

# Community Team Coordinator – Background & Job Description

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## Community Background

Through a GCRS lead project, including Phase 1: Exploring Efficiency Opportunities for Non Profits in Golden & Area A and Phase 2: Community Coordination, individuals and non profit organizations in the community have been looking at how Golden's social fabric communicate, collaborate and collaborate since 2011.

Once the 'landscape' and number of non profits was better known through the Phase 1 activities, GCRS started down that path of developing a Community Team in Phase 2. A Community Team (also known as a Community Board) is designed to improve communication and coordination of 'groups of groups', so that ultimately publicly-intended resources are allocated better and community issues are not just addressed, but also solved.

The Community Team is broader than Golden & Area A's local government can be. And it has a different focus. While local government is responsible for statutory services and meeting and enforcing certain regulations, the rest of the community is informally responsible for 'everything else.' And 'everything else' usually falls to groups of well-meaning individuals who form non profit organizations that address a particular perceived need through a product or service; or program or project.

## Local & Regional Government

In early 2012, the Town of Golden give 18 months notice that they would end the tripartite agreement with the CSRD that supported Golden Area Initiatives and effectively all formal community economic development (CED). In early 2013, the Town struck the Economic Development Services Vision Committee with the goal of providing Council with some direction related to public CED/Ec. Dev. funding. During the last few months of that notice period in 2013, the Town provided funding and operational options to the CSRD, but there was no interest from the CAO or Area A Director in pursuing them.

As of January 1, 2014, GAI ceased funding for operational activities. While the organization will likely continue as a shell until its assets are divested (including the BC Visitors Centre @ Golden), it will have very limited part-time staff and no capacity to take on new CED projects.

In fall 2013, the Town of Golden ended it's modest Grant In Aid program and redirected some of that funding towards the creation of a Social Development Coordinator position.

The following excerpt is from the Town of Golden's "Minutes of the Regular Council Meeting held Tuesday, December 17, 2013 at 1:19 p.m. in the Council Chambers, Town Hall, 810 9<sup>th</sup> Avenue S., Golden, BC."

13-332        *THAT the minutes of the Open Standing Committee on Finance meeting held December 5, 2013 BE RECEIVED.*

*Carried*

6.A.c)        *Allocation of GIA Funds*

*Moved by Councillor Moss, Seconded by Councillor Pecora  
Opposed by Councillor Hern*

13-333        *THAT Council annually RE-ALLOCATE funds within its account used formerly for the purpose of providing Grant-in-Aids to fund in partnership and in principle, a community social coordinator employed by a local third party authority for a minimum three year term;  
AND THAT the objectives of the social coordinator must include but may not be limited to facilitating communication and collaboration amongst local organizations targeted to solve social challenges and identify opportunities; build capacity and create efficiencies; and raise collective awareness of mandates and responsibilities;  
AND FURTHER THAT staff DEVELOP and NEGOTIATE a contribution agreement with relevant third parties to enable this position subject to the conditions herein and otherwise identified to the satisfaction of Council.*

The Columbia Shuswap Regional District (CSRD) does not have any staff located in Golden and only one Area A Director. As such, non-statutory support only comes in the form of a modest Grant In Aid program to existing and applying groups, usually for projects rather than programs.

### **Community Team & Coordination**

The concept of a community team, a community coordinator a social development coordinator are not new (Jasper, Town of Morinville, City of Revelstoke, to name a few). The implementation of resources towards this community development goal is varied based on the community, its other goals and supporting resources.

From an organizational perspective, this type of position varies from being hosted by the municipality's Economic Development department (City of Revelstoke), to residing in a separate non profit organization (Jasper Community Outreach Services). The common theme of all of these positions is local government's financial support for the core position and political and administrative work plan alignment. To be successful, local government (staff and elected officials) and the coordinator need to have goals aligned, overlap reduced and gaps continually identified (which can be filled by other organizations).

## Resources

The Town of Golden has set aside a small budget for social coordination, which it intends to leverage with additional funding from the Columbia Basin Trust. This funding could also be leveraged with other funders, like the Vancouver Foundation (Letter of Interest deadline is January 24, 2014).

