



GOLDEN COMMUNITY RESOURCES SOCIETY

an overview of possibilities

Engaging in

Community Coordination

Framing: Why am I here today?



Is it difficult to find adequate space for your non profit organization?

Are you stuck in a space that is not serving your needs or you cannot sustain?



Is the community missing spaces that would improve our economic, social and environmental measures?

Are you in the middle of a transition from one space to another?

Today's Activities



Ask questions as they form. —





Community Coordination

How could it work?

Social engineering or common sense?



From Efficiencies Exploration to **Coordination**



Goal:

Community Team/Board

Rationale:

Weak, fragmented communication

No broad decision-making entity/process

Limited human & financial resources



Activities:

Capacity & Organizational Development & Alignment

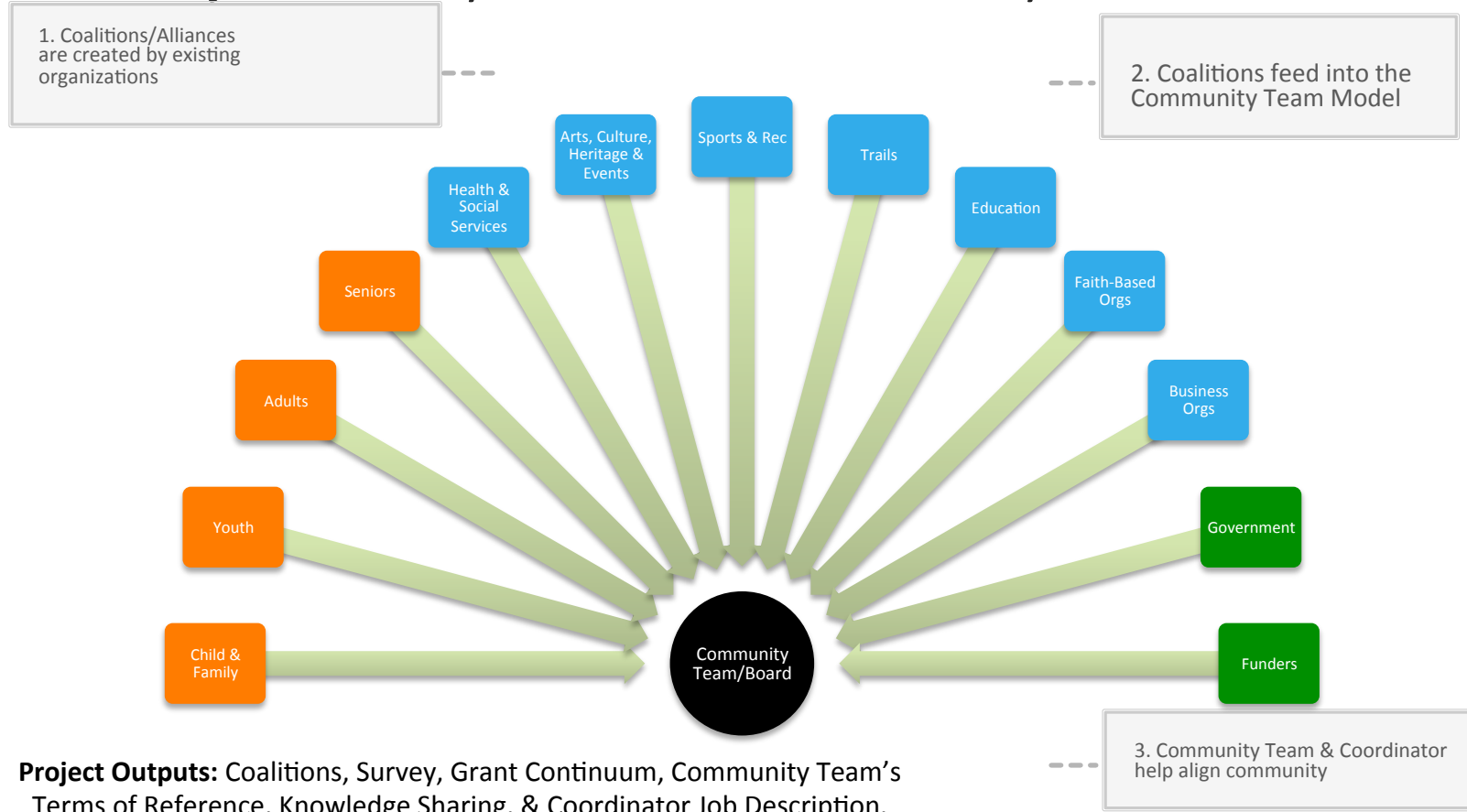
4Cs: Communication, Coordination, Collaboration & Consolidation and eventually Coalition Support

