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***SELECTED TOOLKITS
AND OTHER RESOURCES FOR
COMMUNITY-LEVEL INITIATIVES***

AUGUST 2005

Centre for Applied Population Studies



Public Safety and Emergency
Preparedness Canada

Sécurité publique et
Protection civile Canada

Canada

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“The opinions expressed in this publication are those of the authors and do not necessarily reflect the official views of Public Safety and Emergency Preparedness Canada.”

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Table of Contents	iii
Introduction	1
Part I: An Overview Of Available Resources For Community-Level Initiatives	4
Part II: Toolkits And Other Resource Material	7
A. Community Engagement	11
Case Studies of the Regional Mobilization of Population Health	
Collaborate! Health And Enforcement In Partnership - How To Build Partnership For Alcohol And Other Drug Projects. A Guide For Police, Justice, Community Groups, And Health And Social Agencies	
Community Action Resources for Inuit, Métis, and First Nations: Planning	
Community Capacity Building: A Facilitated Workshop Facilitator's Guide	
Facilitated Discussions: A Volunteer Management Workbook	
First Nations Community Planning Model	
Health And Enforcement In Partnership	
Models for Aboriginal Government in Urban Areas	
Nine Books Aimed At Increasing And Supporting Community Volunteers	
The Partnership Handbook	
The Works: Assessing Youth Involvement in Youth Health Organizations	
What Works! Putting Community Issues on the Policy Agenda	
B. Community Development	24
A Community Guide to Protecting Indigenous Knowledge	
A Handbook for Establishing and Operating a Community Education Approach to Social Development	
Building Best Practices With Community	

Circle of Light Newsletter

Community Action Resources for Inuit, Métis, and First Nations:
Making It Happen

Meeting the Needs of Youth-at-Risk in Canada: A Summary of
the Learnings

Overcoming Community Opposition To Homelessness Sheltering
Projects Under The National Homelessness Initiative

Supporting Communities: How Halifax And Edmonton Mobilized To Fight
Homelessness

The Community Development Handbook

The Community Development Facilitator's Guide: A Tool To Support
The Community Development Handbook

The Community Resilience Manual and Workbook: A Resource
for Rural Recovery and Renewal

Tips For Working with Youth in Community Development Projects

Women and Community Safety: A Resource Book on Planning
for Safer Communities

C. *Training, Development and Public Education*

37

A Handbook for Establishing and Operating a Community Education
Approach to Social Development

A Portrait of Sustainable Crime Prevention in Selected Canadian
Communities: Highlights of the Study Building Skills – Expanding
Horizons: A Guide For Communities

Capacity Building: Linking Community Experience to Public Policy

Community Action Resources for Inuit, Métis, and First Nations: Toolbox

Community Mobilization and Crime Prevention: A Report to the National
Crime Prevention Centre

Job Search Toolkit for Aboriginal Youth

Media Relations

More Tips from the Trenches: Best Practices of Successful Projects

Moving Beyond Hope: Consumers and Communities in Policy Development

Promising Practices: Survey of Police Involvement in Crime Prevention through Social Development in Canada

Public Policy and Public Participation: Engaging Citizens and Community in the Development of Public Policy

Reconnecting Communities: Breaking The Walls Of Silence and Isolation Of Elders: A Resource Manual And Toolkit For Elders, Caregivers And Community Service Organizers

School-based Violence Prevention Program: A Resource Manual for Prevention Violence Against Girls and Young Women

Taking Action Against Hate: A Training Manual for Individuals, Institutions and Community Groups

The Emergency Preparedness and Response Training Catalogue

D. Generating Resources

54

Community Action Resources for Inuit, Métis, and First Nations: Finding Resources

Community Plan Assessment Template

Face to Face - How to Get BIGGER Donations from Very Generous People

Fundraising Ideas That Work for Grassroots Groups

Guide To Special Events Fundraising – Handbook

Guide To Special Events Fundraising – Interaction

E. Assessing and Measuring

61

Community Action Resources for Inuit, Métis, and First Nations: Assessing Needs

Community Action Resources for Inuit, Métis, and First Nations: Evaluating

Cultural Competency-A Self Assessment Guide For Human Service Organizations

Guide For Needs Assessment For Youth

How to Assign a Monetary Value to Volunteer Contributions: A Manual

Making Your Community Child and Youth Friendly: Getting Started

Measuring the Well-Being of Aboriginal People: An Application of the United Nations' Human Development Index to registered Indians in Canada, 1981-2001

Neighbourhood Characteristics and the Distribution of Crime in Winnipeg

Splash & Ripple: Using Outcomes to Design & Manage Community Activities

The Community Learning Asset Mapping

The Community Well-Being (CWB) Index: Disparity in Well-Being Between First Nations and Other Canadian Communities Over Time

The Volunteer Value Calculator

You Can Do It: A Practical Tool Kit To Evaluating Police And Community Crime Prevention Programs (Vol. 1 and 2)

Part III: Comprehensive Community Projects

75

Aboriginal Community Stability Wellness Project

Community Case Study: City of Drummondville, Québec

Understanding the Early Years

Enviros Wilderness School Association Reintegration Support Program

First Nations Education Steering Committee

Knowledge Development Centre

Tamara House

The Neighbourhood Empowerment Team (NET) Program of the Edmonton Police Service (EPS).

Understanding the Early Years

Vancouver Downtown Eastside Community Crime Prevention and Revitalization Project (DTES)

INTRODUCTION

This document contains a collection of toolkits and other resources that are intended to assist those involved with community-level projects and activities. It was prepared following discussions that took place at a national meeting of senior federal government policy makers and selected academic experts from across Canada. The meeting focused, in general, on issues related to community safety, health and well-being with a particular emphasis being placed on the experiences of children and youth. After broad and wide ranging discussions on the subject, those in attendance noted that various federal government departments had considerable experience working with communities and that many had developed toolkits and other resources to facilitate this work. Identifying and collating this material was seen as an important first step in the creation of a useful resource for those involved with community-level initiatives.

This collection of toolkits and related materials was developed as part of a research project that involved consultations with representatives from a number of branches in ten federal government departments and agencies that agreed to participate in the follow-up to the first meeting. The research involved the identification and review of existing community-focused resources within the general framework of community safety, health and well-being. Most of the materials described below are available on the websites of the participating federal government departments. The materials were either developed directly by these departments or they were prepared on their behalf. In a few cases, groups or organizations that received support from a federal department prepared the materials.

A wide variety of existing resources have been identified for this collection. These include toolkits providing directions or specific information on a particular aspect of working at the community level such as community mobilization, needs assessments, communication, partnership development, fundraising and evaluation. Other materials address issues of concern to those working on community-level initiatives such as citizen engagement and involvement, volunteer recruitment and accessing funding. Project descriptions and case studies are also included since they provide important examples of how different communities have responded in creative and innovative ways to common challenges. It is our hope that this collection will be a useful resource both for those working with communities as well as those directly undertaking community-level activities.

From the outset, we recognized that this collection could not be comprehensive or exhaustive since it is based solely on existing materials that were identified by the federal representatives participating in the project or through a direct search for appropriate materials on the websites of the participating federal departments. Clearly, there are many other useful resources

available for community-level interventions that have been prepared by other government agencies (both at the federal level as well as provincial, territorial and municipal governments) and by non-governmental organizations and community groups. However, the current project represents an important first step in the identification of existing federal government resources related to community-level initiatives. Undoubtedly, readers will have many suggestions for adding to or modifying this collection. If those working in this field find this collection useful, perhaps these suggestions will be included in subsequent editions of this collection. In the meantime, we hope that the existing resources provide useful information and examples that highlight some of the interesting and creative ways people have found to enhance community safety, health and well-being.

BACKGROUND

In 2002, a National Policy Research Forum was held in Ottawa that involved representatives from 9 federal departments and twelve academic experts from across the country. The first forum focused on bridging the gap between policy makers and researchers from different fields and on providing them an opportunity to interact with each other, share ideas and establish ongoing communications. The first forum brought together academic and research experts from health, education, economics, child welfare, law enforcement, and corrections with senior federal policy makers from various government departments. These included the Department of Justice, Solicitor General, Health, Human Resources Development, Heritage, Indian Affairs and Northern Development, Status of Women, Statistics Canada and the Royal Canadian Mounted Police.

The forum was designed to engage participants in a discussion on current thinking and practice related to community safety, health and well-being. After an initial round of consultations in preparation for the first forum, the participants identified issues affecting children and youth as a way of focussing the discussion of community safety. Academic experts were then identified by each of the federal participants. Twelve of these individuals were invited to participate in the first forum. They were asked to prepare a paper presenting an overview of the “state of the art” in their disciplines on community safety, health and well-being with a focus on children and youth.

In addition to community safety, the first forum sought to create a context for the on-going exchange of ideas, to promote cooperation and collaboration among the participants, and to facilitate the production and dissemination of papers and reports for the research and policy communities. Participants at the first forum felt that it was a very worthwhile endeavour. Many indicated that it resulted in an important dialogue on issues of mutual concern. Most felt that the dialogue should continue on a regular bases and therefore, plans for this to occur should be developed. The participants also noted that a possible focus of future

meetings could include identifying and sharing promising practices including those that focused on a comprehensive and integrated response to community issues. All of the participants felt strongly about wanting to make an impact on the quality of life in Canadian communities. Many noted that what was needed was more information including detailed assessments of community intervention models and discussions of various factors related to such things as mobilization strategies, capacity building, leadership and sustainability. As noted above, one suggestion was to start by collecting tools and resources that were already available from the participating federal government departments. This suggestion formed the basis of the current collection.

It was against this backdrop that the idea for the second forum began to take shape. The Carleton University team began planning for the Second National Policy Forum with the tentative title of, "Understanding the Dynamics of Community-Level Initiatives". It was expected that the format would vary considerable from the first forum and involve a much smaller number experts from the academic and research communities. The goal of the Second Forum would be to have the participants identify and share existing knowledge and practices on the following components of community-level initiatives: definitions of community, community development, community capacity building, community mobilization, partnerships, sustainability, leadership, methods for working with marginalized communities, research and evaluation at the community level and community assessments.

Consultations with a broad range of National Crime Prevention Strategy (NCPS) partners were held in the fall of 2004. These discussions confirmed an ongoing interest in and need for the development of knowledge and tools related to successful community-level initiatives. In response to these recommendations, representatives of the National Crime Prevention Strategy agreed to adopt this focus in preparation for a Second Forum. Subsequent discussions held with NCPS representatives lead to a change in strategy that included the replacement of the proposed Forum by the production of a report containing suggestions for resource materials for use by communities. The Carleton team was subsequently asked to identify and suggest a series of existing tools and other resources for use by communities engaged in activities related to the promotion of community safety, health and well-being that are available through federal departments and/or were developed with the help and support of the federal government. This focus recognises that community-level initiatives in various sectors of society, including community safety, health, environmental stewardship, economic development and human services, often employ a common set of community development principles and methods. It also acknowledges that these types of initiatives face a number of common challenges. The experiences of organizations in one area, thus, can inform those working in other sectors of society. Knowing that various federal departments have already developed or supported the development of tools and resources made identifying these materials a logical place to start. We expect

that this collection will form the basis of the discussions to be held at the Second Forum that we hope will be held in the near future.

PART I

***AN OVERVIEW OF AVAILABLE RESOURCES
FOR COMMUNITY-LEVEL INITIATIVES***

INTRODUCTION

As mentioned above, we contacted representatives from ten federal government departments and agencies including Public Safety and Emergency Preparedness Canada (PSEPC), Justice Canada (JC), Health Canada (HC), Canadian Heritage (CH), Indian and Northern Affairs Canada (INAC), Social Development Canada (SDC), Human Resources and Skills Development Canada (HRSDC), Statistics Canada (SC), Status of Women Canada (SWC) and the Royal Canadian Mounted Police (RCMP). Initially, we explored their interest in a Second National Forum, described the focus it would have and asked for their assistance in identifying existing materials related to community-level initiatives. Those interested were also asked to identify one or two senior policy and program development representatives to participate in a meeting that at the time was to be organized by the National Crime Prevention Centre in the fall of 2005. The collected resources were to serve as the focus of discussion at this meeting.

Given the potential enormity of creating a comprehensive collection of materials related to community-level initiatives, we decided to focus our efforts on information produced directly or indirectly by the federal government that is easily available on their websites. Specifically we were interested in identifying existing toolkits and related materials usable within the context of community safety, health and well-being. A second focus of our research was to identify examples of exemplary or model initiatives that incorporated a comprehensive and integrated approach to working with communities. Thus, we asked each of the participants to recommend a model comprehensive community project so that we could share this information with others and learn from the examples.

Initially, the research team was provided with a contact list of senior federal representatives to which were added several other federal contact people as we progressed in our consultations. As well, several people initially identified by NCPCC officials had moved-on so new contacts had to be made. These individuals helped us to identify some of the information gathered for this collection. This was particularly true with respect to the comprehensive community intervention examples. However, the majority of the toolkits and other resource material were identified through our own research of federal government websites after reviewing well over several hundred descriptions of materials.

The list of resources we identified was sent to each respective federal contact person for comments and suggestions. In some instances, the material was not developed by federal departments but rather by third party organizations on behalf of federal departments or through significant financial contributions by them. Some federal departments, such Canadian Heritage, National Crime Prevention Centre and the National Homelessness Secretariat, support the development of materials by those they work with including community groups

and other key stakeholders. We left the identification of comprehensive community projects to the departmental contacts. In a few cases, however, we were not provided with an example and identified appropriate models through our own research that we then discussed with the appropriate federal representative.

Organization Of This Report

This report is divided into three parts. As you've seen, Part I introduces the project and provides a brief discussion of the context within which it was developed. It also describes the process used in identifying the materials we included. In Part II, we present a detailed description of the toolkits and other materials that we identified. This includes a description of the various categories we used to organize the material. Part III contains a detailed description of the nine comprehensive community projects that were identified. The introduction to this section discusses the concept of comprehensive community initiatives and provides some information about how the section is organized.

PART II

TOOLKITS AND OTHER RESOURCE MATERIAL

INTRODUCTION AND OVERVIEW

This section contains the toolkits and other materials identified by federal representatives or during the course of the research undertaken for this project. Fifty-nine toolkits and other community resource materials have been included covering a wide range of subjects and activities. We collected toolkits, resources and related information on various aspects of community-level initiatives such as current operational definitions of the concept of 'community', community capacity building, community mobilization, community partnerships, sustainability, leadership, methods for working with marginalized communities and community-level research and evaluation. While the material collected covers a wide range of topics including most of those listed above, it was not possible to organize the documents along these lines since we did not find materials for several of these subjects. In addition, while there is a vast array of information presently available to communities on federal websites, our specific task was to identify toolkits and other materials that could assist those working with community groups as well as those working directly in communities. Thus, we did not include research reports, program reports or other documents that were largely descriptive in nature. We looked specifically for materials that provided suggestions on how various community activities could be undertaken.

We organized the material we located under the following five broad categories:

1. *community engagement* which includes information aimed at generating community support and interest with respect to special issues or concerns, including motivating people to participate in community activities;
2. *community development* which includes information that is action oriented and aimed at generating community responses to issues and concerns;
3. *training, development and public education* which includes material focusing on skills and knowledge development aimed at community organizations or special interest groups, volunteers or the general public;
4. *generating resources* which includes tools and advice aimed at helping to secure financial and in-kind support for community activities;
5. assessment and measurement that includes information pertaining to needs and resource assessment, project management, monitoring and evaluation, and community and asset mapping.

We identified 12 documents focusing on engaging and mobilizing the community including a number of them specifically aimed at Aboriginal communities. Twelve documents were identified that provide advice and techniques for community development and action. Sixteen of the documents

address training or skills development while six documents address resource generation. Finally, thirteen documents focus on assessing community needs and helping communities to measure the impact of their actions. Taken together, these resources cover a wide range of topics related to community safety, health and well-being.

The community engagement category includes materials such as the “Models for Aboriginal Self-Government in Urban Areas” information kit developed by INAC, are aimed at stimulating the interest of aboriginal communities regarding self-management-related issues. They focus on how to motivate residents to take part in problem solving in their local communities and in larger urban areas. Some of the information in this section illustrates useful techniques for recruiting and training volunteers such as the series of “Nine Books Aimed at Increasing and Supporting Community Volunteers” developed by Volunteer NWT. There are also some good examples of train the trainers’ resources from a variety of perspectives including capacity building. The “Community Capacity Building: A Facilitating Workshop Facilitator’s Guide” is one example of this type of resource.

There are some very good examples of “how to” documents for both Aboriginal and non-Aboriginal communities wanting to get involved in community problem solving. The document entitled, “Meeting the Needs of Youth-at-Risk in Canada: A Summary of the Learning” is one such resource. As well, some of the documents in this section provide good suggestions for working with more specialized populations including youth. The materials also provide information from a broad geographic perspective including some excellent suggestions for working with rural and remote communities such as the “Community Resilience Manual and Workbook: A Resource for Rural Recovery and Renewal.” This document focuses on helping rural communities interested in making better decisions about how to mobilize and invest community resources.

The category relating to training, skill development and information dissemination tools provides various tools that address issues related to volunteers and paid staff working with communities and government agencies. A good example of this is a manual developed by Health Canada entitled “Capacity Building: Linking Experience to Public Policy.” There are also numerous examples of tools that focus on increasing the knowledge base of a community such as the document prepared for NCPC by the Ottawa Police Service entitled, “Promising Practices: Survey of Police Involvement in Crime Prevention Through Social Development.” This document is aimed at crime prevention practitioners working with community agencies.

In the category on generating resources, various examples are included of tools aimed at helping community organizations secure support for their community initiatives. For example, “Fundraising Ideas That Work for Grassroots Groups,” is a document developed for Canadian Heritage’s Volunteer

Action Program. It is designed to help groups secure funding and avoid major fundraising errors. Similarly, the National Homelessness Secretariat's, "Community Plan Assessment Template" contains a guide to help organizations to collect information for applying for financial support.

Finally, the category on assessment and measurement contains some excellent examples of tools developed to support of communities undertaking needs assessments or community mapping exercises. Some of these tools are designed to help communities assess and monitor their activities. One such tool is the, "You Can Do It: A Practical Tool Kit To Evaluating Police and Community Crime Prevention Programmes (Vol. 1 and 2)" which was prepared on behalf of the National Crime Prevention Centre.

A. Community Engagement

Category: Community Engagement

Title: Case Studies of the Regional Mobilization of Population Health

Organization:

Population and Public Health Branch (Health Canada)

Sponsoring Department (s)

Health Canada

Summary:

This comprehensive study was commissioned by the Regional Directors of the Population and Public Health Branch to demonstrate how the regions have been mobilized to use the population health approach and to identify early results of its use. The report includes six case studies from across the country. These studies describe a population health approach to such complex issues as social and economic inclusion/exclusion in Atlantic Canada; food security in Quebec; father involvement in healthy child development in Ontario; capacity development for population health in Saskatchewan; inter-sectoral partnerships for HIV in Alberta; and the Vancouver Agreement for the Downtown Eastside in British Columbia.

Web Location:

http://www.phac-aspc.gc.ca/ph-sp/phdd/case_studies/

Publication Date:

2001

Publication Source:

Contact Any Regional Office of Population and Public Health Branch, Health Canada such as:

Atlantic Regional Office
Population and Public Health Branch
Health Canada
1802 – 1505 Barrington Street
Halifax, NS B3J 3Y6
Tel: (902) 426-2700
Fax: (902) 426-9689
Email: pphantlantic-sp spatlantique@hc-sc.gc.ca
Web site: www.pph-atlantic.ca

Category: Community Engagement

Title: Collaborate! Health And Enforcement In Partnership - How To Build Partnership For Alcohol And Other Drug Projects. A Guide For Police, Justice, Community Groups, And Health And Social Agencies

Organization:

Canada's Drug Strategy – Prepared for the Health Enforcement Partnership (HEP) Steering Committee (Canadian Centre on Substance Abuse)

Sponsoring Department (s)

Health Canada

Summary:

This is a HEP document on collaboration to build partnerships for alcohol and other drug projects. The report notes that today's drug and substance abuse issues are multi-faceted and often include criminal, legal, social, and health aspects. Because of this complexity, it is often difficult to find straightforward solutions to the many problems that communities face. Because of certain fundamental differences in the approaches taken by the different groups in the community responding to substance abuse issues, building and maintaining collaborative relationships is often a challenge. Understanding the perspectives of the various players involved helps in building successful collaboration. Some of the factors that influence collaboration are outlined in the report. The report concludes that if collaboration is to work, a balance must be established to keep policies clear and flexible while maintaining an acceptable degree of accountability, within and among the agencies and to the community at large.

Web Location:

<http://www.hc-sc.gc.ca/hecs-sesc/cds/publications/collaborate/toc.htm>

Publication Date:

August 1997

Publication Source:

The Health and Enforcement in Partnership Steering Committee can be contacted through the:

Canadian Centre on Substance Abuse.

75 Albert Street, Suite 300

Ottawa, Ontario K1P 5E7

Tel.: (613) 235-4048

Fax.: (613) 235-8101.

Internet: www.webmaster@ccsa.ca

Category: Community Engagement

Title: Community Action Resources for Inuit, Métis, and First Nations: Planning

Organization:

Information Centre on Aboriginal Health

Sponsoring Department (s)

Health Canada

Summary:

Community Action Resources for Inuit, Métis and First Nations was developed specifically for Aboriginal people, taking into consideration their values, culture and way of life. This kit is a self-help tool for Aboriginal people who want to get a community development project off the ground. The series of six manuals contains information, tips, examples and ready-to-use charts that you can copy and use for yourself or to train others in your community. It is intended to be user-friendly, emphasizing questions such as what, why, when and how to accomplish the different steps of a community development project. Community Action Resources for Inuit, Métis and First Nations uses a holistic approach, taking into consideration community development know-how and context as well as the human aspects that are part of the entire process.

Web Location:

<http://www.hc-sc.gc.ca/hecs-sesc/cds/pdf/planning.pdf>

Publication Date:

2001

Publication Source:

Information Centre on Aboriginal Health (ICAH)

56 Sparks Street, Suite 400

Ottawa, Ontario

K1P 5A9

Fax: 613-237-8707

E-mail: icah@naho.ca

Category: Community Engagement

Title: Community Capacity Building: A Facilitated Workshop Facilitator's Guide

Organization:

Labour Market Learning and Development Unit (previously with Human Resources and Development Canada)

Sponsoring Department (s)

Human Resources and Skills Development Canada

Summary:

This Facilitator's Guide is intended to assist you in delivering a session on community capacity building to HRDC staff. The guide consists of three large sections: 1. Information for Facilitators - This section provides notes from the workshop developer and others that will, hopefully, guide the user through the package and assist you in delivering an effective workshop. 2. Exercises - The term "exercises" has been used somewhat loosely as a way to organize the content of a workshop. Each exercise provides a suggested timing, the objective(s) of the exercise, possible process and links to the CCB Toolkit and the CCB Information Kit where appropriate. In the "suggested process" sections, notes for the facilitator have been written in standard type while possible speaking notes have been italicized, indented and done in a slightly larger font size. 3. Appendices - This section includes various tools to assist in delivering the material.

Web Location:

http://www.sdc.gc.ca/en/epb/sid/cia/comm_deve/fac_gui.doc

Publication Date:

1999

Publication Source:

Labour Market Learning and Development Unit

Attn: CCB Facilitator's Guide

Human Resources and Skills Development Canada

5th Floor, 140 Promenade du Portage

Hull, Québec K1A 0J9

Fax: (819) 997-5163

Internet: learning-apprentissage.lmld-apmt@hrdc-drhc.gc.ca

Category: Community Engagement

Title: Facilitated Discussions: A Volunteer Management Workbook

Organization:
Volunteer Canada

Sponsoring Department (s)
Community Partnerships, Citizenship Participation & Promotion,
Canadian Heritage

Summary:

Voluntary organizations often identify the need to consult stakeholders in the development, design, delivery or review of service and programs. The consultation process may happen prior to the initiation of a new service or as a check in or review of an existing service or program. This workbook has been developed as a tool to assist organizations in collecting stakeholder information and comments in a practical way ensuring a high degree of participant involvement. By following the steps in this workbook, voluntary organization staff and/or volunteers will be able to systematically capture stakeholder comments, data and develop strategies for integrating this information into program design and delivery. The Facilitated Discussion workbook has been developed by Volunteer Canada as part of the Canada Volunteerism Initiative – Community Support Centre program. The objectives of the Canada Volunteerism Initiative are as follows: 1) to encourage Canadians to participate in voluntary organizations; 2) to improve the capacity of organizations to benefit from the contributions of volunteers; to enhance the experience of volunteering

Web Location:

<http://www.volunteer.ca/resource/eng/>

Publication Date:

2003

Publication Source:

Volunteer Canada
1-800-670-0401
Email: vinc@volunteer.ca

Category: Community Engagement

Title: Firsts Nations Community Planning Model

Organization:

Firsts Nations Community Planning (FNCP): Joint Community Development Committee (JCDC).

Sponsoring Department (s)

Aboriginal Policing Directorate, Public Safety and Emergency Preparedness Canada

Summary:

This tool came about in recognition of the need for a more effective and efficient method of dealing with development issues in First Nation communities. In Atlantic Canada First Nation Communities, there is a growing awareness that planning is not a choice but a necessity. The concept of developing a Model for First Nations Community Planning comes from the initiative of Wagmatcook First Nation and the Joint Community Planning Committee (JCPC). The Model that was developed, together with the related *First Nations Community Planning Workbook*, provide a detailed guide that describes what to do, how and why. It is a general template for organizing and developing a Community Plan that can be tailored and tuned to meet local circumstances. The idea and planning process in the first edition (under the title of "Community Planning Handbook") were tested in three pilot communities. Based on the pilot experiences, revisions were made to the original Model that are reflected in this second edition (under the present title of "First nations Community Planning Model").

Web Location:

<http://www.dal.ca/~ceunit>

Publication Date:

2003

Publication Source:

Faculty of Architecture & Planning
Dalhousie University
5410 Spring Garden Road
P.O. Box 100
Halifax, Nova Scotia
Canada B3J 2X4
E-Mail: ceu@dal.ca

Category: Community Engagement

Title: Health And Enforcement In Partnership

Organization:

Canada's Drug Strategy – Prepared for the HEP Steering Committee (Canadian Centre on Substance Abuse)

Sponsoring Department (s)

Health Canada

Summary:

Collaboration between health/social agencies and the police/justice system is still a relatively new phenomenon. However, collaboration is an essential and exciting ingredient in the success of many alcohol and other drug projects. The Health and Enforcement in Partnership (HEP) steering committee commissioned this report to discover what collaborative projects exist across Canada, and what forms they take. The research found a wide range of projects, from outreach programs to detoxification centres. Collaborative alcohol and other drugs programs take many forms, including risk reduction (e.g. needle exchanges); demand reduction (e.g. helping users/abusers reduce or even quit using); supply reduction (e.g. putting enforcement pressure on drug importers and dealers); and diversion (e.g. using discretion to warn users/abusers who are caught, instead of charging them). However, collaboration doesn't always happen easily. Health agencies, social agencies and the police may all have misgiving about committing their organizations to the concept. Health and social agencies in particular have legitimate concerns about their ability to meet the increased demand created by such programs since additional funding is not always available.

Web Location:

http://www.hc-sc.gc.ca/hecs-sesc/cds/publications/health_enforcement/toc.htm

Publication Date:

March 1995

Publication Source:

The Health and Enforcement in Partnership Steering Committee (HEPSC) can be contacted through the:

Canadian Centre on Substance Abuse.

75 Albert Street, Suite 300

Ottawa, Ontario K1P 5E7

Tel.: (613) 235-4048

Fax.: (613) 235-8101 .

Internet: www.webmaster@ccsa.ca

Category: Community Engagement

Title: Models for Aboriginal Government in Urban Areas

Organization:

Policy and Strategic Direction Division (INAC)

Sponsoring Department (s)

Indian and Northern Affairs Canada

Summary:

This paper examines how self-government in urban areas might be put into practice. The purpose of the paper is not to propose any particular model of government or self-governing institution, but rather to outline various options and possibilities, and to raise questions that need to be addressed in developing workable arrangements. Policy-makers, academics and Aboriginal organizations have all developed models of what Aboriginal self-government might look like in practice. Most models of self-government have been associated with a defined land base. Some analysts have looked at the possibilities of self-governing arrangements off a land base, and more specifically in urban areas. It is necessary to step beyond the conventional meaning of self-government to embrace a wider vision of its possibilities. The focus on land-based models fails to address how an inherent right of self-governing will be implemented in urban settings.

Web Location

http://www.ainc-inac.gc.ca/pr/ra/rep/index_e.html

Publication Date:

1994

Publication Source:

Indian and Northern Affairs Canada

Terrasses de la Chaudière

10 Wellington, North Tower

Gatineau, Quebec

Postal Address:

Ottawa, Ontario

K1A 0H4

(toll-free) 1-800-567-9604

Fax: 1-866-817-3977

E-mail: InfoPubs@ainc-inac.gc.ca

Category: Community Engagement

Title: Nine Books Aimed At Increasing And Supporting Community Volunteers

Organization:
Volunteer NWT

Sponsoring Department:
Community Partnerships Program, Citizen Participation and Promotion Branch,
Canadian Heritage

Summary:

A new series of nine books with northern stories, quotes, information and ideas was produced by Volunteer NWT and Volunteer Nunavut. The series includes lots of tools, such as a sample survey, budget, volunteer job description, checklists and more. The nine books in this series are for volunteers and volunteer groups in small and large communities. The main themes are to engage, respect, and value a diverse mix of volunteers. Please use these books to plan a workshop or special event, or as an everyday reference.

The first eight books have: information about volunteers, and quotes and stories from the Northwest Territories and Nunavut; stories from Caribouville – a make-believe place; and, tools volunteers can use or change to meet their needs and book 9 contains a list of tools, references, contacts and a CD.

Web Location:

http://www.volunteernwt.ca/resources/resource_manuals/CD%20intro.pdf

Publication Date:

2005

Publication Source:

Volunteer NWT
C/o Sport North, Host Organization
Box 11089 Yellowknife, NT X1A 3X7
Phone Toll Free: 1-800-661-0797
Delivery Address:
Sport North Federation Office
3rd Floor, Panda 11 Mall
Yellowknife
Volunteer NWT Coordinator
Phone: 867-873-4588
Fax: 867-873-5497
Email: info@volunteernwt.ca

Category: Community Engagement

Title: The Partnership Handbook

Organization:

Labour Market Learning and Development Unit, Human Resources Development Canada (now called Social Development Canada)

Sponsoring Department (s)

Social Development Canada

Summary:

The Labour Market Learning and Development Unit have created this handbook at the then Human Resources Development Canada (HRDC). It has been designed to support the most current understanding and development of partnerships. It recognizes that partnerships are an important vehicle for building community capacity and undertaking community development activities. Although this handbook was funded by government, it has been designed as a guide or reference book only, not as a compulsory agenda for those involved in government-funded partnerships. It is designed primarily for those who have an interest in partnerships but who may not have an in-depth understanding of the concept, the process or the resources available across Canada. It provides a focus for partnership discussions and a structure within which partnerships can operate.

Web Location:

<http://www.sdc.gc.ca/en/epb/sid/cia/partnership/partnerhb%5fe.pdf>

Publication Date:

1999

Publication Source:

Labour Market Learning and Development Unit
Human Resources and Skills Development Canada (now available through
Social Development Canada)
5th Floor, Place du Portage IV
140 Promenade du Portage
Hull, Quebec K1A 0J9
Telephone: (819) 953-7414
Fax: (819) 997-5163
E-mail: learning-apprentissage.lmld-apmt@hrdc-drhc.gc.ca
Authors: Flo Frank and Anne Smith

Category: Community Engagement

Title: The Works: Assessing Youth Involvement in Youth Health Organizations

Organization:

Population and Public Health Branch – Atlantic Region (Health Canada)

Sponsoring Department (s)

Health Canada

Summary:

The Works is an easy-to-use, effective guide to assessing the nature and scope of youth involvement in youth health organizations. It is intended for youth, adults, teachers, coordinators, administrators, and board members associated with youth health organizations. Any organization that involves youth may find it useful. The purpose of the guide is to provoke thought about how youth are, could be, and should be involved. The guide leads users through a step-by-step study of the philosophy, goals, contexts, and opportunities of their own organization. It discusses the many types and levels of youth involvement and provides a number of options and ideas for assessing their participation. Checklists highlight key activities and facilitate the evaluation process. The Works also contains a tip sheet on involving youth, a discussion paper on youth involvement, and a research guide that provides an overview of data collection approaches and instruments.

Web Location:

http://www.phac-aspc.gc.ca/canada/regions/atlantic/pdf/works_e.pdf

Publication Date:

1999

Publication Source:

Atlantic Regional Office
Population and Public Health Branch
Health Canada

1802 – 1505 Barrington Street

Halifax, NS B3J 3Y6

Tel: (902) 426-2700

Fax: (902) 426-9689

Email: pphatlantic-spsatlantique@hc-sc.gc.ca

Web site: www.pph-atlantic.ca

Category: Community Engagement

Title: What Works! Putting Community Issues on the Policy Agenda

Organization:

Population and Public Health Branch – Atlantic Region (Health Canada)

Sponsoring Department (s)

Health Canada

Summary:

What Works! Putting Community Issues on the Policy Agenda *is a resource kit* containing stories and tips from community groups working to get their issues on the government agenda. The kit is aimed at those interested in building bridges to develop healthy public policy, whether as community members or as government representatives. The eight stories included in the kit were selected from among close to 75 community projects funded through Health Canada's Population Health Fund between 2001 and 2004 in the Atlantic region. The stories cover issues ranging from family violence to injury prevention to youth sexuality. Several stories also address cultural and language issues. The stories are based on in-depth interviews with both project sponsors and the government officials involved. Ten tips, drawn from the stories, offer useful lessons for any group hoping to get their issues on the government agenda.

Web Location:

http://www.phac-aspc.gc.ca/canada/regions/atlantic/pdf/what_works.pdf.

Publication Date:

September 2003

Publication Source:

Atlantic Regional Office
Population and Public Health Branch
Health Canada
1802 – 1505 Barrington Street
Halifax, NS B3J 3Y6
Tel: (902) 426-2700
Fax: (902) 426-9689
Email: pphantlantic-spsatlantique@hc-sc.gc.ca
Web site: www.pph-atlantic.ca

B. Community Development

Category: Community Development

Title: A Community Guide to Protecting Indigenous Knowledge

Organization:

Indian and Northern Affairs Canada

Sponsoring Department (s)

Indian and Northern Affairs Canada

Summary:

Aboriginal communities must nurture their Indigenous Knowledge in order to preserve it, pass it on to the next generation as they have done down through the centuries, and protect it from misuse by others. A community's Indigenous Knowledge (IK) can define a community's uniqueness, can underlie its relation to the world, and can tie the past to the future. This guidebook outlines practical steps for communities to discuss, organize and plan ways to protect their indigenous knowledge. Although a step-by-step community development process will be outlined, we recognize that each community is different and that needs and actions will vary. The issues raised here will hopefully provoke discussion and stimulate action. It is also hoped that by adopting a community development model already familiar to many Aboriginal communities, the guide will be an effective tool to help you begin or further develop your community's approaches to these issues.

Web Location:

http://www.ainc-inac.gc.ca/pr/ra/ind/index1_e.html

Publication Date

June 2001

Publication Source

Indian and Northern Affairs Canada

Terrasses de la Chaudière

10 Wellington, North Tower

Gatineau, Quebec

Postal Address:

Ottawa, Ontario

K1A 0H4

InfoPubs@ainc-inac.gc.ca

Telephone: 1-800-567-9604

Category: Community Development

Title: Building Best Practices With Community

Organization:

First Nations and Inuit Health Branch (health Canada)

Sponsoring Department (s)

Health Canada

Summary:

This document outlines best practices for working with communities on a tobacco control programme. The premise of Building Best Practices with Community is that a tobacco-control program should do more than just change how people use tobacco. It should also help to build capacity in the community. It should help to do things like: build on the strengths of individuals, the family and community; Improve self-confidence and self-esteem; offer support; and help people to work side by side. The "Building Best Practices with Community" model is based upon the traditional values of respect for others, building trust in relationships, responsibility of the individual and community, freedom of the individual, holism, kindness, compassion and humility. These values form the base upon which participatory models can be developed and they bridge a gap between science and community action by striving to build upon existing information and scientific studies on tobacco control and working with the community to raise the level of awareness regarding that knowledge. The model stresses the importance of facilitating participatory policies which provide access, ownership and resource supports to individuals and communities who are working on their tobacco cessation strategies from research, identification of needs, planning and designing programs, delivery and evaluation.

Web Location:

http://www.hc-sc.gc.ca/fnihb/cp/tobacco/work_with_comm.htm

Publication Date:

October 2002

Publication Source:

Information Centre on Aboriginal Health (ICAH)

56 Sparks Street, Suite 400

Ottawa, Ontario

K1P 5A9

Fax: 613-237-8707

E-mail: icah@naho.ca

Category: Community Development

Title: Circle of Light Newsletter

Organization:

Indian and Northern Affairs Canada

Sponsoring Department (s)

Indian and Northern Affairs Canada

Summary:

Model Case studies are presented of the initiatives in Membertou First Nation, N.S.; Osoyoos Indian Band, B.C.; Montagnais of Essipit, QC. These were prepared by Raymond Lawrence. In Membertou, the community approached its economic development scene from some productive angles, while taking measures to address accountability and governance issues. To build a better business base, the First Nation found an approach that is bringing dividends home. The Osoyoos Indian Band from of British Columbia, it is using its Development Corporation to encourage a healthy First Nation economy. Their efforts have concentrated on socio-economic development. The profits from the First Nation's various enterprises are reinvested in programs and services to improve members' quality of life, and preserve their heritage. The community currently operates eight businesses, and two more are being added this year. The Montagnais of Essipit, Quebec decided to work together twenty years ago to develop community-owned businesses. The community now has businesses in forestry, construction and various local service enterprises. The Montagnais have worked to develop a strong, healthy community that would recapture the quality of life they once knew.