With the local austerity movement aimed directly at reducing staff at the Town of Golden, the municipality cannot host the coordination role. And there is no interest or capability in the Columbia Shuswap Regional District hosting or contributing to this objective in a centralized manner. Therefore, the Golden community is left with two possible hosts:

1. Golden Community Resources Society (GCRS): The largest social service non profit in Golden & Area A (by annual budget), GCRS offers programs for the very young to seniors. GCRS's many programs are supported by a variety of funding sources, but they only host one developmental stage coordinator (through Golden Early Childhood Development Coalition).
2. Golden Family Centre Society (GFCS): With an annual budget roughly half of GCRS, GFCS focuses on mental and spiritual health and counseling services with funding coming from a variety of sources. Organizationally, GFCS is very similar to Jasper Community Outreach Services, but has a more narrow service focus.

The Town of Morinville (population 8,500; \$15.4M operating budget) shows their Community Coordinator salary range from \$55,100 - \$68,875, plus "a comprehensive benefits package and pension; workplace development and great opportunities for employees to become involved in the community."

The City of Revelstoke's Social Development Coordinator (population 7,139; \$25M operating budget) is a independent contractor, working approximately 0.5 FTE out of the Economic Development Office and paid ~\$55.00/hour (\$62,400 annually).

A much larger centre, Metro Vancouver, hosts a Community Development Coordinator

It is critical to note that both of these positions have fairly specific roles, which do not merge into economic development – although Revelstoke's position is under the jurisdiction of the City's Director of Economic Development. Without a functioning community economic development-focused entity there will be an invisible pull toward addressing these needs through this position and an inability to solve complex issues without a CED-focused partner.

## Scope of the Role

The scope of this role is very difficult to define, as each supporting partner has a different image of what this person is doing. It is imperative that leaders from these

organizations sit down and come to an agreement about what the position is, based on where all funding will come from and what the goals are.

For instance, the Town of Golden is using the term, “social development coordinator,” based on the 2013 presentation from the City of Revelstoke’s Social Development Coordinator, Jill Zacharias. However, upon announcement of funding for this role, at least one local resident thought it was for a “dance coordinator.” (Apparently, ‘socials’ are the common term for regular public dances in Saskatchewan.) So the term ‘social’ can be seen as rather loaded in the Golden community, and may undermine the role and candidate before they start their work.

GCRS sees this person as helping to develop, coordinate and support/lead a Community Team, as this has been a goal of their organization since 2011. However, this goal has not been entirely embraced by some of the stronger local organizations, who may feel they would be slowed down or hampered by having to deal with individuals and groups that are not aligned or as strong.

Another gap that has long been anticipated, but only realized as of January 1, 2014, is the lack of a community economic development and economic development function. In the absence of it, the community will suffer. Therefore, it could be anticipated that the Community Coordinator/Social Development Coordinator role would be pulled into community economic development roles. Even without this community economic development organizational and function gap, the Community Coordinator/Social Development Coordinator’s performance should be measured against a number of pillars of sustainable community development (social, cultural, environmental and economic, just to name a few).

### Role Comparison Summary

To better see the various positions and resources mentioned above, a simple summary table can be found below:

Role	Aspect						
	Reports to:	Liaises with:	Focus	Limits	Opportunities	Requirements	Salary
<b>Social Development Coordinator</b>	City of Revelstoke, Social Development Committee & Director of Community Economic Development (8,000 pop)	Social service organizations, and other key stakeholders as needed	Social Planning and Social Development Coordination in Revelstoke and Area	Part-time, social focused	Dedication to social issues , organizational & community capacity-building	University Degree & experience in related field	Contracted at \$55/hr; ~20 hours/week = ~\$62,400 per annum (0.5FTE)
<b>Community Development Coordinator</b>	Parks Department, Vancouver, BC (Burnaby)	“[A] wide variety of associations, organizations, groups and individuals to build community involvement in Metro Vancouver’s regional parks.”	“Facilitates, provides direction, maintains liaison, assists associations, and Develops, recommends and conducts a variety of workshops related to topics such as community engagement and group decision making.”	Parks in Langley, Pitt Meadows, Abbotsford and Maple Ridge	Improves community engagement and group decision making	University grad in social sciences and considerable related experience; knowledge of the Societies Act of BC.	\$57,727 - \$68,136 per annum + comprehensive benefits package
<b>Community Coordinator</b>	Director, Community and Family Services; Jasper, AB (5,100 pop)	Community Team & Community Outreach Services	Community Team & Community Outreach Services	Community Team & Community Outreach Services Members	Reach individuals before emergency services are needed	Degree or Certificate in related field or an equivalent combination of education &	Est. \$65,000 (The position was ended in Jan 2014.)