Supported By:

Columbia Basin Trust, Town of Golden, GCRS, BCNPS
LMPP

Yes, but, what does this look like?

Here's just one way to visualize a Community Team.



Groups in the Community

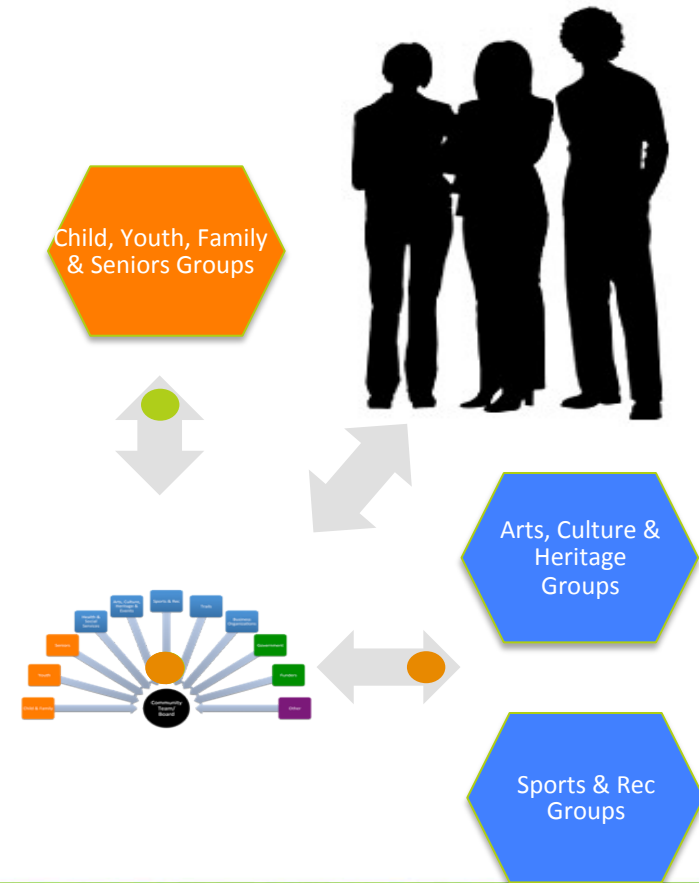
Health & Social Services staff, volunteers and clients are connected to the entire community and the Business Organizations, too.



Collaboration

Coordinated & supported **decision-making**,
Planning & **resource utilization**
Community **alignment** & economic development
Higher **quality of life** for residents

It's about team work, and **collaborating** will get us all there.

