategy. Ensuring we are all aware of the local businesses that exist can help us make choices that keep money flowing.
5. *Don't spread ourselves too thin (or too thick).* Economic diversity is important, but we also want to make sure there isn't more being developed than the region has the capacity to sustain. Creating the infrastructure to help people understand where the gaps in our businesses and services are can ensure we avoid both creating redundancies and over-extending. Replicating services (in both the business and non-profit sectors) creates unnecessary competition and challenges for even successful businesses and organizations.

ECONOMIC PROGRESS EVALUATION FRAMEWORK

The framework below was designed by Janet Newbury to inform policy decisions around economic and social development¹⁴¹ It is presented here to provide a framework to evaluate economic development decisions that facilitate economic progress in the Powell River region. Some communities in British Columbia, such as the village of Cumberland,¹⁴² have incorporated a social procurement policy to further support economic progress.

Invest: Locally, people centred, and small

Putting economic, human, and other resources into well-considered initiatives is not always a burden – it can be a real investment. Particularly when investments are local, people-centred, and small, the return can be far-reaching.

Is it a local investment?

- Does it require that we rely on outside sources of revenue?
- Does it send our tax dollars and other resources outside of the community?
- Does it make us dependent on the whims or needs of others?
- Does it support or compete with what is already taking place in the community?
- Can it be strengthened by partnering with what people are already doing?
- Does it employ local people?

¹⁴¹ Newbury, J., 2014b

¹⁴² See <https://cumberland.ca/social-procurement/>

Does it invest in people?

- Will it support people who already live here?
- Does it decrease or increase the gap between rich and poor?
- Does it support the public sector or deplete it?
- Does it contribute to the ability of people to have more leisure time, to join the work force, to spend time with their family, to pursue an education, and to participate in the community and the economy?
- Does it have a long-term or short-term return?

Is it a small investment?

- Does it require a large share of the resources that exist?

Is it high or low risk?

- Does it allow for other investments to also take place?
- Can it stand alongside other projects, perhaps even supporting or partnering with them?

Diversify: Support multiple initiatives & non-capitalist development

- Does this support the co-existence of multiple initiatives?
- Does it support activities that fall outside of capitalist notions of development?
- Does it provide means for accounting for activity that is volunteer, bartered, or cooperative, for example?
- How are these non-market contributions acknowledged?

Stack functions: Sharing and conserving resources

- Does it provide means by which the mandates of two or more initiatives to share resources to accomplish their objectives?
- Does it allow for the conservation of material goods or human energy through partnerships?

Situate: Building on local assets with a long-term perspective

- Does it take into consideration the strengths, assets, and needs of local people?
- Does it account for the ecological, cultural, and material conditions in which it will take place?
- Does it follow from what has been learned historically in the area?
- Does it make sense from a long-term perspective?

Emergent Design: Responsive to what is happening

What works in one place or time may not work in every place or time. Be sure the project is responsive to what is happening in the region at the moment it is being initiated. Think about the interplay between people and systems, given other factors at play at the time.

Does it take into account systemic processes?

- How does this reflect, contribute to, or create alternatives to national and global trends?
- Are its implications (intended and potential) deeply considered?

Does it take into account interpersonal dynamics?

- How are citizens and policy makers engaged with the process?
- What opportunities are made for transfer of ideas in multiple directions?
- Are perspective sought from multiple sectors and/or partners?

How are the two brought together?

- Is there an opportunity to evaluate progress in process, rather than just at the end?
- What measures are in place to allow for changes along the way, based on new learning

Appendix 10: Ideas for Alternative Transportation Systems

This Appendix is put together to support the newly formed *Regional Public Transportation Services Exploration Working Group* with their work.

CARPOOL RIDEMATCHING

How it works

Vehicle-owning community members with extra space, or individuals with no vehicle who are seeking transportation can find one another through a carpool ridematching service. This service allows co-workers or other individuals to connect with one another in an effective manner that results in a benefit to both parties. Carpool ridematching requires enough volunteer drivers. It also depends on effective marketing and accessibility options to inform individuals about the system and provide them with access.

How it helps

Implementations of workplace travel plans improve employment rates in the community by making jobs accessible and sustainable to those struggling to find reliable transportation methods. Carpool ridematching can also benefit employers by reducing employee turnover and real estate costs. In the long-term, economically valuable carbon credits may become available. In addition to the workplace, ridematching can be used for sports teams, community events, and even long-distance trips out of the city. Although its primary use is a transportation service, this mode of travel can cultivate community relationships and build camaraderie among individuals with similar schedules.

Success Stories

The University of Ottawa utilized multiple carpooling methods in order to control an anticipated increase in parking demand as the university expanded. These policies – including carpooling – allowed the university's population to increase by 45% while the average number of vehicles parked on campus increased by just 5% over a 5-year period, according to data from Transport Canada.

Challenges

One challenge for a ridematching system is ensuring the safety of both drivers and passengers. A screening process for volunteer drivers could aide in this obstacle, as well as an option for both drivers and passengers to digitally leave feedback on their experience.

