

Themes &  
Sub-themes  
from the  
**Project Impact**  
Qualitative  
Interview Data

A COMPANION DOCUMENT  
TO THE FINAL REPORT.

# Notes

- 1 — These themes are separate from findings (discussed in the final report *Taking Action Together: The Cumulative Impact of Collaboration*). Findings incorporate the quantitative data and come from looking at the themes, the sub-themes, the facilitators/catalysts of these themes, the pervasive qualities throughout all themes, and from questions that you are bringing to the data.
- 2 — The quotes are representative but NOT comprehensive. Not all quotes covering a theme were included, and quotes appear only if several other people expressed the same or similar sentiments.
- 3 — The descriptions and facilitators are also drawn thematically from the data.

## CONTENTS

People	3
Knowledge	7
Community	10
Action	14
Empowerment	17
Environment	20
Time	23
Major Sub-themes	25

# People

## DESCRIPTION:

People are a surprising and key source of inspiration and motivation; Relationships are central; Trust is important; Ultimately relationships facilitate better referrals and improved service delivery.

## FACILITATORS:

Meeting face to face, regular meetings, hearing stories, learning about the work others are doing, developing real relationships, the variety of experiences/expertise/perspectives at the tables, seeing other colleagues' passion/heart.

## CENTRALITY OF PEOPLE/RELATIONSHIPS

*"The people are what make it."* JH.PTT.1(2). 2:51

*"It's not just the organization; it's having a relationship with the person."* JH.PNTT.2. 10:17

*"That personal connection is different than just reading somebody's brochure."* JH.PTT.6 2:37

*"It's given me more time with individuals in the community where you can have more natural conversations and just get to know each other on more of a personal level so that when you are working in partnership or working in the same area you have a lot more common ground."* JH.OTT.3

*"Without CHC people probably wouldn't even have met."* JH.PNTT.1. 7:41

*"I would say CHC gave me the time that you need to put into relationships."* JH.OTT.3 7:09

*"If it was different representatives every month, though you'd meet a lot of different people you wouldn't feel connected because it takes a bit of time to build relationships."* MS.PTT.5

## FACE TO FACE CONNECTION

*"How it's changed me is that they're not faceless. They have a face now, a voice."* SM.PTT.5 8:00

*"A lot of us could probably just sit behind our computer and be on email all day if we wanted to, but that face to face connection to build those relationships is really important. I find the most valuable actions are a result from either a face to face conversation or me being able to pick up the phone and say, 'Hey [name], I know community services is doing something around this. We've seen this need in a patient population, how can we work together to meet this need?'"* JH.PTT.5 1:49

*"Email and phone is okay, but once you've made that face to face connection it's so much easier."* JH.PNTT.1. 4:08

*"Being in a room with other people and looking at them in the face, rather than just communicating by email and telephone and texts and stuff like that is really important. And I do kind of downplay sometimes the importance of that when I say that I believe that meetings should be actionable and stuff like that. But there is a certain productivity in just getting to know somebody."* MS.OTT.7 42:56

*“There’s such value to meeting face to face or sitting side by side with somebody, building rapport. The value of that can’t be underestimated.”* **JH.PTT.6 3:23**

## MOTIVATION / INSPIRATION

*“Everyone in that room just makes me feel good because they all bring a wealth of knowledge and experience and training and education to their work. And I think the most obvious thing about everybody in the room is that they’re genuinely passionate about what they’re doing.”* **JH.PTT.1(2). 2:12**

*“I’m a much different [name] than I was seven years ago. And that has a lot to do with the relationships that have developed and the bonds that are formed.”* **JH.PTT.5 10:10**

*“I’m inspired by other people and what they’re doing. The other members of CHC, and how engaged they are and how they go above and beyond in their work. Like, people that are involved in CHC are really committed—even though they have so much on their plate, personal, professional, otherwise.”* **JH.OTT.2 14:25**

*“It’s actually a pleasure to be able to help other organizations out now that I have a more personal connection with them.”* **SM.PTT.3**

*“I think it’s just really the people, it’s those people that are heading up those organizations. I think that really drives me. I’m always admiring of people who do the hard work.”* **JH.PTT.3 28:22**

*“That’s one of the things that has been so awesome about CHC. There are people there that I have an actual relationship with—like, not just ‘Hey, I know that person’ but ‘How are you doing,’ and I genuinely care. ... That relationship makes you want to work with people, show up, collaborate. So I think it’s part of the success.”* **MS.PTT.4 0:31**