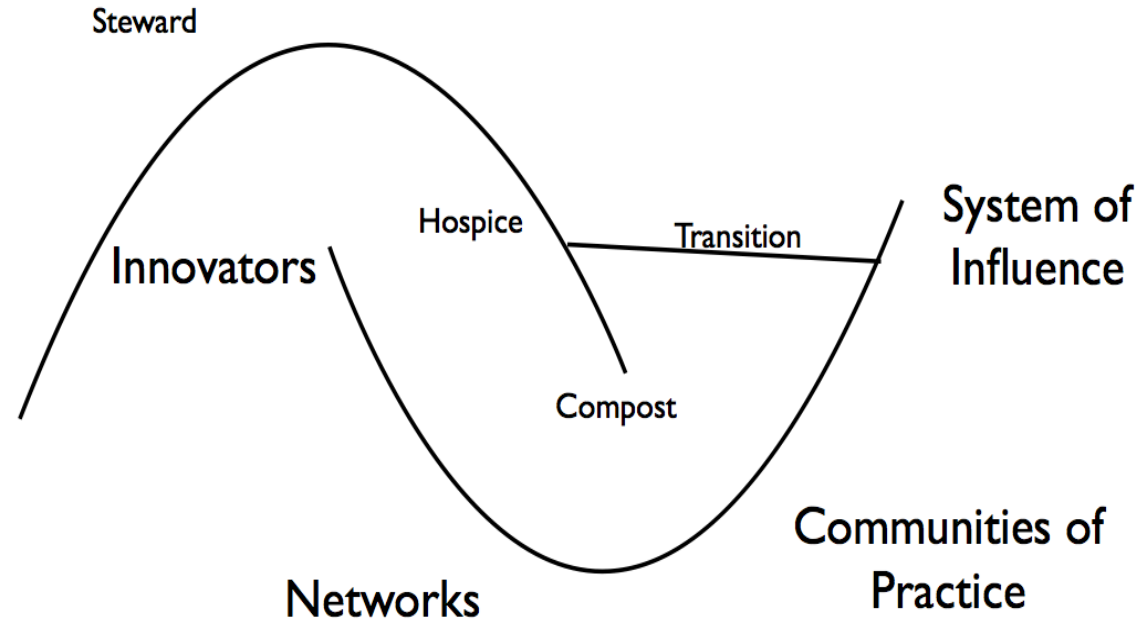




The structure is there to support

**GETTING THE RIGHT THINGS
DONE.
TODAY & TOMORROW.**

Today & Tomorrow: Two Curves Theory of Change



An organization/system is born.

Some systems are peaking or have peaked.

That system also drives out individuals.

Some organizations don't know how to change, evolve, celebrate their successes or die with dignity. There is an after life.

Agents of Change are emerging.

New organizations & networks are being created (CCC).

These organizations form communities of practice.

Eventually, a new system is created.

Based on the work of Wheatley and Frieze et. al

The Collaboration Continuum

Compete	Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Competition for clients, resources, partners, public attention.	No systematic connection between agencies.	Inter-agency information sharing (e.g. networking).	As needed, often informal, interaction, on discrete activities or projects.	Organizations systematically adjust and align work with each other for greater outcomes.	Longer term interaction based on shared mission, goals; shared decision-makers and resources.	Fully integrated programs, planning, funding.

Loose

Tight





Managing Non Profit Spaces

Facilitator: Nancy Gale

How can you help yourselves and your community?

Leading coordination in Golden.

Non Profit & Community Groups that Use Spaces

Abbeyfield House Society, St. Paul's Golden – housing
Blue Lake Forest Education Society
Canadian Mental Health Association – Kootenays
CASARA Golden
Field Recreation Advisory Association – Field Community Hall,
skating rinks, pickle ball courts
Field Fire & Rescue Department Society
Golden Area Initiatives – BCVC Building
Golden Basketball Association
Golden Curling Club – arena, lounge
Golden Cycling Club – Trails
Golden Dance Academy
Golden Dolphins Summer Swim Club Society
Golden & District Historical Society – Golden Museum
Golden Rotary Trails – 10 kms
Golden and District Search and Rescue Association – building
Golden and Region Seniors Society
Golden and District Seniors Housing Society
Golden Community Resources Society – GES, CCRR, After School
Programs, Youth Centre
Golden Family Centre Society - offices
Golden Farmers' Market – public space
Golden Festival Society
Golden Figure Skating Club
Golden Food Bank Society – office, storage space
Golden Golf Club – 18 holes

