

# TAKING ACTION TOGETHER:

## The Cumulative Impact of Collaboration

FINDINGS OF PROJECT IMPACT EVALUATION  
OF CHILLIWACK HEALTHIER COMMUNITY



## ATTRIBUTIONS

Definition of concepts contained herein have been taken from the website of the Dialogues in Action Project Impact: Fraser Valley Cohort 2019–2020.

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## THANK YOU

The Project Impact team would like to express thanks to the following people:

Linda Bonder and Steve Patty —  
for your incisive feedback, your warm and thoughtful engagement, and your extraordinary teaching.

Survey respondents and interviewees —  
for your time and your willingness to be vulnerable and thoughtfully reflect on your experiences.



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4 **TAKING ACTION TOGETHER:  
THE CUMULATIVE IMPACT  
OF COLLABORATION**



## 01 — BACKGROUND

### ABOUT CHC

Chilliwack Healthier Community (CHC) was founded in 2010 as the culmination of an extensive, City-led community consultation process regarding health and social development. Consisting of a network of 45+ stakeholders from government, non-profit, private and volunteer sectors, CHC brings diverse individuals and agencies together to collectively address Chilliwack's most complex social issues through collaborative partnerships. Collaboration is the basic underlying principle that guides the work of CHC. Also fundamental are the additional principles of respect and inclusion, including respect for both the work that has gone before and the insights of the stakeholder community, and the inclusion of multiple sectors of stakeholders. A fourth principle—action—remains critical for impactful collaboration.

CHC operates using a constellation style of governance, whereby core partners in two main working groups provide high-level monitoring, oversight and mentoring to community-based satellite groups which function as implementation teams. During the 2018 – 2020 strategic planning period, CHC has focused on affordable/ accessible housing, mental health, addiction, poverty reduction, and cultural safety and humility. Key features of CHC's operational approach are outlined in **Figure 1.1**.

**FIGURE 1.1 – WHAT WE DO**

- + CHC brings a **network** of multi-sectoral organizations and government entities together to address social issues collaboratively.
- + CHC operates with the support a **full-time coordinator** and part-time admin support.
- + CHC operates with a **paid membership** structure.
- + CHC partners and task team members are made up of **different organizations and sectors**.
- + CHC stakeholders undertake **strategic planning** every three years to generate a comprehensive Action Plan.
- + Action on strategic priorities occurs through **task teams** that meet once per month.
- + Task team activities are reported to partner representatives at a **monthly meeting**.
- + CHC delivers **Information and Networking Breakfasts** focused on a single strategic priority from the Action Plan.
- + CHC disseminates a **weekly newsletter** that highlights relevant opportunities for the community (grants, new programs, jobs, events, etc.)
- + CHC Task Teams regularly offer various trainings, workshops, and **educational opportunities**.

## DETERMINING IMPACTS

Since its inception, Chilliwack Healthier Community (CHC) has placed a great deal of importance on both data-driven strategic planning and accountability towards measurable progress. Historically, the Measuring and Monitoring Working Group (MMWG) has been responsible for this work. However, **measuring the actual impacts of collaboration towards a “healthier community” poses significant challenges.**

Finding meaningful indicators directly attributable to CHC activities has proven elusive in the face of issues with complex causes that themselves are influenced by so many societal factors. At the same time, a demonstration of effective results from collective efforts remains vital for continued commitment from funders and participants.

Towards a solution to this conundrum, members of the Organizational Structure Working Group (OSWG) and the broader partner membership agreed to undergo an extensive evaluation process subsidized by the United Way of the Lower Mainland. In October 2019, an evaluation team comprised of selected members of the MMWG and OSWG joined the 2019/2020 Fraser Valley Cohort for Project Impact—a participatory evaluation process facilitated by Dialogues in Action through Dr. Steve Patty, a notable expert in developmental evaluation. Spanning eight months, **Project Impact involved**

### **hundreds of hours of collective work.**

The CHC evaluation team received training and coaching in the following topics: the nature of effective evaluation; defining organizational impact; determining appropriate indicators; understanding theory of change; interview sampling and methods; qualitative and quantitative protocols; methods of analysis; determining the significance of findings. The process was illuminating, exhaustive and—lest we be remiss—actually quite fun.

In order to evaluate our impact, we needed to determine our desired intentions. Dialogues in Action defines three levels of impacts (**Fig 1.2**).

For CHC, we determined the following most relevant impacts (**Fig 1.3**):



FIGURE 1.2/1.3 - DEFINITION OF IMPACT; CHC IMPACTS.



**DEFINITION OF IMPACT**

**Primary Impacts** are the effects that you can and want to see as a direct result of your activities. They represent the core of your work and the centre of your focus.

**CHC IMPACTS**

- New and stronger collaborations
- Trusting, effective relationships
- Integration of new knowledge and expertise
- Progress on social issues in community

*See Appendix 2 for an elaboration of primary impacts.*



**Secondary Impacts** are the consequences of your direct work. They require other things to come together that your activities might not address.

- Generation of products, initiatives, programs
- Leveraging of resources and knowledge
- Creation of a culture of innovation
- Increased capacity of agencies and individuals
- Increased reach of agencies and individuals
- Increased wellness of service providers
- Improved service delivery
- Fewer service gaps



**Tertiary Impacts** are the ripple effects that you would like to see achieved more broadly but about which you have less substantial effect. (Dialogues in Action cohort website).

- Better access to services
- Community cohesion and understanding
- Improved wellness of community members
- Healthier community

## 02 — METHODS

Our evaluation moved through the process of defining our intentions (or impacts), designing and executing our inquiry, and reflecting on the implications of our results. Our inquiry involved both qualitative and quantitative components of data collection.

### QUALITATIVE

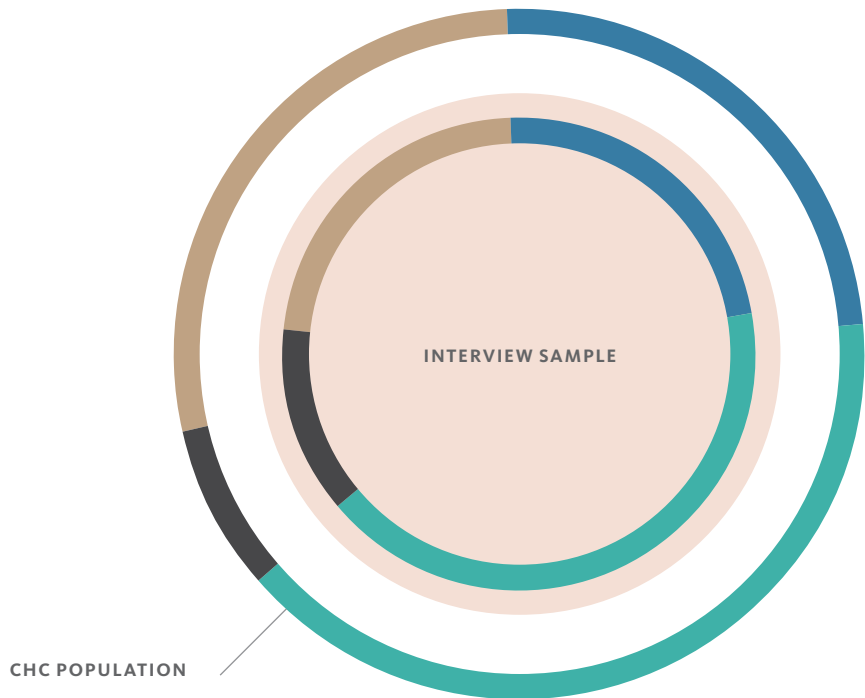
For our qualitative inquiry, we designed an in-depth interview protocol to gain deeper levels of insight regarding members' experiences from CHC partnership. Over the course of six weeks, **we conducted 30 different 45 – 90 minute interviews.**

Identifying our interview sample was more of a challenge. With 46 different partner agencies, CHC membership encompasses a great deal of diversity. Government, non-profit, private and volunteer sectors include representatives of various roles, from executive level management to frontline staff. Additionally, CHC partners come to the table with different levels of involvement and capacity. Some partners attend every single meeting. A few mostly just read the meeting minutes. Some organizations donate quite a bit of money, and others require waived membership fees. In order to ensure that we accurately collected data truly reflecting the level of diversity within CHC, we used a purposeful stratified sampling technique. Our strata identified four levels of involvement with CHC (**Fig 2.1**).

We closely matched our interview strata with the actual representation in CHC (**Fig 2.2**); however, in order to better identify ways that we could improve, we

purposefully over-represented the ONTT stratum indicating the lowest level of CHC involvement. Due to scheduling conflicts and other unforeseen circumstances, we ended up with a very slight over-representation in the PTT stratum.