*“You know, somebody like [name] ... You know that’s inspiring and that helps me persevere. ... I feel encouraged at CHC meetings and that encourages me to persevere.”* **MS.PTT.4 39:44**

*“There’s a lot of people invested in the wellbeing of this community. It’s actually pretty amazing.”* **JH.OTT.2 6:36**

*“It’s really actually quite inspirational to see the way that some of these organizations and some of the people in those organizations do their work.”* **MS.OTT.7 28:37**

## EFFICACY IN WORK

*“The people that you get to these meetings is massive.” MS.ONT.2. 8:24*

*“When you collaborate as much as we do, you know who to refer your clients to. Like, you know, ‘These people are great they’re going to help you.’” MS.PTT.4 35:34*

*“You can help more people when you have more partners.” JH.PNTT.2. 2:20*

*“I think it helps to build confidence and comfort in the overall services that are available to your patients when you can actually put a face to a name or program.” JH.PTT.5 17:31*

*“People seem more helpful if they know someone. I’m more comfortable. I’m introverted so it’s sometimes hard for me to make calls to people I don’t know. [It’s] personal relationships rather than talking to an organization.” KS.PNTT.1*

*“Predominantly, just getting to know people is really helpful.” SM.PNTT.2*

*“The more time you have to spend with people, the more you get to know who they are, you begin to trust what they’re about and what they’re doing.” JH.PTT.*

*“I think if you don’t know the face or having met somebody ... if you’re trying to connect with somebody that you haven’t met, it can be challenging. It’s easy to send an email, but if you don’t know where that email is coming from or who that person is, you might take longer to respond to it. It might not be as much of a priority. Whereas if you know that person you’ll just shoot an email right back at that person right away.” MS.PTT.5 42:23*

*“It’s not just knowing who the agency is, it’s who to contact in the agency to make something happen, to affect change, to share the concern.” SM.ONTT.4*

*“Now I know who I can talk to. I think that for me is the big difference. Because once that happens than other things can start to happen as well.” SM.PTT.5*

*“What excites me more now is that I know the people. So I know who I’m passing people off to—clients or my fellow coworkers—I know when I say ‘This is someone you should connect with,’ I know I can really strongly encourage them to do it because I know how they’re going to be received.” JH.OTT.3 27:29*

*“So [working in silo-ed systems] is a frustrating piece that is alleviated by relationships at the table or knowing the right people to talk to.” JH.PTT6 12:42*

# Knowledge

## DESCRIPTION:

Stakeholders have gained deeper understanding of both professional landscapes and social issues;  
Increased knowledge has corrected misconceptions (particularly around addictions/housing/First Nations);  
Knowing more about people/programs saves time, is better for clients, and identifies gaps; CHC affords access to the expertise of colleagues.

## FACILITATORS:

Friday newsletters, attending meetings, participating in trainings, quick responses from partners, CHC itself—particularly the coordinator role, diversity/expertise at the table.

## INCREASED JOB EFFECTIVENESS

*"It's good having the knowledge of outside resources. ... We can help support whoever comes through the door."* **MS.PTT.6**

*"I mean, somebody will answer your question, and they will get back to you. I have found that CHC is like that. It works very much like a connected web of help and information."* **SM.PTT.3**

*"I feel way more resource-rich because of it."* **JH.OTT.3**

*"I'm more clear on what everyone has to offer, and that's also identifying the gaps as well."* **JH.OTT.2 0:43**

*"It's uncovering all the gaps that we may not be aware of."* **MS.PTT.6**

*"I think a big shift for me is the recognition that I don't know everything nor do I need to know everything. But we have a really fantastic community of partners and organization that if that's not something I can do or have expertise in, I know I could touch [name] or [name]."* **JH.PTT.5 36:05**

*"Sitting around CHC now, if I have a question about child poverty or a question about literacy, I now have contacts that I can just immediately speak to and it's very very helpful. I can get very quick answers, and I can be sure of those answers."* **MS.PNTT.3**

*"I think almost every month when I come back from a meeting I've learned some nugget of information and I'm emailing one of our service directors to say, 'Hey, this is likely something we could connect some of our folks to,' or 'Have we had connection with this group, it sounds like their services could be of benefit to people we're serving.'" **JH.PTT.6 0:08***

## CORRECTED MISCONCEPTIONS

*Regarding First Nations: "Education in itself has really helped some people."* **MS.PTT.6**