Golden Hap Ki Do Society
Golden & District Lions Club
Golden Kicking Horse Alpine Team Society
Golden Minor Hockey Association
Golden Minor Soccer Association
Golden Nordic Ski Club Society
Golden Players Drama Club
Golden Rock & Fossil Club
Golden Shotokan Karate Society
Golden Shriners
Golden Snowmobile Club
Golden Snowmobile Trail Society
Golden Teachers Association
Golden Volunteer Firefighters Association
Golden Women's Resource Centre
Kicking Horse Country Chamber of Commerce
Kicking Horse Culture (GDAC) – Civic Centre
Kicking Horse Mountain Fire Protection Society
Kicking Horse Rescue Dog Association
Kinsmen Club of Golden - Kin Hut
Kootenay Rockies Innovation Council
Little Mittens Animal Rescue Association
Mount 7 Flying Club
Mountain View (Golden Community Resources Society)
Mount 7 Rec Plex Association
Mountain Lodge #11 Ancient Free and Accepted Masons
Nicholson Volunteer Firefighters' Association
Okanagan Regional Library – Golden
Parson Hall Community Hall Society
Purcell View Seniors Housing
Royal Canadian Legion Branch #122
Golden Royal Canadian Army Cadet Corps Sponsoring
Committee

The Burgess Shale Geoscience Foundation
The Friends of Yoho Society
The Golden District Rod and Gun Club
The Golden Hospital Auxiliary
The Golden Light Horse Club
Tourism Golden Association
Whisper Ranch Golden (2011) Society
Wildsight Golden Branch
Interior Health Authority
Durand Manor (IHA)
Golden District Hospital (IHA)
Meals on Wheels
Canadian Red Cross

Town of Golden
Golden Arena
Golden Swimming Pool
Golden Municipal Airport
Golden Rodeo Grounds
CSRD Area A Parks

APES PAC
LGES PAC
NES PAC
GSS PAC
Kicking Horse Country Independent School Society
Petit Tournesol
Rocky Mountain School District #6
College of the Rockies

Columbia Basin Trust - Golden Office

Church of Jesus Christ of Latter-Day Saints
Golden Baptist Church
Golden Congregation of Jehovah's Witnesses
Golden Pentecostal Tabernacle
Golden Sikh Cultural Society
Rocky Mountain Alliance Church
Sacred Heart Parish
St. Andrews United Church & Centre for Peace
Trinity Lutheran Church of Golden

Blaeberry Families Society
Canyon Ridge Community Association
Cosway Island Camp Society
Cot & Gen Camp Society

Non Profit & Community Spaces Grouped

Abbeyfield House Society, St. Paul's Golden
Golden and District Seniors Housing Society
Mountain View
Purcell View Seniors Housing

Field Fire & Rescue Department Society
CASARA Golden
Golden and District Search and Rescue
Association
Golden Volunteer Firefighters Association
Kicking Horse Mountain Fire Protection
Society
Kicking Horse Rescue Dog Association
Nicholson Volunteer Firefighters' Association

Field Recreation Advisory Association
Kicking Horse Nordic Ski Club
The Burgess Shale Geoscience Foundation
The Friends of Yoho Society

Golden Area Initiatives – BCVC Building

Mount 7 Rec Plex Association
Golden Badminton
Golden Basketball Association

Golden Cycling Club – Trails
Golden Rotary Trails – 10 kms
Golden Golf Club – 18 holes
Golden Farmers' Market – public space
Golden Festival Society
Golden Kicking Horse Alpine Team Society
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Golden Snowmobile Club
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Mount 7 Flying Club

Golden Dance Academy
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Mountain Lodge #11 Ancient Free
and Accepted Masons

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Cadet Corps Sponsoring
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The Golden District Rod and Gun
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Interior Health Authority
Durand Manor (IHA)
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Little Mittens Animal Rescue Association
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Canyon Ridge Community Association
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Cot & Gen Camp Society
Whisper Ranch Golden (2011) Society

Non Profit Space Resources



Planning:

Town of Golden's Official Community Plan
RiverfrontGolden.ca – assessment tools, planning resources
Beyond Co-location: Clustering the Social Economy

Listing:

Town of Golden's Meeting Space List
Kicking Horse Country Chamber of Commerce
Community Calendar

Guidance:

*"We need a new **vision of community and economic renewal in the place-based economy**; and we need a new approach to investing in development assets to realize that vision. Again, this is not a utopian undertaking. It is an approach to development that is grounded in extensive Canadian and international research and experiences in rural and small-town community and economic development and **is rooted in the best lessons from BC's own past.**" - (Markey, S., Halseth, G. and Manson, G. Investing in Place: Economic Renewal in Northern British Columbia, 2012; p. 51-52)*



Community Coordination: Nancy Gale, Facilitator

Executive Director, CCCDCA

Member of the BC Non Profit Labour Market Partnership Project's Social Services Advisory Committee and Management Advisory Committee.

Scavenger of ideas.

Has a lifetime of experience with non profit groups, focused on the young and experienced groups.

Is volunteering her services to help us and our groups come together.



Central Interior Community Services Cooperative

A faint, stylized background image of two hands shaking, symbolizing cooperation or agreement. The hands are rendered in a light teal color against a darker teal background.

Golden

November 2013

Challenges and Opportunities – Coalition Building



Presented by:

L Nancy Gale – Executive Director, Child
Development Centre

The Central Interior Community Services Cooperative

Members

Association For
Community Living



Child Development
Centre



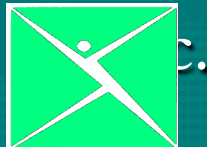
Boys and Girls Club



Women's Contact
Society



Canadian Mental Health



Mission Statement

The Central Interior Community Services Co-op strengthens the response of member agencies to community social needs.

What is the Central Interior Community Services Co-op?



Vision Statement

The CICSC will provide community leadership in social development through a proactive approach to self sufficiency and service excellence.

The Co-op Model

- Established in 2004, the Co-op consists of 5 NOT FOR PROFIT, charitable agencies, which provide a wide range of services to various client groups within the Williams Lake area.
- Each member agency retains its identity and independence.
- The Co-op helps each organization obtain services that they may not otherwise be able to access on their own.
- Each member has an equal vote, regardless of size or budget.



The Guiding Principles of the Co-op

- The members of the Co-operative provide a range of community-based social, advocacy, education and health services to children, youth, adults and families.
- Members work co-operatively to respond to community needs and to promote quality human services through the facilitation of partnerships, research and innovation by sharing resources, knowledge and expertise.


We are the people who....

- Support local innovative solutions to social issues.
- Create opportunities for community service providers.
- Work collectively to provide effective social services to make the community a better place.
- Facilitate, collaborate and work together.

Milestones

March 2002:	Informal discussions begin between 4 of the 5 member agencies.
June 2002:	The Association For Community Living joins the table.
July 2002:	“The Partnership Toolkit” is put into practice.
September 2002:	Voluntary chair Trevor Barnes is appointed. Letter of understanding outlines agreement to work towards coalition.

Milestones

January 2003:	Strategic planning session at The Canadian Mental Health Association. This produces a money commitment, a work plan and a memorandum of understanding which were approved by member agencies boards.
October 2003- March 2004:	Second work plan is initiated. Tim Beachy provides a workshop on the co-operative model.
Nov 2003- December 2003:	Boards approve the co-operative model. 

Milestones

February 2003- October 04:	Coalition works on co-location, integrated program delivery and combining financial and administration services.
May 2003:	Plans for building renovations with Ted Thomas and Associates begins.
August 2003:	Design plans of building renovations are complete.
October 2003:	Hoelzler Construction begins the renovations at 51 - 4 th Avenue South.

Milestones

Feb 2004:	Renovations are complete. Project is on target and on budget.
April 28, 2004:	The member agencies receive incorporation status with the Registrar of Companies. The Central Interior Community Services Co-op is official.
June 10, 2004:	The grand opening of the Co-op.