**FIGURE 2.2 – AVERAGE CHC REPRESENTATION VS. EVALUATION INTERVIEW REPRESENTATION IN STRATA CATEGORIES**



**FIGURE 2.1 – DEFINITION OF STRATA**

**● Partner Non-Task Team (PNTT)**

Official organizational partners who attend monthly CHC partner meetings as representatives but **do not** belong to a task team

Avg. representation in CHC 28%  
Avg. representation in interviews 23%

**● Partner Task Team (PTT)**

Official organizational partners who attend CHC monthly partner meetings **and** participate on a CHC task team

Avg. representation in CHC 40%  
Avg. representation in interviews 42%

**● Other Non-Task Team (ONTT)**

Organizational staff who **do not** represent organizations at the monthly CHC partner meeting and who **do not** participate on task teams (on list to receive minutes or attend maybe once or twice a year)

Avg. representation in CHC 8%  
Avg. representation in interviews 13%

**● Other Task Team (OTT)**

Attendees of task teams who **do not** represent organizations at the monthly CHC partner meeting (can be from a non-member or a member organization)

Avg. representation in CHC 24%  
Avg. representation in interviews 23%



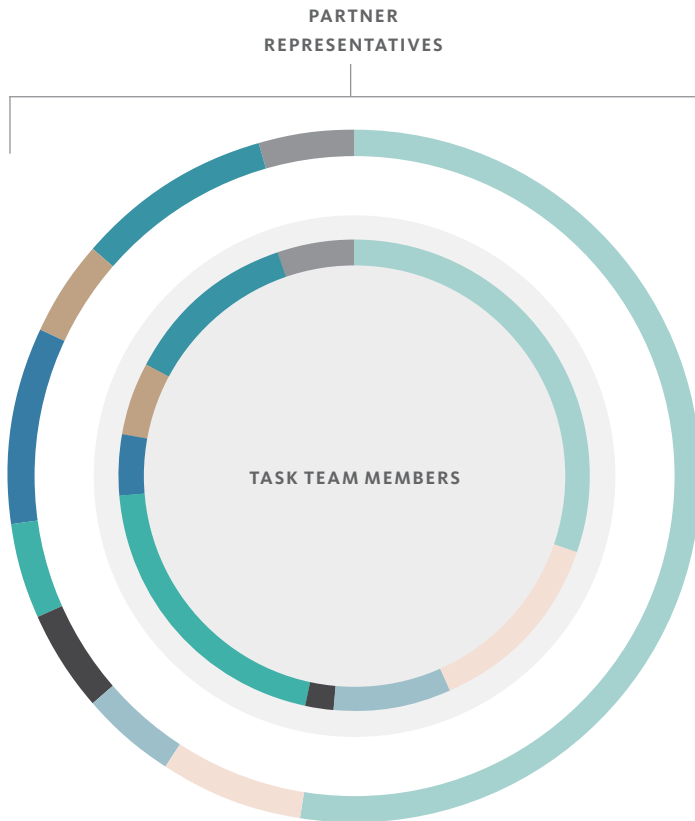


FIGURE 2.3 – SECTOR REPRESENTATION IN CHC

SECTOR	PARTNER	TASK TEAM
NP - Non profit	52%	30%
PM - Provincial Ministry	7%	13%
MR - Municipal reps	5%	8%
FD - Federal	5%	2%
HL - Health	5%	20%
ED - Education	9%	4%
BO - Business Organization	5%	5%
IO - Indigenous Organizations	9%	12%
FN - First Nation communities	5%	5%

In selecting individual interviewees, we also considered diversity in age, gender, role, and the type of organization and sector represented. The latter was quite complicated, but we were able to interview a relatively close sector representation to the averages of Partner and Task Team representation (Fig 2.3).

## QUANTITATIVE

In order to further interpret our qualitative findings, we designed a survey administered to both partner representatives and task team members. In total, **50 individuals filled out the online survey, for a response rate of 77%**. Because our survey was released just prior to Spring Break, during which the COVID-19 pandemic emerged, we were unable to administer paper versions at task team meetings as we had hoped.

Figs 2.4 – 2.7 present some demographic information on survey respondents.

FIGURE 2.4 – SURVEY RESPONDANTS' TIME WORKING IN PROFESSION

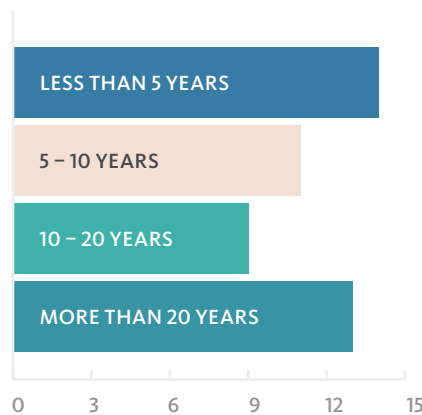


FIGURE 2.5 – SURVEY RESPONDANTS' TIME INVOLVED WITH CHC



FIGURE 2.6 – SURVEY RESPONDANTS' ORGANIZATIONAL ROLE

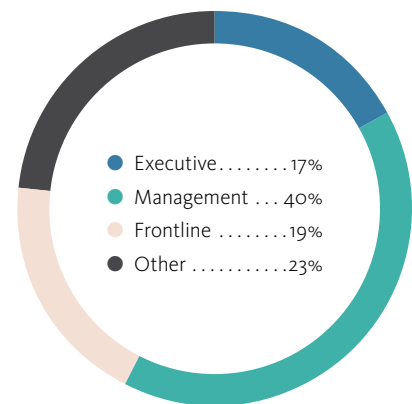
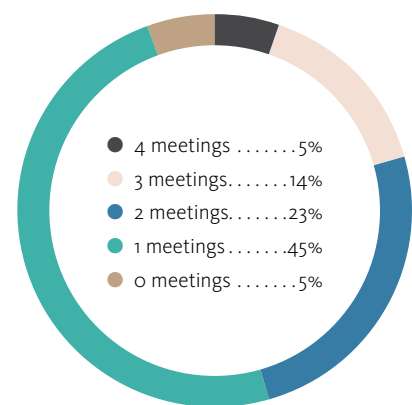


FIGURE 2.7 – INDIVIDUAL PARTICIPATION: NUMBER OF TASK TEAMS AND CHC MEETINGS



## ANALYSIS

Our team had access to all recordings and transcripts of the interviews, and we applied a four-step model of textual analysis to each. **While interview participants expressed a great many cogent opinions, these were not collated into findings unless multiple interviewees shared the same or similar thoughts.** The findings developed below are thematic, interpretive, and evaluative; they emerged from examining themes and sub-themes, the facilitators/catalysts of these themes, the pervasive qualities throughout the data, and from the framework of questions we brought to the analysis.

We analyzed the quantitative data using measures of central tendency. As quantitative data is more limited in revealing “heart-level” changes or nuanced perspectives and experiences, the quantitative surveys did not serve as the central source of information for the evaluation. Rather, the survey data provided the evaluation team with further illumination and interpretation for the qualitative findings.



## 03 — EXECUTIVE SUMMARY

### KEY FINDINGS

#### PRIMACY OF PEOPLE:

Relationships at CHC improve collaboration and provide significant personal inspiration.

#### BEYOND DIGITAL DEALINGS:

Face-to-face connection builds trust and rapport that enhances cross-sectoral connection.

#### CITY AS CHAMPION:

The City of Chilliwack's involvement increases the effectiveness of collaborative efforts.

#### TONE AT THE TABLE:

The environment in which collaboration takes place is as important as the structure.

#### MORE THAN MERE WEBINARS:

One of CHC's key offerings is simply increased knowledge.

#### WE'RE ALL NEIGHBOURS:

Members of CHC experience a deepening connection to their community.

#### KEEPING THE DOORS OPEN:

Both Indigenous and non-Indigenous stakeholders have benefitted from CHC partnerships.

#### NOT JUST ANY MEETING:

A commitment to action remains vital for partners' continued participation and motivation.

#### THE CHOIR OF THE CONVERTED:

Partners' pre-existing commitment to collaboration provides a strong foundation on which CHC can build.

#### QUIET BUT COMMITTED:

Even CHC partners with lower levels of involvement are surprisingly committed and appreciative.

#### CREATING CONFIDENCE:

Partners have gained confidence by participating in CHC.

#### WE'RE NOT ALONE:

A signature achievement of the network is partners' not feeling alone in their work.

For each Key Finding, we developed a Key Response Question (**Fig 3.1**) in order to identify improvements and measurements that correlate directly to our findings.

#### FIGURE 3.1 – KEY RESPONSE QUESTIONS

- + How can we maximize the power of people connection?
- + How can we best leverage technological advances in tandem with the power of physical presence to build trust?
- + In what ways can we celebrate the City's support while motivating other champions and resources?
- + How can we best promote and ensure long-term fidelity to values that create our environment?
- + What ways can we advance the most advantageous knowledge-sharing?
- + How can we all, including the unengaged sections of the public, develop a more connected sense of community?
- + Where are Opening Doors' efforts best applied to increase mutual understanding deeply and more broadly?
- + How can we best honour partners' time and ensure the continued participation of engaged members?
- + Where are the key points of convergence between action and collaboration, and where is there opportunity or need for more?
- + How can we encourage quieter or less involved partners and maximize the mutual benefits of participation?
- + How can we best leverage the strong sense of empowerment identified in the interviews?
- + How can we better acknowledge and alleviate the impact of working on social issues?

## 04 — FINDINGS

### PRIMACY OF PEOPLE

#### KEY INSIGHT:

**Relationships at CHC improve collaboration and provide significant personal inspiration.**

#### DESCRIPTION:

One of the foremost findings underlined the deep significance of interpersonal relationships as both productive and inspirational. For the majority of interview participants, people come before organizations. One interviewee noted that “personal connection is different than just reading somebody’s brochure.” According to partners, **actually getting to know someone on a personal level builds common ground, which increases the caliber of collaboration.** It creates trust, which also improves referral processes, information sharing, and ultimately access to services for people in need. One partner shared that “it’s not just knowing who the agency is. It’s who to contact in the agency to make something happen.” Many partners spoke of how much of a difference “actually knowing” people makes to their day-to-day work. This primacy of people saturated nearly every single interview.

Partners also highlighted the profound impact other CHC colleagues have had on them personally. Many respondents spoke of being tremendously influenced by their colleagues: Some mentioned growth in leadership skills; others mentioned substantial learning from hearing other colleagues’ perspectives and expertise; still more emphasized how much other colleagues inspire and encourage them. One interviewee attested to rich growth from getting to know colleagues from other organizations and sectors, stating “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.” Overall, interview participants expressed extraordinarily high levels of appreciation for the people in the room.