*"I've heard non-Indigenous people say the most generous and wonderful statements that I never knew was possible, just because they got the information."* **JH.PTT.3 53:34**

*"I didn't really understand what work was being done or how agencies work together with the city and municipality, so all the dots are connected there now. I understand how everyone works together."* **MS.PNTT.3**

*"Tons. I can't list [the things I've learned about social issues]. I can't list them all. I've learned so much. ... Lots of preconceptions or misconceptions set right, that's for sure."* **MS.PNTT.3**



*"I've actually had [partners] reach out and ask, you know, would you be willing to talk to me about Indigenous people. Absolutely. ... For some people it's helping dispel stereotypes. And it's allowing me not only to build bridges, but to break down barriers."* **JH.PTT.1(2). 1:14**

*"I think people are a lot more open to offering services in a diverse way if they know how. And we often have a misconception that it's racism versus ignorance."* **MS.OTT.7**

## POSITIVE OUTCOMES

*"Understanding best practices—a lot of those things came through CHC, or, you know, they directed me to the agencies."* **MS.PTT.4**

*"There's just a whole load of information there, and people. ... It made me a lot more aware of the specifics of what different people in these groups do, and also helped put faces to the name of some of these groups."* **SM.PTT.5**

*"[CHC] has reinforced the importance of collaboration, the importance of knowing what's going on, knowing who's who in the zoo and understanding how we access or how we can support."* **MS.PTT.6**

*"For me, CHC provides such a fertile ground for knowledge translation."* **JH.PTT.5 40:16**

*"I think the Friday mailout is awesome."* **JH.PTT.3**

*"Bringing the needs to light, hearing the stories, has been really impactful."* **JH.PTT.6 12:33**

# Community

## DESCRIPTION:

CHC helps people feel connected to the bigger picture; Stakeholders are feeling more appreciative of Chilliwack and display an increased sense of community belonging; People are seeing the interconnection of people/programs/impacts; Many members are taking real ownership and becoming an ambassador of what they learn.

## FACILITATORS:

Learning about what's out there, hearing the stories, getting to know others, working together on a problem, achieving positive progress (action) together, numbers and diversity.

## BIGGER PICTURE

*“CHC makes me look at Chilliwack as a whole community”* **PILOT**

*“Within your own organization, you can pretty much get sucked in, and you forget about stuff because you’re so busy working on your own challenges. But I think, you know, you see these pop ups from CHC or you attend a meeting and you go, ‘Oh yeah, hold on. This is not just me. I’m part of a bigger picture and if I need anybody there are people out there.’”* **JH.NPTT.1.48:42**

*“With something like CHC you have these partner agencies that can bring kind of that stone soup model. I think you just get a lot more out of it so it motivates me to always look at opportunities from a bigger picture lens instead of just what [my agency] can do.”* **JH.OTT.3**

*“When we think of ourselves in silos, we tend to forget that we’re offering something which is part of a whole suite of resources.”* **SM.PTT.5**

*“I always felt good about [my work] but I feel even better because I know that the work I’m engaged with is in some way connected with the work other people are doing. And that together we can make quite an impact.”* **SM.PTT.5**

*“I truly believe we are a network and it’s all interconnected. And what’s happening in financial literacy directly impacts the patients that our physicians serve.”* **JH.PTT.5 6:47**

## NUMBERS / DIVERSITY

*“We’re not going to get it done by ourselves.”* **JH.PTT.1(2). 41:08**

*“What I get from it the most is strength in numbers.”* **JH.PTT.1(1).1:30**

*“We have the power of team. And they don’t all see the world the same way. Some of them are religious-based organizations, some of them are women’s organizations, some of them are political organizations, but they all have a common goal and they want to make the community a better place. And when you have respect for each others’ goals then you can really have a much, much more profound impact on the situation.”* **JH.OTT.1. 18:10**

*“What we’ve seen in that committee is that individually everybody is making a small difference but collectively it’s a big difference.”* **JH.OTT.1. 11:45**

*“It’s neat to see First Nations at the table. It takes some doing. Takes some doing cuz they’ve been drop-kicked so many damn times.”* **SM.PTT.5**

*"It's meeting our internal need as well as contributing to the bigger picture coming from an Aboriginal perspective. I think it's enriching, the fact that we're just not alone."* **MS.PTT.6**

## CONNECTED TO COMMUNITY

*"I know a lot more people now; it's given me a better sense of community. Chilliwack is a great place, and we are doing such great work."* **KS.OTT.1**