Factors That Lead To The Formation Of The Co-op

- Competition
- Fear
- Changes to contracting with the provincial government
- Cutbacks
- Previous relationships
- High level of trust
- Involvement in the voluntary sector initiative
- Lutherwood (new model of service delivery) and
- Commitment of funder (MCFD)

Four C's of Partnership

Communication	Cooperation
Coordination	Collaboration

Leading to

Commitment

Collaborative partnerships means more than a “new public administration” view of business like responses, more with less and a focus on efficiency and

What Are The Factors That Contribute To Success?

- o Clear understanding of the fundamentals of cooperation – values of equity, reciprocity, respect, resourcefulness, constructive candor (honesty /openness), autonomy
- o Attention to Process – Partnership Handbook, Memorandum of Understanding, Board Involvement, Use of External Resources, Work Plans

What Are The Factors That Contribute To Success?

- Rules of Engagement – Policies and Protocols for Membership, Confidentiality, Communication, Conflict Resolution, Decision-Making and Non-Competition
- Regular Meetings
- Responsiveness and flexibility to clients and community need

What are the Factors that Contribute to Success?

- Interdependencies of shared practice and work processes that both define our work and nurture our work
- Shared principles and values – cooperation, resourcefulness and respect
- History of success and accepted rules and norms
- Getting things done both inside and outside the box
- Extensive social networks

What Are The Factors That Contribute To Success?

- o Integration of Functions – Integrated Youth Team, Finance Department, Integrated Management Committee and the Co-op Board



- o Cost Containment – improved accounting practices, budgeting, costing

What Are The Factors That Contribute To Success?

- o Leadership at the Board and Executive Director level
- o Funder – willingness to adopt a more inclusive process of shared power to address social issues, contract downsizing, program development, one-time only funding and local infrastructure maintenance

What Have Been The Benefits?

- Co-location - building, leasehold improvements, reduced monthly rental costs
- Improved technology – telephone system (direct in dial), server/network (high speed internet access), computers (standard computer purchasing policy)
- Contracts - improved performance in the Request for Proposal processes
- Improved service delivery – wrap around services, services no longer in agency or program silos, one-stop shop approach to service delivery
- Joint staff training
- Staff Morale
- Cost containment
- Sophistication of a larger organization, “consummate” Executive Director
- Peer support
- Acceptance by the community at large and the business community – seen as “good business sense”
- Joint fundraising event
- Joint community events
- Less Mission Drift
- Co-op is an investment not a cost reduction vehicle
- Labour Market Partnership
- Sharing of Information

What Are The Challenges Ahead?

- o Partnership maintenance – communication, continuous improvement, cultivation of long-term, high trust relationships, understand each others growth / survival strategies, sharing information, determination to succeed
- o Excessive trust – may lead to misrepresentation, relationship maintenance placed above the best possible solution, not acting on internal contentious issues

What Are The Challenges Ahead?

- o Risk Management - interconnectedness demands new management approaches, interconnectedness of individual agency's future with other members of the Co-op
- o Sustaining competitive advantage
- o Succession Planning



What are the Challenges Ahead?

- Capacity Building
- Brand Enhancement
- Relationship Building with Government and other funders (Foundations, donors, etc.)
- State of Readiness
- Innovation in collaborative practice and shared services
- Responsiveness to opportunities

*“We are working better by
working together”*





Discussion & Next Steps

How do we best support our community organizations, staff & volunteer through spaces?



Action Items

- » Bring in an accountant and relevant non profit staff to host a workshop on aligning accounting systems. – Ryan & local accountant.
- » Share the CICSC's financial Statements, organizational chart and inter-organization agreements with key local non profits. – Nancy Gale
- » Send non profit square footage costs; actual and ideal size requirements to Ryan. – Non Profit Eds
- » Deadline November 15th.



Today's Activities



What are we taking away from our time together? 





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an overview of possibilities

Engaging in

Community Coordination