The centrality of people and importance of relationships was also reflected in the survey data. When asking questions about the degree of change partners experienced after joining CHC, some of the highest-scoring answers related to people. See **Fig 4.1**.

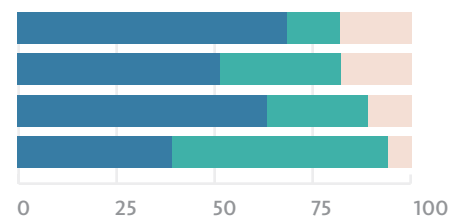
**FIGURE 4.1 – PERCENTAGE OF SURVEY PARTICIPANTS EXPERIENCING MODERATE OR MAJOR CHANGE ON PEOPLE AND RELATIONSHIPS**

● experienced moderate change ● experienced major change ● neutral, minor, or no change

Comfortable seeking the help of others  
Comfortable relating to other partners  
Aware of the value of good relationships  
Appreciative of colleagues from other orgs.

#### SIGNIFICANCE:

Endemic to work involving “wicked” social issues with highly complex drivers, too often services operate in oft-noted industry silos. This specialization and separation can actually create more inefficiencies and leave the most vulnerable feeling trapped in an impersonal, incomprehensible, or even hostile system. According to the interview data, CHC offers the platform for multi-sectoral partners to get to know each other. By building relationships and collectively working on problems, partners become more willing to reach out across industry barriers to connect people in need with other resources. Hearing stories of success, developing real relationships, becoming influenced by other colleagues’ passion—all these inspire individuals and in turn improve the health of the system.







## BEYOND DIGITAL DEALINGS

### KEY INSIGHT:

Face-to-face connection builds trust and rapport that enhances cross-sectoral connection.

### DESCRIPTION:

Accessory to building relationships is the connection that happens with face-to-face communication. Interview data were replete with the idea that **despite the advantages of technology, in-person, face-to-face communication remains absolutely essential.** One interviewee stated, “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.” Interviews spoke of building trust through this face-to-face interaction. Partners expressed their desire to protect and adequately provide for their vulnerable populations, highlighting that trusting people from other organizations or government ministries becomes imperative in connecting their own people to additional resources. Not one single organization can be responsible for meeting every need, so these trusting connections become vital to CHC partners. Without that trust, simply “handing someone over” is not an option.

In addition to building trust, knowing people face-to-face better builds the rapport that facilitates the enhanced collaboration and personal growth discussed above. This is particularly important in a sector where staff turnover can be high and the system confusing. Knowing a face provides an important connection. Some interviewees confessed that if they knew a person’s face, they would be more likely to answer an email more quickly or persevere to find a solution. As another pointed out, “There is a certain productivity in just getting to know somebody.” Knowing the structural flow charts of other organizations or the use of technology does not provide the personal growth that comes through relationships. One interviewee said, “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 overestimated.” Through partner meetings, task team meetings, and regular networking breakfasts, CHC provides busy, multi-sectoral partners opportunities to sit side-by-side with other. They are able to build vital face-to-face connections that build trust, improve the health of the sector, and ultimately influence individuals for the better.

### SIGNIFICANCE:

These findings were particularly interesting in the context of a global pandemic. We analyzed much of our data in March-May of 2020—a time when almost all interactions became digital. The COVID-19-enforced

transition of so many occupations to online platforms gave rise to much speculation about permanent changes to professional environments. Would online meetings ascend to replace much of the more (presumably) inefficient face-to-face meetings? Could online interaction ultimately reduce costs for employers or improve employee life by providing additional flexibility? While there may indeed be many benefits of online platforms, this finding provides a cautionary and illuminative message towards changing professional dynamics brought about by significant historical circumstances.

“How it’s changed me is that they’re not faceless. They have a face now, a voice.”

## CITY AS CHAMPION

### KEY INSIGHT:

The City of Chilliwack's involvement increases the effectiveness of collaborative efforts.

### DESCRIPTION:

While people are arguably the most important element in cross-sectoral collaboration, CHC's structural strength and stability also offers an essential asset. This structure would be impossible without the City of Chilliwack's involvement, which is key to facilitating necessary action and providing backbone support. Consistently, interviewees expressed appreciation for and encouragement from municipal leadership. Partners cited the City's demonstrated political will that increases collective effectiveness. One interview participant said,

*"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?'"*

People spoke of being encouraged by this kind of leadership from their local

government. Another interviewee stated, "It keeps me energized, seeing that the City is willing to put their resources there ... It reminds me that this City is just as engaged as the service providers who are working so hard."

Aside from providing leadership and encouragement, **the municipal support also supplies a solid, consistent structure for collaborative work.**

While all partners contribute financially to CHC operations, the City provides the funding for the CHC Coordinator position, without which the structure would not be sustainable. In the midst of demanding mandates and busy work lives, partners consistently expressed gratefulness for the opportunities afforded by regular meetings and the follow-up that happens through the CHC Coordinator position. One partner stated that "if you don't have a backbone organization that does that, it's just one more thing on the side of your desk."

"It keeps me energized, seeing that the City is willing to put its resources there."

"It's exciting to me that the City is open. Not a lot of cities are. For me, it's a big contributor."

### SIGNIFICANCE:

Almost every interview participant spoke of the intersecting challenges of time conflicts, specified and often difficult mandates, competing agendas, and demanding twenty-first century work culture. While partners highly value collaborative work, **they simply do not have the time or resources to take the lead on it**—or even time to consistently participate. It is the City of Chilliwack that has met this need by paying for the full-time CHC Coordinator role and providing additional strategic and operational support through additional staff. In short, CHC provides backbone structure and personnel to consistently push forward the agenda and provide the administrative support that partners lack to effectively undertake collaborative work. As one interviewee expressed, "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."





“Of all the places I’ve ever lived, I think [Chilliwack] 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.”



## TONE AT THE TABLE

### KEY INSIGHT:

The environment in which collaboration takes place is as important as the structure.

### DESCRIPTION:

Backbone structure remains crucial to collective efforts; however, the environment in which collaboration happens is equally important. Across the board, partners expressed appreciation for and empowerment from the welcoming and non-competitive tone at the table. **CHC partnerships are characterized by a distinct lack of hierarchy:** organizations small and large, multiple levels of positions, commitments of varying degrees, and contributions of any size are all welcome. One interviewee expressed, “We all have an equal voice at the table. I don’t see that there’s any hierarchy or power.” The varied voices at the table matter and are given credence. As another partner expressed, “You feel you have a say and you’re not powerless.”

This inclusivity is matched by the lack of competition amongst CHC partners. Stakeholders in Chilliwack display a notable **lack of competition** and a strong desire towards collaboration:

*“I really appreciate how 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.”*

The environment can be enshrined in CHC documents and policies, but according to interview participants, the CHC Coordinator position has most significantly cultivated the tone. The coordinator position contains the time and consistency to get to know individual partners, finesse their participation, and determine the nature of interaction. Enabled by the regularity and full-time nature of the role, the CHC Coordinator can (and does) provide space for different kinds of partners with varying levels of capacity. Partners noted that if they are intermittent or at times inconsistent in their participation, the coordinator position offers stability and fidelity to strategic direction. It must also be noted that the current CHC Coordinator displays notable people skills in combination with both big-picture thinking and detail-oriented implementation abilities.

### SIGNIFICANCE:

Despite the well-known strength of collaboration, both private and government funding models can often promote competition and lack of cooperation between agencies. Non-profits, desirous of ensuring the survival of worthy programs and protecting their employees, can easily sink into patterns of protectionism that are detrimental to the open flow of information and cooperation. These systemic challenges can be significantly mitigated by the tone at the table. Moving forward, it will be imperative for CHC to ensure the promotion of and fidelity to the values and operational principals discussed above in order to sustain the current environment beyond the notable skill sets of the current CHC Coordinator.

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

## MORE THAN MERE WEBINARS

### KEY INSIGHT:

One of CHC's key offerings is simply increased knowledge.

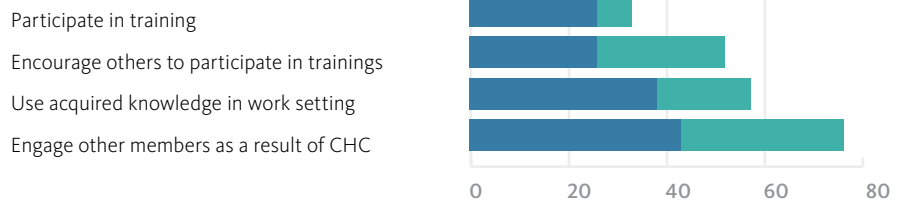
### DESCRIPTION:

Interview participants consistently described **improved contextual awareness** of both people and programs, as well as a **deepened understanding** of health and social issues. The qualitative data clearly demonstrated that a greater understanding of the professional landscape improves partners' perceptions of their job performance. One stakeholder described CHC as "a connected web of help and information." Another said, "I feel way more resource-rich because of it." Partners spoke of their increased ability to identify gaps that needed addressing, the helpfulness of relevant information they could pass on to their staff, as well as feelings of empowerment from being connected to a web of industry expertise. One partner said, "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."