						experience	
<b>Director, Community and Family Services</b>	Town Council, Jasper, AB (5,100 pop)	Community Team & Community Outreach Services; Town Council	Community Team & Community Outreach Services	Community Team & Community Outreach Services Members			Est. \$100,000
<b>Community Development Coordinator</b>	Director of Community Services, Morinville, AB (8,500 pop)	Public, groups, municipal staff	Community Development & Engagement; Research; Facilitate the development and implementation of a community development plan for community wide events and activities; Build and maintain community partnerships; Develop and implement strategies which increase community empowerment and engagement initiatives.	Recreation, culture or social development	Develop a comprehensive Community Plan; new opportunities for the Community Culture Centre	Post-secondary education; 3 years experience	\$55,100—\$68,87 + comprehensive benefits package and pension; workplace development and great opportunities for employees to become involved in the community
<b>Executive Director, Kicking Horse Culture</b>	KHC Board of Directors (6,766 pop)	Members, artists	Arts & culture in Golden & Area A	Arts & culture; heritage is addressed through GDHS	Integrate arts, culture, heritage and events activities	N/A	~\$65,000 per annum
<b>CED/ED Manager, GAI (funding ended)</b>	GAI (voting members of) Board of Directors (6,766 pop)	Business and community organizations	CED in Kicking Horse Country	Work plan approved by working Board	Little; would need to be resurrected from the ashes	Business, Ec. Dev. or CED training; experience	est. \$80,000 per annum + benefits relocation, etc.)
<b>Proposed Social Coordinator</b>	a) Town of Golden Staff or b) Non Profit Executive Director	a) CAO, Council, social service-focused coalitions, groups and individuals, or b)	Social development	Could exclude Area A residents, issues and organizations			
<b>Proposed Golden Community Coordinator</b>	a) Town of Golden Staff or b) Non Profit Executive Director	a) CAO, Council, coalitions, groups and individuals, investors, visitors or b)	Community development; community team support; needs analysis		Secure CBT Community Directed Funds (\$200,000/year)		

It should be noted that if the position is hosted by a non profit, an additional 10 – 12% should be added to the position's total budget to cover administration, overhead and employment costs.

### Sustainability

The ability of a community to sustain this position depends on a number of factors including political climate, funders' commitment; performance or results (grant funds gained; projects initiated and completed; etc.); and the host organization.

While the communities and positions listed above have supported their social and non profit organizations, there is always pressure to eliminate these development roles. Therefore, it is imperative that the community and coordinator be sure to report on their successes in a very public way.

Luckily in the Columbia Basin, communities have an advantage over many of the other communities profiled above. With a Community Coordinator and Community Team, CBT's Community Directed Funds program (\$200,000/year for 5 years) can be secured and used to fund the Coordinator role.

## Application

There are 2 ways local government can go about hiring for a Community Coordinator.

1. **Contract through Non Profit Organization:** Request for Proposals issued from Town of Golden seeking organizations that wish to host the position. The Town would select the best-fitting organization based on their criteria and contract them. It would be up to the contracted organization to find the person to fulfill the contract's obligations, not the Town.
2. **Direct Hire:** Create a job description, and a posting and hire the best individual to fill the role under the Town of Golden. However, as mentioned above, it would be politically difficult to create a new position within the Town at this time.

While the second option makes sense if for a municipality already have an internal (community) economic development role, the first option would be preferred if the municipality doesn't (and doesn't plan to during the duration of the contract).

## 1. Draft Request for Proposals: Community Team Development Coordination

### Overview of Requirement

Town of Golden background...

Number of locally registered non profits...

The Town of Golden seeks to improve the coordination and development of the community. As part of these efforts the Town of Golden invites proposals to develop and resources to improve the pillars of sustainable community development.

### Specific Requirements

The "objectives of the social coordinator must include but may not be limited to facilitating communication and collaboration amongst local organizations targeted to solve social challenges and identify opportunities; build capacity and create efficiencies; and raise collective awareness of mandates and responsibilities" (Town of Golden Resolution, 13-333, December 17, 2013).