*"It's just wild because, I mean, I live in this community and I'm a part of this community, but even over the last two years [since CHC], just how involved I feel in the community has skyrocketed. ... I feel invested in the community in a way that I never thought I would. ... I'm not from here. But I'm more invested in this community and being here than I ever was where I grew up and lived for 30 years."* **JH.OTT.2 4:41**

*"We work together, and we get things done together, and we advocate for each other."* **MS.PTT.4 3:47**

*"I truly believe that a lot of this work comes down to relationship and trust. And I think that what I feel is so fantastic about Chilliwack is we're an extremely collaborative community."* **JH.PTT.5**

*"[CHC has] reinforced the desire to be a part of my neighbourhood. My neighbourhood is where I live, is where my kids live, it's where they go to school, play soccer, they have friendships, and we live our lives as a family. It reinforces that desire to be a positive influence in my neighbourhood. ... I'm not the only one. There are many people who live in Chilliwack, who work here, who are part of addressing these social issues. This is our neighbourhood too. And so I'm with my neighbours at CHC meetings."* **MS.PTT.4**

*"I think one of the surprising things is that the non-Aboriginal community wants a relationship. That's surprising. ... The other surprising aspect is that our partners want to learn about First Nations, they want to learn our history, they want to learn about cultural safety."* **MS.PTT.6**

*"I love Chilliwack. I don't know why I love this tiny community so much but I love it. CHC reminds me that there is so much value to Chilliwack. ... It's really exhilarating to hear about how many people are trying to work together to make Chilliwack a space that everyone wants to live in, and can live in."* **JH.OTT.3 21:23**

## OWNERSHIP / AMBASSADOR

*"So when [name] does his housing report, it's like, we are making a difference. And even though I had nothing to do with that, I feel proud."* **JH.PNTT.1. 28:52**

*“I want to see their [other agency’s] programs succeed. I want to be a part of seeing their program succeed.”* JH.OTT.3 31:16

*“I find that I am now more focused on being a connector myself, helping to connect and keep my eyes open for resources for other organizations.”* SM.PTT.3 7:48

*“I think [my boss] is surprised how connected I am and how important it is to me. I think she thought I would just go along to a meeting once in a while and that would be that. And it’d be just another meeting, but it’s not. I talk about it and then I want to tell people about it.”* SM.OTT.6

*“We as an organization, we at Stó:lō Nation, we as an Aboriginal organization really do have a huge footprint in this community. And being a part of it, being a working member of it, is amazing. It’s changed the landscape. ... Prior to CHC, we didn’t have a footprint. Nobody heard from the Aboriginal community.”* MS.PTT.6

*“I just love being a part of something. I feel like anytime you’re part of something and you have purpose, then that’s an excellent motivator. I’m feeling that purposeful, and I love just coming to the meetings when I can.”* JH.OTT.2 37:53

*“[I have] an enhanced desire for collaboration—to figure out ways not just what we can get out of it but what we can contribute to it.”* JH.PTT.6 4:58

## COLLABORATIVE PRACTICE

*“[CHC has given me the] opportunity to think more widely about where the connections could be.”* SM.PTT.1

*“I didn’t realize just how willing other organizations are to partner and collaborate on things.”* SM.PTT.3 5:26

*“So I think, like, the collaboration has gotten a lot more intentional. And there’s a recognition that it’s kind of not optional.”* SM.PNTT.3 33:27

*“Most people are willing to put a lot of effort into a goal that is sort of bigger than the organization itself. So everybody’s pulling towards something that’s good for the community and maybe not necessarily going to help their organization a lot, but they’re willing to put the effort into achieving the goal for the community.”* SM.PTT.3

*“[CHC] has solidified the importance of having those strong relationships in a community. You’re all together in the same boat. Chilliwack’s a big boat, and we’re all hands on deck.”* MS.PTT.6 1:01

# Action

## DESCRIPTION:

Action and outcomes are important to people; Stakeholders receive encouragement from positive progress, which leads to feelings of excitement, empowerment, and perseverance despite the challenges.

## FACILITATORS:

Backbone organization, City's involvement, variety of experiences/expertise/perspectives at the tables, time spent after/before meetings with people, strategic planning, willingness to collaborate.

## IMPORTANCE OF ACTION

*"I think the gaps are making sure we're getting things done, that we're not just talking about stuff... If we're looking at doing stuff, let's test it, do it, not sit and explain about it all the time. So sometimes you don't want to come into meetings when you're just, like, 'We've heard this the last three meetings, why are we continuing talking about it?'" MS.ONT.2. 9:55*

*"People have the best of intentions when they start something, but there's so many reasons that they can kind of fall off the rails. I've noticed that a lot less recently. There has been much more action which is really nice." SM.PNTT.3. 34:33*

*"The value of getting things done has always been important to me. So practice as opposed to talking the leg off the table is important." SM.PTT.5*

*"I'm a big believer in meeting for actions not just to sit and a room and drink coffee." MS.OTT.7 12:40*

*"We can sit in rooms, get along, drink coffee, but if it doesn't change the way the services are being provided to make them more efficient, then why are we doing it? And I think at CHC we're seeing people there because they want to make positive change." MS.OTT.7 25:45*

## VARIOUS MECHANISMS

*"When people buy in, things get done." MS.PTT.1. 57:47*

*"We're good at collaborating on services for a client, but collaboration at CHC is about working on issues collectively." KS.OTT.1*

*"Collaboration works. It's more than just, 'We talked about it,' it's more than just, you know, lip service to it. It's that we really are not siloed. We share stuff, we share resources, we share ideas, we work together on the same issues. We can get stuff done way quicker than operating in silos and way more effectively." MS.PTT.4*

*"It's nice to be a table where everyone's kind of on the same page even if not everyone's of the same opinion. Everyone is really interested in moving forward in a positive way as opposed to just focusing on the problem." SM.PNTT.3*

*"By bringing together a bunch of people who bring different skill sets and different values and different beliefs and different ways of seeing the world, then you get more creative solutions." JH.OTT.1. 14:58*

*“So I kind of see it as everybody bringing their piece of the puzzle to the table and putting some of the pieces together and then we can see where the gaps are, and where we need to refocus our energy.”* **JH.OTT.1 8:07**

*“It’s just been an opportunity to really interact with other organizations, especially at the level where changes can be made. So we have a lot of frontline workers, and they interact all the time with frontline workers from other organizations. And those people may sit there and have all kinds of questions and concerns and ideas and suggestions and really good stuff, right, but they don’t have any power to implement those things. CHC allows us a set of tables with people who do have the power to implement those changes.”* **MS.OTT.7 12:40**

## POSITIVE PROGRESS / CHANGE

*“I would say that the work isn’t always easy, but it’s inspiring to know that something is going to come out of what we’re doing.”* **SM.PTT.3 16:33**

*“Generally speaking, going onto the CHC I might have predetermined that there might be a lot of lip service at the table and not a lot of action and that’s obviously proven to be incorrect.”* **SM.PNTT.3**

*“CHC encourages me to think creatively and look for creative solutions and partnerships that wouldn’t come to mind initially.”* **MS.PTT.5**

*“I would call it solution-focused motivation.”* **JH.OTT.2 8:33**

*“We all share one common goal, I believe, everyone that’s there. And it’s to make our community stronger, to make our community a better place for our citizens. And so when you get people that share a common goal, but with such vast ideas, such vast experiences, and such vast education, I mean, it’s magic. The things that can come out of that are magic.”* **JH.PTT.4 12:08**

*“I’m really interested in being at the tables where either we’re studying a strategic direction or we’re getting the work done. So that’s where I find the most value in CHC.”* **JH.PTT.5 3:30**

*“Success energizes me. Knowing that we’re doing good work energizes me. ... In social services, it’s really easy not to feel productive and everything seems to be miserable all the time. So you have to look for those wins.”* **MS.OTT.7 47:27**

*“I have energy to keep going when you see the successes and you hear the stories. ... The power of storytelling cannot be underestimated.”* **JH.PTT.6 38:35**



# Empowerment

## DESCRIPTION:

CHC members experience personal change; Partners speak of encouragement, hope, increased confidence, and perseverance; Almost every interviewee talked about the encouragement of feeling not alone.

## FACILITATORS:

Positive progress, seeing other colleagues' passion/heart, being inspired by others' commitment, dedication, and perseverance.

## NOT ALONE

*"It lessens the feeling of being out there by yourself and beating your head against the wall."* **MS.PTT.1. 26:27**

*"What excites me is that we're not, you're not alone. There's people backing you up."*  
**MS.ONT.2. 21:23**

*"We're doing it together, right? There's more hands on deck."* **MS.PTT.6**

*"I couldn't imagine having to do anything all by yourself."* **JH.PTT.4 11:54**

*"We can do more than we've been doing if others can help us out."* **KS.PNTT.1**

*"You know, when you have a large number of people on board to get something done, it's much easier than when you're out there screaming in the wilderness by yourself about it."* **MS.OTT.7 30:43**

## PERSEVERANCE

*"That's what I learned from that group, not to give up. Because before I used to. Oh, too bad so sad can't help. Now I don't do that, I don't dismiss as quickly as I used to."*  
**JH.PTT(2) 26:16**

*"Hearing how passionate people are, all the hours people are spending on this keeps my commitment and passion going."* **KS.OTT.1**

*"Sure it's frustrating but again the hope is there. That we can, because of the kind of organization that CHC is. And the fact that the City's involved with it. ... I'm cautiously optimistic."* **SM.PTT.5**

*"...because everyone still keeps showing up. ... Even though we do get frustrated. ... But sometimes you feel a little deflated, you're still excited because you still know everyone else still knows that there's still so much more to do and it's going to be possible."*  
**JH.PTT.4**

## ENCOURAGEMENT

*"It almost felt like it was like survival a little bit before, and now it feels—I think being involved makes you feel more supported in the community."* **JH.PNTT.2. 9:20**

*"Knowing we're in this together—it's reassuring, it feels less like we're rolling a boulder uphill."* **KS.PNTT.1**

*"I realize now there are so many more possibilities than I did before. ... I would say that great things are possible."* **SM.PTT.3**

*Every time I'm with the CHC community I get a refresh. 'Okay, let's go back out and, you know, reengage.' When you see things other people are doing, 'Okay, these people are still here. They're still invested.' We've had hiccups. Not everything is unicorns and sparkles. ... But to see that people are still engaged and still wanting to shift forward is pretty amazing."* **JH.OTT.2 14:25**

## MOTIVATION

*"It makes you want to show up and to give more ... when you see how willing other people are to collaborate and you see the positive energy. ... Building those sorts of positive partnerships and seeing what everyone else is putting into their work, it makes you want to do more."* **JH.PNTT.2 28:07**

*"I would like to be more involved in volunteering. CHC made me see what is possible, that one person can make a difference. If you are engaged and aware, you can do something worthwhile."* **PILOT**

*"I'm more motivated to go out and build relationships, whereas if it was just up to me, and I was sitting in my office all day, that would be something I never would do."* **SM.PNTT.3**

*"To know that I am a part of a team of agencies ... gives me passion to work on it, to work hard at what we do. ... It's inspiring because I'm not alone in a corner doing this by myself—there's all these people working together. Inspiring."* **MS.PTT.4**

*"I can read 70 reports. I need to know that there is a human attached. CHC tells good stories about the humans."* **JH.PNTT.1.30:25**

## CONFIDENCE

*"It's given me confidence and it's given me the ability to reach out to other experts."* **MS.PNTT.3 8:27**

*"I feel less diffident about the work that I do. I see it as a valued part of what the overall organization of CHC does."* **SM.PTT.5**

*"I've gotten a lot more comfortable approaching people that I don't necessarily know."* **SM.PNTT.3**

# Environment

## DESCRIPTION:

Stakeholders appreciate the welcoming and inclusive environment; The collaboration in Chilliwack is positive and non-competitive; Partners appreciate the mixed levels of position/authority at tables, as well as the tone of respect, support, and safety.

## FACILITATORS:

Coordinator position—the liaison/convener setting the tone of non-judgement, welcome, inclusion. What gets people at the table is interest and passion, not position. Not strict expectations for participating.

## EGALITARIAN

*“There really isn’t a lot of ego sitting around that table.” MS.PNTT.3*

*“Everybody was a contributor equally. ... We were all on level ground. ... It was level when we’re talking about, ‘Could we put that program together, would that be a good thing to bring here, has anybody heard this most recent study,’ you know, so it was the bringing everybody together to a kind of common ground. I found in CHC more than in any other thing that I’ve ever participated in that there was very, very little ego. It wasn’t the ego that showed up at the table for those working groups.” SM.ONTT.4. 5:47*

*“I see us all as equal partners at the table. ... We all have an equal voice at the table. I don’t see that there’s any hierarchy or power. ... It’s just mutual respect, right, and trust too.” SM.OTT.6*

*“The lack of hierarchy, the trust, the non-judgement, my feeling safe, and feeling accepted is a big deal for me too. And I do feel that, and I’m grateful for it.” SM.OTT.6*

*“It’s not about us individually. It’s not about the ego. It’s about how we best serve. ... Taking our titles off at the door, right, just coming up and showing up.” MS.PTT.6*

## INCLUSION / RESPECT

*“You feel you have a say and you’re not powerless. It’s good for all and the community at large.” KS.OTT.1*

*“It was nice to feel welcome. Everyone matters, everyone counts.” KS.OTT.1*

*“Everyone is welcome to participate. It’s not an exclusive partnership.” SM.PTT.3*

*“I don’t always agree with them. But I honour their work and their opinion and their approaches.” MS.OTT.7 38:04*

## FRIENDLY / NON-COMPETITIVE

*“I think it’s the camaraderie, really, that I see and loyalty to each other that has really built between agencies.” JH.PTT.3*

*“I really appreciate people are open about where they go for funding and support one another. In other communities, people are so tight-lipped—funding is highly competitive. Here people are volunteering to help with another’s grant application. I haven’t seen that anywhere else. People understand that it takes everyone in the room to get us where we need to go.” KS.PNTT.1*

*"I feel that my peers are more friends, and less competitors than maybe in other communities. Some communities, people compete for dollars—donor dollars—and things like that. And here I find people are much more willing to share and work together."* **SM.PTT.3**

*"It's really nice to see government and non government, nonprofit all kind of working together and not being combative with each other."* **SM.PNTT.3. 50:43**

## OPEN DOORS

*"It's helped me to realize that, though I may not have time to participate in things the way I would like to fully, I don't have to. It's not an all or nothing thing. It's not, 'I'm in with both feet or I'm not in at all.' ... Now I know if I need to collaborate with others, that maybe I just go to them with a little piece. And if they can't, I can take what they can do and not have to worry that they're not in with both feet themselves."* **SM.PTT.3**

*"Sabine does a really good job of keeping the door open in terms of the working groups or task groups. It's not an exclusive invite. .. I've never felt like there hasn't been an opportunity to participate or contribute if I want to."* **JH.PTT.5 12:15**

*"No judgement is a big deal for me. Even though I have missed a few meetings lately, I have that trust with [Sabine] that [she] would never judge me or think that I'm not engaged—so trust and no judgement."* **SM.OTT.6**

# Time

## DESCRIPTION:

Stakeholders experience discrepancies in their desires vs their capacity to participate in CHC; Time limitations present a common frustration and challenge; Partners recognize that giving the time to CHC has benefits, but they must prioritize carefully.

## FACILITATORS:

CHC provides the time/mechanism/opportunities/platform to build the relationships and connect that otherwise wouldn't be there.

## WANTING MORE TIME WITH CHC

*"I wish I could do more."* JH.OTT.1. 23:49

*"I would love to go to every single training session that they offer. ... But it just comes down to time."* MS.PTT.4 6:33

*"There's never enough time to do all the collaborating you want to do. But I think because of the regular meetings, we're able to accomplish a lot because of the time we do get."* MS.PTT.4 35:34

*"I don't think there's anything more rewarding when you're working in communities to be able to spend time with like-minded people on the same thing, working towards the same thing. ... I wish I could spend more time with them."* JH.PTT.1(2). 20:44

## CONFLICTS

*"[Collaboration] can feel uncomfortable or annoying when I look at my calendar and I can't make it because I've got [my organization's] priority or something else I have to attend. Because I have to prioritize the organization first. ... Although it was my desire to be there for the whole of the meeting this morning, I just couldn't do that."*

SM.OTT.6

*On gaps: "I think for me it's just really time constraints."* MS.PTT.6

*"[Technology] has made it more difficult, made it, well—too quick. ... I think it's increased the stress level of the work."* MS.PTT.6

## RESPECTING TIME

*"It's really hard, really hard to juggle everyone's schedules. Just logistical stuff. ... You want to be respectful of everyone's time—especially because this is a lot of people doing this off the side of their desks."* JH.OTT.2 22:45

*"Respecting and valuing their time as well. I think all of us are working off the side of our desk for things. ... We're all busy. And yet nobody makes—it's not about how busy you are, it's knowing that when we come together what we're doing is valuable."*

JH.PTT.4 16:09



# Major Sub-themes

## SPREADING THE WORD

*“The disconnection is less about the members of CHC and more about how we relay our objective to the wider population.” JH.OTT.2 9:46*

The importance of action and sharing/acknowledging all the work that has been done to combat surrounding negativity:

*“We’re so focused on the problem. [People] know that as soon as they get past this misconception then there’s just a lot of work, right, like that’s what stops people from—they see these people. Let’s just talk about homelessness for a second. ... They see them and then there’s a human part of them that says we should help, and then they look into it and it just seems so impossible. The problem seems impossible, and ‘these people don’t want to change’. And so they just come back, and then they just really push that problem away, and then they’re just a nuisance. Then now, you’ve gotten to this area where you’re dehumanizing, you know. It happens that quickly, it really does.” MS.PNTT.3 33:50*

*“I think sometimes the general public still has misconceptions of why people end up in circumstances where they’re drawing heavily on social services. ... There’s still some educating to be done.” MS.OTT.7 51:57*

## CITY INVOLVEMENT

*“It cemented my thoughts about how active the City is. ... The City is actively invested.” KS.OTT.1*

*“It keeps me energized, seeing that the City is willing to put their resources there because it’s expensive having staff at the table. ... It reminds me that this City is just as engaged as the service providers who are working so hard to support the clients, support the families and the individuals. I think that’s been a huge—yeah, it’s been very valuable for me to see that the City is as much a participant in this as everyone else.” JH.OTT.3 35:56*

*“I love the fact that our city’s so involved.” MS.PTT.4 23:22*

*I like the fact that the City's involved. That's exciting to me that the city is open. Not a lot of cities are. ... For me, well, it's a big contributor. It kind of gives license to operate."*

**MS.PTT.6**

*"Actually the fact that this city is interested in this, to the degree that the city seems to be, I find encouraging, because [social issues] wasn't something I always thought this city was particularly sensitive to."* **SM.PTT.5**

*"It's not just one organization. It does take all of us to make the change that's necessary. ... I think our city does a fabulous job of promoting that."* **JH.PNTT.2. 31:02**

*"To be quite honest, I don't know of another community in BC that functions the way we do. Not only do we have fantastic community organizations, but the municipality's on board, which is not always the case. ... I really believe that the environment we've created here through hard work and relationships and building trust is unlike any that I'm aware of in the province."* **JH.PTT.5 24:39**

*"I give Chilliwack great credit. Of all the places I've ever lived, I think this one has the most comprehensive interactions between social service organizations of anywhere I've been. And a solid City structure behind it. ... I give the City credit. I mean, people like [name], [name], you're good people doing good work."* **MS.OTT.7 3:26**

*"I think Chilliwack has done an exceptional job of really being involved in its social issues and not hiding them and not trying to sweep them under the rug or legislate them out of existence or any of that kind of stuff. It's really looked at what's going on and said, 'Yeah, we've got some issues in this city, how are we going to attack them?' And I find it—especially since Ken came in—a very pleasant, very constructive environment."* **MS.OTT.7 21:49**

*"I think I have—and this is not just because Karen and Mike might hear this—I have an increased respect for our City and their role in what happens with social issues because often cities just kind of go, 'Well, you know, that's not our involvement.' ... So I have a lot of respect that our City is committed to ensuring this collaboration the CHC continues."* **JH.PTT.6 10:32**

## **AFFIRMATION OF EXISTING VALUES**

*"I think it's reinforced who I always was."* **MS.PTT.6**

*"I think if one is feeling disconnected at CHC I think one chooses to be disconnected."* **JH.PHTT.1. 11:53**

*“I have always worked collaboratively, so I did not need CHC to inspire. Inspiration comes from the quality of people, along with pre-existing dedication to work collaboratively.” SM.PTT.1*

*“I will say that I’ve always been a collaborator. So it hasn’t really helped me move in that direction as much as it maybe has helped solidify that that is the best way to work in a group.” MS.PNTT.3*

*“I buy into the values, I buy into the importance of collaboration and partnership. So it’s just about making a decision.” MS.PTT.6 47:01*

## **BACKBONE / SPACE / OPPORTUNITY**

*“The regularity of the CHC, knowing it isn’t going anywhere has been really helpful to know that there is this resources that you can utilize and reach out to and connect with. There’s this entity that is going to be there while all the of changes happen and funding is lost, funding is gained, the CHC is there.” JH.OTT.3 38:56*

*“So I think having an organization like the CHC to continue to foster those relationships is really important. Because if you don’t have a backbone organization that does that, it’s just one more thing on the side of your desk.” JH.PTT.5*

*“Any form of collaboration—you wouldn’t be able to do it without having an organization like [CHC] because that’s what brings everybody together and opens doors.” JH.PNTT.2 16:23*

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