Partners also attested to their own deepened understanding of the issues CHC addresses. CHC facilitates this through professional development

**FIGURE 4.2 – LIKELIHOOD OF ACTION: PERCENTAGE OF "MODERATE" OR "A GREAT DEAL"**

● moderate ● a great deal



opportunities as well as the personal connection to colleagues discussed above. Many interview participants spoke of significant growth through their increased understanding of the drivers behind addiction, homelessness, and mental health issues. Others spoke of the tremendous impact of First Nations Historical Impacts Training or other training opportunities. It was clear that CHC has helped to dispel misconceptions around social issues with partners who may not be as connected to frontline work or particular subjects.

Partners mentioned multiple platforms for this deepened level of knowledge: Through Friday newsletters, CHC increases awareness and connection; through regular, face-to-face meetings with a diverse group of individuals from multiple sectors, CHC facilitates information-sharing, relationships, and collaboration; by identifying and offering relevant trainings based on knowledge of the local landscape, CHC can provide the opportunity to enhance professional expertise and growth. As one individual said, "For me, CHC provides such a fertile ground for knowledge translation."

It must be noted that some of the survey data, while not contradicting this finding in terms of contextual awareness and deeper understanding, indicated lower levels of engagement in CHC-sponsored trainings than other areas of impact.

### See Fig 4.2.

Only 33% of respondents indicated that they would be "moderately" or "a great deal" likely to participate in training opportunities. Including those who said that they would "occasionally" participate, however, increases that number to 80%. These responses could relate to considerations of time discussed throughout; however, they could also relate to the types of trainings offered. Unfortunately, the survey did not delve into specific trainings. Some trainings clearly deepen understanding of the issues CHC addresses (such as Understanding Addictions or the First Nations Historical Impacts Training), and the interview data suggests that these trainings are highly valued and effective. Moving forward, it will be important to consider Project Impact findings in continuing to offer the most relevant training opportunities.



**SIGNIFICANCE:**

On the whole, it was clear that increased knowledge formed a major benefit of CHC membership, mainly consisting of enhanced knowledge of the professional landscape as well as a deeper understanding of the issues that CHC addresses. Partners can always access

another organization's websites or program brochures, and there are plenty of webinar opportunities for those interested in professional development. But according to interview participants, **there is something different about being truly connected to a local web**

**of colleagues**—hearing about their initiatives, collectively solving problems, listening to stories of success, and learning from others' perspectives. This kind of deep-level knowledge would be impossible to glean from a website, brochure or webinar.

## WE'RE ALL NEIGHBOURS

### KEY INSIGHT:

Members of CHC experience a deepening connection to their community.

### DESCRIPTION:

One of the more surprising themes emerging from the data revealed how much participation in CHC increases partners' sense of connection to Chilliwack as a whole. Many partners mentioned feeling **more connected to the bigger picture while getting a sense of the interconnection of people, programs, and their impacts**. One interviewee said, "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." People spoke of the constraints of specified mandates and industry silos, yet CHC helps them see that they are part of a "whole community," and a "suite of resources." Members are part of the solutions to community challenges together:

*"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."*

Not only do people feel an increased sense of interconnection within the bigger picture, they also feel a greater sense of **love for their own city**.

According to the interview data, quite a few stakeholders are feeling more appreciative of Chilliwack and display an increased sense of community belonging. One interviewee put it strongly: "It's just wild because I live in this community and I'm a part of this community, but 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." Another interviewee said,

*"[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.... 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."*

One of the indicators of these feelings of interconnection and love for community was interview participants' desire to play a kind of ambassador role to the broader community. Many interviewees described a sense of empowerment to talk about positive progress to their colleagues,

acquaintances, or family members. They spoke of a sense of personal ownership over collective success, even if it wasn't their own particular initiative: "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."

### SIGNIFICANCE:

If partners feel so appreciative of other colleagues, so grateful for and changed by their increased understanding of social issues, and so much more connected to their community as a



whole, it begs the question: **How can we spread those same learnings and feelings throughout the broader community?** Quite a few partners highlighted the need for CHC and the sectors it represents to connect better with the broader public, including grassroots initiatives but also just “Chilliwack Joe”. The question becomes two-fold: 1) How can we deepen the understanding of the broader public regarding social issues—both in terms of all the good work that is being done and in terms of better understanding the issues themselves;

2) How can we all, including the unengaged sections of the public, develop a more connected sense of community that includes those whom we might not consider our neighbours but who are still a part of our community, if on the margins?

**“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.”**







## KEEPING SHXWEMÁ STEQTÁ:L (OPEN DOORS)

### KEY INSIGHT:

Both Indigenous and non-Indigenous stakeholders have benefitted from CHC partnerships.

### DESCRIPTION:

First, a brief history. The need to build better relationships between non-Indigenous and Indigenous stakeholders appeared early on in CHC's strategic consultation. Representatives from Stó:lō Service Agency expressed a desire to improve the landscape of cultural safety and humility; likewise, non-Indigenous stakeholders recognized the importance of engagement and improvement in this area. Resulting from these early conversations, Xyolhemeylh (Fraser Valley Aboriginal Child and Family Services Society) and Stó:lō Service Agency co-sponsored a comprehensive, five session First Nations Historical Impacts Training (FNHIT) that had previously been designed by Stó:lō Service Agency Care Committees. The participants of this first CHC-coordinated FNHIT were carefully chosen; all were organizational partners and leaders in the hopes that the

trainings and their transformative effects would spread. Indeed, the first training was so impactful that Indigenous and non-Indigenous CHC partners joined together to form the Opening Doors Task Team to further the work. One of the first efforts of the task team was to further disseminate the trainings, for which CHC took on a coordinating role. The training became so popular and in such high demand that Stó:lō eventually hired a full-time staff member to coordinate the trainings, leaving the Opening Doors Task Team to focus on parallel priorities.

In our evaluation interviews, **a profound number of people reported being deeply impacted by the First Nations Historical Impacts training**. Not only did the training impact how they delivered services, but it also deeply influenced people personally—changing perspectives, behaviours, and even individuals' worldview. Several interviewees in leadership expressed the desire for their entire staff to access the training, and quite a few people wished that the broader public could experience the training as well. Indigenous partners expressed gratification at how clearly non-Indigenous partners had been impacted by educational opportunities. One interviewee said, "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."

Both non-Indigenous and Indigenous partners appeared grateful for shared space at the table, while acknowledging that this hasn't always been the case, and **it hasn't always been easy**. It may be statistically significant that CHC has six Indigenous partners out of 46, and only two of those are individual First Nation communities. One non-Indigenous partner colourfully noted, "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." A few Indigenous partners were not expecting the openness they've experienced from non-Indigenous stakeholders: "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."

Stakeholders also identified shared improvements. Indigenous interviewees expressed the same increased sense of connection to the broader community of Chilliwack discussed above, with some noting that they too had stereotypes that were overcome through exposure to people and information through CHC. Indigenous partners also expressed appreciation for the increased connection to a wider array of services, along with the belief that they were now in a position of influence with non-Indigenous partners:

*“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.”*

**SIGNIFICANCE:**

It should be noted that many of the findings of this evaluation—the centrality of people and relationships, the interconnection of issues, the need for welcome, respect, and inclusion—are deeply rooted in Indigenous ways of knowing and being. This could indicate an influence from relationships that have formed and the success of First Nations Historical Impacts Training. Facilitating the first waves of broader access to this training represents a significant achievement of CHC partnerships, and existing relationships are encouraging. However, work remains. **The shameful historical legacy of the systemic oppression of Aboriginal people will not easily be wiped away by forming a committee.** While it is clear that CHC has most definitely made strides, as long as inequities and injustice persist—as they do—the work of the Opening Doors Task Team remains critical and should be prioritized as such.



## NOT JUST ANOTHER MEETING

### KEY INSIGHT:

A commitment to action remains vital for partners' continued participation and motivation.

### DESCRIPTION:

The change discussed above regarding cultural safety and humility underscores the finding relative to action: partners strongly attested to the necessity of **positive advancement on the issues** CHC addresses. As valuable as face-to-face relationships have proven in the data, the assurance that people are not just attending another meeting—that their time is effectual and what they do matters—remains vital to continued commitment. Interview participants were particularly expressive on this point: “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?’” Another participant said, “So practice as opposed to talking the leg off the table is important.”

A conviction that meaningful change is happening also fuels motivation: “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.” Many

partners mentioned being encouraged by the activities of the Housing Hub and additional new affordable housing units and shelter spaces. As one interviewee put it, “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.”

The importance of meaningful action and not just “meeting to meet” reinforces the underlying theme of time challenges, which is further emphasized by the quantitative data. The survey results demonstrated an **inverse relationship between the number of meeting commitments and the frequency of attendance** at those meeting. The more committees people belonged to, the less likely they were to attend regularly. See **Figure 4.3**.

“I’m a big believer in meeting for actions—not just to sit in a room and drink coffee.”

FIGURE 4.3 – MEETING ATTENDANCE

## How often do you attend your CHC committees?

(42 respondents)

MEETING	ALWAYS/OFTEN	SOMETIMES	RARELY
Partner meeting	63.89%	27.78%	8.33%
Task Team 1	63.89%	26.67%	10.00%
Task Team 2	35.71%	35.71%	28.57%
Task Team 3	0.00%	50.00%	50.00%
Task Team 4	0.00%	25.00%	75.00%
Task Team 5	0.00%	25.00%	75.00%

## TAKING ACTION TOGETHER: THE CUMULATIVE IMPACT OF COLLABORATION

### SIGNIFICANCE:

Partners' time is valuable. They know this, and CHC leadership knows this. Almost every interviewee mentioned the challenges of time—time to attend meetings, time to commit resources, time to participate in collaborative efforts that may not entirely match their mandates but that they nevertheless understand are ultimately beneficial for everyone. This latter point is key:

**collaboration must have some universal or at least concrete effect.**

Generally, most interview participants felt confident that CHC was forwarding genuine change: “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.” It is notable that the successes most often mentioned—those related to housing—have received the most strategic planning and the greatest level of collective leadership and investment. Valuing and maximizing partners' time should take this into consideration.