The successful Proponent may:

- Develop resources and tools that will effectively assist Golden & Area A organizations to form an effective Community Team. through improved leadership, human resource tools and improved workplace cultures
- Develop appropriate training materials, and
- Provide a plan for dissemination of resources, tools and training.

## Requirements of Respondent

### Comprehension of Assignment

Indicates your understanding of the project requirements, outlining key success factors and challenges.

### Demonstrated experience

The proponent will provide information to illustrate their experience. This should include, but is not limited to:

- A statement of qualifications, concisely describing capabilities and experience, and
- Resumes of all principals to be involved and their roles and responsibilities for this project, along with three references.

### Fees and Expenses and Program Costs

The successful Proponent is responsible for all costs and expenses incurred during the Project. A firm price, up to \$XXX,XXX for each year, including total fees (including taxes) should be part of the Proposal.

### Program Plan and Schedule

Proponents are required to provide a summary work plan. The description should include all primary tasks listed in the Specific Requirements and a tentative scheduled for completion of each project phase.

### Value Add

Proponents may include value add elements in their proposal e.g. ideas for revenue generation.

## Additional Considerations

- Consideration must be given to ensuring that all tools, processes and resources will work for both large and small organizations and in a more rural and isolated part of British Columbia.
- The Non-Profit Sector Employers' Council owns the intellectual property produced under Labour Market Partnership contracts. The Employers' Council assigns the Vancouver Foundation to house and make available all project materials and results. The Contractor does not own any of the project material and results, but is able to use or further develop the project materials, results and tools once they have been made public.
- All proposals must include a budget for an external evaluation to be conducted at a cost of up to 10% of the contract value at no cost to the contractor. Successful contractors will be provided with a list of prequalified evaluators and must choose the evaluator from the list. The Town of Golden must approve the evaluation methodology.



### ***Proposal Evaluation and Award***

All Responses (electronic only) must be submitted before X:00 PM, Month Day, 2014. Receipt confirmation of each Response will be provided electronically.

Responses not meeting all mandatory criteria will be rejected without further consideration.

Responses that do meet all the mandatory criteria will then be assessed and scored against the evaluation criteria. The Town of Golden will evaluate submissions based on the Proposal Evaluation Criteria outlined below.

All documents, including Responses, submitted to the Town of Golden become the property of the Town of Golden.

### ***Mandatory Criteria***

The following are mandatory requirements. Responses not clearly demonstrating that they meet them will receive no further consideration during the evaluation process.

- a) The Response must be received at the closing location and submitted by the specified closing date and time, in the specified formats.
- b) The Response must be in English and must not be sent by facsimile.

### ***Proposal Evaluation Criteria***

Responses meeting the mandatory requirements will be further assessed against the following criteria.

Proposal Evaluation Criteria Points	Available
Demonstrated understanding of the assignment, including overview of the project, and any value add	20
Demonstrated experience	15
Proposed resources and tools	25
Proposed training materials	15
Public Work Plan	15
Pricing/Estimated Costs	10
TOTAL POINTS AVAILABLE	100

### ***Summary of Key Dates***

Event	Date
RFP Issued	January 30, 2014
Deadline for inquiries - by e-mail only. All answers will be posted on the Town of Golden website*	4:00 PM February 1, 2014
Proposals due	2:00 PM, February 7, 2014
Evaluation of Proposals	February 10 to 20, 2014
Presentations (if required)	Week of February 21, 2014



Expected announcement of successful Proponent	Late February 2014
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## Appendix A – Response Covering Letter

Date  
Town of Golden  
Address

Attention: Jon Wilsgard, CAO

Subject: Response to RFP for Community Team Development Coordination

The enclosed Response is submitted in response to the above-referenced Request for Proposal.

We have carefully read and examined the Request for Proposal and have conducted such other investigations as were prudent and reasonable in preparing the Response. We are authorized to submit this Response on behalf of the Respondent.

Yours truly,

\_\_\_\_\_  
Signature

Name:  
Title:  
Contact Phone:  
Contact Email:  
Legal name of Respondent:  
Date:

## 2. Draft Job Description: Community Team Development Coordinator

### Job Title

Community Team Development Coordinator

### Reports to

The host organization... TBD based on decisions made above.

### Job Purpose

- To develop, support, coordinate, collaborate and integrate community activities of government, non profit and for profit business sectors, improving efficiency and collective impact (possibly through a Golden & Area A Community Team).
- To support communication among similarly focused and interrelated groups and organizations (e.g. health & social services; arts, culture, heritage & events; sports & recreation; trails; learning; faith-based organizations; business organizations; government; funders; and others). This communication focus could include groups focused on developmental stages (children, youth, adults, families, and seniors).

### Duties and Responsibilities

The Community Coordinator is a critical role in the development of Golden & Area A's groups and organizations. The successful candidate must:

- Develop and sustain a vibrant, robust and credible Community Team
- Develop relationships with Community Team stakeholders and foster their commitment and engagement
- Identify and prioritize issues that need to be addressed by the Community Team, and forward other issues to the relevant local organization
- Plan and execute Community Team meetings, strategy, and reporting deliverables
- Initiate, plan, execute, monitor & control and close annual work plans
- Create, identify and prioritize issues, and manage the Community Team's longer-term strategic plan
- Manage the budget of the Community Coordinator & the Community Team
- Coach the Community Team through their work plan
- Evaluate & adjust work plans and the strategic plan as necessary
- Community Team-related event management

### Required Skills

- Project planning
- Highly developed communication (in-person in private and large public meetings; online via email, text, web updates, and social media; telephone) and organizational skills.
- Compelling communication skills, including persuasive story telling
- Workshop facilitation, coaching
- Volunteer development and management
- Self-starter with demonstrated initiative, business development experience, start-up experience
- Applying for and administering grants; project management
- Knowledge of the principles of community development, including CED, social development etc.

- Broad knowledge of the non-profit sector, including the various sub-sectors
- Problem-solving ability
- Collaboration; ability to foster collaborative relationships, identify common interests (common ground) while also recognizing independent interests across a range of sectors and stakeholders
- Strategic ability
- Proficient skills in the Microsoft Office suite (or other compatible word processing, publishing, and financial reporting tools) will support success in this role.
- Knowledge of the BC Society Act and Canada Revenue Agency's Charities Directorate would be an asset
- Please note that the successful candidate will be required to provide a Criminal Record Check.

## Qualifications

### Experience

The ideal candidate would have a minimum 5 years experience with non profit organization (staff or volunteer director); and/or a minimum of 5 years experience with government and funder. The candidate should also have a post-secondary education in business, non profit, or social sciences. Equivalent combinations of education and experience may be considered.

### Working Conditions

The Community Coordinator will need to work in a variety of locations – from an office space to a coffee shop to large and small meetings with groups and the general public. The Community Coordinator will need to attend meetings and make presentations during the day and evening, depending on the audience. It is expected that the role will be highly interactive; the successful incumbent will be required to have positive and collaborative working relationships with a large number of individuals and groups, with varying characteristics and interests.

### Physical Requirements

The Community Coordinator will need to attend long meetings, spend an extended periods listening and making presentations and write up minutes, notes and reports on a computer.

### Travel

The Community Coordinator will need to attend meetings and meet stakeholders throughout Golden & Area A. From time to time, the Community Coordinator may need to attend meetings, conferences or events outside of the region.

A driver's license and access to a vehicle is required.

## Reporting

Regular reporting to sponsoring organizations and the host organization will be required.

Formally, the role reports to [??? The Board or the ED or ??? of ??? the host organization? Who hires & fires?].

Reporting to the Community Team will also be required on a quarterly basis. And reporting to the community should be done as necessary to fulfill the goal of developing and supporting a community team.

## Remuneration

NEED NUMBER (range). We offer a comprehensive benefits package and pension, workplace development and great opportunities for employees to become involved in the community.

As this is a new position, the job description will be reviewed semi-annually for the first year to ensure alignment between the workload and community objectives.

## Application

Please submit a cover letter and resume/CV to Connie Barlow, Executive Director, Golden Community Resources Society (GCRS), via email at [cbarlow.gcrs@gmail.com](mailto:cbarlow.gcrs@gmail.com). For questions, telephone inquiries, please call 250-344-2311.

## Deadline

This competition will remain open until a suitable candidate is found.

We thank all applicants for their interest; however, only those under consideration will be contacted.