Web Location:

http://www.ainc-inac.gc.ca/nr/nwltr/col/2002/fema0201_e.html

Publication Date

February-March 2002

Publication Source:

Indian and Northern Affairs Canada (INAC).
Communications Branch, Room 1901
Les Terrasses de la Chaudière
Ottawa, Ontario K1A 0H4
Telephone: (819) 953-9349

Category: Community Development

Title: Community Action Resources for Inuit, Métis, and First Nations: Making It Happen

Organization:

Information Centre on Aboriginal Health (Health Canada)

Sponsoring Department (s)

Health Canada

Summary:

Community Action Resources for Inuit, Métis and First Nations was developed specifically for Aboriginal people, taking into consideration their values, culture and way of life. This kit is a self-help tool for Aboriginal people who want to get a community development project off the ground. The series of six manuals contains information, tips, examples and ready-to-use charts that you can copy and use for yourself or to train others in your community. It is intended to be user-friendly, emphasizing questions such as what, why, when and how to accomplish the different steps of a community development project. Community Action Resources for Inuit, Métis and First Nations uses a holistic approach, taking into consideration community development know-how and context as well as the human aspects that are part of the entire process.

Web Location:

<http://www.hc-sc.gc.ca/hecs-sesc/cds/pdf/makingithappen.pdf>

Publication Date:

2001

Publication Source:

Information Centre on Aboriginal Health (ICAH)

56 Sparks Street, Suite 400

Ottawa, Ontario

K1P 5A9

Fax: 613-237-8707

E-mail: icah@naho.ca

Category: Community Development

Title: Meeting the Needs of Youth-at-Risk in Canada: A Summary of the Learnings

Organization:

Office of Alcohol, Drugs, and Dependency Issues (Health Canada)

Sponsoring Department (s)

Health Canada

Summary:

This document is a summary of the learnings garnered from a national community development project aimed at youth-at-risk. A more detailed discussion of these findings is presented in the study final report. The purpose of this project was to support community development and youth participation activities aimed at improving programs and services available to young people. A series of four workshops were held in selected locations across Canada with federal government representatives, community-based youth-serving agencies, young people and provincial/territorial government representatives. Information gathered through extensive consultations with youth and service providers revealed that traditional services are not meeting the needs of youth-at-risk. In many cases, the services were described as being inappropriate, fragmented and not readily accessible. The respondents offered a variety of suggestions for improving the existing situation including greater cooperation by the agencies providing services to youth-at-risk. Many of the participants identified community development as a major way of helping to address the difficulties of the youth services system. Various suggestions for positive community development are discussed in the report.

Web Location:

http://www.hc-sc.gc.ca/ahc-asc/pubs/drugs-droques/meeting-repondre/index_e.html

Publication Date:

1998

Publication Source:

Publications

Health Canada

Ottawa, Ontario K1A 0K9

Tel: (613) 954-5995

Fax: (613) 941-5366

www.hc-sc.gc.ca/hppb/alcohol-otherdrugs

Category: Community Development

Title: Overcoming Community Opposition To Homelessness Sheltering Projects
Under The National Homelessness Initiative

Organization:

National Homelessness Initiative (HRSDC)

Sponsoring Department (s)

Human Resources and Skills Development Canada

Summary:

Through the analysis of 14 case studies, across 7 cities, this paper examines NIMBY (Not In My Backyard) opposition, lessons learned and best practices collected in overcoming this type of reaction to the development of sheltering facilities, i.e., emergency shelters, transitional and supportive housing, and affordable housing, for homeless men and women and their families or for those at risk of homelessness. Through a better understanding of fears and issues underlying NIMBY opposition and through the application of conflict theory, this paper advances recommendations to assist community social service providers, city planners and government officials to overcome NIMBY responses when planning, developing and implementing sheltering projects under the National Homelessness Initiative.

Web Location:

http://www.homelessness.gc.ca/publications/nimby/workingpapernimby_e.pdf

Publication Date:

2003

Publication Source:

National Secretariat on Homelessness
Place du Portage-Phase II, 7th Floor
165 rue Hôtel de Ville
Gatineau, Quebec
K1A 0J2

Phone: (819) 956-8529

Fax : (819) 994-4211

Category: Community Development

Title: Supporting Communities: How Halifax And Edmonton Mobilized To Fight Homelessness

Organization:

National Secretariat on Homelessness (HRSDC)

Sponsoring Department (s)

Human Resources and Skills Development Canada

Summary:

This report is based on fieldwork in two communities, Halifax and Edmonton. The purpose is to describe the communities' efforts to mobilize around the homelessness challenge, and the part played by the Supporting Community Partnerships Initiative (SCPI). The report is intended as two separate case studies, described in large part through the voices of the people who live and work in those communities. Halifax was an ideal candidate to deliver the SCPI based on its existing situation with homelessness. The SCPI there has sparked a significant improvement in the region's climate of interaction. This is due both to the SCPI approach that requires collaboration and partnership, and to the infusion of funds. There are, for instance, suggestions on better ways to develop projects and manage funds. In Edmonton, much of the infrastructure for community mobilization already existed. This meant that Edmonton was well positioned to adopt the community entity model for delivering the SCPI. The infusion of SCPI funds served to support the community's efforts to address homelessness. The community planning process initiated under the SCPI also fostered opportunities for consultation, networking, and collaborative project implementation.

Web Location:

http://www.homelessness.gc.ca/partners/communityplanupdate/index_e.asp

Publication Date:

2001

Publication Source:

National Secretariat on Homelessness
165 rue Hotel de Ville Street, 8th Floor,
Hull, Québec
K1A 0J2

Category: Community Development

Title: The Community Development Handbook

Organization:

Labour Market Learning and Development Unit (with the then Human Resources Development Canada)

Sponsoring Department (s)

Social Development Canada

Summary:

This is a self-help handbook designed to guide the beginner. Experts, too, will discover new ideas and rediscover basic principles. It will help with difficult decisions. What kind of event should you hold? How can you maximize the returns? What human resources are needed? The goal of this book is to help Canada's voluntary organizations expand their share of public support and funds, through special events. Special events are probably the most widely used technique to raise money, attract publicity and educate the public. All kinds of non-profit organizations use special events. With minor modifications, they fit large and small, urban and rural. They work for registered charities and for unregistered non-profit advocacy groups. Almost identical ideas raise money for francophones, anglophones and every other ethnic group. Adaptations customize methods for groups with wealthy patrons, or for low-income self-help organizations.

Web Location:

http://www.sdc.gc.ca/en/epb/sid/cia/comm_deve/cdhbooke.pdf

Publication Date:

1999

Publication Source:

Labour Market Learning and Development Unit
Human Resource Development Canada (now called Social Development Canada)

5th Floor, Place du Portage IV

140 Promenade du Portage

Hull, Quebec K1A OJ9

Telephone: (819) 953-7370

Fax: (819) 997-5163

E-mail: learning-apprentissage.lml-d-apmt@hrdc-drhc.gc.ca

Author: Prepared by: Flo Frank and Anne Smith

Category: Community Development

Title: The Community Development Facilitator's Guide: A Tool To Support The Community Development Handbook

Organization:

Labour Market Learning and Development Unit (with the then Human Resources Development Canada)

Sponsoring Department (s)

Social Development Canada

Summary:

This Facilitator's Guide is intended to assist you in delivering a session on community capacity building to HRDC staff. The guide consists of three large sections: 1. Information for Facilitators - This section provides notes to you from the workshop developer and others that will, hopefully, guide you through the package and assist you in delivering an effective workshop. 2. Exercises - The term "exercises" has been used somewhat loosely as a way to organize the content of a workshop. Each exercise provides a suggested timing, the objective(s) of the exercise, possible process and links to the CCB Toolkit and the CCB Information Kit where appropriate. In the "suggested process" sections, notes to you as the facilitator have been written in standard type while possible speaking notes have been italicized, indented and done in a slightly larger font size. 3. Appendices - This section includes various tools to assist you in delivering the material.

Web Location:

http://www.sdc.gc.ca/en/epb/sid/cia/comm_deve/guidee.pdf

Publication Date:

1999

Publication Source:

Anne Smith and Flo Frank

for Human Resources Development Canada

Labour Market Learning and Development Unit

Attn: CCB Facilitator's Guide

Human Resources Development Canada (now called Social Development Canada)

5th Floor, 140 Promenade du Portage

Hull, Québec K1A 0J9

Fax: (819) 997-5163

Internet: learning-apprentissage.lmld-apmt@hrdc-drhc.gc.ca

Category: Community Development

Title: The Community Resilience Manual and Workbook: A Resource for Rural Recovery and Renewal

Organization:
The Centre for Community Enterprise

Sponsoring Department (s)
National Crime Prevention Centre, Public Safety and Emergency Preparedness Canada

Summary:
The Community Resilience Manual is designed for rural communities that want to make better decisions about how to mobilize and invest community resources. The spectre of rural community decline is a significant threat to many towns across Canada. In British Columbia, where the tools in this Manual were developed and tested, the late 90's saw plant closures threaten the survival of entire communities (e.g., Gold River). This Manual aims to help rural communities to assess their own state of resilience and establish priorities for strengthening them in a cost-effective manner. It also provides an important set of resources that communities can use to strengthen their ability to respond to and influence the course of social and economic change. This collection of resources does not provide a quick fix or panacea for rural communities, however, it does open up a way of thinking and helps focus community dialogue on key aspects of the functioning of healthy communities that seldom finds its way into a community strategic plan.

Web Location:
<http://www.cedworks.com>

Publication Date:
2000

Publication Source:
National Crime Prevention Centre,
Public Safety and Emergency Preparedness Canada and Forest Renewal BC.

Centre for Community Enterprise
CCE Publications, PO Box 1161
Port Alberni, B.C. V9Y 7H2
Telephone: (250) 724-1675
(Toll free) 888-255-6779
Email: CME: mcnair@cedworks.com

Category: Community Development

Title: Tips For Working with Youth in Community Development Projects

Organization:

Office of Alcohol, Drugs, and Dependency Issues (Health Canada)

Sponsoring Department (s)

Health Canada

Summary:

This document presents a series of 'tips' garnered from a national community development project aimed at youth-at-risk. A more detailed discussion of the findings of this study is presented in the study final report. The purpose of this project was to support community development and youth participation activities aimed at improving programs and services available to young people. A series of four workshops were held in selected locations across Canada with federal government representatives, community-based youth-serving agencies, young people and provincial/territorial government representatives. Information gathered through extensive consultations with youth and service providers revealed that traditional services are not meeting the needs of youth-at-risk. In many cases, the services were described as being inappropriate, fragmented and not readily accessible. The respondents offered a variety of suggestions for improving the existing situation including greater cooperation by the agencies providing services to youth-at-risk. Many of the participants identified community development as a major way of helping to address the difficulties of the youth services system. Various suggestions for positive community development are discussed in the report.

Web Location:

<http://www.hc-sc.gc.ca/hecs-sesc/cds/pdf/tipsyouths.pdf>

Publication Date:

1997

Publication Source:

Publications

Health Canada

Ottawa, Ontario

K1A 0K9

Tel: (613) 954-5995

Fax: (613) 941-5366

www.hc-sc.gc.ca/hppb/alcohol-otherdrugs

Category: Community Development

Title: Women and Community Safety: A Resource Book on Planning for Safer Communities

Organization:

Cowichan Valley Safer Futures Program and Cowichan Women Against Violence Society

Sponsoring Department (s)

National Crime Prevention Centre, Public Safety and Emergency Preparedness Canada

Summary:

This resource book was developed in response to requests from women's groups and local governments for in-depth information and assistance on working together to plan for safer small, rural and/or isolated communities. It is for use by women's groups, local governments, community organizers, and anyone who wants to take action to improve the quality and safety of the places and spaces, in which they live, work and play. It is intended to be a detailed "how-to" resource that will complement other, more general resources in the field. The material has been drawn from the experiences of the communities involved in the Women and Community Safety Project - Port Alberni, Sechelt, Nelson, Campbell River, Princeton, Fernie, the Boundary, Kelowna, and of the communities of the Cowichan Valley. Although women are the focus of this resource book, the relevance for any group that is vulnerable to harassment, intimidation and violence due to age, income, race, sexuality, ability, or language will be clear. As well, the focus has been on small, rural and isolated communities in BC, the information presented can be useful for communities across the country.

Web Location:

<http://www.saferfutures.org/publications.php#eng>

Publication Date:

2002

Publication Source:

Cowichan Valley Safer Futures Program, and
Cowichan Women Against Violence Society
304-80 Station West
Duncan , British Columbia, Canada
V9L 1M4
Telephone: (250) 746-9221
Email: saferfutures@cwav.org

C. Training, Development & Public Education

Category: Training, Development and Public Education

Title: A Handbook for Establishing and Operating a Community Education Approach to Social Development

Organization:
Community Education Network

Sponsoring Department (s)
National Crime Prevention Centre, Public Safety and Emergency Preparedness
Canada

Summary:
This handbook has been prepared to assist agencies to implement a social development approach to crime prevention through a community education mechanism. The Community Education Network: (CEN) in Southwestern Newfoundland is presented as the example of a fully functioning and successful social development organization. The background for the handbook was completed by preparing a history as well as a description of the current operations of CEN, its strategies and programs. Providing the user with steps to setting up a community education initiative was considered to be too prescriptive and did not reflect the non-linear nature of the Community Education Network. When CEN was established many actions were taken together rather than one action following another. It is hoped that this handbook will help those wishing to establish a community education approach through the lessons learned by CEN throughout its history and as a result of a description of its current operations.

Web Location: (Please e-mail project sponsor at)
bkirby@nf.sympatico.ca

Publication Date:
2003

Publication Source:
Community Education Network
P.O. Box 5600
Stephenville, Newfoundland
A2N 3P5

Telephone: (709) 643-4891
Email: bkirby@nf.sympatico.ca

Category: Training, Development & Public Education

Title: A Portrait of Sustainable Crime Prevention in Selected Canadian Communities: Highlights of the Study

Organization:

Centre for Applied Populations Studies, Carleton University

Sponsoring Department (s)

National Crime Prevention Centre, Public Safety and Emergency Preparedness Canada

Summary:

This document provides the highlights of a 2003 study, entitled A Portrait of Sustainable Crime Prevention in Selected Canadian Communities. It was prepared for the Federal/Provincial/Territorial Working Group on Community Safety and Crime Prevention. The main purpose of this study was to explore lessons learned from six communities that have sustained crime prevention through social development activities over time, and to identify the factors that community members believe have contributed to the sustainability of these activities. The main report discusses the concept of sustainability and examines how it can inform community-level initiatives. It also presents a discussion of key variables related to community-level initiatives such as the definition of community, community capacity, capacity building and community development. A second volume contains the results of the case studies of the six communities that participated in the project. The case studies provide detailed information on the factors that contributed to the sustainability of their crime prevention through social development activities.

Web Location:

<http://www.prevention.gc.ca/en/library/publications/research/portrait/englishhilitetxt.pdf>

Publication Date:

2003

Publication Source:

National Crime Prevention Centre
222 Queen ST, 11th floor
Ottawa, ON K1A 0P8
Canada
Telephone: 1-877-302-6272
Email: info@prevention.gc.ca.

Category: Training, Development & Public Education

Title: Building Skills – Expanding Horizons: A Guide For Communities

Organization:

Christie Lake Cam/STAR of Christie Lake Community Centres

Sponsoring Department (s)

National Crime Prevention Centre, Public Safety and Emergency Preparedness
Canada

Summary:

This booklet and a video, which is called A Gift of Summer, have been produced to spread the word about Christie Lake Camp and its winter program, called STAR - what makes it all work, and how other communities can set up a program like it. This booklet provides contact names to get advice and support. There are also how-to materials included in the package with this booklet. It discusses how the Camp got started and how the program has evolved. It presents the results of a demonstration project in Ottawa that provided valuable insight into the impact this type of skill-development program can have. A includes a discussion of why this kind of non-school skill-development program for disadvantaged kids is needed. The key principles of the program are outlined and some practical advise on setting up a program is included. Finally, it demonstrates how Christie Lake tries to be a civic community. It also includes materials that tell the reader where to get more information and advice.

Web Location:

http://www.christielakekids.com/new_site/new_homepage.htm

Publication Date:

2000

Publication Source:

Canadian Centre for Studies of Children At Risk

Hamilton Health Sciences Corporation and Faculty of Health Sciences, McMaster
University 1200 Main Street West Patterson Building, Chedoke Site, Hamilton
Ontario Canada L8N 3Z5

Telephone: 905-521-2100 ext. 77375

Fax: 905-574-6665

Or:

Christie Lake Community Centres

1177 Newmarket Street, Suite Ottawa, Ontario Canada K1B 3V1

Telephone: 613-742-6922 Fax: 613-742-6944

Category: Training, Development & Public Education

Title: Capacity Building: Linking Community Experience to Public Policy

Organization:

Population and Public Health Branch – Atlantic Region (Health Canada)

Sponsoring Department (s)

Health Canada

Summary:

This is a resource designed to help people in both the public sector and the community understand how to include community experience in the policy-making process. It considers how policy has traditionally been made, and the opportunities and challenges facing communities and systems as they strive to work collaboratively to create meaningful and inclusive public-policy processes. It begins with a discussion of the definition of public policy and goes on to discuss the context within which public policy is made. The policy-making process is examined and the role of public consultation and collaboration are explored. Building capacity to develop an inclusive policy process is presented followed by a discussion of various strategies for linking community experience to public policy.

Web Location:

http://www.phacaspc.gc.ca/canada/regions/atlantic/pdf/capacity_building_e.pdf

Publication Date:

October 2000

Publication Source:

Atlantic Regional Office

Population and Public Health Branch

Health Canada

1802 – 1505 Barrington Street

Halifax, NS B3J 3Y6

Tel: (902) 426-2700

Fax: (902) 426-9689

Email: pphatlantic-spspatlantique@hc-sc.gc.ca

Web site: www.pph-atlantic.ca

Category: Training, Development & Public Education

Title: Community Action Resources for Inuit, Métis, and First Nations: Toolbox

Organization:

Information Centre on Aboriginal Health (Health Canada)

Sponsoring Department (s)

Health Canada

Summary:

Community Action Resources for Inuit, Métis and First Nations was developed specifically for Aboriginal people, taking into consideration their values, culture and way of life. This kit is a self-help tool for Aboriginal people who want to get a community development project off the ground and is one of a series of six manuals contains information, tips, examples and ready-to-use charts that you can copy and use for yourself or to train others in your community. It is intended to be user-friendly, emphasizing questions such as what, why, when and how to accomplish the different steps of a community development project. Community Action Resources for Inuit, Métis and First Nations uses a holistic approach, taking into consideration community development know-how and context as well as the human aspects that are part of the entire process. This "Tool Box" provides the means (tips, methodologies, etc.) and training suggestions to help in planning and implementing of five key tasks: (1) assessing needs; (2) planning; (3) finding resources; (4) making it happen; and, (5) evaluating. The series also include separate manuals for each of these five tasks.

Web Location:

<http://www.hc-sc.gc.ca/hecs-sesc/cds/pdf/tools.pdf>

Publication Date:

2001

Publication Source:

Information Centre on Aboriginal Health (ICAH)

56 Sparks Street, Suite 400

Ottawa, Ontario

K1P 5A9

Fax: 613-237-8707

E-mail: icah@naho.ca

Category: Training, Development & Public Education

Title: Community Mobilization and Crime Prevention: A report to the National Crime Prevention Centre

Organization:

National Crime Prevention Centre (PSEPC)

Sponsoring Department (s)

Public Safety and Emergency Preparedness Canada

Summary:

This project started off with the purpose of identifying frameworks and strategies that could increase NCPC's capacity to support community mobilization for crime prevention. At the outset, it had two objectives: 1) to identify approaches to improve the capacity of communities to engage in problem-solving activities related to crime, victimization and insecurity, with an emphasis on mobilizing communities around programs and activities related to crime prevention through social development (CPSD), and 2) to clarify the roles the NCPC could play in assisting communities to meet some of the challenges associated with community mobilization and development for crime prevention. One of the foci of this project was to examine the circumstances and challenges of mobilizing around crime prevention in small, "high risk/high needs" communities, especially those in remote or hard to reach areas. A review of the published community mobilization and development literature is included capturing materials published from 1995-2001. As well, a selective web-based review was conducted of international and national sites, including governments, institutes, and non-profit organizations that focus on community development and mobilization. Finally, a series of interviews were held with experts, identified through the literature, as well as individuals recommended by key contacts.

Web Location:

<http://www.prevention.gc.ca/en/library/publications/reports/cmp/index.html>

Publication Date:

2002

Publication Source:

National Crime Prevention Centre

222 Queen ST, 11th floor

Ottawa, ON K1A 0P8

Canada

Telephone: (877) 302-6272

Email: info@prevention.gc.ca.

Category: Training, Development & Public Education

Title: Job Search Toolkit for Aboriginal Youth

Organization:

Indian and Northern Affairs Canada

Sponsoring Department (s)

Indian and Northern Affairs Canada

Summary:

The Job Search Toolkit for Aboriginal Youth is designed to help youth with the job of looking for a job. This toolkit should give youth a good start on the what, where and how of job hunting. There are some good exercises to help youth discover their own personality, skills and talents (including ones you might not know are there). Then there is a section on the job market, with suggestions for youth to follow up in their own province or territory. In the practical sense, there is information on how to apply for that job --- writing a résumé and cover letter, and going for an interview. Then when the youth gets the job (and they will), with patience and perseverance), there are some suggestions for the first day on the job. There are even tips on how to make oneself indispensable with the employer. Finally, there is a section on becoming an entrepreneur --- how to figure out whether one has what it takes, as well as some information on where a youth can get more help and information.

Web Location:

www.ainc-inac.gc.ca/ps/ys/toolkt_e.html

Publication Date

1999

Publication Source:

Indian and Northern Affairs Canada

Terrasses de la Chaudière

10 Wellington, North Tower

Gatineau, Quebec

Postal Address:

Ottawa, Ontario

K1A 0H4

1-800-567-9605

Category: Training, Development & Public Education

Title: Media Relations

Organization:
Canadian Council of Muslim Women

Sponsoring Department (s)
Canadian Heritage

Summary:
This brochure was developed for the Canadian Council of Muslim Women to help volunteer organizations to deal with the media. It provides suggestions on “do’s and don’ts” in dealing with the media.

Web Location:
<http://www.ccmw.com/main/publications.htm>

Publication Date:

Publication Source:
Raheel Raza.

Canadian Council Of Muslim Women
Le Conseil Canadien Des Femmes Musulmanes
P. O. B o x 1 5 4,
G A N A N O Q U E, O N T K 7 G 2 T 7
Tel: 613 382 2847
Website : www.ccmw.com
E-mail: info@ccmw.com

Category: Training, Development & Public Education

Title: More Tips form the Trenches: Best Practices of Successful Projects

Organization:

The Office of Learning Technologies, Human Resources Development Canada
(now under Social Development Canada)

Sponsoring Department (s)

Social Development Canada

Summary:

Successful Office of Learning Technologies (OLT) funded projects are not the result of chance. Creativity, enthusiasm and hard work are key factors in their success, but projects also require attention to and nurturing of the process involved. This short document outlines a number of "best practices" which have been identified. Practical advice is illustrated by examples from the sponsors of successful OLT projects:

Web Location:

http://www.sdc.gc.ca/en/hip/lld/olt/Resources/toolkit/more_tips.shtml

Publication Date:

2003

Publication Source:

Office of Learning Technologies
Social Development Canada
Place du Portage
140 Portage Street
Phase IV
Gatineau, Québec
K1A 0J9
Tel. : 819-953-0300
E-mail: olt-bta@hrdc-drhc.gc.ca

Category: Training, Development & Public Education

Title: Moving Beyond Hope: Consumers and Communities in Policy Development

Organization:

Population and Public Health Branch – Atlantic Region (Health Canada)

Sponsoring Department (s)

Health Canada

Summary:

Moving Beyond Hope is a 15-page paper that tells the stories of four community health promotion projects in the Atlantic region and synthesizes what consumers and communities learned about policy development through these experiences. The paper describes each of the four projects and lists key learnings from each. It outlines the forces affecting citizen participation, discusses the learning the groups had in common, and proposes two models for policy development. These include the organizational environment model that shows that values are the centre of an organization and that it is essential that policies be grounded in the values of an organization. The second model, the Knowledge Resource Base, was developed by the Canadian Mental Health Association to describe the different kinds of knowledge that contribute to a full understanding of mental illness. This model can be applied to a wide-range of health and social issues and can be used when community groups or government agencies are gathering information relevant to a particular policy and deciding who to partner with.

Web Location:

<http://www.phac-aspc.gc.ca/canada/regions/atlantic/pdf/moving%20beyond%20hope-e.PDF>

Publication Date:

July 1997

Publication Source:

Atlantic Regional Office

Population and Public Health Branch

Health Canada

1802 – 1505 Barrington Street

Halifax, NS B3J 3Y6

Tel: (902) 426-2700

Fax: (902) 426-9689

Email: pphatlantic-spsatlantique@hc-sc.gc.ca

Web site: www.pph-atlantic.ca

Category: Training, Development & Public Education

Title: Promising Practices: Survey of Police Involvement in Crime Prevention through Social Development in Canada

Organization:

Police and Law Enforcement Directorate, Public Safety and Emergency Preparedness Canada

Sponsoring Department (s)

Public Safety and Emergency Preparedness Canada

Summary:

Promising Practices: Survey of Police Involvement in Crime Prevention through Social Development in Canada presents a survey of existing practices where police have an official or active role in crime prevention involving social development models. It contains representative lists of such programmes in each province and territory, across a spectrum of project activities, target populations, levels of police involvement, and social risk factors addressed. This report provides a “snapshot” of the breadth and scope of police involvement in CPSP in Canada, and identifies many programs or projects that have the potential to become nationally applicable models. While this inventory of programs is a small representation of programs across Canada, the respondents reported numerous other initiatives started and implemented by individual police officers who believe in the efficacy of crime prevention through social development.

Web Location:

http://www.psepc-sppcc.gc.ca/publications/Policing/pdf/021705_e.pdf

Publication Date:

March 2004

Publication Source:

For further information contact:

MaryAnne Arcand & Associates

Riske Creek, BC V0L 1T0

Ph: 250.659.5776

Fax: 250.659.5773

Email: marcand@uniserve.com

Category: Training, Development & Public Education

Title: Public Policy and Public Participation: Engaging Citizens and Community in the Development of Public Policy

Organization:

Population and Public Health Branch – Atlantic Region (Health Canada)

Sponsoring Department (s)

Health Canada

Summary:

Public Policy and Public Participation is a workbook designed to enhance knowledge, skills, and abilities relating to the development of public policy, with specific emphasis on the meaningful inclusion of stakeholders and citizens. It will be of most interest and use to public servants who work with some aspect of policy development on a regular basis, including program managers and consultants, planners, researchers, communication specialists, policy analysts, and advisors. Emphasis is placed on the development of cross-cutting or "horizontal" policy and on the increased inclusion of stakeholders and the policy community. A basic understanding of public participation and policy development is assumed.

Web Location:

http://www.phac-aspc.gc.ca/canada/regions/atlantic/pdf/pub_policy_partic_e.pdf

Publication Date:

September 2003

Publication Source:

Atlantic Regional Office

Population and Public Health Branch

Health Canada

1802 – 1505 Barrington Street

Halifax, NS B3J 3Y6

Tel: (902) 426-2700

Fax: (902) 426-9689

Email: pphatlantic-sp spatlantique@hc-sc.gc.ca

Web site: www.pph-atlantic.ca

Category: Training, Development & Public Education

Title:

Organization:

Mother of Red Nations: Women's Council of Manitoba (MORN)

Sponsoring Department (s)

National Crime Prevention Centre, Public Safety and Emergency Preparedness
Canada

Summary:

This is a resource manual and toolkit for elders, caregivers and community service organizers. The manual and toolkit has been developed from a proactive social development perspective, which supports the development of community knowledge base through awareness and training, and access to tools and resources that could be used by Aboriginal Elders, caregivers, and community service organizations. Although there have been many resource manuals and toolkits produced over the years, there has been an under representation of these resources for Aboriginal peoples, their caregivers and community service organizations. This resource manual and toolkit has been prepared as a culture-based document specific to Manitoba Aboriginal Elders' experience living in urban, rural, and northern/remote communities facing issues of safety, security and crime prevention.

Web Location:

<http://morn.cimnet.ca/cim/cs?sit=92&li=270> (this is the website for the organization but there is no direct web access to the report)

Publication Date:

2004

Publication Source:

Mother Of Red Nations

Suite 300, 141 Bannatyne

Winnipeg, MB R3B 0R3

Telephone: (204) 942-6676

Website: <http://morn.cimnet.ca/cim/cs?sit=92&li=270>

Email: morn@morn.ca

Category: Training, Development & Public Education

Title: School-based Violence Prevention Program: A Resource Manual for Prevention Violence Against Girls and Young Women

Organization:

Resolve Alberta: "Research and Education for Solutions to Violence and Abuse"

Sponsoring Department (s)

National Crime Prevention Centre, Public Safety and Emergency Preparedness

Summary:

The project developed a nationally available resource manual for school and community agencies that presents a model of violence prevention programs and a compendium of evidence-based best practices in school violence prevention that address crimes against women and girls. A website will house the manual and school/community-based agencies will be informed of its existence. The manual provides an initial general discussion about violence and efforts to prevent it. It focuses specifically on violence prevention in schools and highlights past efforts and current trends and their implications. The document also describes and reviews a series of school-based violence prevention programs and provides various suggestions as to how these programs can be evaluated. The document concludes with a discussion framework to help communities choose the most appropriate program for them.

Web Location:

<http://www.ucalgary.ca/resolve/violenceprevention/English/pdf/RESOURCEMANUAL.pdf>

Publication Date:

2002

Publication Source:

RESOLVE Alberta
SS854, c/o Department of Anthropology
University of Calgary,
2500 University Drive NW,
Calgary AB Canada T2N 1N4
Telephone: Phone: 403-220-8634
Fax: 403-210-8117
Email: resolve@ucalgary.ca

Category: Training, Development & Public Education

Title: Taking Action Against Hate: A Training Manual for Individuals, Institutions and Community Groups.

Organization:

League for Human Rights and B'nai Brith Canada

Sponsoring Department (s)

Multiculturalism Program, Canadian Heritage

Summary:

Taking Action Against Hate: A Training Manual for Individuals, Institutions and Community Groups. This tool was developed by The League for Human Rights, B'nai Brith Canada.

Web Location:

<http://www.bnaibrith.ca/> (no direct web access to the report but it is available through B'nai Brith Canada)

Publication Date:

2001

Publication Source:

Taking Action Against Hate: Protection, Prevention and Partnership.
Toronto: League for Human Rights and B'nai Brith Canada

B'nai Brith Canada

15 Hove Street

Toronto, Ontario

M3H 4Y8

Tel.: (416) 633-6224

Fax : (416) 630-2159

e-mail: bnb@bnaibrith.ca

Category: Training, Development and Public Education

Title: The Emergency Preparedness and Response Training Catalogue

Organization:

Centre for Emergency Preparedness and Response (Health Canada)

Sponsoring Department (s)

Health Canada - Public Health Agency of Canada

Summary:

This catalogue is a compendium of existing federal, provincial and territorial training programs targeted at emergency preparedness and response. It outlines the programmes are offered to community leaders and those responsible for emergency preparedness in different provinces. These programmes range from basic emergency preparedness training, to developing an emergency plan and a simulation to test it, to community recovery seminars. It also lists the programmes offered by federal, provincial/territorial governments as well as those available through non-governmental agencies such as the Canadian Red Cross.

Web Location: <http://www.phac-aspc.gc.ca/eprtc-cfmiu/index.html>

Publication Date:

2003

Publication Source:

For questions or inquiries regarding the Emergency Preparedness and Response Catalogue, e-mail

OEPPTraining@hc-sc.gc.ca

Health Canada

Office of Emergency Services

Ottawa, Ontario

K1A 1B4

D. Generating Resources

Category: Generating Resources

Title: Community Action Resources for Inuit, Métis, and First Nations: Finding Resources

Organization:

Information Centre on Aboriginal Health, National Aboriginal Health Organization (NAHO)

Sponsoring Department (s)

Health Canada

Summary:

Community Action Resources for Inuit, Métis and First Nations was developed specifically for Aboriginal people, taking into consideration their values, culture and way of life. This kit is a self-help tool for Aboriginal people who want to get a community development project off the ground. The series of six manuals contains information, tips, examples and ready-to-use charts that you can copy and use for yourself or to train others in your community. It is intended to be user-friendly, emphasizing questions such as what, why, when and how to accomplish the different steps of a community development project. Community Action Resources for Inuit, Métis and First Nations uses a holistic approach, taking into consideration community development know-how and context as well as the human aspects that are part of the entire process.

Web Location:

<http://www.ica.h.ca/content/en/resources/detail/index.php?rid=62557&srch=Community+Action+Resources&scpp=10>

Publication Date:

2001

Publication Source:

National Aboriginal Health Organization (NAHO).
Information Centre on Aboriginal Health (ICAH)
56 Sparks Street, Suite 400
Ottawa, Ontario
K1P 5A9
Fax: 613-237-8707
E-mail: ica.h@na.ho.ca

Category: Generating Resources

Title: Community Plan Assessment Template

Organization:

National Homelessness Secretariat (HRSDC)

Sponsoring Department (s)

Human Resources and Skills Development Canada

Summary:

These documents were developed by the National Homelessness Secretariat (NHS) to help communities in their application process. Community organisations seeking financial support from the NHS are required to complete the community assessment plans. A review of these tools indicates that they can be important tools for communities wanting to assess their capacity to provide help and support to citizens in need. The Community Plan continues to be a critical tool for communities to maintain the community-driven process, highlight community needs, and develop innovative and effective strategies to meet local requirements to both prevent and reduce homelessness. The Community Plan uses a continuum-of-supports approach, which builds on existing programs and work already underway within communities to facilitate the coordination of services such as emergency sheltering, health care, social supports, transitional housing and skills development. By adopting this approach, the community plan provides a foundation for community action that builds on the community's assets and fosters and maintains a holistic approach to addressing homelessness.

Web Location:

http://www.homelessness.gc.ca/partners/communityplanassessment/index_e.asp

Publication Date:

2003

Publication Source:

National Secretariat on Homelessness

165 rue Hotel de Ville Street, 8th Floor,

Hull, Québec K1A 0J2

Website: http://www.homelessness.gc.ca/home/index_e.asp

Category: Generating Resources

Title: Face to Face - How to Get BIGGER Donations from Very Generous People

Organization:
Volunteer Action Program

Sponsoring Department (s)
Canadian Heritage

Summary:

This document discusses fundraising through face-to-face interaction. Talking to specially selected people face-to-face is an excellent way for a nonprofit group to raise money. It is among the easiest sources of large sums of money. It works well in the short term — and even better with planning and careful cultivation of prospects. It is also done less often than it could be, particularly among grassroots groups. This method is for your organization if you need quick cash; want a lot of money for a special project, such as a building or equipment; or dream of an endowment fund earning interest to give your group long-term financial freedom. The techniques described in this book will explain how to achieve those goals.

Web Location:

<http://www.pch.gc.ca/progs/pc-cp/pubs/e/pdfdocs/Fac2fac2.PDF>

Publication Date:
1993

Publication Source:

Published by the
Voluntary Action Program of the
Department of Canadian Heritage

Prepared by:

Ken Wyman and Associates Inc
Consultants in Fundraising, Volunteerism, and Communication
64B Shuter Street

Toronto, Ontario

M5B 1B1

(416) 362-2926

© Ken Wyman, 1995.

ISBN 0-662-23105-8

Category: Generating Resources

Title: Fundraising Ideas That Work for Grassroots Groups

Organization:

Volunteer Action Program

Sponsoring Department (s)

Canadian Heritage

Summary:

This resource provides solid advice on fundraising and on how to avoid major errors. Suggestions are offered for sources of help on most topics, so additional research can be done. Various techniques are discussed that have been outlined with grassroots and disabled persons' self-help groups in mind. Methods are adapted to help with fund raising whether it is a small community far from corporate headquarters and foundation offices, or are in the heart of a metropolis

Web Location:

<http://www.pch.gc.ca/progs/pc-cp/pubs/e/pdfdocs/Fr4grass.pdf>

Publication Date:

1995

Publication Source:

Published by the

Voluntary Action Program of the
Department of Canadian Heritage

Prepared by:

Ken Wyman and Associates Inc

Consultants in Fundraising, Volunteerism, and Communication

64B Shuter Street

Toronto, Ontario

M5B 1B1

(416) 362-2926

© Ken Wyman, 1995.

ISBN 0-662-23105-8

Category: Generating Resources

Title: Guide To Special Events Fundraising - Handbook

Organization:

Volunteer Action Program

Sponsoring Department (s)

Canadian Heritage

Summary:

This is a self-help handbook designed to guide the beginner. Experts, too, will discover new ideas and rediscover basic principles. It will help with difficult decisions. What kind of event should you hold? How can you maximize the returns? What human resources are needed? The goal of this book is to help Canada's voluntary organizations expand their share of public support and funds, through special events. Special events are probably the most widely used technique to raise money, attract publicity and educate the public. All kinds of non-profit organizations use special events. With minor modifications, they fit large and small, urban and rural. They work for registered charities and for unregistered non-profit advocacy groups. Almost identical ideas raise money for francophones, anglophones and every other ethnic group. Adaptions customize methods for groups with wealthy patrons, or for low-income self-help organizations.

Web Location:

<http://www.pch.gc.ca/progs/pc-cp/pubs/e/pdfdocs/SpecEv.PDF>

Publication Date:

1989

Publication Source:

Published by the

Voluntary Action Program of the
Department of Canadian Heritage

Prepared by:

Ken Wyman and Associates Inc

Consultants in Fundraising, Volunteerism, and Communication

64B Shuter Street

Toronto, Ontario

M5B 1B1

(416) 362-2926

© Ken Wyman, 1995.

ISBN 0-662-23105-8

Category: Generating Resources

Title: Guide To Special Events Fundraising - Interaction

Organization:

Volunteer Action Program

Sponsoring Department (s)

Canadian Heritage

Summary:

This document discusses fundraising through face-to-face interaction. Talking to specially selected people face-to-face is an excellent way for a nonprofit group to raise money. It is among the easiest sources of large sums of money. It works well in the short term — and even better with planning and careful cultivation of prospects. It is also done less often than it could be, particularly among grassroots groups. This method is for your organization if you need quick cash; want a lot of money for a special project, such as a building or equipment; or dream of an endowment fund earning interest to give your group long-term financial freedom. The techniques described in this book will explain how to achieve those goals.

Web Location:

<http://www.pch.gc.ca/progs/pc-cp/pubs/e/pdfdocs/Fac2fac2.PDF>

Publication Date:

1993

Publication Source:

Published by the

Voluntary Action Program of the
Department of Canadian Heritage

Prepared by:

Ken Wyman and Associates Inc

Consultants in Fundraising, Volunteerism, and Communication

64B Shuter Street

Toronto, Ontario

M5B 1B1

(416) 362-2926

© Ken Wyman, 1995.

ISBN 0-662-23105-8

E. Assessing and Measuring

Category: Assessing and Measuring

Title: Community Action Resources for Inuit, Métis, and First Nations: Assessing Needs

Organization:

Information Centre on Aboriginal Health, National Aboriginal Health Organization (NAHO)

Sponsoring Department (s)

Health Canada

Summary:

Community Action Resources for Inuit, Métis and First Nations was developed specifically for Aboriginal people, taking into consideration their values, culture and way of life. This kit is a self-help tool for Aboriginal people who want to get a community development project off the ground. The series of six manuals contains information, tips, examples and ready-to-use charts that you can copy and use for yourself or to train others in your community. It is intended to be user-friendly, emphasizing questions such as what, why, when and how to accomplish the different steps of a community development project. Community Action Resources for Inuit, Métis and First Nations uses a holistic approach, taking into consideration community development know-how and context as well as the human aspects that are part of the entire process.

Web Location:

<http://www.hc-sc.gc.ca/hecs-sesc/cds/pdf/assessingneeds.pdf>

Publication Date:

2001

Publication Source:

Information Centre on Aboriginal Health (ICAH)

56 Sparks Street, Suite 400

Ottawa, Ontario

K1P 5A9

Fax: 613-237-8707

E-mail: icah@naho.ca

Category: Assessing and Measuring

Title: Community Action Resources for Inuit, Métis, and First Nations: Evaluating

Organization:

Information Centre on Aboriginal Health

Sponsoring Department (s)

Health Canada

Summary:

Community Action Resources for Inuit, Métis and First Nations was developed specifically for Aboriginal people, taking into consideration their values, culture and way of life. This kit is a self-help tool for Aboriginal people who want to get a community development project off the ground. The series of six manuals contains information, tips, examples and ready-to-use charts that you can copy and use for yourself or to train others in your community. It is intended to be user-friendly, emphasizing questions such as what, why, when and how to accomplish the different steps of a community development project. Community Action Resources for Inuit, Métis and First Nations uses a holistic approach, taking into consideration community development know-how and context as well as the human aspects that are part of the entire process.

Web Location:

<http://www.icaah.ca/content/en/resources/detail/index.php?rid=62558&srch=Community+Action+Resources&scpp=10>

Publication Date:

2001

Publication Source:

Information Centre on Aboriginal Health (ICAH)

56 Sparks Street, Suite 400

Ottawa, Ontario

K1P 5A9

Fax: 613-237-8707

E-mail: icaah@naho.ca

Website: www.icaah.ca

Category: Assessing and Measuring

Title: Cultural Competency-A Self Assessment Guide For Human Service Organizations

Organization:

Prepared By: Cultural Diversity Institute, Calgary, Alberta

Sponsoring Department (s)

Canadian Heritage

Summary:

Cultural Competency-A Self Assessment Guide For Human Service Organizations presents a cultural diversity lens through which human service organizations may come to understand cultural competency, to reflect upon their structures, policies and procedures, and to plan and implement culturally competent practices. Though cultural diversity is defined here as differences in race, ethnicity, language, nationality or religion, many change strategies outlined in this guide are transferable to other areas of diversity management including gender, ability, class and sexual orientation. This guide examines cultural competency at the organizational level. However, it recognizes the important interplay between individual cross-cultural proficiency and organizational competency. After all, culturally competent organizations are made up of culturally competent individuals. This guide also advocates that cultural competency is an important learned skill set that is relevant to all service providers, regardless of their cultural backgrounds or practice settings.

Web Location:

http://www.calgary.ca/docgallery/bu/community_strategies/fcss/cultural_competency_self_assesment_guide.pdf

Publication Date:

2000

Publication Source:

Cultural Diversity Institute
2500 University Drive NW
Calgary, Alberta, T2N 1N4
Canada

Category: Assessing and Measuring

Title: Guide For Needs Assessment For Youth

Organization:

University of Victoria: Child and Youth Care in collaboration with Vancouver Island workers and youth.

Sponsoring Department (s)

NCPC, Public Safety and Emergency Preparedness

Summary:

This Guide for Needs Assessment is a tool that will help workers and youth work together as a team. The guide will help them to figure out what each young person can or could do well (their capabilities and capacities) and, also, what is 'needed,' that is, if there is anything missing, absent or required in a young person's life. The Guide recognizes that people are all different and that it takes time for people to get to know each other and to learn what works best for different people in different situations. For workers and young people to have the best chance at working as a team, they need to get to know each other. This guide will give young people and their workers some ideas about how to work together in a positive way. This guide also provides questions that help people to think about things that are important in a helping relationship. This guide is not intended to replace existing tools that agencies may use, especially risk assessment procedures. We believe that risk assessment should be linked carefully with needs assessment and that one does not replace the other. This guide is meant to: be simple and easy to use, improve workers' and youth's understanding of young people's needs, assist in better planning to meet youth's needs, and involve youth directly in the assessment and planning process.

Web Location:

<http://www.cyc.uvic.ca>

Publication Date:

2001

Publication Source

The School of Child and Youth Care
University of Victoria
P.O. Box 1700, STN CSC
Victoria, BC V8W 2Y2

Category: Assessing and Measuring

Title: How to Assign a Monetary Value to Volunteer Contributions: A Manual

Organization:

Knowledge Development Centre

Sponsoring Department (s)

Canadian Heritage: Community Partnerships Program, Citizen Participation and Promotion Branch,

Summary:

This manual shows readers how they can approach the task of assigning a monetary value to volunteer contributions. There are a variety of ways to assign monetary value to the contributions of volunteers. The predominant approaches are based on replacement costs — that is, how much it would cost if an organization had to pay for the service provided by a volunteer. A replacement cost approach looks at volunteer value from the perspective of the nonprofit organization. This approach assumes that volunteers could be replaced by wage earners as perfect substitutes in terms of skills and productivity. To decide on the replacement costs of a particular volunteer, you need to answer this question: if our organization had to pay for this service, what would the hourly rate be? This manual discusses three approaches to estimating replacement costs: 1. Generalist Approach; 2. Specialist Approach; 3. Modified Specialist Approach. Although each approach attempts to estimate what a volunteer contribution is worth, they vary in the degree of specificity that is applied to the task. This manual explains the assumptions behind each approach, the procedures for using each approach, and the strengths and weaknesses of each approach. . Additional readings and resources are suggested.

Web Location:

<http://www.kdc-cdc.ca/vvc/>

Publication Date:

2002

Publication Source:

Knowledge Development Centre
425 University Avenue, Suite 900
Toronto, Ontario
M5G 1T6
Toll Free: 1-800-263-1178 ext. 259

Category: Assessing and Measuring

Title: Making Your Community Child and Youth Friendly: Getting Started

Organization:

Society for Children and Youth of British Columbia

Sponsoring Department (s)

National Crime Prevention Centre (NCPC), Public Safety and Emergency Preparedness Canada

Summary:

A community self-assessment tool to help community groups address the question, "How child and youth friendly is my community?" Based on six guiding principles, the tool is broken into 17 different domains that affect the lives of young people. These include housing, close to home, parks and open spaces, schools, transportation, workplaces and the media.

Web Location:

www.scyofbc.org

Publication Date:

2001

Publication Source:

Society for Children and Youth of B.C.

1409 Sperling Avenue

Burnaby, B.C.

Canada V5B 4J8

Telephone: (640) 433-4180

Category: Assessing and Measuring

Title: Measuring the Well-Being of Aboriginal People: An Application of the United Nations' Human Development Index to registered Indians in Canada, 1981-2001

Organization:
Indian and Northern Affairs Canada

Sponsoring Department (s)
Indian and Northern Affairs Canada

Summary:
A modification of the United Nations' Human Development Index (HDI) is used to compare the educational attainment, average annual income, and life expectancy of Registered Indians and other Canadians using 1981–2001 Census data. In the area of international development, the United Nations' Human Development Index has become one of the most widely accepted indicators. Three aspects of well-being comprise the HDI: health, knowledge, and access to material goods. These three dimensions are identified by the UNDP as necessary for the making of meaningful choices by individuals, which requires reasonable levels of health and longevity, literacy and some level of education, and a minimal level of material well-being. Three variables have been chosen to represent these three dimensions: life expectancy, educational attainment, and income. (United Nations 1996, 29–30). As well as capturing three dimensions that are fundamental to the United Nations' concept of "Human Development," the HDI's relatively modest data requirements allow the index to be calculated for developing countries-for which reliable data are often lacking. Thus, it represents something of a balance between the use of a single indicator, such as per capita GDP, and the more complex indices that may be difficult to consistently apply to all countries or regions.

WEB Location
http://www.ainc-inac.gc.ca/pr/ra/pub4_e.html

Publication Date:
October 2004

Publication Source:
Indian and Northern Affairs Canada
Catalogue #: R2-345/2001E-PDF & ISBN/ISSN: 0-662-38020-7
1-800-567-9605
www.ainc-inac.gc.ca

Category: Assessing and Measuring

Title: Neighbourhood Characteristics and the Distribution of Crime in Winnipeg

Organization:

Statistics Canada Centre for Justice Statistics & the National Crime Prevention Centre

Sponsoring Department (s)

Centre for Justice Statistics, Statistics Canada

Summary:

Together with the National Crime Prevention Centre, the Canadian Centre for Justice Statistics is undertaking a series of pilot studies on the distribution of crime in Canadian cities at the neighbourhood level. These studies mark the first use of Geographic Information System technology to map crime incidents by Statistics Canada. The studies combine Uniform Crime Reporting Survey data with information from the Census of Population and city land-use data.

The initial pilot site used demographic and socio-economic information from the Census, zoning data from the City of Winnipeg and police-reported crime data for 2001 to investigate neighbourhood-level crime patterns. The analytic approach examines such questions as how police-reported crimes are distributed across city neighbourhoods, and whether the crime rate in a given neighbourhood is associated with factors specific to that neighbourhood, such as housing, land use or socio-economic characteristics. In Winnipeg's case, findings indicate that crime was not randomly distributed across the city in 2001, but rather was concentrated in the city centre and highly correlated to the distribution of socio-economic and land-use characteristics.

Web Location:

<http://www.statcan.ca:8096/bsolc/english/bsolc?catno=85-561-MIE2004004#olcinfoanel>

Publication Date:

2001

Publication Source:

Crime and Justice Research Paper Series

Prepared by Robin Fitzgerald, Michael Wisener and Josée Savoie

Client Services

Canadian Centre for Justice Statistics, Statistics Canada

Ottawa, Ontario, K1A 0T6

Tel: 1-800-387-2231; or 613-951-9023

Category: Assessing and Measuring

Title: Splash & Ripple: Using Outcomes to Design & Manage Community Activities.

Organization:
Multiculturalism Program (Canadian Heritage)

Sponsoring Department (s)
Canadian Heritage

Summary:

This Guide was prepared for the Canadian Heritage Multiculturalism Program to assist funded groups to use outcomes in designing and managing programs. It draws from a wide range of sources, making it relevant to other community programs funded by Canadian Heritage and to the non-profit sector as whole. All projects supported by Canadian Heritage are asked to adopt an “outcome measurement” approach to project planning, management, and evaluation. Most community initiatives need some outside funding to help them achieve their outcome. Having a command of Outcome Measurement language, and a solid framework in-hand, is a good foundation to develop your project, build your funding support, and manage the project once you receive funding.

Web Location:

http://www.cd.gov.ab.ca/helping_albertans/human_rights/PublicationsNew/DiversityPublications/Splash/SplashRipple.pdf

Publication Date:
2004

Publication Source:
Plan:Net Limited, Calgary and
Strathcona Research Group, Vancouver
www.plannet.ca

Supported by:
Canadian Heritage
25 Eddy Street
Gatineau, Quebec
K1A 0M5
Tel.: (819) 997-0055

Category: Assessing and Measuring

Title: The Community Learning Asset Mapping

Organization:

The Office of Learning Technologies (with the then Human Resources Development Canada)

Sponsoring Department (s)

Social Development Canada

Summary:

This guidebook is designed to help map your community learning assets. It is not intended to be an exhaustive reference. Additional helpful information is available in Appendix A. The guidebook is divided into three parts: 1. Setting up the Project - looks at aligning project goals and objectives with your original proposal. It deals with building the project team and framing your questions. The section is designed to help develop a focused strategy for your inventory of community learning assets. 2. Identifying and Recording Learning Assets - helps pinpoint sources of information and describes important considerations in collecting information. It covers information management and storage issues to help you organize information. 3. Mapping and Analyzing - offers tips on mapping information and writing your report.

Web Location:

<http://www.sdc.gc.ca/en/hip/lld/olt/Resources/toolkit/mapping/4.shtml>

Publication Date:

1997

Publication Source:

Office of Learning Technologies

Place du Portage

140 Portage Street

Phase IV

Gatineau, Quebec

K1A 0J9

Tel.: 819-953-0300

E-mail: olt-bta@hrdc-drhc.gc.ca

Category: Assessing and Measuring

Title: The Community Well-Being (CWB) Index: Disparity in Well-Being Between First Nations and Other Canadian Communities Over Time

Organization:

Indian and Northern Affairs Canada

Sponsoring Department (s)

Indian and Northern Affairs Canada

Summary:

The Community Well-Being (CWB) Index is a means of examining the relative well-being of communities in Canada. It was developed in response to the growing concern over the substandard socio-economic conditions that are perceived to exist among Canada's First Nations. The CWB index combines several key indicators of socio-economic well-being into a single number or "CWB score". A score is generated for each community in Canada, allowing an "at-a-glance" look at the relative well-being of those communities. CWB scores may fall anywhere between 0 and 1 (with one being the highest) and are reported herein to two decimal points. The CWB index consists of four equally weighted components: education, labour force, income and housing.

Web Location:

http://www.ainc-inac.gc.ca/pr/ra/dwb/index_e.html

Publication Date:

2004

Publication Source:

Indian and Northern Affairs Canada

Terrasses de la Chaudière

10 Wellington, North Tower

Gatineau, Quebec

Postal Address:

Ottawa, Ontario

K1A 0H4

Phone: (toll-free) 1-800-567-9604

Fax: 1-866-817-3977

Category: Assessing and Measuring

Title: The Volunteer Value Calculator

Organization:

Knowledge Development Centre

Sponsoring Department (s)

Canadian Heritage

Summary:

The Volunteer Value Calculator is a new, easy-to-use, online tool designed to help you calculate the economic value of the volunteers at your organization. The Volunteer Value Calculator is based on work done for the International Year of Volunteers on calculating the economic value of volunteers. The Volunteer Value Calculator is designed to produce different types of information on the economic value of volunteers. There are eight separate calculations in the Volunteer Value Calculator, categorized into three strategic areas: Human resource productivity measures; Volunteer program efficiency measures; and Community support measures. You will need to consider the purpose of obtaining this information (i.e., who it is for, when will you use it, etc.) before knowing which of the calculations will be most useful to you. You may be only interested in a few calculations --or you may want to calculate all eight!

Web Location:

<http://www.kdc-cdc.ca/vvc/>

Publication Date:

2003

Publication Source:

Knowledge Development Centre
425 University Avenue, Suite 900
Toronto, Ontario
M5G 1T6
Toll Free: 1-800-263-1178 ext. 259

Category: Assessing and Measuring

Title: You Can Do It: A Practical Tool Kit To Evaluating Police And Community Crime Prevention Programs (Vol. 1 and 2)

Organization:

National Crime Prevention Centre (PSEPC)

Sponsoring Department (s)

Public Safety and Emergency Preparedness

Summary:

This tool kit is a guide for front line crime prevention practitioners, whether they are police, volunteers, or not-for-profit organizations that want to get a good sense of how their crime prevention program is doing. Most evaluations are written by and for the research and academic community. This guide is written for the individual who must convince the policy maker that the program is worth the effort and the costs involved. It is written for the individual or organization that wants to share their program with others by demonstrating its strengths and limitations, its achievements and overall impacts, as well as its operational advantages in comparison to more conventional means of crime control. The evaluation process that is highlighted is based on a straightforward and simple approach, one that calls on basic analytical skills, which can result in a final report that meets both the evaluator's expectations as well as those of other program stakeholders. A Workbook is included which supports the Tool Kit. As well, several examples of successful crime prevention projects are included.

Web Location:

www.prevention.gc.ca

<http://www.prevention.gc.ca/en/library/publications/reports/toolkit/index.html>

http://www.prevention.gc.ca/en/library/publications/reports/toolkit2/workbook_e.pdf

Publication Date:

Part 1 (2001) and Part 2 (2002)

Publication Source:

National Crime Prevention Centre

Public Safety and Emergency Preparedness Canada

340 Avenue Laurier West

Ottawa, (Ontario Canada K1A 0P8)

Telephone: 1-877-302-6272

PART III

**COMPREHENSIVE
COMMUNITY PROJECTS**

Introduction and Overview

In Part III, we present detailed descriptions of model or exemplary programmes that reflect a comprehensive approach to community-level initiatives. The nine Comprehensive Community Projects outlined in this section were identified in two ways. First, federal representatives participating in this phase of the National Forum project were asked to consult with their colleagues and to identify projects that they had been involved with that reflected a comprehensive or integrated approach to community-level action. Our instructions were deliberately broad to encourage the participants to think creatively about community interventions and not focus primarily or necessarily on those that they considered successful. Instead, in our discussions, we encouraged them to highlight those projects that provided examples of effective multi-agency or interdisciplinary processes in which community representatives were involved with other government and non-government agencies to achieve a common community-oriented goal.

The other way suitable projects were identified for this section was through our own research on the websites of the participating federal departments and agencies. In this case, we conducted a detailed examination of the materials and resources available on the websites of each of the participating departments and looked for materials that reflected a comprehensive approach to community-level initiatives. This was done as part of the broader search for appropriate toolkits and related materials undertaken for this project. When a potential comprehensive project was identified, we did a careful review of the material to determine whether the project could contribute to our understanding of the factors that influence the success of such initiatives. We then consulted with the appropriate federal representative as to the suitability of the project we had identified.

Based on these two strategies, nine Comprehensive Community Projects (CCPs) were selected for inclusion in this report. These nine projects cover a range of areas and activities. Each highlights various aspects of the challenges or barriers that face most CCPs. At the same time, these nine projects demonstrate the tremendous value that can result from the development of an effective multi-agency, interdisciplinary approach.

While recent policy discussion both inside and outside the federal government have acknowledged the benefits of working in a more integrated and horizontal manner, there are strikingly few examples of such a co-ordinated or integrated approach in practice. Instead, the institutional structures that define work roles and workspaces continue to hold considerable power and influence the way problems are defined and addressed. Thus, despite the recognition that social problems are often the result of common underlying structures and processes, “stove-pipe’ thinking continues to describe the way most agencies

and organizations routinely “do business”. This often results in fragmented and piece meal strategies to complex social issues such as crime, poverty and homelessness.

At the same time, several important developments have begun to address the complex, inter-related nature of social life and interaction. Thus, for example, the National Crime Prevention Strategy has emphasized a response continuum that includes more specific situational crime prevention strategies at one end, and a broader and more encompassing approach at the other known as crime prevention through social development (CPSD). A CPSD approach notes that the root causes of crime are located in the social, economic and political environment. Following CPSD, an effective response to crime and victimization requires a social development approach that addresses these root causes. A similar orientation informs the Population Health model employed by Health Canada. Like CPSD, a population health approach recognizes the impact that the social, economic and environmental context has on people’s health and well-being. In contrast to a disease model of illness, a population health approach stresses health promotion while directing attention to the contextual factors that influence population health.

Crime Prevention through Social Development and a Population Health approach are two examples of the move toward more holistic and inclusive policies and programmes. The challenge, however, is turning policies into practice in a context that continues to feature policy and funding arrangements that reflect single agency or department concerns and agendas. On the positive side, there is growing support, at least in theory, for comprehensive and integrated approaches (horizontality). People recognize the potential benefits of working collaboratively and in a comprehensive manner. What is lacking in most instances are the organizational structures and protocols that would allow or actively promote such initiatives.

The discussion above provides a context and some rationalization for including a number of model or exemplary comprehensive community projects in this collection. We felt that by highlighting existing examples of CCPs, people working with community-level initiatives could benefit from learning about what is happening in this area and gain insight from the experiences and lessons learned by others.

The nine CCPs described in this section vary in the extent to which they engage in comprehensive processes. For example, some of these projects include a large number of partners from a wide range of areas working closely together to achieve a common goal. The Downtown East Side project in Vancouver represents one such initiative. In this case, Federal, Provincial and Municipal governments, as well as community associations and agencies worked closely with service providers, community agencies and community residents to address a multitude of serious and complex problems in an area of Vancouver.

Other projects reflect the efforts of a single community agency to engage community members as well as other service providers and governments to assist them in responding to an important issue or to address the needs of a marginalized group in the community. The Enviros Wilderness School provides an example of this type of project. In this case, project staff work with young women in conflict with the law, who are the clients of the programme, to develop re-integration plans. Their involvement begins while the young women are in custody and continues through their release and re-integration into the community. At this latter stage, Enviros staff helps to create a comprehensive community network of contacts and supports that are available to the young women while they are in the community. While the scale of this project is dramatically different from that of the DTES, both are based on similar principles that emphasize working collaboratively and taking a holistic approach.

The information available to us for each of the nine projects varied considerably. Some had extensive documentation including completed evaluations. Others, however, contained more limited information. In one case, the CCP was based on the activities of an Interdepartmental Working Group and while no formal publications about their activities exist, we were provided with various internal documents that described the mandate and the activities of this Working Group that reflected the principles of collaboration and comprehensiveness in which we were interested.

In order to address this disparity in degree of information, our summaries focused on several common elements of the CCPs. Thus, each summary includes the title of the project and the focus of its activity. A brief summary of the project is then presented followed by a list of the partners involved in the comprehensive project. Next, key findings and project outcomes are identified followed by a consideration of the lessons learned in the project. In some cases, evaluations were completed facilitating the identification of key findings and lessons learned. In others, little is available in the way of evaluation information or lessons learned. The variability in the nature and extent of information available for each of the nine CCPs is reflected in the summaries we have prepared. In each case, we tried to be consistent in our approach and provide the reader with sufficient information to determine whether a particular project is of interest to them. If it is, we have included information at the end of each summary regarding publication source and web location to assist the reader in locating the documents of interest.

Comprehensive Community Projects

Title: Aboriginal Community Stability Wellness Project

Area:

Planning and service delivery to Aboriginal communities

Organization:

Federal Government - Inter-departmental Committees on Aboriginal Community Stability and Wellness (ADM Steering Committee & Interdepartmental Working Group)

Sponsoring Department (s)

Aboriginal Policing Directorate, Public Safety and Emergency Preparedness Canada and Aboriginal Programs Directorate, Aboriginal Affairs Branch, Canadian Heritage.

Summary:

The goal of the project is to contribute to community stability and wellness and address the over-representation of Aboriginal youth in the criminal justice system utilizing a co-ordinated federal response strategy. The strategy provides for the creation of two federal committees and their mandates are as follows:

ADM Steering Committee

The committee provides a forum for Assistant Deputy Ministers from federal government departments involved in Aboriginal affairs to collaboratively initiate strategic responses to address key issues related to Aboriginal community stability and wellness and the over-representation of Aboriginal youth in the criminal justice system.

Interdepartmental Working Group

The Working Group provides a forum for officials from federal government departments involved in the implementation of an Aboriginal Community Stability and Wellness pilot project. In collaboration with the provinces/territories and Aboriginal communities, the Working Group is involved in the development, implementation, monitoring and evaluation of a co-ordinated federal response to the over-representation of Aboriginal youth in the criminal justice system.

There are five pilot projects underway:

Two of the pilot sites are on-reserves:

St Theresa Point First Nation – Manitoba which provides at-risk youth with the programmes and supports to help them choose healthy positive lifestyles.

Collaborative Partners: INAC, HRSD, JUS, PSEPC, HC, WD

Okanese First Nation – Saskatchewan which developed a plan to mobilize around a high incidence of murder, suicide and youth in conflict with the law
Collaborative Partners: Public Security and Emergency Preparedness Canada (PSEPC) Indian and Northern Affairs Canada, (INAC), Health Canada (HC), Justice Canada (JUS), Human Resources and Skills Development Canada (HRSD).

Two of the pilot sites are in rural/isolated communities:

Cheam First Nation – British Columbia

Collaborative Partners: Department of Fisheries and Oceans (DFO), Royal Canadian Mounted Police (RCMP), Indian and Northern Affairs Canada (INAC), Justice Canada (JUS), Public Safety and Emergency Preparedness Canada (PSEPC), Human Resources and Skills Development Canada (HRSD), Heritage Canada (PCH), Western Diversification (WD).

Kugluktuk – Nunavut that focuses on providing education and counselling skills to a group of Elders, adults and youth counsellors.

Collaborative Partners: RCMP, PSEPC, HC, JUS, and HRSD

One pilot site is in an urban area:

Thunder Bay – Ontario – Urban Pilot where the objective is to marshal federal, provincial and community resources to develop a collaborative approach to youth at risk or in conflict with the law.

Collaborative Partners: INAC, PCH, HRSD, IC, PSEPC, HC, JUS

Partnerships:

The key partners come from the federal government (i.e., PSEPC, INAC, HC, JUS, HRSD, PCH, RCMP, WD and DFO). However, provincial and territorial governments and Aboriginal communities are also involved.

Key Findings and Outcomes:

The pilot sites have proceeded at varying rates, due in part, to the stage at which each community was at in their healing plan when working group members first approached them. However, all have shown a keen interest and willingness to work together to make the process work for the betterment of their communities. Conference calls and meetings continue, both between working group members, as well as with regional representatives and communities.

Okanese First Nation in Saskatchewan is moving into the second year of its 'Community Wellness Plan'. This is a ten-year plan aimed at moving the community from "Crisis to Opportunity" as their plan is entitled. The second phase of the Adult Wellness Team Membership Training, given by Nechi, an all-Aboriginal training institute, started November 2004 and was funded by the

Aboriginal Corrections Policy Unit within PSEPC. The committee is supporting the Youth Wellness Membership Training scheduled for spring 2005.

The *Thunder Bay Urban Aboriginal Youth Camps Project* targets youth aged 16 and 17, formerly but no longer under the jurisdiction of the Children's Aid Society. These young people are not yet equipped with the skills or mental ability to choose a healthy lifestyle on their own. Working with the Urban Aboriginal Strategy, the Nishnawbe-Aski Police Services and the Ontario Provincial Police, the project supports a series of four youth camps that engage youth in a number of life learning experiences. It will provide them with the life-skills needed to avoid getting involved in the cycle of substance abuse, crime, gangs and incarceration.

Despite being one of the smaller communities the pilot, *Nunavut, Kugluktuk*, faces serious socio-economic and crime challenges. However, a Community Action Plan is in place. Health Canada and the National Crime Prevention Strategy are involved and the pilot project has the support of the Hamlet, the Government of Nunavut, the RCMP and the Pentecostal Church.

St. Theresa Point is one of the communities belonging to *The Manitoba Keewatinowi Okimakanak (MKO) Tribal Council*. Youth comprise 60-70% of the overall community and are divided into three large gangs. There has been considerable violence due to the gangs competing over a very lucrative bootlegging business in the community, which has been 'dry' for many years. There has also been a noticeable increase in the rate of suicides among the youth for the most part due to drugs, alcohol and intergenerational physical and sexual abuse. The partners are working to address these concerns in the pilot project.

In *Cheam First Nation, B.C.*, the High Risk Pilot, PSEPC is committed to looking into the possibility of establishing an RCMP-delivered First Nations Policing Policy Community Tripartite Agreement. As well, funding opportunities for community projects is being explored with federal partners. Significant progress has been made in building effective and respectful relationships with the current Cheam Band Council. On July 8, 2004, DFO and the Council endorsed a Memorandum of Understanding that commits DFO and Cheam to work together in a co-operative and respectful manner on a number of key projects designed to address long-standing issues. Realizing a multi-program approach is essential; DFO Regional staff is organizing an interdepartmental meeting in Vancouver to establish a comprehensive multi-agency strategy to address non-DFO related issues.

A summary of the first meeting of the *Aboriginal Policing Directorate's Elders Advisory Group* is available. The objective of the Elders Advisory Group is to examine the First Nations Policing Policy/Program (FNPP) and its evolution over the past eleven years with a view to developing a future vision for the Program. The Elders will bring to the FNPP a traditional holistic approach to public and

personal safety, one that encompasses healing, governance, spirituality, culture and reconciliation. The input from the group is already proving to be invaluable in terms of long term planning for First Nations policing across Canada.

Web Location:

N/A

Time Frame and Publication Date

2003-2005 (On-going)

Publication Source:

Susan Stewart, Senior Policy Officer

Aboriginal Policing Directorate

Public Safety and Emergency Preparedness Canada

340 Laurier Avenue West

Ottawa Ontario

K1A 0P8

(613) 991-2033

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Comprehensive Community Project

Title: Community Case Study: City of Drummondville, Québec

Area:

Community planning and services for the homeless

Organization:

La Table des Partenaires S.O.S. Ressources

Sponsoring Department (s)

National Homelessness Secretariat, Human Resources and Skills Development Canada (HRSDC).

Summary:

This case study of Drummondville is one of a series of case studies of communities participating in the federal government's Supporting Communities Partnership Initiative (SCPI). This case study outlines community action related to homelessness prior to the federal government initiative. It then describes the planning and implementation structure the community put in place to respond to the NHI and lists projects undertaken to date. Finally, it notes some of the unique issues related to homelessness observed in the community and some of the lessons the community learned that could be useful to other communities responding to the NHI or a similar initiative.

This case study is based on a review of Drummondville's homelessness plan, other documents and reports relating to homelessness as well as a series of interviews with people representing the following groups:

local and regional HRDC homelessness managers and staff;
municipal government officials in related program areas;
community planning steering committee and sub-committees; and,
community organizations active in service delivery for homeless persons and people at risk.

Historically, in the city of Drummondville and its surrounding municipalities, communities relied extensively on the generosity of faith-based organizations and the *Comités de bienfaisance* of the local churches to provide social services and supports to impoverished citizens. In the mid 1960s, provincial officials encouraged the establishment of *Centres de services sociaux* across the province. During those years, persons in need would turn to the centre situated in Trois-Rivières on the north shore of the river, for assistance.

Although the province's *Ministère de la Santé et des Services Sociaux* (MSSS) does provide support to agencies that address social problems, several

homelessness agencies in Drummondville were concerned about the phenomenon of homelessness. As a result, in 1986 some non-profit social service agencies formed *La Table des partenaires S.O.S. Ressources*. The group came together to design a community-based strategy to address the urgent needs of persons in distress. The strategy included prevention and emergency intervention within the region. Its creators wanted a mechanism that could respond quickly and efficiently to the needs of persons in distress. The group now numbers more than 22 agencies.

Two of the key partner organizations have the following mandate:

1. *Ensoleivent, Drummondville, Québec*

The objectives of Ensoleivent's SCPI-funded activities are to:

- develop community support and follow-up programs for clients of the agency and improve the transitional facility's accessibility;
- make the agency's shelter on Hériot street accessible to homeless persons with disabilities;
- develop a strategy for the permanent establishment of the Jardin Forestier job-training program at Melbourne;
- improve the infrastructure of the Jardin Forestier job-training program and encourage volunteerism; and,
- assure the smooth administration of activities related to the funding and the development of human resources required to achieve the project's objectives.

2. *Tablé populaire – Café rencontre, Drummondville, Québec*

The objective of the project is to repair its building's physical installations, improve its daily meal and job training programs and increase the activities of its comprehensive education program. The agency will also support the future plans the three committees proposed in the community plan. The committees are: *Comité d'intervention et de suivi dans la communauté* (Intervention and follow-up in the community), *Comité sur l'insertion socio- professionnelle* (Socio-professional integration) and *le Comité sur l'accès au logement social* (Access to social housing). Finally, the agency is also committed to training its staff with the purpose of better preparing them to work with a population with diverse needs.

Partnerships:

The following organizations are represented in Drummondville's community planning or decision-making process:

Overall community planning undertaken through *La Table des Partenaires* included:

S.O.S. Ressources

- 1 municipal representative
- 2 police (public safety) representatives
- 1 regional social services agency (CLSC)
- 2 hospital representatives
- 16 community agencies

Project Steering Committee (local): 6 community agencies

Joint Management Committee (*Comité conjoint de gestion*) (provincial - regional)

- 2 HRDC members
- 2 MSSS members

Advisory committee (*Comité aviseur*) (provincial - regional)

- 1 representative from the *Table provinciale itinérance* [provincial round table on homelessness]
- 1 representative from the *Conférence des RRSSS*
- 1 representative from the *Société d'habitation du Québec* [Québec Housing Corporation];
- 2 representatives from the *Ministère de la Santé et des Services sociaux*;
- 2 representatives from HRDC.

Key Findings and Outcomes:

Drummondville was well ahead of other Quebec communities in producing a community plan and signing contribution agreements because *La Table S.O.S. Ressources*, through its working committee, took the initiative to develop a plan in advance of formal program announcements.

In Drummondville there was no extensive, community-wide consultation and planning process. The working committee of *La Table S.O.S. Ressources*, made up of the six agencies recognized as the primary service providers for homeless clients, drew up a plan based on their comprehensive knowledge of the community gleaned from 10 years of co-operation on *La Table S.O.S. Ressources*. As part of this process, three meetings were held with the RRSSS. Broader community consultations are now being planned as a follow-up to the existing plan. Given the late entry of Quebec communities into the 3-year Initiative, this approach may have been the best one to get projects funded in time.

Service provider staff — both from agencies that had obtained resources from the SCPI and from those that had not — pointed to the positive results already being achieved in the community. For example, as a result of the work of Habit-Action's youth outreach workers, a greater number of youth have reportedly succeeded in re-integrating into the local community and regaining stability in

their lives. Another service provider, *La Tablee populaire*, has renovated its facilities and expanded its drop-in support services. This has reportedly resulted in opportunities for more homeless men and women to connect with agency staff and participate in the various services provided by this agency. Another SCPI recipient, *Ensoleilvent* has been able to improve its *Jardin forestier* program to the advantage of the many homeless youth from the region.

Lessons Learned:

As observed in other communities, sustainability is a major preoccupation for Drummondville's stakeholders. Agencies such as *La Tablee populaire* rely heavily on their fundraising activities and their long-standing relationships with generous local businesses to sustain their projects. So far, they have maintained their core services, but activities related to core services are always at risk from year to year, and this puts a strain on planning and on the retention of experienced staff. Other service providers are more dependent on the province for their funding.

Web Location:

http://www.homelessness.gc.ca/projects/casestudies/index_e.asp

Time Frame and Publication Date:

SCPI: 2000-2003 and on-going (2003)

Publication Source:

National Homelessness Secretariat, Human Resources and Skills Development
165 rue Hotel de Ville Street, 8th Floor,
Hull, Québec K1A 0J2

Comprehensive Community Project

Title: Enviros Wilderness School Association Reintegration Support Program

Area:

Youth justice

Organization:

Enviros Wilderness School Association

Sponsoring Department (s)

Youth Justice Section, Justice Canada

Summary:

This project provides young girls in conflict with the law with support services from the commencement of their involvement in custody, through to their release and community reintegration. The program provides individual reintegration plans that incorporate an assessment of strengths and target areas where community support is needed. A reintegration worker provides support and guidance throughout the custodial period, working on the reintegration plan. Once the youth is released, she continues to meet with the reintegration worker who makes necessary referrals, continues to provide one-on-one support, family support and group counselling. The reintegration worker also acts as an advocate and ongoing support system. The girls are matched with a volunteer or mentor for additional support where appropriate. This support is continued as the girls move through the different stages of the reintegrative process and is available if the girls are faced with the urge to become re-involved with drugs or alcohol or any other problems that put them at risk.

Youth enter the Enviros Excel group home and are initially assessed as to assets and areas requiring support. The program works with the youth to develop individual reintegration plans that incorporate the assessment and target areas where community support is needed. The reintegration worker provides additional support individually, through group treatment, life skills groups and community linkages throughout the custodial period. Emphasis is placed in developing resources and connections to community supports that will assist the youth in maintaining healthy lifestyle choices beyond their involvement in the program.

Partnerships:

Department of Justice Canada's Youth Justice Renewal Fund, Alberta Solicitor General Department (Young Offenders Branch) and Enviros School Association.

Key Findings and Outcomes:

The program evaluation report identifies a series of program benefits:

Increased levels of support for female youth.

Goal focused interventions aimed at reducing risk factors for program participants.

Increased access to education and employment placements.

Increased access to resources and supports, both informal and formal in communities of origin.

Improved rapport with the Reintegration Support Worker.

Development of positive partnerships with other service providers.

Improved emotional functioning of youth and the ability to handle difficult situations.

Increased knowledge of youth and awareness of community resources and services.

Opportunities for skill development i.e. group sessions.

Clearly developed plans for release with a focus on maintaining healthy lifestyle choices.

Ongoing support in maintaining healthy changes.

Lessons Learned:

The report states the goals and objectives of the program were met. It does not provide any direct information on lessons learned but does suggest a series of recommendations focusing for the most part on data collection intended to increase the ease with which the program can gather data to better demonstrate its long term effectiveness:

1. Outcome Statements

The program has currently stated its objectives. It is recommending implementing an outcome framework that highlights outcome statements and the objectives and goals required to achieve the outcomes. This would require reworking the program objective statement for the project to be more focused and outcome related. For example, some of the project objectives are actually activities that support the desired outcomes. By reworking some of these statements or attaching them to desired outcomes or desired end states, the data gathered would be much more powerful in demonstrating the value of this program.

2. Data Base Development and Demographic Information

It is recommended that some basic demographic information on the program participants be kept on file. This could include basic information around the program participants' families of origin, community of origin, family history of

drug/alcohol abuse (participant and family history), age, type of offence, or any other information that the program considers relevant. A centralized form collected on each program participant could be developed to streamline this process. If resources allow, a small database would be useful in maintaining this system and tracking trends or patterns.