“I would call it  
solution-focused  
motivation.”





## THE CHOIR OF THE CONVERTED

**KEY INSIGHT:**

Partners’ pre-existing commitment to collaboration provides a strong foundation on which CHC can build.

**DESCRIPTION:**

Interview data revealed that, for the most part, CHC facilitates the mechanism for collaboration rather than the conversion to a collaborative mindset. While there were a handful of interviewees who indicated a change in perspective from before and after involvement with CHC, most partners have already come to the table with a commitment to collaboration and a pre-existing belief in collaborative principles. Some interviewees were either close to retirement or far established in their careers, and they confirmed that CHC’s values and practices validated their lifelong learnings. As one interviewee reflected, “I think it’s reinforced who I always was.”

The survey data underlined this point. When asked about the degree of change experienced in feelings of competition and willingness to share information with other organizations, survey respondents indicated relatively low levels of change. When combined with the qualitative interviews—which clearly demonstrated a high level of appreciation for both the lack of competition and the levels of information exchanged—rather than indicating a dearth in this area, the data validate that these values were already in place.

This pre-existing commitment to collaboration provides fertile ground for success. While members clearly benefit from CHC, CHC also benefits from the shared values at the table: CHC provides the mechanisms, and the partners provide the buy-in. The survey data was particularly illuminating on this point. The number of CHC members who would partner with other organizations “a considerable amount” or “a great deal” on programs, projects, events or grants tripled from before and after their involvement with CHC. See **Figure 4.4**.

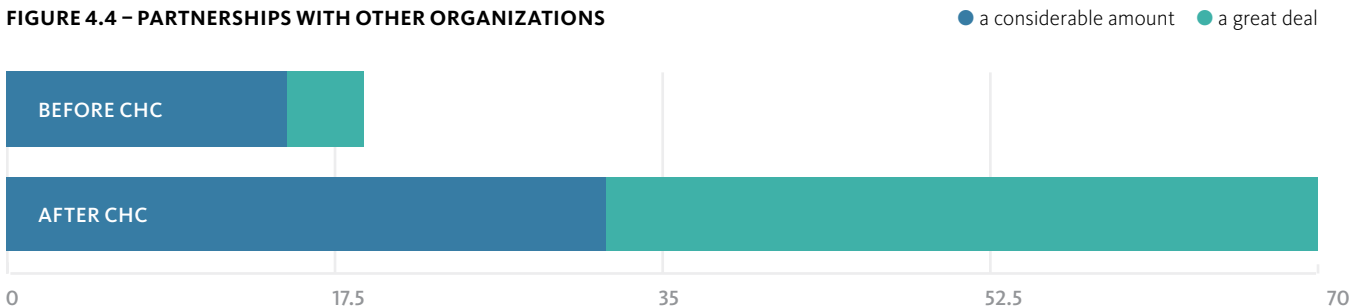
When looking at the survey data through the filter of how long partners had been involved with CHC, the data

on partnership development gets even stronger: **The longer people are a part of CHC, the more likely their existing commitment to collaboration turns into action.** See **Figure 4.5**.

**SIGNIFICANCE:**

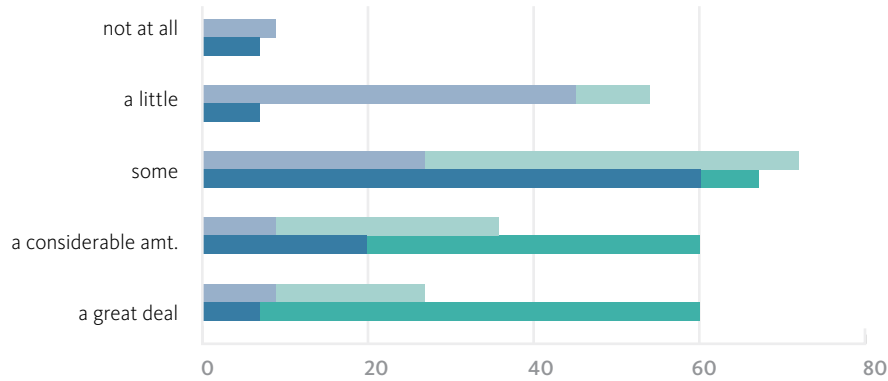
Given the strong quantitative data indicating CHC impact on levels of collaboration despite not impacting peoples’ perspectives on collaboration, the fact that CHC members already believe in its value likely enhances the strength and success of the network. This demonstrates that it is not necessarily essential to have the widest breadth of partnerships possible; rather, shared collaborative values provide the best foundation for collective action. Moving forward, it will be imperative to critically examine current levels and loci of collaboration in contrast with issues experiencing the most collective advancement. This kind of analysis could inform effective planning and determine the most strategic use of resources.

**FIGURE 4.4 – PARTNERSHIPS WITH OTHER ORGANIZATIONS**



**FIGURE 4.5 – TIME INVOLVED WITH CHC CONTRASTED WITH CHANGE IN PARTNERSHIP LEVELS**

Percentage of CHC Members >1 year who partner on initiatives: ● before CHC ● after CHC  
 Percentage of CHC Members 5+ years who partner on initiatives: ● before CHC ● after CHC



“I buy into the values. I buy into the importance of collaboration and partnership. So it’s just about making a decision.”





# CHILLIWACK

CARING CAR

Resources for Friends and Families of those  
affected by Addictions and / or Mental Illness

Chilliwack   
Healthier Community

**In case of emergency call 911**

**All other questions dial 211**

Don't hide - seek help. Know that no one plans to become  
Our community is here to help. Be part of that community.





## QUIET BUT COMMITTED

### KEY INSIGHT:

Even CHC partners with lower levels of involvement are surprisingly committed and appreciative.

### DESCRIPTION:

In order to increase the probability of gaining insight into ways that CHC could improve, the evaluation interviews deliberately over-represented partners who did not seem to participate as much or who did not attend as regularly. A small number of these interviewees admitted that they did not feel that they had as much to contribute due to the highly specialized or alternative nature of their work. However, **all interviewees in the less involved strata found value in the information CHC offers and remained strongly committed to collaboration** despite not contributing as much as they wished. In fact, the data surprisingly revealed just how much people want to participate more than they do. Representative quotes include, “I wish I could do more,” or “I wish I could spend more time with [CHC partners].” One participant expressed that collaboration “can feel uncomfortable or annoying when I look at my calendar and I can’t make

it because I’ve got [organization]’s priority or something else I have to attend.”

While not always participating at the level they would want, partners expressed **gratefulness for the welcoming and inclusive tone**—that their level of participation is accepted, and they are not judged for any limitations to their contributions. One interviewee said that “no judgement is a big deal for me.” Another expressed, “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.”

### SIGNIFICANCE:

This phenomenon in the data highlights the prominent theme of the tension of time as well as the “Tone at the Table” finding. Some partners mentioned the increased pace of work in a smart-phone era, others spoke of the demanding nature of their organizational mandates, and others talked about being just too busy. In the survey data, only 50% of respondents experienced moderate or major change in feeling that they could accomplish more because of CHC. While stakeholders experience discrepancies in their desires versus their capacity to participate, the environment for collaboration—inclusive, welcoming, non-judgemental—remains important to keeping partners engaged, particularly those who have limited time.



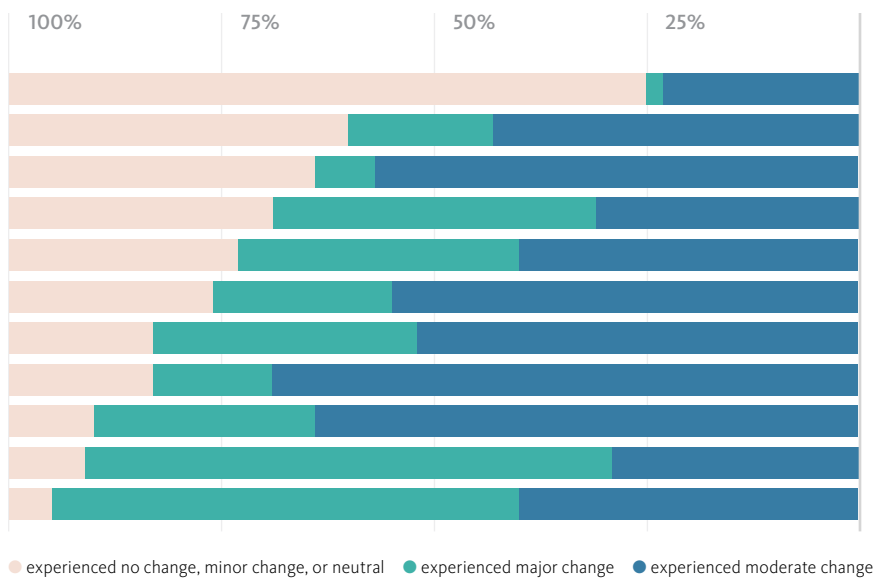
## CREATING CONFIDENCE

### KEY INSIGHT:

Partners have gained confidence by participating in CHC.