Sources:

- Policy and Analysis Division Transportation System Branch Environment Canada (2005). Report on Canadian Alternative Transportation Programs. Retrieved from <https://www.actcanada.com/docs/act-resources/report-on-canadian-alternative-transportation-programs.pdf?sfvrsn=0>
- ACT Canada and Noxon Associates Limited (2010). Workplace travel Plans. Guidance for Canadian employers. Retrieved from <https://www.actcanada.com/docs/act-resources/workplace-travel-plans.pdf?sfvrsn=0>
- www.ride-share.com
- www.carpoolworld.com/about.html

VANPOOL COMMUTES

How it works

A vanpool commute system can be defined as a group of 7-15 individuals who commute together on a regular basis in a spacious and comfortable van. A trained volunteer driver generally rides for free, while the rest of the group splits the cost of the operation. In some cases, this cost can be subsidized by the municipality or local community programs. Pick-up and drop-off locations are often pre-determined to decrease the travel time of the group. The van picks up passengers in various areas of the city, particularly focusing on the more rural locations, and brings them towards the centre of town. In the afternoon, the van reverses its route and drops its passengers back off.

This system requires qualified drivers, vans, and a convenient route for commuters to be picked up and dropped off. Choosing these locations would be an intensive process and would likely require community volunteers in order to provide the best service to its users.

How it helps

Vanpool commutes allow individuals and families that live in remote locations without a vehicle access to a reliable, affordable transportation system. With their focus on assisting longer distance commutes in Powell River, vanpool commutes are an effective way to connect the rural communities within the city. Commuters are said to enjoy the vanpool commute system for a multitude of reasons. Some of these include building camaraderie among community members; no long-term commitment; and cost effective and time efficient. Vanpooling also reduces traffic, improves parking congestion and reduces fuel emissions into the environment

Success Stories

There is one formal vanpool service provider in Canada – Jack Bell Rideshare (<https://www.poparide.com/>). There are some organizations that have piloted a vanpool trial with one vehicle, including the Town of Markham. The van was funded and piloted through the town itself.

Challenges

Vans of this size may require the driver to have a commercial bus driver's license, as 12- and 15-passenger vans could be subject to a broad range of federal, provincial and territorial acts and regulations that govern commercial transport. Additionally, drivers may be subject to hours of service work limitations.

Sources

- 5C-3 Mike Norvell - Vanpooling and its Benefits - ACT Canada <https://www.actcanada.com/docs/default-source/summit2009/5c-3-mike-norvell---vanpooling-and-its-benefits.ppt?sfvrsn=2>
- Policy and Analysis Division Transportation System Branch Environment Canada (2005). Report on Canadian Alternative Transportation Programs. Retrieved from <https://www.actcanada.com/docs/act-resources/report-on-canadian-alternative-transportation-programs.pdf?sfvrsn=0>
- Transport Canada (2013). Driver and vehicle requirements. Retrieved from <https://www.tc.gc.ca/eng/motorvehiclesafety/tp-tp2436-rs200808-p3-1209.htm>

POSTAL BUS

How it works

The existing operations of the city can be expanded to improve the public transportation as well. For example, a Postal Bus that provides both mail services and transportation operations out of the same vehicle. This type of service is implemented through a working relationship between a local (often not-for-profit) social services agency and a transportation company. The social services company is responsible for providing the vehicle that can accommodate both packages and commuters (as well as specialty vans for travellers with disabilities) and the driver on some occasions. The van would drop off mail along routes both south and north of town in the morning, and pick up residents on its way back into town. In the afternoon, the service reverses and the van drops off residents back at their homes, turns around, and picks up mail along the route to deliver to the post office in the centre of town. A portion of the fare for each passenger would ideally be subsidized by social services groups in order to make this an affordable transportation option for the community.

How it helps

These services are beneficial to the community because they can cover large areas of town – including the rural and less-populated regions – using a vehicle that was already travelling to these places. The Postal Bus system connects rural members of the community to the centre of town at a low cost and uses existing city systems in the process.

Success Stories

A Postal Bus system is serving an isolated community near the Washington-Idaho border with great success. In this area, a not-for-profit agency's transportation program called COAST teamed up with a for-profit transport company called Link. The cost to COAST is approximately \$12,000 annually to run the service. This equates to about \$12 for a long distance, rural trip, with six days per week availability. COAST gets very inexpensive service, passengers have scheduled access from remote areas to a larger community while Link receives additional money for very few extra miles of service, which otherwise would have provided them no economic benefit.

Challenges

The main obstacle faced in the Postal Bus operation is the restricted number of hours and time of day that commuters are brought to the town centre. This may work for grocery shopping and basic errands, but may not be effective for bringing individuals to early morning appointments on time. Additionally, a strong working relationship between the parcel transportation provider and the social service organization is crucial to a smooth and functional operation.

Source:

- Transit Cooperative Research Program (2014). Guidebook for change and innovation at rural and small urban transit systems, Part II. Retrieved from http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_rpt_70b.pdf