3. Implementation of a Standardized Measure

The Reintegration Support Program currently utilizes an Assets Checklist. This is a very useful tool in that it is strength focused and identifies life areas that the program participant is well connected and supported in. It can also identify gaps in support. However, this is not a standardized measure and does not provide data to back up the outcome statements. It is recommended that the program implement a simple, yet effective standardized measure. Risk assessment tools typically identify factors linked to recidivism. Previously, risk factor checklists were highly subjective. They have moved to greater objectivity and consistency. There are several available that are specifically designed to work with justice populations.

The Child and Adolescent Functional Assessment Scale (CAFAS) is also a measure that could be utilized to assess and measure youths' progress. The CAFAS is an interviewer-rated scale that measures a youth's functioning across five areas; role performance, behaviour toward self and others, thinking, substance use and mood and emotions. Enviro already uses CAFAS in some other program areas and this is a viable option. Whichever measure Enviro may select, it is suggested staff are thoroughly aware of how to administer the standardized measure they implement.

Another possibility is to implement a standardized measure for any family work the program embarks on. One measure that may work well to capture the work of the program is the FAM III. This scale measures family functioning in several areas: Task Accomplishment, Role Performance, Communication, Affective Expression, Involvement, Control, Values & Norms. The scale also includes a non-clinical rating on Social Desirability and Defensiveness.

4. Increase resources directed to the volunteer mentor component.

Through the interviews and file reviews, it became evident that the volunteer mentor component of the program was a valuable, yet consuming area of the program. Because of the risk involved with one to one volunteers and given the high risk population worked with, a great deal of time is spent on screening, training, supporting and matching volunteers. The Reintegration Support Worker's focus is also critical in the area of client support. If possible, additional resources could be directed to the position of a volunteer mentor coordinator. If that is not an option, perhaps the program could partner with an existing

volunteer program to assist in covering the workload for the bulk of recruiting, interviewing, or screening.

5. Formalize or document a follow up plan with each program participant.

Through the interview process, it was clear that follow up and resource connection is a critical, ongoing part of the program. However, this was not captured clearly in the documentation. As this is a valuable piece to the clients, this area of action should be captured in the form of an ongoing discharge log.

6. Maintain (re-implement) or re-design the goal achievement form or one that fulfils this function.

During the evaluation process, the goal achievement form completed by each client was extremely useful in gathering a clear picture of each youth's focus, tasks needed and time completed with revisions as needed. Several youth also commented on the usefulness of having goals and reviewing them. This is a valuable program component that should be maintained.

7. The program states family work is a priority for youth when the family is willing to engage in the process. However, any family work, or the refusal to engage in family work is not documented clearly. This should be clearly tracked and included in the youth's file.

Web Location:

N/A

Time Frame and Publication date
2000-2003 (2003)

Publication Source:

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Comprehensive Community Projects

Title: First Nations Education Steering Committee

Area:

Education for First Nations communities

Organization:

First nations Education Steering Committee

Sponsoring Department

Indian and Northern Affairs Canada

Summary:

Participants at a Provincial First Nations Education Conference held at the Vancouver Friendship Centre established the FNEESC in May 1992. It's mandated was to facilitate discussion about education matters affecting First Nations in BC by disseminating information and soliciting input from First Nations. In 1999, the FNEESC applied for and received status as a non-profit society. Approximately sixty-three First Nations education technicians from throughout British Columbia provide overall direction for the Steering Committee's activities. A BC Strategic Action Committee (SAC) also supports the work of FNEESC. A number of other individuals are directly involved with FNEESC through a various [subcommittees](#), including the [Aboriginal Languages Subcommittee](#), and the Special Needs Subcommittee.

FNEESC provides administrative support to the following organizations:

[First Nations Schools Association](#) (FNSA)

[Indian Studies Support Program](#) (ISSP)

[Indigenous Adult and Higher Learning Association](#) (IAHLA)

General Activities

The activities identified for a provincial education organization, and those undertaken by FNEESC on an ongoing basis, include:

Facilitate communication (newsletter, policy updates, etc.).

Provide liaison for First Nations with government and other agencies.

Co-ordinate information sharing, to enable First Nations to do more with less money for education, as education demands increase while funding diminishes.

Co-ordinate Provincial Conferences, Regional Workshops and Information Workshops to increase communication and support amongst First Nations communities.

Conduct research on broad topics to support First Nations education initiatives (Aboriginal Language programs, legal aspects of control and jurisdiction, Best Practices in First Nations education, gathering data regarding First Nations

education for use by First Nations educators). This includes the work of the various subcommittees.

Undertake some policy discussions, with explicit direction from, consultation and communication with First Nations communities themselves.

Provide a forum for a united First Nations voice.

Serve as a clearinghouse for information resources and models for First Nations education activities.

Provide administrative and technical support to ensure First Nations control and administration of First Nations education programs such as the youth initiatives.

Provide support for First Nations involved in the treaty process.

Generally, FNEESC works as a collective organization to facilitate First Nations support for one another in the area of education, and to communicate with both the federal and provincial governments to ensure that First Nations concerns are being addressed. FNEESC also works to provide relevant and up-to-date information to First Nations about federal and provincial government policies and programs, to undertake research to support effective First Nations education, and to facilitate communication amongst First Nations and with other education organizations. FNEESC facilitates discussion about education matters affecting First Nations in BC by disseminating information and soliciting input from First Nations.

The First Nations Education Steering Committee (FNEESC) and the First Nations Schools Association (FNSA) are responsible for managing funds on behalf of Indian and Northern Affairs Canada (INAC) in support of a variety of programs. They will be responsible for the implementation of several new education related programs such as the New Paths for Education program which was previously called the Gathering Strength program; the First Nations SchoolNet program which is to connect First Nations schools to the Internet by providing and maintaining computers and providing subsidies for access; and, the Youth Employment Strategy (YES) Programs. In addition, in 2005-06, the FNEESC and FNSA are once again administering four programs for First Nations youth.

Partnerships:

The First Nations Education Steering Committee has over 60 members representing First Nations from across the province.

Key Findings and Outcomes: (See 2003-04 Annual Report)

In 2003, FNEESC sponsored an exciting new initiative – a comprehensive evaluation of the organization and its programs. FNEESC organized that external evaluation in order to ensure that its programs and services are seen to be effective, and to determine the extent to which the organization is meeting the

educational needs of First Nations in BC. An independent contractor undertook the evaluation. It involved a review of relevant documentation as well as interviews with a variety of stakeholders, including 34 First Nations representatives, 19 First Nations school representatives, 4 School District representatives, 3 Education Partners Group representatives, 3 First Nations political organization representatives, 8 federal and provincial government representatives, 10 FNEESC Board members, 4 members of affiliated First Nations Boards, and 10 FNEESC staff members. The interview participants were chosen randomly, with an effort to reflect all regions of the province.

Overall the evaluation results were very positive, with a majority of the people interviewed indicating that FNEESC is responsive to the direction of First Nations, and that the organization provides an important forum for a united First Nations voice on education matters. The evaluation report states that FNEESC, through its Board of Directors, management structures, and staff, fulfills the mandate it was originally provided; FNEESC is seen to communicate effectively, seek and respond to community direction, and employ skilled and motivated staff. In addition, the evaluators agreed that FNEESC maintains effective financial management, including efficient budget management and low overhead costs for program implementation. Other specific FNEESC evaluation results are outlined in the report.

Contribution to Quality Education

When asked whether the quality of education for First Nations learners has improved as a result of FNEESC support, almost all of the respondents either agreed or agreed strongly. Only 10% of FNEESC Board members, 5% of First Nations representatives, 25% of school district representatives, and 33% of the education partner group representatives did not support that statement. In addition, all of the respondents, with the exception of approximately 2% of the First Nations representatives, agreed that FNEESC is an important organization for First Nations and First Nations schools.

FNEESC Representation

There was also strong agreement that FNEESC fairly and legitimately speaks on behalf of and as directed by BC First Nations. All FNEESC Board members, First Nations school representatives, and affiliated board members agreed that FNEESC provides a united voice on education issues. 94% of First Nations, 75% of School District, 87% of federal and provincial government, and 67% of First Nations political organization representatives also shared that perspective.

Lessons Learned:

No Direct information is available in this area.

Web Location:

<http://www.fnesc.bc.ca>

Time Frame and Publication Date:

1999-now (2004)

Publication Source:

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Comprehensive Community Project

Title: Knowledge Development Centre

Area:

Knowledge development and transfer to community and non-profit organizations

Organization:

Imagine Canada

Sponsoring Department (s)

Community Partnerships Program, Citizen Participation and Promotion Branch,
Canadian Heritage

Summary:

The Canada Volunteerism Initiative (CVI) is funded through the Community Partnerships Program of the Department of Canadian Heritage. It aims to improve the ability of organizations to recruit and retain volunteers, to encourage Canadians to participate in voluntary organizations, and to enhance the experience of volunteering. The CVI established three national centres and thirteen local networks, one in each province and territory. The national centres deliver a range of programs and services related to volunteerism. More information on the CVI is available at http://www.pch.gc.ca/progs/pc-cp/cvi_e.cfm#1. One of the three centres, the Knowledge Development Centre, provides funds to support research on volunteering and volunteerism. It also promotes the transfer of knowledge to voluntary sector organizations by disseminating information resources and products such as fact sheets, short reports, manuals, and other publications. Some [information resources](#) on volunteering and volunteerism are already available. New resources are posted on an ongoing basis.

The Knowledge Development Centre funds both community-based and national research. Successful applicants conduct their research projects on [key theme and priority areas](#), which have been developed in consultation with the CVI [Local Networks](#), and KDC's Advisory Committee. The Centre is managed by Imagine Canada, formerly the Canadian Centre for Philanthropy

Partnerships:

The Knowledge Centre works with numerous partners and stakeholders including community and voluntary sector organizations as well as academic researchers.

Key Findings and Outcomes: The following are examples of the projects supported by the Centre in 2005:

- (1) Institute for the Advancement of Aboriginal Women (IAAW)
Project Title: Volunteerism in Aboriginal Community: Volunteer – Who Me?
Theme: Volunteer Experiences: Aboriginal volunteerism, youth volunteerism,

volunteerism and diversity, volunteerism in rural and remote communities
 Province: Alberta
National research project

This research project explores volunteering among Aboriginal women and will focus on the types of skills Aboriginal women gain from volunteering and the transference of these skills into other areas of their lives. It will examine whether or not volunteering allows these women to participate in any decision-making activities and if it creates opportunities for leadership in their communities. Research findings will be used to acknowledge the types of skills and efforts Aboriginal women are contributing through volunteerism and to provide recommendations for recruiting Aboriginal women volunteers.

West Broadway Development Corporation
 Project Title: Aboriginal Participation in Neighbourhood Revitalization: A Case Study
 Theme: Volunteer Experiences: Aboriginal volunteerism, youth volunteerism, volunteerism and diversity, volunteerism in rural and remote communities
 Province: Manitoba
Community-based research project

The research will examine the volunteer participation of Aboriginal residents of the West Broadway neighbourhood of Winnipeg in revitalization activities during the period 1996 to 2004. Through the interview process and discussions with active community-based organizations, the research will examine the extent of Aboriginal resident participation, whether this has increased or declined during the period studied, and the reasons for any change, the impact of volunteering upon residents and the impact of Aboriginal participation upon the revitalization efforts. The research findings will help in designing future volunteer opportunities for Aboriginal residents that will be meaningful and helpful both to volunteers and to other projects or organizations.

(3) Fédération des communautés francophones et acadienne du Canada (FCFA)
 Project Title: Training Needs of Volunteers on Boards of Directors in Francophone and Acadian Nonprofit Organizations in Canada
 Theme: Volunteer Recruitment, Management, and Development
 Province: Quebec
National research project

This research project addresses the training needs of volunteers on boards of directors of community organizations in francophone minority environments. The project will examine the existing available training and the training needs of organizations in this particular community. The research findings will be developed into recommendations on how to adapt the training to meet the specific needs of this community and its organizations.

(4) John Howard Society

Project Title: Program Alumni as Volunteers: Promising Practices for Community-based Rehabilitation Programs

Theme: Volunteer Recruitment, Management, and Development

Province: New Brunswick

National research project

This research project seeks to identify promising practices for supporting the recruitment and placement of former clients as peer-volunteers in community-based rehabilitation programs. The research builds on the efforts some agencies in the community corrections network are making to recruit former clients as new volunteers in order to develop and maintain an adequate volunteer base to address essential programming needs. The research findings will be applicable to service providers who plan to develop, implement and sustain former client /peer-volunteer programs in their communities and to community-based organizations that offer programs for similar client groups

Lessons Learned:

There is no direct information available in this area yet.

Web Location:

<http://www.kdc-cdc.ca>

Time Frame and Publication Date:

2002 and ongoing (2005)

Publication Source:

Knowledge Development Centre
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Comprehensive Community Project

Title: The Neighbourhood Empowerment Team (NET) Program of the Edmonton Police Service (EPS).

Area:
Crime Prevention through Social Development

Organization:
Edmonton Police Service (EPS) and the Dickinsfield Community Partnership Program

Sponsoring Department (s)
Public Safety and Emergency Preparedness Canada

Summary:
The NET program is an example of a new policing initiative based on community partnerships and social development, where police work closely with community partners to prevent and reduce crime. Knowing the impact of such a program can lead to changes and improvements in the way in which NET is carried out, and can help determine the impact of this approach for dealing with crime. This project used multiple effectiveness methods to assess the impact of NET on crime and community wellness.

The NET program is currently operating in three Edmonton communities: Dickinsfield, Bannerman and Belvedere. These communities struggle with issues such as high crime, poverty, gangs, multi-ethnicity, high youth populations, single-parent families, family violence, substance abuse, transient populations and rental/subsidized housing. The overall objective of NET is crime prevention and crime reduction. NET is an initiative of the Edmonton Police Service. A social worker and a police officer make up the NET administrative team, and are in charge of all program operations. Program activities are driven by community needs and concerns.

The NET program is delivered in two phases: (1) Community Intervention, and (2) Community Capacity Building,. Each phase lasts 2 years. Program activities include establishing a storefront office in the community, developing community partnerships with agencies, businesses and residents, and implementing programs that address community wellness. The NET program has been faced with many challenges, such as communication with, and support from, the police organization as a whole; community participation; secure and consistent funding; maintaining balanced partnerships; sustainability; and measures of success.

Partnerships:

Edmonton Police Services and a number of community associations and service providers.

Key Findings/Outcomes:

The overall objective of NET is crime prevention and crime reduction. The program has a clearly defined mission statement and outcome goals that drive activities. Community residents were supportive of NET and believed it was making a positive impact on the communities involved. All communities were at different stages of the program. Residents in Dickinsfield appeared to be empowered by NET and were able to maintain the community partnership and sustain positive changes. Residents of Bannerman and Belvedere appeared to be more dependent on the presence of the NET team, specifically on the program co-ordinators.

It was evident that sustainability is the biggest challenge for NET. Respondents identified most success in Phase 1 of the program, but struggled with maintaining positive changes in Phase 2. Some evidence of sustainability was seen in Dickinsfield, the first community to implement the NET programme. The issue of sustainability needs to be addressed more effectively in the other communities. The NET administrative team is aware that sustainability issues need to be continually revisited as the program expands.

In each community, decreases in crime rates were seen in certain crime categories but were not in others. Respondents in the focus groups and interviews suggested that this might be due to NET targeting certain types of crime in their programming. For example, property crime in Bannerman was identified as a particular issue that needed to be addressed. Respondents from Bannerman reported a focus on property crime through NET. Large decreases were seen in this community in residential break and enter and motor vehicle thefts.

NET has been successful at facilitating partnerships and collaboration in response to communities in social and economic need. NET has motivated and encouraged community members to actively participate in strategies that address crime, resulting in residents having a new found respect, control, awareness and interest in contributing to their community. Statistics show a reduction in certain crime rates, and respondents report a decreased fear of crime. While communities continue to struggle with sustainability, NET is increasing efforts to address this issue by revisiting its program structure and delivery. Dickinsfield, Bannerman and Belvedere continue to deal with crime and community decay. However, the changes that have occurred in these communities through the NET program should be celebrated. A wide range of successes was identified in the evaluation, ranging from a reduction in crime rates to improved community relations. NET has far surpassed what had ever

been done in these communities before. The program continues in these communities and attempts to address areas of weakness. The learning process is ongoing and changes are continually being made to improve the program.

Lessons Learned:

The following recommendations were identified through the evaluation and should be kept in mind when considering expansion and replication:

Establish clearly defined roles, expectations and job descriptions. Definitions should be developed and agreed upon by all stakeholders.

It is important that the individuals who make up the NET community teams are committed to the program philosophy and believe in the concept of community policing. The NET administrative team should have input when selecting and training staff. This will ensure that appropriate people join the team.

Maintain open lines of communication within the entire police organization.

Increased knowledge of NET will lead to greater acceptance of the program and its community approach to policing, and will encourage officers at all levels to get involved. It is particularly important for new recruits to receive this information, as community policing is a possible area for focus in an officer's career.

Develop a flexible program framework that can adapt to each individual community, as all communities are different and have diverse needs. This may include a flexible timeframe, depending on the community issues that need to be addressed.

Provide perks to police officers who take on community policing activities beyond their regular duties. Flexible schedules, increased human resources and promotional opportunities are examples of incentives that may motivate participation in NET.

Secure consistent funding. This would eliminate the need for the NET administrative team to seek out and apply for money. It would also provide a level of comfort and security when considering the future life of the program.

Maintain an equal balance between a policing perspective and social work perspective. This partnership will ensure that NET works from a foundation where crime prevention, community mobilization and community development are equal.

The NET team needs to effectively communicate to the community about the program timeline and the goal of sustainability. If the NET team *partners* with, rather than *leads*, the community, the transition to a self-sustaining community will be made easier.

Measures of a successful program should consist of more than just analysis of crime statistics. Multiple indicators of outcome, such as a decreased fear of crime, positive relationships between the community and the police, an improved physical environment, programs that address community needs and strong community partnerships should be considered.

Web Location:

http://www.sgc.gc.ca/publications/policing/net_eval_e.asp#60

Time Frame and Publication Date:

1995-2003 (March 2004)

Publication Source:

Canadian Research Institute for Law and the Family, 2004

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Comprehensive Community Project

Title: Tamara House

Area:

Multiple programs to support women survivors of sexual abuse

Organization:

Tamara's House Services for Sexual Abuse Survivors Inc.

Sponsoring Department (s)

Status of Women Canada

Summary:

At Tamara House, staff, volunteers and other survivors offer support to make lasting changes women's lives. Many of the volunteers are survivors themselves. Some of the services offered include:

- Information and resources on abuse, healing and related issues
- Creative opportunities for healing and growth (painting, clay, collage, etc.)
- Body work and massage therapy
- Workshops for you and your families
- Supportive materials from other survivors
- Aboriginal healing circles
- Training and educational programs
- Space for self-help and support groups
- Monthly gatherings and celebrations

In addition, Tamara House offers:

(1) Drop-in Healing Centre

The drop-in Healing Centre is a safe place for female survivors, 18 years of age and older, to express feelings, to be listened to and supported, and to gain information on healing from childhood sexual abuse, creative healing opportunities and programs.

(2) Training, Education and Workshops such as:

Courage to Heal Group – An open discussion group focused on healing.

Sharing Circles -- Sharing Circles provide an opportunity to share information, stories, questions or whatever is important to the participants.

Cooking Program – This program provides participants with an opportunity to enhance their cooking skills through sharing recipes and learning new skills.

American Sign Language – This program is provided in the Drop In. They have now gathered books and are working with a system taught throughout the province.

(3) Tamara's House Residence – the criteria are: that the woman is a survivor of child sexual abuse who is at a point of wanting or needing to focus on healing from the abuse; that she is over eighteen years of age; has a fixed address; has been clean and sober a minimum of six months; is not currently living in an unsafe environment (such as domestic abuse); is not a danger to herself or others?

(4) The C.H.E.P. Good Food Boxes – The Good Food Boxes are a part of The Child Hunger and Education Program (CHEP). They provide nutritious, affordable food in Saskatoon communities. The box consists of vegetables, fruit and some dry items such as Whole Wheat Flour. The fruits and vegetables are purchased in bulk which enables participants to pay as little as possible. As "in season" produce becomes available from local growers they are included in the box.

Partnerships:

Tamara House works with a full range of community partners and has developed a broad source of fundraising activities including government grants.

Key Findings and Outcomes:

While there are no program evaluation reports readily available pertaining to the organization's programs and services, the Group has completed several research projects relating to their client-group such as:

The A.C.T.S (Action and Change Team for and by Survivors) project grew out of conversations between survivors about problems they faced finding employment, accessing job training, obtaining income support for education programs, and qualifying for the financial support they needed while in the healing process. These women felt that other survivors shared these experiences and decided to investigate these issues. Funding was obtained from Status of Women Canada, Women's Program to carry out the first phase of A.C.T.S. that was to gather information from survivors on the subject of employment and identify the barriers faced.

The Health Transition Fund Research was funded by Health Canada. This study was to determine whether or not complementary care therapies delivered in a community based organization were useful to survivors of child sexual abuse.

Seventy-six female survivors (16 years of age and older) participated in the three modalities of complementary care. The three modalities were: Aroma-Massage (32 women), Reiki (32 women) and Psychodramatic Bodywork ® (12 women).

Participatory Action Research P.A.R. Project -- The goal of this project was to provide a comparative cost analysis of treating female survivors of childhood sexual abuse through traditional health care resources and community-based services. It provided the opportunity for up to 16 survivors to access their Saskatchewan medical records spanning a ten-year period. This data included medical charts, prescription usage, medical, hospital and outpatients services, day surgeries and emergency services

Lesson Learned:

No Direct information is available at this time on this area.

Web Location:

<http://www.tamarashouse.sk.ca/parproject.html>

Time Frame and Publication Date:

On-going

Publication Source:

Tamara's House

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Comprehensive Community Projects

Title: Understanding the Early Years

Area:

Community support to children and youth

Organization:

While information is available on five initial pilot programs, only one of the programs is presented here to illustrate the potential for replicating this approach in other communities. For further information about the other pilot programs please go to the general SDC website

http://www.sdc.gc.ca/en/hip/sd/310_UEYReports.shtml . Within the city of North York, Ontario (now Toronto — North Quadrant) an innovative community effort called the *Early Years Action Group (EYAG) was launched in 1996*. This group consisted of a broad-based coalition of individuals and organizations committed to meeting the needs of children in their early years and ensuring that they are ready to learn at entry to formal schooling. Because of the common goals of the EYAG and UEY, North York served as a prototype project before the UEY initiative was piloted in other communities

Sponsoring Department

Social Development Canada (SDC)

Summary:

Understanding the Early Years (UEY) was a six-year pilot research initiative (1999-2005) that was intended to expose communities to research evidence about local kindergarten children's school readiness. Recent research emphasizes the critical role of community-level factors in healthy child development. UEY was originally implemented by Human Resources Development Canada (HRDC) in pursuit of two complementary federal government policy goals: first, to increase the use of research evidence in building community interest in "early years" and second, to develop a better understanding of the role that communities can play in promoting healthy child development. This neighbourhood-specific information is used by communities to design and implement focused policies, programs and investments that enable their young children to thrive in the early years.

Early Years is a community research initiative also involving teachers, parents, guardians, community agencies and the Government of Canada.

It's helping communities from across the country understand how their children are doing and how best to respond to their needs. Understanding the Early Years looks at the whole picture: how neighbourhoods, children's programs and services, families, schools and child care facilities influence early childhood development. It also maps out where children in a community live in relation to

where the programs and services supporting them and their families can be found. With this information, communities will put in place action plans that will help their children—both before and after they enter school—reach their full potential in life.

Understanding the Early Years was comprised of three parts: 1) the *National Longitudinal Survey of Children and Youth*, which looks at their health and well-being; 2) the *Early Development Instrument*, a teacher questionnaire that assesses how ready children are to learn as they enter school; and, 3) a community study that maps out local child and family resources.

It should be noted that building on the success of the UEY pilot program the Spring 2004 federal budget committed the Government of Canada to extend UEY to up to 100 communities across Canada over the next seven years. Moreover, UEY may not use the same instruments that were used in the pilot stage. But the same types of research and information will be gathered (parents interviews, child assessments, teacher assessments and community mapping).

As mentioned earlier, the first phase of UEY included 12 pilot communities across Canada. Building on the success of the [UEY pilot program](#) and its positive impact on the capacity of communities to support early childhood development, plans are in being considered to extend UEY to up to 100 communities across Canada over the next seven years.

Five communities began to receive funding for UEY in 2001/2. These include:

- [North York, Ontario - May 2001](#)
- [Prince Albert, Saskatchewan - April 2002](#)
- [Prince Edward Island - November 2001](#)
- [Southwestern Newfoundland - June 2002](#)
- [Winnipeg \(School Division No. 1\), Manitoba - November 2001](#)

Partnerships:

In the various communities, teachers, parents, guardians, community agencies and the Government of Canada worked together toward the implementation of the various components of the *Understanding the Early Years Program*.

Key Findings/Outcomes:

As mentioned previously, Understanding the Early Years uses three main components to collect data about the community's children from their parents, teachers and the children themselves. It also gathers information about the community environment in which the children are living. This summary is based on a report of the research conducted in the community of North York, Ontario. It focuses on the results of a Community Mapping Study, which was developed to gather information about the physical and social environments in the children's neighbourhoods as well as children's programs and services.

Results indicate that North York is a community with many families with children, where green space, parks and recreational areas are generally available. The majority of neighbourhoods scored well on measures of the quality of their physical conditions. In many areas throughout the community, educational and employment levels were high and household incomes were above the national average. However, a significant proportion of children six and under (67%) were found to be living in neighbourhoods that were considered to be at higher risk of socio-economic disadvantage.

North York has a variety of programs and services available for its children in their early years, but these resources are not always distributed evenly throughout the community. Often, resources were found where the density of children was higher, in areas of both higher and lower socio-economic risk. However, over half of the children in the community lived in relatively resource-poor neighbourhoods indicating a possible discrepancy between the location of resources in North York and the location of families with young children who might need them.

The study of community resources in North York, including the collection of information on its neighbourhoods' physical and socio-economic environments, provides a basis for community-wide discussions on developing strategies to improve child development outcomes. These strategies can use evidence-based decision-making; for example related to the allocation of resources for optimal early child development within the community, according to specific needs of each area.

Findings related to the social environment:

A child's social interaction with other people can have an important influence on his or her development. In addition, childhood is a critical stage of development where good or poor socio-economic circumstances have lasting effects. Mother's education is a particularly strong predictor of children's behavioural and learning outcomes. As well, children with behaviour or learning problems are more likely to be from low-income families (McCain and Mustard, 1999; Ross and Roberts, 2000; Willms, in press).

Findings related to the physical environment:

Injuries, many of which may be caused by motor vehicle accidents, are one of the leading causes of death for children and youth across the country (Federal/Provincial and Territorial Advisory Committee on Population Health, 1999). Crossing main streets or busy roads can present a greater risk to children. Younger children have been reported to have higher rates of injury, even though exposure to traffic has been shown to be lower for younger children than for their older counterparts (Pless, Verreault, Arsenault, Frappier, and Stulinkas, 1987). Children's physical environments, including factors such as overcrowding and poor-quality housing, can have important impacts on their

health and well-being. Children living in poorer environments, for instance, are more likely to live in homes that are not well maintained or are in need of major repairs (Ross, Scott, and Kelly, 1999).

Findings related to neighbourhood resource availability:

Theories of neighbourhood resource availability view the community as a resource for human development. Such theories imply that increased availability of programs and services will lead to enrichment of experiences, more opportunities for development and support of social networks, and fewer chances of developing problems.

Putting it all together: The Resource Availability Index:

The Resource Availability Index provides a composite measure of the distribution of programs and services in different Census Tracts across the community. Census Tracts were used as the base of this index because EAs were not large enough for this purpose. While many children lived in relatively high resource areas, over 50% of children aged six and younger lived in relatively resource-poor Census Tracts. Also, clusters of Census Tracts with the most resources still contained less than half of the 19 key resources identified in the Resource Availability Index. This pattern points out an apparent discrepancy between the distribution of resources in North York and the families with young children who might need them.

Acting on the evidence from the Community Mapping Study:

One of the early goals of the North York EYAG was to bring together the myriad of groups and services involved in supporting young children and their parents. In the absence of an integrated system of early child development, the EYAG sought to bring the various players together in an effort to promote collaboration and work towards the development of a seamless web of services designed to improve developmental outcomes for all children in North York. The results of the Community Mapping Study provide data and information critical to moving forward on this community-wide agenda.

In some cases, the data might show the lack of a program in particular neighbourhoods or areas of the community. Or, it may show an abundance of a program in particular neighbourhoods or areas of the community. To understand the impact of these patterns, it is important to look closely at the Social Index Map (Map 13) and the Resource Availability Index Map (Map 29). The Social Index Map demonstrates whether the gap in a particular service occurs in areas with a high or low number of risk factors, or conversely, whether the clustering of a service in a particular area has a high or low level of risk factors. The Resource Availability Index Map, in addition to providing information on the overall resource availability in North York, provides data on whether the particular service — or gap in service — is located in areas with a high or low child population. Together, these maps help uncover the significance of gaps or clustering of particular

programs or services, and provide a framework for discussing the spatial distribution of services, and allocation according to potential need.

The maps and information in this report, along with information from the report "Understanding the Early Years Early Childhood Development in North York" (Connor, 2001) and findings from the Early Development Instrument, provide information on the links between children's outcomes and the factors influencing these outcomes.

Critical to this discussion is the existing or potential collaboration and co-ordination of services within a particular area. Even in areas with an apparent abundance of community resources, the lack of co-ordination may reduce their efficacy and effective use by parents and their children. Some neighbourhoods may not offer the best mix of services for their particular distribution of need. The philosophy and goals of the North York EYAG embodies this integration of community resources into a seamless system of supports for children aged six and younger and their families. In addition to fostering sector collaboration and service integration, the community may also encourage the active involvement of neighbourhoods and parents in the development of early child development strategies and programs.

Web Location

<http://www11.sdc.gc.ca/en/cs/sp/arb/publications/nlscy/uey/results/2001-000071/page00.shtml>

Time Frame and Publication Date:
1999-2001 (2001)

Publication Source:

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Comprehensive Community Projects

Title: Vancouver Downtown Eastside Community Crime Prevention and Revitalization Project (DTES).

Area:

The original project focused on comprehensive community mobilization and revitalization

Organization:

City of Vancouver

Sponsoring Department (s)

National Crime Prevention Centre, Public Safety and Emergency Preparedness Canada

Summary:

The overall goals of the project were as follows:

Strengthen the participation of residents, agencies and businesses in community decision-making.

Build community leadership.

Promote community cohesion

Improve socio-economic conditions.

Influence the implementation of public policy that addresses risk factors associated with crime and victimization.

Promote, within the broader Vancouver community, recognition of the strengths and capacities of the Downtown Eastside low-income community.

One of the key components of the overall revitalisation strategy was the Community Directions Strategy. The history of Community Directions may be divided into three phases: A planning and mobilization period, lasting approximately two years; a reorganization and re-direction phase taking some six months; and a final year and a half spent implementing projects and ensuring their sustainability. Each phase has its own successes and challenges. While innumerable lessons both large and small might be drawn from five years of experience, in the case of Community directions four major points stand out:

First is the vital importance of leadership development. Without a strong core of trained leaders committed to working together for the long-term, mobilization can

be short-lived and fractious. Having a leadership core in place before mobilizing the community, as a whole, would help achieve community cohesion more easily.

Second, both mobilization and leadership development work best when residents have some pre-existing reason to work together. This can be a cultural link, as it is with the First nations and Latino working groups or it can be a closely shared interest, as it is for the current Housing working group, most of whose members live in the buildings they hope to re-develop. Both mobilization and leadership development are harder to achieve in the absence of such a predisposition to collaborate.

One implication of this is that strategies to reach the target population work best when they are focused on a specific reason for the mobilization. Thus appeals to, for example, Latino residents to come together around cultural and Latino-specific reasons were more effective in securing sustained participation than were appeals based simply on shared residency in the neighbourhood.

The stress on sustained participation points to the third main lesson: It is difficult to build a strong team and a coherent long-term goal where participation can be short-lived or sporadic within a loose, democratic structure.

Finally, and perhaps most importantly, in an environment like the DTES with many conflicts and a history of mistrust and misunderstanding between the community and governments, it is essential to build trust and a positive working relationships first. It is also crucial to recognize that this will take time, resources, patience, and resilience from all stakeholders, and that it will not be a smooth process.

Partnerships:

City of Vancouver, Vancouver's Coalition on Crime Prevention and Drug Treatment, Downtown Eastside and Chinatown Communities, National Crime Prevention Centre, Canadian Heritage, Status of Women Canada, Human Resources and Skills Development Canada (the called Human Resources and Development Canada) the BC Ministry of Public Safety and Solicitor General

Outcomes:

A comprehensive project evaluation was completed in May 2004 and the major conclusions are highlighted below. The findings of the process and outcome evaluation show that key aspects of the process to establish and manage the project, project design, and evaluation worked well and could be replicated successfully in other locations.

Process to Establish and Manage the Project

The project was initiated in an environment of conflict. Conflict was significantly reduced, however, by the end of the project. There are several characteristics of

how the project was managed and administered that worked particularly well. These include:

- extensive outreach and trust building activities were undertaken at the very beginning to determine how the project should be designed;
- the design of the project was fairly open from the outset allowing the community to influence its design;
- day to day management was flexible, managed out of the City Manager's office giving it focused attention and resources that might not have been available had the project been centred elsewhere; and
- coordination with other City initiatives occurred through Core Staff meetings.

Project Design

There are several aspects of the project's design that appear to have worked well. First, the project was successful in providing a venue for low-income and marginalized groups and raised awareness about the challenges of organizing in a marginalized community. In doing so, it successfully adapted its model to increase participation of First Nations and Latinos by:

- providing for organizers to work directly with First Nations people and Latinos residents on the issues of specific concern to them
- supporting an ongoing Healing Circle which eventually evolved into the Aboriginal Front Door program; and
- fostering the development of a formal legal structure so that the likelihood of the specific programs can continue beyond the life of the project is higher.

In Chinatown, City staff worked to draw the family associations and youth into the revitalization process. The focus on family associations is important because Chinatown is not primarily a commercial district. It is also as a cultural zone. The involvement of community-based groups like the family associations was an important means of emphasizing this cultural dimension of the neighbourhood. However, these groups tend to be dominated by older people who are concerned that youth are not involved in Chinatown. By reaching out to young Chinese Canadians and successfully inspiring them to get involved, the project not only increased the voice and leadership of youth, but also supported the community to address an issue of concern to them.

Second, leadership development was one of the strengths of the Community Directions, VCRC, and MoreSports components. What was unique about the project was that all leadership development activities were designed to suit the needs of the particular community whether they were Aboriginal people, Chinatown businesses, or low-income families.

Third, the project seems to have played an important role in mediating and resolving conflict between interests in the community. In particular, the VCRC was highly successful in fostering a shift in the relationship between the Chinatown business community, the municipal government and low-income groups. There is broad consensus that harm reduction should be the main approach for the time being. Community Directions played an important role in achieving this agreement by undertaking extensive outreach on the issues. Fourth, the project influenced public policy with respect to root causes of crime by making public policy makers more aware of the importance of including the voice of the community and the challenges of doing so. This was achieved through a consistent pursuit of a collaborative partnership approach by City staff. As a result, the Downtown Eastside Crime Prevention and Community Development Project became the central capacity building piece. Fifth, the project played an important role in building awareness of alternative approaches to crime prevention and the importance of addressing risk factors. Specific initiatives that address risk factors such as unemployment, homelessness, addictions, and poor parenting are now operating in the community as a result of this project. Notably, the VCRC played an invaluable leadership role in guiding Chinatown into the revitalization continuum. The Aboriginal Front Door has placed community healing on the map and demonstrated the way this can occur, one person at a time. EMBERS has carved out a niche in supporting the potential for very small business as a vehicle for income generating in marginalized populations.

Lessons Learned:

Some of the lessons learned from two different perspectives are highlighted below. These include those of the project evaluation team and those of the project management team.

1. Project Evaluation Report:

The project has had considerable value. In the first place, many residents have been mobilized around issues of fundamental importance to crime and safety, such as homelessness, addiction and poverty. This mobilization, especially during the development of the community plans, has served to generate not only valuable input from the community to government but also to educate many members of the community in the various ways of confronting these issues. This is a valuable contribution to community education.

Furthermore, the community plans themselves are a valuable legacy, containing a comprehensive set of initiatives capable of being acted upon. That action can, of course, come from government, but given the capacity building and leadership development accomplished during the project, it can also come directly from residents. To an extent, this is already happening: The project has secured funding from other levels of government for resident-driven initiatives arising from the project such as The Aboriginal Front Door, the Latin American Society in

Action and the Housing working group. These projects make a valuable and lasting contribution to community efforts to address the root causes of crime.

Finally, the value of the project is that it is capable of being exported to other neighbourhoods. While the DTES is in some ways unique, the general lessons on building community leadership in environments of conflict can be “generalisable” to other, broadly similar communities.

2. *Project Final Report:*

The first lesson learned is the vital importance of having a leadership core in place before mobilizing the community, as a whole. This can help to achieve community cohesion more easily.

Second, both mobilization and leadership development work best when residents have some pre-existing reason to work together. Further, strategies to reach a target population work best when they are focused on a specific reason for mobilization.

Third, the limits of sustained participation need to be recognized. It is difficult to build a strong team and a coherent long-term goal where participation is short-lived or sporadic within a loose democratic structure.

Fourth, in an environment like the DTES with the many conflicts and a history of mistrust and misunderstanding between the community and government, it is essential to build trust and a positive working relationship from the outset. It is also crucial to recognize that this will take time, resources, patience, and resilience from all holders, and that it will not be a smooth process.

Web Location:

<http://vancouver.ca/commsvcs/planning/dtes/>

City of Vancouver’s Downtown Eastside Project Evaluation Report not yet published or accessible via web.

Time Frame and Publication Date:

1999-2004 (2004) (Project Final Report)

2005 (projected date of publication of the Project Evaluation Final Report)

Publication Sources:

Project Final Report

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