### DESCRIPTION:

Pervasive throughout many of the different themes was the sense of increased confidence partners have gained through their involvement with CHC. Partners from smaller organizations gained confidence by feeling valued and validated; many expressed that they were now less intimidated by larger organizations and government agencies. They felt empowered that they could sit at the same tables and contribute—at whatever level—to collaborative efforts. A few partners from both large and small organizations talked about gaining confidence in their leadership skills by learning from other colleagues. Many partners felt empowered by the knowledge they gained about complex systems and the people within those systems. One partner admitted, “I’ve gotten a lot more comfortable approaching people that I don’t necessarily know,” and another said, “it’s given me the ability to reach out to other experts.” Increased knowledge also gave CHC members confidence in



**FIGURE 4.6 – LEVELS OF CHANGE RELATED TO EMPOWERMENT**

- Experience less burnout
- Feel less intimidated by social issues
- More equipped to take risks
- Value offering time to CHC task teams
- Feeling less alone
- More aware of importance of partnerships
- Relating to other partners
- Seeking help of other partners
- More aware of value of relationships
- Believe collaboration results in better outcomes
- Feeling appreciative of other colleagues

their internal roles; many interviewees mentioned that they often gained useful knowledge to integrate into their personal practice or pass on to other colleagues from their organizations. Lastly, partners attested to an overall increased confidence from being a valued member of the collective. As one said, “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.”

While individual interviews revealed high levels of empowerment in many areas, the survey data possibly tempers these findings in the areas of burnout, intimidating social issues, and feeling equipped to take on risks. Survey respondents did attest to some levels of positive change in these areas, but the change was not as strong as other outcomes. See **Figure 4.6**.

Interpreting this data can be difficult. As a cautionary note, **levels of change does not necessarily indicate a lack** in those areas; someone recording a lower level of change in feeling empowered could have felt a high level of empowerment to begin with. But clearly, areas related to empowerment highlight both the difficulties in working with social issues as well as potential areas of growth or consideration for CHC.

**SIGNIFICANCE:**

Improved confidence was a strong but unexpected finding. While the evaluation team had identified “increased capacity” as a secondary impact, we did not anticipate the levels of improved confidence and other areas of empowerment indicated in the interview data. While it would appear that this increased confidence

does not necessarily translate to considerable change in the areas of burnout and confidence to take risks, **the high levels of empowerment expressed during interviews could provide opportunities.** The evaluation team identified “creating a culture of innovation” as a secondary impact, and increased levels of confidence could catalyze additional innovation given proper intentionality and strategic consideration.

**“I would say that great things are possible.”**



## WE'RE NOT ALONE

### KEY INSIGHT:

A signature achievement of the network is partners' not feeling alone in their work.

### DESCRIPTION:

One of the most pervasive features in the data was the sentiment of not feeling alone, which in turn produces encouragement, empowerment and perseverance. **Almost every single interview participant expressed this** in some form or another, and nearly 3/4 of survey respondents testified to experiencing moderate to major change in feeling less alone because of CHC. One partner stated bluntly, "It lessens the feeling of being out there by yourself and beating your head against the wall." Experiencing the heart and passion of other colleagues, feeling connected to the bigger picture, seeing positive progress—these impacts lead to a tremendous sense of collectivity, a relief that "there's people backing you up." As one partner stated, "We're doing it together, right? There's more hands on deck."

This collective empowerment brings a notable personal uplift for individual CHC members. Interviewees spoke of an increase in hope and personal perseverance in their work. They spoke of feeling supported, or "less like we're

rolling a boulder uphill." One said, "Every time I'm with the CHC community, I get a refresh. ... Not everything is unicorns and sparkles. ... But to see that people are still engaged and still wanting to shift forward is pretty amazing." Another said, "Sure it's frustrating but again the hope is there." According to many interview participants, **this sense of hope leads to increased commitment and perseverance:** "Hearing how passionate people are, all the hours people are spending on this keeps my commitment and passion going." One interviewee revealed, "That's what I learned from the 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."

### SIGNIFICANCE:

Pervasive social issues involve systemic challenges that can leave stakeholders feeling frustrated, discouraged, and drained. At times, the work even brings personal heartbreak. At first, members of the evaluation team did not understand why "not feeling alone" featured so prominently in the data. What was the big deal? Upon deeper reflection, we realized that the feeling of gratefulness for not being alone—the strong sense of encouragement reflected in the interviews—underscored the difficulty of the work partners undertake every day. Ultimately, however, through the many impacts discussed above, CHC facilitates increased optimism and even a powerful sense of hope in the local stakeholder community.

"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."



## 05 — RESPONSE

Chilliwack Healthier Community historically undertakes strategic planning every three years. In response to the Project Impact evaluation findings, we have developed key questions to inform our “Beyond 2020” strategic planning process, as well as [sample responses](#) to illustrate potential improvements to how we operate.

### PRIMACY OF PEOPLE

#### KEY QUESTION:

**How can we maximize the power of people connection?**

#### POTENTIAL RESPONSES:

- + Identify relational ambassadors or hosts to be responsible for introducing people and initiating networking

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- + Highlight a partnership or collaboration in every meeting/ gathering, both to inspire and to teach the value and productivity of relationships among leaders in Chilliwack

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- + Design intentional pairing exercises, such as “speed coupling” with cross-sectoral leaders for support for an event/week/month

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- + Develop the micro-design capacity of task teams

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- + Redesign communication to highlight the relationships people will build and the impact those relationships will have

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- + Apply “speed-networking” to working on an issue, with several short conversations followed by a share-out

### BEYOND DIGITAL DEALINGS

#### KEY QUESTION:

**How can we best leverage technological advances in tandem with the power of physical presence to build trust?**

#### POTENTIAL RESPONSES:

- + Offer occasional events focused on socialization, with a loose agenda and high connection-creating opportunities

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- + Design evening or after work events that are connections-oriented with a light topic or presentation

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- + Offer regularly scheduled opportunities for tours to other organization locations to facilitate relationship-building and knowledge sharing

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- + Provide opportunities for task team representatives to section off and field questions/discussions at the monthly partner business meeting

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- + Give opportunities at meetings for someone to share their back story on how they got into this work

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- + Make space for interviewing techniques such as “Story Corps”

### CITY AS CHAMPION

#### KEY QUESTION:

**In what ways can we celebrate the City’s support while motivating other champions and resources?**

#### POTENTIAL RESPONSES:

- + Host lunch at the city to highlight more about what is happening collaboratively

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- + Facilitate greater knowledge transfer about CHC to City Councillors by including the acting mayor in CHC partner meetings for their month

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- + Provide a short video spotlight on what the city is doing with CHC

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- + Identify specific CHC partners as catalysts for information sharing on the City as CHC champion

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- + Disseminate podcasts or other method of testimonials on the impact of City involvement on on CHC partner’s work

## TONE AT THE TABLE

### KEY QUESTION:

How can we best promote and ensure long-term fidelity to values that create our environment?

### POTENTIAL RESPONSES:

- + Identify the culture of CHC as set of principles, and enshrine the principles in policy and practice

---

- + Consider planning for and strengthening a leadership team via an intentional leadership/succession/mentorship role at the coordination level

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- + Identify “strategic anchors” that represent all the work CHC does to move goals forward; move detailed strategic planning on goals to task teams

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- + Offer twice yearly training sessions to strengthen succession and build capacity on collaboration

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- + Find space to highlight case studies and story-telling that feature examples of success or lessons learned

---

## MORE THAN MERE WEBINARS

### KEY QUESTION:

What ways can we advance the most advantageous knowledge-sharing?

### POTENTIAL RESPONSES:

- + Establish “Coffee with a Colleague” or “Pho with a Pro” kinds of opportunities for sponsored, cross-agency connection and learning about a new field

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- + Offer Failure Fests, highlighting what went wrong and lessons learned, which could facilitate knowledge sharing and building trust and confidence

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- + Share what we don’t know, and see who shows up and knows something

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- + Offer a spotlight video on particular projects to pique interest and cause further knowledge seeking

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- + Produce video shorts from key people in the community on specific topics to awaken curiosity and further inquiry

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- + Collectively identify “Big Questions” or “Adaptive Challenges” that open curiosity instead of closing with answers

---

## WE’RE ALL NEIGHBOURS

### KEY QUESTION:

How can we all, including the unengaged sections of the public, develop a more connected sense of community?

### POTENTIAL RESPONSES:

- + Create a series of “Spotlight” videos highlighting various projects

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- + Develop a “Chilliwack Story Corps” — podcasts about our community and the people in our community

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- + Create visual impact stories of the people who are working on the “visual” social issues in our community (ie, posters, photo voice) with a hashtag for more information

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- + Host a gala of service — taking social services to the next level of connectivity — that could include an excellence award or recognition of partners

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## KEEPING SHXWEMÁ STEQTÁ:L (OPEN DOORS)

### KEY QUESTION:

Where are Opening Doors' efforts best applied to increase mutual understanding deeply and more broadly?

### POTENTIAL RESPONSES:

- + Work with task team members to intentionally hear from elders (such as having tea, hosting a meal)
- + Identify CHC delegates to attend local FN events
- + Find time to simply go for walks with Indigenous partners or other community members
- + Build on connections already established with FN communities by regular follow-up or check-ins
- + Look to see how other communities have built connections and relationships

## NOT JUST ANOTHER MEETING

### KEY QUESTION:

How can we best honour partners' time and ensure the continued participation of engaged members?

### POTENTIAL RESPONSES:

- + Develop a set of criteria to help decide when progress in task teams or on initiatives is not happening and things need to change
- + Recognize people who do the work by including a list of team members and chairs on the CHC website
- + Develop an agreement between coordinator and chairs that defines expectations and responsibilities
- + Condense reporting so more actions can come out of partner meetings
- + Draft a community charter of commitment
- + Increase the value of the identity of those who are participating (helping people feel honoured and valuable) by naming the role of participants, offering publicity for participants, or providing a select experience that is participant-only

## THE CHOIR OF THE CONVERTED

### KEY QUESTION:

Where are the key points of convergence between action and collaboration, and where is there opportunity or need for more?

### POTENTIAL RESPONSES:

- + Identify collaboration as a core CHC value to be enshrined in relevant documents, charters, or strategic action plans
- + Recognize that resources can build on quality rather than quantity; not every organization needs to be brought on board
- + Establish a regular feedback loop on why partners are CHC members, what their expectations are, and if those expectations are being met
- + Appoint 1-3 yearly CHC community liaison roles that function in partner engagement, evaluation, or activity promotion

## QUIET BUT COMMITTED

### KEY QUESTION:

How can we encourage quieter or less involved partners and maximize the mutual benefits of participation?

### POTENTIAL RESPONSES:

- + Develop a mechanism to recognize partners who may not have as much time to be deeply involved, such as video shorts on their organization or social media highlighting

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- + Establish periodic check-ins with members at the lower strata of engagement levels

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- + Consider providing written reports from the task teams and include smaller group time at partner meetings

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- + Hold an intentional quarterly engagement meeting

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- + Design a means for bringing customized value to partners

---

## CREATING CONFIDENCE

### KEY QUESTION:

How can we best leverage the strong sense of empowerment identified in the interviews?

### POTENTIAL RESPONSES:

- + Promote a “Coffee with a Colleague” opportunity that is intentionally focused on leadership learnings

---

- + Host an Information and Networking Breakfast on leadership, including a panel of local colleagues who can share about their challenges and learnings

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- + Hold a Failure Fest to share lessons learned from problems and failures

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- + Create more space for story-telling

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- + Provide a briefing or report back to interviewees to celebrate findings about their strength and empowerment

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- + Continue to provide regular sense-making experiences for people who have experienced impact (interviews, listening sessions, etc.)

---

## WE’RE NOT ALONE

### KEY QUESTION:

How can we better acknowledge and alleviate the impact of working on social issues?

### POTENTIAL RESPONSES:

- + Celebrate the wins (opposite of Failure Fest) by including space for story-telling

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- + Choose 1 partner at the monthly partner meeting who can share their journey in 3 minutes—either an organizational or a personal journey

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- + Include an occasional “appreciation” or “compliment a colleague” moment at monthly partner meetings

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- + Develop and publish case studies, pictures of progress, bright lights, etc. (some way, written or through other media, to bring forward impact stories)

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## 06 — APPENDIX

### APPENDIX A — THEORY OF CHANGE

- + Progress on “wicked” or entrenched social issues requires true cross-sectoral collaboration built from genuine partnerships.
- + Cross-sectoral collaboration requires the support of backbone infrastructure.
- + Genuine partnerships require relationships that include both trust and a degree of familiarity.
- + Face-to-face interaction best fosters the kind of connections needed for effective, collaborative work.
- + Collaborative planning builds common ground, agreement, accountability, and focus.
- + Discovering common ground and shared pathways decreases destructive competition and silos.
- + Information-sharing promotes uptake, decreases duplication, and encourages collaboration.
- + Intentional capacity-building is essential for improving practice.
- + Over-busy and under-resourced agencies and individuals require support with capacity-building in order to improve practice.
- + Consistent, collective, solution-oriented action results in members’ ongoing engagement, participation, and ownership.
- + Reliable, action-focused, in-person meetings best leverage critical skills.
- + Responsible, cooperative use of resources creates opportunities and promotes buy-in.

### APPENDIX B — IMPACT STATEMENTS

#### MEMBERS DEVELOP NEW AND STRONGER COLLABORATIONS.

**What we mean:** Members work together and work together well. Stakeholders build cohesive partnerships that leverage and augment existing community assets. We recognize that system silos often lead to negative outcomes such as adverse client experiences, wasteful duplication, or confusing inefficiencies.

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#### MEMBERS BUILD TRUSTING, EFFECTIVE RELATIONSHIPS.

**What we mean:** Stakeholders experience continuous opportunities to build trust and familiarity that cultivate a promising environment for community change. We recognize that there is no true substitute for face-to-face connection. We also recognize that competition and conflict erode the environment that fosters community wellness.

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#### MEMBERS USE NEW KNOWLEDGE AND EXPERTISE.

**What we mean:** Members will experience added benefits from participating in educational opportunities and knowledge sharing which improves service delivery relevant to their respective fields. We recognize that partners are often over-busy and under-resourced, and support with capacity-building offers a welcome benefit.

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#### MEMBERS ACHIEVE PROGRESS ON SOCIAL ISSUES IN THE COMMUNITY.

**What we mean:** Members advance community wellness by improving the systems that address social issues. Collective efforts eliminate gaps, optimize workloads, generate responsive innovation, and ultimately decrease negative incidents and impacts. We recognize that progress on “wicked” or entrenched social issues requires true cross-sectoral collaboration.

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## APPENDIX C — INTERVIEW PROTOCOL

What have you learned about other colleagues and organizations through your participation in CHC? Where were the blind spots or gaps in your knowledge about key people or understanding about what organizations are doing that CHC helped to fill?

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What assumptions did you use to hold about colleagues or other orgs that were adjusted or changed through CHC? ➔ How do you see your relationships with people from other organizations differently as a result? How do you see your role with other people and orgs differently now as well?

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How have your relationships with colleagues from other organizations developed or changed as a result of your participation with CHC? ➔ How have these changes developed you in your role?

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In what ways has working with CHC made you feel more connected? Where do you feel disconnected? ➔ How has CHC inspired you to be dedicated to collaborative work even when it feels uncomfortable and annoying at times?

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What have you learned about social issues through CHC? What has been most surprising to discover? What has been most helpful to see? ➔ How have your outlook or passions about your work been influenced as a result?

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What are you able to accomplish as a result of your partnership with CHC that you wouldn't be able to do on your own? What challenges do you still struggle with? ➔ How has CHC motivated you in other areas of your life?

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What excites you about collaborative work on social issues more now than it used to? What continues to feel frustrating? ➔ How has CHC shaped your commitments in relation to your work?

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What values or principles have you seen operating through CHC that you think are important? What have you learned about collaborative work through your time with CHC? ➔ How have these principles shaped or influenced your own values?

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What have you done differently to collaborate with others since being with CHC? How has it gone? What's been fairly easy to do? What has been most challenging for you? ➔ How has work on this fundamentally affected how you show up with other collaborators?

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In relation to the issues that CHC addresses, what seems to be energizing you? And what seems to be depleting your energy the most? ➔ How has being a part of CHC helping you develop perseverance to stay engaged in the issues despite systemic challenges?


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Since joining CHC, what have been some of the most significant lessons you've learned or insights you've gained? What gaps in understanding do you still have? ➔ How are you thinking differently about yourself and your own work?

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## APPENDIX D – SURVEY (PAGE 1)

### Chilliwack Healthier Community Impact Survey



Please rate to what extent you have experienced the following outcomes **BEFORE** participating with CHC and **AFTER** participating with CHC:

Before or After CHC	Not at all 1	A little amount 2	Some 3	A considerable amount - 4	A lot 5
<b>Awareness of professional supports and resources</b>					
BEFORE	1	2	3	4	5
AFTER	1	2	3	4	5
<b>Understanding the roles of colleagues from other organizations</b>					
BEFORE	1	2	3	4	5
AFTER	1	2	3	4	5
<b>Knowledge of new training opportunities</b>					
BEFORE	1	2	3	4	5
AFTER	1	2	3	4	5
<b>Willingness to share information about your organization with other professionals</b>					
BEFORE	1	2	3	4	5
AFTER	1	2	3	4	5
<b>Partnerships with other organizations on initiatives (programs, projects, events, grants)</b>					
BEFORE	1	2	3	4	5
AFTER	1	2	3	4	5

Please indicate how often you have acted on the following statements:

As a CHC partner or task team member, I...	Never	Rarely	Occasionally	Moderate amount	A great deal
Participate in training opportunities offered through CHC					
Send or encourage others to participate in training opportunities offered through CHC					
Use knowledge gained through CHC in how I approach my programming and/or operations					
Professionally engage with other CHC partners as a result of attending a CHC event or meeting					

**APPENDIX D — SURVEY (PAGE 2)**

Since participating with CHC, please rate the degree of change you have experienced in the following:

Because of my involvement in CHC...	No change	Minor change	Neutral	Moderate change	Major change
I feel more comfortable seeking the help of other partners.					
I feel more comfortable relating to other partners.					
I feel less alone in dealing with social issues.					
I have become more aware of the importance of partnerships.					
I am more aware of the value of good relationships with other colleagues and organizations.					
I feel more appreciative of colleagues from other organizations.					
I experience less burnout or detrimental fatigue in my work.					
I feel less intimidated by the scale or complexity of social issues.					
I feel empowered to accomplish more in my sphere of work.					
I feel more equipped to take risks on addressing social issues in our community.					
I experience less competition with other organizations.					
I see value in offering my organization's time to CHC task teams.					
I believe that cross-sectoral collaboration results in better outcomes on social issues.					

**Please answer the following:**

What social needs have we been able to address through CHC that weren't being effectively met before?

**Additional Information**

Are you a resident of Chilliwack? Y / N

How many years have you been involved with CHC? \_\_\_\_\_

How many years have you been working in your profession? \_\_\_\_\_

What is your role in your organization? \_\_\_\_ Management \_\_\_\_ Frontline

How many CHC committees do you belong to (including partner meetings)? \_\_\_\_\_

How regularly do you attend your CHC committees? \_\_\_\_ Always or most often \_\_\_\_ Sometimes \_\_\_\_ Rarely

## APPENDIX E — SURVEY RESULTS

### CHC Project Impact Survey

*All questions have 47 respondents unless otherwise specified*

01 — Please rate to what extent you have experienced the following outcomes BEFORE participating with CHC and AFTER participating with CHC.

Questions	Not at all	A little amount	Some	A considerable amount	A great deal	Total
BEFORE CHC - Awareness of professional supports and services	0.00% 0	32.61% 15	39.13% 18	23.91% 11	4.35% 2	100% 46
AFTER CHC - Awareness of professional supports and services	0.00% 0	0.00% 0	8.51% 4	36.17% 17	55.32% 26	100% 47
BEFORE CHC - Understanding the roles of colleagues from other organizations	10.64% 5	31.91% 15	36.17% 17	21.28% 10	0.00% 0	100% 47
AFTER CHC - Understanding the roles of colleagues from other organizations	0.00% 0	0.00% 0	17.02% 8	46.81% 22	36.17% 17	100% 47
BEFORE CHC - Knowledge of new training opportunities	29.79% 14	23.40% 11	36.17% 17	8.51% 4	2.13% 1	100% 47
AFTER CHC - Knowledge of new training opportunities	0.00% 0	2.13% 1	12.77% 6	46.81% 22	38.30% 18	100% 47
BEFORE CHC - Willingness to share information about your organization with other professionals	2.13% 1	14.89% 7	21.28% 10	44.68% 21	17.02% 8	100% 47
AFTER CHC - Willingness to share information about your organization with other professionals	0.00% 0	0.00% 0	2.13% 1	51.06% 24	46.81% 22	100% 47
BEFORE CHC - Partnerships with other organizations on initiatives (programs, projects, events, grants)	8.51% 4	27.66% 13	44.68% 21	14.89% 7	4.26% 2	100% 47
AFTER CHC - Partnerships with other organizations on initiatives (programs, projects, events, grants)	0.00% 0	6.38% 3	23.40% 11	31.91% 15	38.30% 18	100% 47
<b>Total</b>	- 24	- 65	- 113	- 153	- 114	- -

## TAKING ACTION TOGETHER: THE CUMULATIVE IMPACT OF COLLABORATION

o2 — Please indicate how often you have acted on the following statements

Questions	Never	Rarely	Occasionally	A moderate amount	A great deal	Total
Participate in training opportunities offered through CHC	4.26% 2	12.77% 6	46.81% 22	29.79% 14	6.38% 3	100% 47
Send or encourage others to participate in training opportunities offered through CHC	4.26% 2	6.38% 3	34.04% 16	31.91% 15	23.40% 11	100% 47
Use knowledge gained through CHC in how I approach my programming and/or operations	2.13% 1	2.13% 1	34.04% 16	38.30% 18	23.40% 11	100% 47
Professionally engage with other CHC partners as a result of attending a CHC event or meeting	0.00% 0	8.51% 4	14.89% 7	40.43% 19	36.17% 17	100% 47
<b>Total</b>	- <b>5</b>	- <b>14</b>	- <b>61</b>	- <b>66</b>	- <b>42</b>	- <b>-</b>

o3 — Since participating with CHC, please rate the degree of change you have experienced in the following

Questions	No change	Minor change	Neutral	Moderate change	Major change	Total
I feel more comfortable seeking the help of other partners.	2.13% 1	4.26% 2	8.51% 4	70.21% 33	14.89% 7	100% 47
I feel more comfortable relating to other partners.	2.13% 1	2.13% 1	10.64% 5	55.32% 26	29.79% 14	100% 47
I feel less alone in dealing with social issues.	2.13% 1	4.26% 2	19.15% 9	40.43% 19	34.04% 16	100% 47
I have become more aware of the importance of partnerships.	6.38% 3	2.13% 1	14.89% 7	53.19% 25	23.40% 11	100% 47
I am more aware of the value of good relationships with other colleagues and organizations.	6.38% 3	0.00% 0	4.26% 2	61.70% 29	27.66% 13	100% 47
I feel more appreciative of colleagues from other organizations.	2.13% 1	0.00% 0	2.13% 1	42.55% 20	53.19% 25	100% 47
I experience less burnout or detrimental fatigue in my work.	21.28% 10	6.38% 3	48.94% 23	21.28% 10	2.13% 1	100% 47
I feel less intimidated by the scale or complexity of social issues.	6.38% 3	10.64% 5	25.53% 12	42.55% 20	14.89% 7	100% 47
I feel empowered to accomplish more in my work.	8.51% 4	4.26% 2	34.04% 16	46.81% 22	6.38% 3	100% 47
I feel more equipped to take risks on addressing social issues in our community.	6.38% 3	10.64% 5	17.02% 8	57.45% 27	8.51% 4	100% 47
I experience less competition with other organizations.	19.15% 9	0.00% 0	40.43% 19	25.53% 12	14.89% 7	100% 47
I see value in offering my organization's time to CHC task teams.	6.38% 3	0.00% 0	21.28% 10	36.17% 17	36.17% 17	100% 47
I believe that cross-sectoral collaboration results in better outcomes on social issues.	6.38% 3	0.00% 0	2.13% 1	27.66% 13	63.83% 30	100% 47
<b>Total</b>	- <b>45</b>	- <b>21</b>	- <b>117</b>	- <b>273</b>	- <b>155</b>	- <b>-</b>



o4 — What social needs have we been able to address through CHC that weren't being effectively met before? **(Respondents: 19)**

#	Respondent	What social needs have we been able to address through CHC that weren't being effectively met before?
1	2	increased engagement with indigenous agencies and communities
2	5	Housing awareness
3	6	Housing; supporting vulnerable populations;
4	7	Homelessness; Housing Issues; Seniors Concerns
5	14	Homelessness, substance addiction, stigma, reconciliation, mental health issues, poverty
6	17	Housing, effects of childhood trauma and colonization, homelessness, problem substance use, overdose, food insecurity, mental health awareness and stigma, attachment to family doctors...
7	18	Providing some pathway to establishing linkages between some organizations
8	19	Enhances awareness of homeless dynamics and Indigenous partnership
9	21	poverty reduction on a community level
10	22	Housing, seniors needs, addiction and mental health, safety
11	25	I feel that we are able to operate less in silos in order to more effectively cover a broader spectrum of social needs with less duplication of effort.
12	27	Housing (Housing Hub, Rain City, etc)
13	28	Housing, homelessness, mental health, addiction, opioid crisis, prevention work
14	36	Poverty, Housing and transport for all vulnerable groups. Informed awareness for support of Older adults; building capacity with other communities
15	37	Addressing the stigma that exists in our community towards homelessness and addiction.
16	39	Mental health, collaborative approaches to social issues, homelessness
17	40	New to my organization, as well as CHC, so has helped in understanding of community challenges.
18	42	still unsure
19	43	Better coordination of various supports related to homelessness

**TAKING ACTION TOGETHER:  
THE CUMULATIVE IMPACT  
OF COLLABORATION**

o5 — Are you a resident of Chilliwack?

Choice	Count	
Yes	85.11% 40	
No	14.89% 7	
<b>Total</b>	<b>100%</b> 47	

o6 — How many years have you been in your profession?

Choice	Count	
>1	23.40% 11	
1-3	29.79% 14	
3-5	14.89% 7	
5+	31.91% 15	
<b>Total</b>	<b>100%</b> 47	

o7 — How many years have you been involved with CHC?

Choice	Count	
>5	29.79% 14	
5-10	23.40% 11	
10-20	19.15% 9	
20+	27.66% 13	
<b>Total</b>	<b>100%</b> 47	

o8 — What is your role in your organization?

Choice	Count	
Executive	17.02% 8	
Management	40.43% 19	
Frontline	19.15% 9	
Other	23.40% 11	
<b>Total</b>	<b>100%</b> 47	

09 — What is the number of CHC committees you currently belong to (including partner meetings)? (Respondents: 44)

#	Respondent	What is the number of CHC committees you currently belong to (including partner meetings)?	#	Respondent	What is the number of CHC committees you currently belong to (including partner meetings)?
1	1	4	23	25	3
2	2	1	24	26	2
3	3	1	25	27	2
4	4	2	26	28	2
5	5	2	27	29	None
6	6	2	28	30	1
7	7	One	29	31	1
8	8	only partner meetings	30	32	1
9	9	1	31	33	1
10	10	1	32	34	2
11	11	1	33	35	One
12	12	Monthly Partner Meeting	34	36	2
13	13	3	35	37	1
14	14	3	36	38	Just monthly meetings
15	16	Two	37	39	3
16	17	1	38	40	none
17	18	Two	39	42	1
18	19	4	40	43	2
19	21	1	41	44	2
20	22	2	42	45	3
21	23	2	43	46	3
22	24	1	44	47	one

10 — How often do you attend your CHC committees?

Questions	Always or most often	Sometimes	Rarely	Total
Partner meeting	65.85% 27	24.39% 10	9.76% 4	100% 41
Task Team 1	61.76% 21	26.47% 9	11.76% 4	100% 34
Task Team 2	35.29% 6	35.29% 6	29.41% 5	100% 17
Task Team 3	0.00% 0	42.86% 3	57.14% 4	100% 7
Task Team 4	0.00% 0	20.00% 1	80.00% 4	100% 5
Task Team 5	0.00% 0	20.00% 1	80.00% 4	100% 5
<b>Total</b>	<b>54</b>	<b>30</b>	<b>25</b>	<b>-</b>

PROJECT IMPACT WAS  
CONDUCTED WITH SUPPORT  
FROM THE FOLLOWING  
ORGANIZATIONS:

