Abbotsford Cares

Agenda for Social Planning in the City of Abbotsford

April 2006

City of Abbotsford
Development Services
Community Planning Division

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Table of Contents

Appendices

Executive Summary

In July 2005, the City of Abbotsford hired a Social Planner, becoming the first community in the Fraser Valley Regional District to dedicate staff resources to social planning. The City chose to create a social planning function because it recognized the growing social challenges and opportunities facing Abbotsford.

This document reports on the first six months of the social planning function in Abbotsford. It addresses a number of questions including:

- What is social planning, particularly in the context of local government in BC?
- How is social planning practiced in other communities in BC?
- What is already accomplished or begun in Abbotsford?
- What are the key challenges and opportunities facing Abbotsford in the area of social development?
- What are key priorities for action as identified by the community?
- What are the recommendations and next steps for Council?

This report draws on extensive consultation with community groups, social agencies, social advocates and key staff in various departments at the City, other local governments and regional districts, as well as a comprehensive review of plans, documents, reports and research findings related to social issues in our City. The process of consultation and research helped to identify and evaluate best practices in social planning that would be suitable for shaping social development in the City of Abbotsford. Some of the principles that guide successful social planning include:

- Caring;
- Working Together;
- Citizen Engagement;
- Inclusion;
- Learning;
- Community Development; and
- Action.

The consultation and research program also identified the following nine interdependent priority areas for action in Abbotsford:

- Affordable and Accessible Housing;
- Children's Issues;
- Community Networks;
- Community Safety and Crime Prevention;
- Diversity and Inclusion;

- General Community Well-being;
- Health Issues;
- Seniors' Issues; and
- Youth Issues.

To address the nine key priority areas, staff recommend that the City, in collaboration with key stakeholders:

- Organize a Social Sustainability Advisory Committee;
- Develop a Social Development Master Plan;
- Develop an Affordable and Accessible Housing Strategy; and
- Respond to the Opportunities for City Involvement in Social Development (Appendix F).

The City of Abbotsford's decision to embrace social planning is commendable. Stakeholders have indicated that they welcome Council's vision to maintain and improve community well-being, and look forward to supporting this endeavour as it unfolds. Partnerships with other levels of government, community and faith organizations, businesses, schools and citizens will be critical to the success of all efforts to address the nine priority areas in Abbotsford.

As the City grows and changes, new social challenges and opportunities appear. While some of the challenges of growth can be resolved through effective land-use planning decisions, the City must plan for and respond to issues that impact our social environment. This report lays the groundwork for a social planning agenda tailored to the City of Abbotsford's unique conditions.

Section 1
Welcome to Abbotsford: A Community that Cares

Introduction

This document reports on the first six months of the social planning function in the City of Abbotsford. First, the document introduces some of the unique characteristics of Abbotsford. Second, it provides definitions, basic principles, and goals of social planning. An overview follows of what is already accomplished or begun in Abbotsford that contributes to social development. A review of the key social challenges and opportunities facing Abbotsford leads to a discussion of the key priorities for action, as identified in extensive community consultation. Finally, the report concludes with four recommendations and next steps for Council.

To guide social planning forward, this report recommends that the City, in collaboration with key stakeholders:

- Organize a Social Sustainability Advisory Committee;
- Develop a Social Development Master Plan;
- Develop an Affordable and Accessible Housing Strategy; and
- Respond to the Opportunities for City Involvement in Social Development (Appendix F).

These recommendations—if adopted—will further the City's aspirations to create an inclusive, healthy, vibrant, and safe community for everyone.

The importance of partnerships and collaboration to successfully address social concerns cannot be underestimated. The City can play an influential and meaningful role in social development; however, it will be most effective working cooperatively with other levels of government, community and faith organizations, businesses, schools, and citizens. The challenges that face Abbotsford are complex and require the expertise and resources of diverse stakeholders. The City can function as a catalyst by facilitating and enhancing such partnerships.

> *Successful social planning requires partnerships and collaboration.*

City of Abbotsford

Corporate Strategic Plan (2001-2006)

The City's Corporate Strategic Plan (2006) determines where the City wants to be (vision, values, and mission); defines key success measures; assesses where

the City is now; formulates strategies and actions to achieve that vision; and provides a mechanism to evaluate the City's actions.

The Corporate vision is:

> Abbotsford will be an economically, socially, environmentally healthy City. People from many backgrounds will contribute values, knowledge, and skills to the development of business, culture, education and recreation. The community will be proud of its history and enthusiastic about the future.

The Corporate Strategic Plan has five core strategies:

- Community Liveability;
- Customer Service;
- Desirable Place to Work;
- Enhanced Communication; and
- Managing Our Future.

Charter of Sustainability (2003)

In response to significant growth challenges, Abbotsford Council adopted a Charter of Sustainability for the City of Abbotsford in 2003. The Charter, which was developed in consultation with environmental, social, and business stakeholders, conveys a message that the City and its citizens are committed to supporting sustainable development principles. The Charter provides a framework for all City initiatives.

Abbotsford's four guiding Principles of Community Sustainability are:

- Responsible Growth;
- Pollution Prevention and Resource Conservation;
- Social Well-being; and
- Shared Responsibility.

The City is taking numerous steps to build a complete and sustainable community; however, more can and will be done. The end result will be a community where economic, environmental and social needs are balanced in such a way that the highest possible quality of life is provided for all its residents, without compromising the ability of future generations to meet their needs.

Official Community Plan (2005)

Council adopted the Official Community Plan (OCP) in 2005. The OCP focuses on the City's broad objectives for land use, servicing, and the form and character

of development. It also highlights strategies for growth management and provides policy guidance on a variety of land use, development, environment, parks, social planning and cultural and heritage related issues. The OCP is rooted in the City's Charter of Sustainability, and its policies support the goals of the Charter.

The OCP vision is "Abbotsford will be a liveable, sustainable and prosperous 'City in the Country'". A liveable, sustainable and prosperous community is complete, compact, connected, safe, green, and inclusive. The vision for Abbotsford is one of balance, and applies to all of the components of the community: where we live, work, play, and care.

The Corporate Strategic Plan, the Charter of Sustainability, and the Official Community Plan illustrate the City's commitment to maintain and improve community well-being through social planning. Stakeholders have indicated that they welcome the City's decision to address social development, and look forward to supporting this endeavour as it unfolds.

The City's commitment to maintain and improve community well-being is embedded in existing City policies, strategies and plans.

A Tradition of Caring in Abbotsford

Abbotsford is a caring community. Recent statistics show that Abbotsford residents contribute far more to charities, on average, than residents of any other metropolitan area in Canada.[1] Beyond these statistics, community members demonstrate their care for one another in multiple ways.

For example, residents contribute to school breakfast and lunch programs because they care that children learn. They financially support a drop-in program for youth where they can be connected to services in the community and enjoy dinner with supportive community members. Community members adopt families in the Christmas season to help them have a memorable holiday, and they care about whether there are enough treatment facilities for people struggling with addiction.

Abbotsford's community members care that everyone belongs, and that their diversity of age, culture, education, experience, and background is celebrated. Community members demonstrate their capacity to care by supporting their faith community, attending public meetings, volunteering at a number of community organizations, working in the schools, assisting their elderly neighbours, and protecting the environment.

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[1] Statistics Canada (November, 2005). This statistic is the median charitable donation amount claimed on 2004 tax returns by residents in Census Metropolitan Areas (CMA). Abbotsford CMA had a median amount of $540, while Toronto CMA, in second place, had a median amount of $350.

An Evolution of Caring

Abbotsford is a changing community. With a current population of about 135,000, Abbotsford is the fifth largest City in BC. Population projections suggest that urban growth will continue: Abbotsford's population is expected to grow to 165,000 in the next decade and to 195,000 in the next 15 years.[2]

Long term estimates from BC Stats indicate that Abbotsford's population distribution will remain quite stable; age distribution will not shift significantly. This is different than other Lower Mainland local governments that expect their populations to age significantly. Abbotsford's continuing high birth rate is a major contributor to this trend.

As the City grows and changes, new social challenges and opportunities appear. Some of the challenges of growth can be resolved through effective land-use planning decisions. The City must also plan for and respond to issues that impact our social environment.

New social challenges and opportunities appear as the City grows and changes.

Abbotsford residents are proud of their City and their capacity to care. Many of them are perplexed and alarmed, however, by some of the trends they observe. Some of these trends include a growing number of homeless people and an increase in the number of families that rely on hampers provided by the Food Bank. Other issues include youth recruitment into the sex trade, organized crime, lack of mental health services, and drug and alcohol addiction. Many community organizations and faith communities worry whether the number of volunteers and amount of donations will keep up with increased demand for their services.

Many communities face social concerns of growing complexity. What will differentiate Abbotsford from other communities is how we choose to respond.

These are legitimate concerns that exist in most cities, especially in communities growing as rapidly as Abbotsford. What can differentiate Abbotsford from other communities is how we choose to respond. Abbotsford is a community that is friendly, warm, inclusive, compassionate, supportive, and safe. How do we ensure that this tradition is not jeopardized? How do we demonstrate our commitment and capacity to care for all community residents?

To meet these new challenges and to take advantage of opportunities for caring, the City needs to collaborate closely with a wide range of community organizations, faith communities, schools, businesses, and other levels of government.

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[2] Urban Futures (2005). *The Fraser Valley Regional District: Population Growth and the Context for Managing Change.*

Abbotsford Council, with the support of community, formalized its commitment to caring by hiring a Social Planner in 2005. The Social Planner identifies, analyzes, and prioritizes social issues in the community, makes recommendations to Council to promote social sustainability principles in City policies, and liaises with internal and external stakeholders on social planning issues (Appendix A: Social Planner Job Description).

Council's decision to hire a Social Planner acknowledges that many areas of local government's jurisdictions have social implications. For example, zoning bylaws can contribute to housing affordability. Infrastructure design, such as sidewalks and roads, can promote accessibility and safety. Police can foster positive relationships with marginalized people, and Parks, Recreation and Culture staff can facilitate social and cultural community development. Local governments can also assess the social impact of their work. Local governments can encourage affordable housing by providing or leasing city-owned land, creating incentives for developers, or by controlling conversion of rental stock to other uses.

This report lays the groundwork for a social planning agenda tailored to the City of Abbotsford's unique conditions. It defines social planning in the context of local government in BC. Significant social issues in Abbotsford, as derived from extensive community consultation and research, are introduced. The report concludes with recommendations to Council on how to proceed.

Section 2
Social Planning in the BC Local Government Context

What is Social Planning?

Social planning is building community well-being. Other forms of planning focus on land, buildings, or streets. Social planning focuses on people and their relationships. This includes all aspects of living in a community: safe neighbourhoods; services and supports for community members when they are vulnerable; accessible transportation; meeting places; affordable housing; citizen engagement; and a sense of belonging and inclusion for everyone.

> *Social planning focuses on people and their relationships. Social planning brings people together to enhance a community's quality of life.*

Social planning is also community development and capacity building, as it brings together individuals, groups, communities, and governments to work toward enhancing a community's quality of life. Social planning encourages residents to become active in their community and to develop their full potential.

Definitions

Some existing definitions of social planning include:

- "Community social planning is a local, democratic system for setting priorities, arriving at equitable compromises and taking action. It supports community needs and interests in social, cultural, economic, and environmental affairs. It is a process for building community well-being".[3]

- "Social planning aims to improve the living circumstances of individuals and communities through research, engagement, and action".[4]

- "Social planning is a process which is used to address the social impact of change – be it physical, economic, cultural or environmental. The social planning process identifies areas of community change, explores the social impact of the change, and develops appropriate responses or solutions to address specific issues and needs…The purpose of social planning is therefore to provide processes and approaches to bring individuals, groups, communities and governments together to plan and to

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[3] Michael Clague (1993). *A Citizen's Guide to Community Social Planning.* Social Planning and Research Council of British Columbia, p. 4.

[4] Tom Zizys, Mitchell Kosny, and Jennifer Bonnell (2004). *A Review of Social Planning Activities in the City of Toronto.* Prepared for Social Development and Administration Division, Community and Neighbourhood Services Department, City of Toronto, p. 9.

develop solutions which can improve and sustain the community's overall quality of life".[5]

- "Social planning is an activity that is carried out primarily by both government and non-governmental agencies. The process typically involves assessing the current social conditions in a particular community, and making choices for the future community well-being of the residents of that community. Often these planning bodies engage in activities that result in *planning for* or *on behalf* of the community, and the role of the affected community members is minimal or superficial…For a social planning process to be defined as 'community social planning', the nature and extent of the community participation in the process is of critical significance".[6]

Central to all of these definitions is an emphasis on community capacity. While social planning often requires a problem-solving approach, it is important to recognize a community's assets and strengths.

Social planning typically involves five stages:

1. Scanning of the external environment for trends and issues;
2. Identifying community needs, strengths, and priorities;
3. Determining of short and long range priorities;
4. Developing strategies and taking action; and
5. Monitoring and evaluation.[7]

What Social Planning Is Not

Social planning is not local government working independently of the community to address social issues. Social planning is not about eliminating social problems through a single approach, such as legislation. It is not about "cleaning up" or sanitizing a community so that the problems move to another community. Fostering community awareness and capacity building are essential strategies to combat the NIMBYism (Not In My Backyard) philosophy that is counterproductive to social planning.

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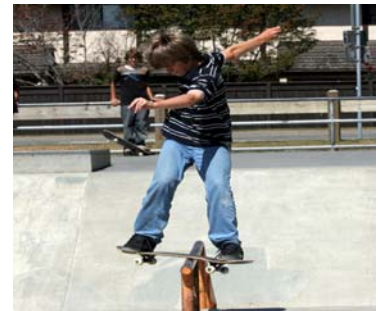
[5] Province of British Columbia (1996). Social Planning for BC Communities: A Resource Guide for Local Governments. Ministry of Municipal Affairs, p. 1.
[6] Roopchand Seebaran (2003). What is Community Social Planning? SPARC BC News, 19, 3, p. 3.
[7] Clague (1993), p. 30.

Basic Principles that Guide Successful Social Planning

Some of the principles that guide successful social planning include:

- *Caring*

  A healthy community cares for all of its members, especially those that may be marginalized, vulnerable, or in crisis. Everyone benefits from being a member of a community; everyone has a responsibility to contribute to community well-being.

- *Working Together*

  Social planning is dependent on the relationships and interactions between all stakeholders in a community. Community organizations, faith communities, schools, businesses, and other levels of government must be involved in meaningful, collaborative partnerships with the local government. This allows for a comprehensive approach that brings social, economic, cultural, and environmental components of community well-being together.

- *Citizen Engagement*

  Social planning recognizes the value of "planning with" instead of "planning for" community. Community members need a role in planning, decision-making, and action. Directly involving people most affected by an issue increases the likelihood of a workable solution.

> *Basic principles of social planning include:*
>
> - *Caring*
> - *Working Together*
> - *Citizen Engagement*
> - *Inclusion*
> - *Learning*
> - *Community Development*
> - *Action*

- *Inclusion*

  Inclusion involves a recognition of and respect for diversity. It entails the right to speak and be heard, and to partake in all aspects of society. It means that all citizens have the opportunity—and believe they have the opportunity—to participate in society. This may include looking at physical barriers to participation. It also includes the elimination of other barriers, such as financial, cultural, etc., which inhibit citizens from contributing in meaningful ways.

- *Learning*

  Social issues may escalate because of a lack of understanding or information. Social planning requires opportunities for dialogue and to learn from one another.

- *Community Development*

   Community development is a dynamic process that involves everyone in a community. Although diverse groups of people may work to achieve various interests and goals, a community development approach identifies opportunities to bring people together toward common goals, which enhances community well-being. A community development approach recognizes and builds on community assets and strengths to address issues and solve problems. This is a more successful and sustainable approach because it involves all stakeholders from the beginning and draws on their talents and expertise.

- *Action*

   Social planning must result in policies, partnerships, forums, and other activities that lead to an improvement in community well-being. The outcomes of social planning are difficult to measure because of the complexity of the issues addressed. Establishing and measuring quality of life indicators, however, can be helpful to chart progress.

Social Planning Goals

Good social development plans contain specific goals and strategies that are relevant to their community. Most social planning shares common goals, which includes:

- An increase in civic engagement, awareness, and capacity for community members to influence policy decisions that affect their lives;

- Better collaboration between the local government and community organizations, schools, businesses, and other levels of government to promote more inclusive, equitable, and healthy conditions in the community;

- Increased quality, scope, and effectiveness of social supports and services in the community;

- Better access to needed services, especially for marginalized and vulnerable community members;

- Stable and well-resourced community organizations that deliver exceptional services and integrate a community development approach; and

- A robust network of non-profit agencies for information-sharing, collaboration, and collective action.

Is all Social Planning the Same?

Social planning shares basic principles and goals; however, it looks different in many communities. The Social Planning Network is an association of planning agencies and community development organizations facilitated by the Social Planning and Research Council of BC (SPARC BC). It proposes three social planning models:

1. *Local Government-Based (municipal/regional) Social Planning*

    Local governments provide community leadership, coordination, and facilitation to its citizens. A member of staff, division, unit, or department generally retains responsibility (under the direction of a local government or a community advisory group) to identify and respond to social planning issues within the community.

2. *Community-Based Social Planning Council*

    In this model, the community provides the leadership for social planning. The community may be an area, or a group of people interested in a special issue. Committed volunteers, paid staff, or a combination of the two facilitate the coordination of the community's response to social planning issues.

3. *Service-Based Social Planning*

    This model presents an opportunity to plan effective community-based services. It uses coordination and collaboration as principles to bring agencies together to pool their resources to plan for the community.

The Province of BC in *Social Planning for BC Communities: A Resource Guide for Local Governments*[8] includes the above models in its framework, plus:

4. *Local Government / Neighbourhood-based Social Planning*

    This is a variation of the local government model that presents more of an opportunity for neighbourhoods to plan for their future based on a geographically-defined area.

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[8] Province of British Columbia (1996).

5. *Funding-based Social Planning*

> This model allows organizations to raise funds for social planning, services, and programs. The United Way, various public and private foundations, and community contributions are all common forms of funding-based social planning.

These models are fluid: social planning changes and evolves with the community. Many communities will use different models for specific needs, or develop a hybrid model. The best model is developed by the community and reflects community circumstances and priorities. Appendix B: Social Planning Models provides specific examples.

What is the role of local government in social planning?

Expanded roles

Local governments historically focused on the physical infrastructure of their communities, such as roads, sewers, waste disposal, and water works. The provision of police and fire rescue services and land-use planning are also important components. All of these roles contribute significantly to a community's well-being. Involvement in social issues was limited to recreation programs, summer day camps, and select community events, such as Canada Day celebrations.

The role of local government is changing to reflect an emphasis on individual and community health and well-being.

However, the role of local government is changing as communities realize the importance of social programs and services in promoting individual and community health and well-being. Community residents are experiencing unemployment, poverty, lack of affordable housing, addiction, and marginalization. Many of these challenges seem to be escalating in complexity and pervasiveness, and senior levels of government have cut back financial support as they seek to eliminate deficits. This has resulted in significantly reduced services and supports in the community. Consequently, many local governments are reflecting on their capacity to address social issues that impact quality of life.

In addition, the role of local governments in British Columbia was expanded under the *Community Charter* to allow community well-being to be addressed. The *Charter* grants local governments broader powers to engage in a range of issues, including an explicit responsibility for "fostering the economic, social, and environmental well-being of its community".[9]

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[9] 2003 Legislative Session: 4th Session, 37th Parliament of British Columbia. *Community Charter*: Bill 14 – 2003. "Part 2 – Municipal Purposes and Powers".

Tensions between competing priorities

Physical infrastructure is important to the vibrancy of a city. Communities also need social infrastructure to maintain and improve community well-being.

Successful cites attract people to their communities because of a reputation for a high quality of life. Some people look for a community that provides exceptional cultural and recreational opportunities. Others want to live in communities where children's needs are met. Yet others seek a community where there are appropriate treatment facilities for people struggling to overcome alcohol and drug addiction. Employers and Chambers of Commerce recognize that a community which provides affordable housing choice is better able to attract and retain employees.

Successful cities attract people to their community because of their high quality of life.

Communities that fail to create social infrastructure risk higher policing, education, early childhood and special education and health care costs that are either directly or indirectly connected to their financial well-being. The criminal justice system and the income and social support system are also impacted in communities that lack a strategy to address social issues. Many of these costs can be decreased through effective and coordinated social planning.

Other consequences of ignoring social issues include diminished community support of charitable organizations, fewer parents volunteering in the schools, and lower citizen engagement. In a report to the United Way of Calgary and Area, Shiell and Zhang document the external cost of poverty. External costs of poverty are costs incurred by people other than those who live in poverty. The report's findings suggest that poverty in Calgary (population 1,000,000) results in increased health care costs of between $3.35 million per year and $16.3 million, increased schooling costs of between $4.9 million and $7.9 million, and costs elsewhere in the economy amounting to as much as $32.6 million per year.[10]

Local governments share the responsibility for social well-being with other levels of government and community. Local governments have multiple motivations for becoming involved in the social realm.

Local governments are limited in their responses to social concerns by several factors. First, many local governments find that their revenue base is too limited to support the demand for social development in addition to other fiscal responsibilities. Urban infrastructure, which requires costly upgrades or replacement, competes for the limited resources available through taxes,

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[10] Alan Sheill and Jenny Zhang (2004). The External Costs of Poverty: A Conservative Assessment. Centre for Health and Policy Studies, University of Calgary, and Institute of Health Economics. A Report to the United Way of Calgary and Area.

charges, and user fees. Police and fire rescue services, which certainly contribute to social development, also require significant resources.

Local governments can choose to increase property tax rates, charges and user fees. Increases may create political tension and lead to the exclusion of certain people from home ownership or from recreational opportunities due to excessive cost. In addition, local governments cannot run a deficit on their operating budgets.

Perhaps more importantly, however, is the perception that engaging in social issues perpetuates "downloading" on to local governments. Many local governments feel that senior levels of government are unfairly abdicating their responsibility to levels of government ill-equipped to respond to escalating social pressures.

The Solution

Despite the presence of legitimate constraints, local governments have multiple motivations to become involved in the social realm. Local governments are not expected to solve all of these challenges on their own. Partnerships with community organizations, faith communities, schools, businesses, and other levels of government are essential.

Rather than focusing on the limits of local government capacity, communities can draw on their tremendous assets to enhance social sustainability and vibrancy. While some of these assets may be fiscal, community strengths also include a beautiful natural environment, a vibrant volunteer sector, a strong arts and culture community, staff expertise and resources, and successful local initiatives.

In an article on the social role of local government, the authors propose the following:

> "Local governments are in a position to promote awareness of the pressing social needs in the community and the importance of social investment. They can foster a sense of responsibility for social well-being among all sectors including business, community groups, and other levels of government. They can help build relationships among the diverse organizations and sectors that comprise the community. They can integrate more effectively the services that they themselves provide. Equally importantly, they can undertake, in collaboration with key partners, several focused interventions—or flagship initiatives—in order to tackle major issues such as poverty reduction."[11]

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[11] Sherri Torjman and Eric Leviten-Reid (2003). The Social Role of Local Government. Caledon Institute of Social Policy, p. 6.

There are many opportunities for local government leadership in social development. Local governments must determine how they can best work with community organizations, faith communities, businesses, and other levels of government to assure a high quality of life for their citizens.

The City of Surrey recently created a Plan for the Social Well-Being of Surrey Residents. One component of its Plan was to identify the responsibility to provide services related to the social well-being of Surrey residents in a Social Responsibility Matrix. The Matrix identified the various social service elements in the five key social issue areas and the corresponding government and community organizations (Federal, Provincial, Local Government, Health Authority, community service groups, other) with mandated responsibilities to address each of the identified service elements. The responsibilities are divided into planning, construction and siting, and operations. Each area of responsibility is further divided into legislative, financial, and implementation. Responsibility is primary, secondary, limited, or none/not applicable.

The City of Surrey anticipates that the Matrix will assist it to clarify its role in social development. Furthermore, the Matrix will also enable the City of Surrey to lobby other levels of government and community organizations to fulfill their responsibilities. For more information, see Appendix G: Social Responsibility Matrix – City of Surrey and Appendix D: Social Plans in other communities.

How is social planning practiced in other communities in BC?

Successful social planning reflects the community and is therefore different throughout the Province. For example, the City of Vancouver has a very extensive social planning department that includes a director, eleven social planners, and one analyst. In addition to working with community groups and other civic departments, the social planners recommend to Council how to allocate Community Services Grants ($3.9 million) and the Childcare Grants ($1 million). Social planning in Vancouver is separate from the Office of Cultural Affairs, the Housing Centre, and the Carnegie Centre. The evolution of Vancouver's social planning function took more than 35 years. It is attributable to a particular political climate and the scope of social issues facing the community.

Social planning reflects the uniqueness of each community.

The City of North Vancouver has two Social Planners and one Youth Development Worker in community planning. They work closely with their Social

Planning Advisory Committee, and other social planners on the North Shore to administer joint initiatives such as the North Shore Municipal Community Grants.

The District of Maple Ridge has a very community-focused social planning approach where community development is integral to its initiatives. This is a result of the nature of the community, the background of staff, and the decision to include social planning within Parks and Recreation.

For more information about social planning in other communities, see Appendix C: Social Planning Committees in other communities and Appendix D: Social Plans in other communities.

Section 3
Social Sustainability in Abbotsford

What is already accomplished or begun in Abbotsford?

Although social planning is a new undertaking in Abbotsford, the City and community are involved in a number of initiatives that contribute to the social well-being of the community. It is important to reflect on these accomplishments as we determine our next steps.

City Plans, Strategies, and Policy

- **Community Strategic Plan (1995)**

At the time of amalgamation, the vision statement adopted by the City in its *Community Strategic Plan* proposed that "Abbotsford will be an economically, socially, and environmentally healthy city". It also recognized that "the downloading of responsibility for many programs by senior governments requires that municipal governments address more issues at the local level". One of the objectives outlined in the Plan under Societal Issues was to "ensure that the social needs of the community are addressed in a balanced, affordable, and caring way".

Also included in the *Community Strategic Plan* was an emphasis on excellent health care facilities; improved educational opportunities; a commitment to understanding the concerns and needs of youth; a recognition of the necessity of a variety of housing types at differing levels of affordability; and the importance of Abbotsford's long tradition of community involvement and volunteerism. Other strategies included partnerships between the police and the public, the development of the arts, and minimizing fire. Nearly 300 citizens helped to develop the *Community Strategic Plan* through the public process.

- **Corporate Strategic Plan (2001-2006)**

In 2000, the City began to look at ways to make strategic planning part of the corporate culture. The resulting Strategic Plan consists of the organization's vision, mission, values, and key success measures. The Strategic Plan outlines the City's commitment to the following values: integrity; stewardship; excellence; customer focus; progress; and respect. Five core strategies are instrumental in achieving the vision, including Community Livability (enhancing the environment and quality of life in our community) and Managing Our Future (anticipating and planning for the community's changing service and facility needs). The Strategic Plan guides Departmental,

Divisional and Individual work plans. Staff from all departments and levels work together to realize the Plan's specific strategies and actions.

- **Charter of Sustainability (2003)**

In the Charter of Sustainability, the City of Abbotsford defines sustainable development as "that which strives to balance the Economic, Environmental and Social needs of the City in order to provide the highest possible quality of life for all its residents today, without compromising the ability of future generations to meet their needs".

The City states its commitment to the pursuit of sustainable development through focusing on four key principles: Responsible Growth; Pollution Prevention and Resource Conservation; Social Well-being; and Shared Responsibility. Striving for Social Well-Being includes: ensuring that a broad range of social programs, cultural activities, and recreational activities are reasonably accessible to all citizens; facilitating and encouraging the development and sustainability of responsive community-based organizations; promoting community caring and responsibility for individuals, families, and community well-being; and committing to provide public information, education, advocacy, and opportunities that impact the quality of life for all of its citizens. Working towards Shared Responsibility entails considering the long-term economic, environmental, and social consequences and benefits equally in all decision-making processes; and ensuring that no one group or geographic area is unduly burdened by negative economic, environmental or social impacts.

- **Official Community Plan (2005)**

The OCP outlines the City's vision for the community where we live, work, play, and care. Specific social policies and actions in the OCP include increasing housing options for the most vulnerable, establishing a committee to advise Council on social issues, and involving citizens in decision-making processes.

In the Official Community Plan (OCP), the City of Abbotsford articulates its vision for the community where we live, work, play, and care. This includes ensuring diverse housing types and tenures that meet the needs of all members; providing transportation choices; fostering safe, healthy, and accessible places; and making it possible for everyone—especially those who are economically or socially vulnerable—to access community services, social programs, places of worship, health care facilities, and public institutions.

Specific policies and actions in the OCP include: increasing housing options for the most vulnerable,

including emergency shelters for homeless persons, youth, and women at risk, and second stage transition housing; establishing a committee to advise Council on social issues; facilitating partnerships between community groups, social service agencies, neighbourhood groups, faith groups, and City departments with the goal of improving the life of all Abbotsford residents; involving citizens in decision-making processes by providing a range of opportunities for the public to participate in community planning; and encouraging volunteerism and the creation of neighbourhood or community groups providing residents with opportunities to participate in the process of community building.

- **Parks and Recreation Master Plan (2005)**

In the Parks and Recreation Master Plan, the City of Abbotsford commits to a number of social development objectives. Community development—the process of meaningful citizen participation in decision-making—is seen as fundamental to its implementation. Recommendations related to social planning include hiring staff and allocating resources to promote and support volunteerism and community development; reviewing the policy to include low-income families in recreation programs; developing a policy to include people with disabilities; developing a policy on gender equity; and completing a cultural diversity recreation programming plan.

Social Planning: City Initiatives

It is new for the City to have a designated staff person working on social issues. Nevertheless, the City has led or participated in many other initiatives that have a social focus. Some examples include: the Abbotsford Youth Commission; the Fraser Valley Seniors Resource Centre; the Intercultural Task Force; programs and services offered through Parks Recreation & Culture; the Integrated Services Team and the Integrated Services Enforcement Team; the Mayor's City Health Task Force; the Mayor's Grow-op Task Force; and the Abbotsford-Mission Youth Substance Abuse and Social Issues Select Committee.

Social Planning: Community Initiatives

In addition to the regular programs and services offered by community organizations and faith communities that fulfill a social planning function, many people have come together to address social planning in a more strategic and comprehensive approach. Some historical examples include: the Healthy Communities Initiative; Building Communities Strengthening Neighbourhoods; a

Social Planning Council through the United Way of the Fraser Valley; and the Abbotsford Coalition for Social Development.

Many community organizations and faith communities have contributed to social well-being for years.

The Abbotsford Coalition for Social Development included citizens, neighbourhood associations, non-formal and formal groups, representatives from social service agencies and social service providers, and representatives from institutions, businesses and the City of Abbotsford. The group formed in 2002 to strengthen the social element of sustainability in Abbotsford. Its vision stated, "Abbotsford is a community with a caring and balanced vision in which all sectors of society collaborate to enhance and sustain its social, economic, and environmental well-being".

Although there was considerable support for the group (with more than 70 members) and numerous ideas generated, the Coalition's last meeting occurred late in 2004. Many that participated in this group support the development of a Social Sustainability Advisory Committee, as a Committee of Council.

Currently, there are a number of other community initiatives that are generally focused on a specific population or issue. Examples include: Community Futures South Fraser Community Economic Development Committee; Fraser Valley Housing Group; the Fraser Valley Poverty Awareness and Action Committee; the Early Childhood Committee; the Child and Youth Committee; Youth Networkers'; Valley Youth Safe House Committee; Focus Disability Network; and the Fraser Valley Volunteer Support Committee.

Section 4
Uniquely Abbotsford: Context and Priorities Identified by the Community

What challenges and opportunities are facing us?

Abbotsford, like any community, must consider both its challenges and opportunities as it determines how it will maintain and improve social well-being. The challenges and opportunities listed below emerged during extensive community consultation and a comprehensive review of research findings (see Appendix E for a comprehensive list of the individuals and organizations contacted and Appendix H for a selected bibliography). Together they describe the specific context that Abbotsford faces.

Context: Challenges in Abbotsford

As the City embarks on social planning, the following challenges need to be considered. Many of these challenges also exist in other communities.

- *Population growth*

  Already the fifth largest City in British Columbia, Abbotsford will continue to see growth. The City's population could exceed 195,000 by the early 2020s.[12]

- *Growing number of seniors (ages 65+)*

  By 2021, there may be 31,500 people (17 percent of the population) over the age of 65 in Abbotsford.[13] This requires that the City creates a community where senior citizens have access to appropriate housing, health, and other public service facilities.

- *Growing number of young people (0-24)*

  Abbotsford's population is slightly younger than that of the Provincial average. The City has a higher percentage of its population in the lowest two age groups (0-14 and 15-24) than the Province as a whole. In total, 36 percent of the City's population is under the age of 24, compared to 31 percent for the Province as a whole.[14]

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[12] City of Abbotsford projection based on BC Stats projections, taking into account the estimated 2001 Census undercount.
[13] BC Stats (2004). PEOPLE 27, Local Health Area Data.
[14] Statistics Canada, 2001 Census.

- *Increased cultural diversity*

  In Abbotsford, 23,200 people (20.3 percent of the population) are visible minorities.[15] Many of Abbotsford's visible minority population are South Asian; there is also an increase in the diversity of ethnic groups in the community. Cultural diversity certainly contributes to the richness and vibrancy of the community. It also requires that the City create a community where everyone—regardless of religion, culture, ethnicity or language—can participate and access services.

- *Lack of affordable housing options*

  More than 40 percent of tenants and more than 22 percent of owners spend 30 percent or more of their annual income on housing costs to live in Abbotsford.[16] By the generally acceptable definition of housing affordability, housing costs should not exceed 30 percent of annual income. Households that pay more than 30 percent generally have more than a housing problem; these families and individuals also struggle to pay for food, clothing, and other basic necessities.

- *A widening gap between rich and poor*

  The income share of the bottom half (or poorest) of households in Abbotsford is 24 percent.[17] This is the proportion of the community's household income that accrues to households earning less than the median income. Abbotsford's gap between the rich and poor is only slightly better than the Provincial average of 21.4 percent. The incidence of low income families (less that $20,000 annual income) is nearly 11 percent.[18]

- *Lower formal education levels*

  More than 23 percent of community members (ages 25-54) did not complete high school; more than 50 percent of community members did not complete post-secondary education. This is lower than the Provincial average.[19]

> *Challenges in Abbotsford include:*
>
> - *Population growth*
> - *Growing number of seniors*
> - *Growing number of young people*
> - *Increased cultural diversity*
> - *Lack of affordable housing options*
> - *A widening gap between rich and poor*
> - *Lower formal education levels*
> - *Complexity and severity of social issues*
> - *Exclusion*
> - *Weakened community capacity*
> - *Downloading*

[15] BC Stats (2004). Local Health Area 34-Abbotsford, Demographic Profile.
[16] BC Stats (2004). Local Health Area 34-Abbotsford, Indicators of Economic Hardship.
[17] BC Stats (2004). Local Health Area 34-Abbotsford, Indicators of Economic Hardship.
[18] BC Stats (2004). Local Health Area 34-Abbotsford, Indicators of Economic Hardship.
[19] BC Stats (2004). Local Health Area 34-Abbotsford, Indicators of Education Concerns.

- *Complexity and severity of social issues*

  There is an increase in the complexity and severity of social issues as our City's population grows in number and diversity.

- *Exclusion*

  There is a growing sense of isolation and disadvantage for vulnerable and marginalized populations, including immigrants, homeless people, people with drug and alcohol addictions, people living with mental illness, people with disabilities, seniors on fixed incomes, and youth at risk.

- *Weakened community capacity*

  There is instability and stress in community organizations because of diminished financial capacity and increased demands for services, as a result of reduced senior government involvement in social issues. A lack of community infrastructure to engage residents in supporting social planning (meeting space, community development initiatives, etc.) further exacerbates reduced capacity.

- *Downloading*

  There is an expectation that local governments will deliver more services despite diminished Provincial and Federal grants. There is still much confusion as to the role of local government in relation to social issues.

The magnitude of these challenges is significant and growing. The City's acknowledgement of the reality of these challenges will be instrumental in finding solutions that maintain and improve community well-being. In addition, many challenges can also be seen as strengths. For example, the anticipated population growth and accompanying social issues may also potentially mean an increase in the number of the people that care about their community and want to develop solutions.

Context: Opportunities in Abbotsford

The following list of opportunities in Abbotsford provides reason for optimism. The City, in partnership with community stakeholders, can succeed at improving community well-being in Abbotsford because of the following characteristics or climate:

- *Political commitment*

  Council and staff responded to social issues and social sustainability, as outlined in the Charter of Sustainability and the Official Community Plan, by creating the Social Planner position.

- *Capacity and Resources*

  Anticipated population growth and a healthy financial outlook can mean an increase in community capacity and resources.

- *Commitment to Caring*

  A demonstrated community commitment to caring, including a strong, collaborative network of faith communities and community organizations that are actively involved in social development. This includes a large number of individuals that support the faith communities and community organizations through volunteerism and financial contributions.

Opportunities in Abbotsford include:

- *Political commitment*
- *Capacity and Resources*
- *Commitment to Caring*
- *Community Expertise*
- *Local Knowledge*
- *Timing and Learning from others*

- *Community Expertise*

  The passion, commitment, and creativity of staff and volunteers in social service organizations and faith communities are a tremendous resource to the community.

- *Local Knowledge*

  There is extensive and insightful community research, including the following reports: *Affordable and Accessible Housing in the Upper Fraser Valley: Issues and Opportunities (2006); Voices in the Valley…South Fraser Community Futures Community Scan (2005); Homelessness in the Upper Fraser Valley: Age, gender, community of origin, health, income, employment and services in relation to homelessness (2005)*; *Fraser Valley Community Assessment Project (2004)*; and *Abbotsford Community Social Services Research Project (2003).*

- *Timing and Learning from others*

  Social issues in Abbotsford, while problematic, are not yet of the magnitude found in some neighbouring communities. In addition, the City can learn and adapt best practices from local governments that have a well-developed social planning function.

The City must recognize its strengths and assets before proceeding. Too often communities become so focused on problem-solving that they neglect to use their own resources and capacity to determine the solution.

How can we begin to address community well-being through exploring specific priorities?

After reflecting on the specific context of Abbotsford, we now proceed with addressing the concerns and issues that emerged during extensive community consultation and a comprehensive review of research findings. The information is organized alphabetically into nine priorities. These nine priorities do not provide a comprehensive analysis of community issues, but rather a method to organize the data in a manageable way in order to provide direction for the City's role in social planning:

- Affordable and Accessible Housing;
- Children's Issues;
- Community Networks;
- Community Safety and Crime Prevention;
- Diversity and Inclusion;
- General Community Well-being;
- Health Issues;
- Seniors' Issues; and
- Youth Issues.

To maintain and improve community well-being, the City needs to address all nine priorities, as they are interdependent. Appendix F outlines specific opportunities for City involvement based on the nine general priorities.

Community Priority:
Affordable and Accessible Housing

Affordable housing is a priority issue for many community organizations, families, and individuals in Abbotsford. Continued low vacancy rates, little development of new rental housing, and increased housing prices make it challenging for many families and individuals to secure safe, affordable housing. Subsidized housing is limited; there is a three to five year waiting list.

The interdependence between housing and health care, social services, and criminal justice systems is well-established. People that do not have safe, affordable, and secure shelter have more health problems than the general population, experience social problems that are exacerbated by their lack of shelter, and are more likely to be involved in criminal activity than the general public. A lack of affordable housing reduces income for other living expenses, including food, clothes, and education.[20]

It is less expensive to address homelessness and housing issues through prevention than after the fact.

This tends to result in greater use of some services, particularly hospital emergency services, shelters, and correctional institutions. For example, one study examined government costs for a small sample of homeless and housed individuals in Vancouver. It found that the service and shelter costs for the homeless individuals ranged from $30,000 to $40,000 per person per year. Assuming that the housed individuals stayed in supportive housing, the costs of services and housing ranged from $22,000 to $28,000 per person per year.[21]

A 2004 study found 226 homeless people in Abbotsford.

Research into the cost of homelessness is still developing, however, information to date suggests that it is less expensive to address homelessness and housing issues through prevention than after the fact. Most estimates of the cost of homelessness focus on the estimated costs to government; they neglect the costs to both the homeless individual and society as a whole. Healthy individuals, families, and communities require affordable, safe, secure, and accessible housing.

Community organizations—led by the Mennonite Central Committee and the University College of the Fraser Valley—conducted a homelessness count in the

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[20] Homelessness: Cause and Effects (2001). *Volume 1. The Relationship between Homelessness and the Health, Social Services and Criminal Justice Systems: A Review of the Literature.* Sponsored by the BC Ministry of Social Development and Economic Security, and BC Housing Management Commission.
[21] Homelessness: Cause and Effects (2001). *Volume 3. The Costs of Homelessness in British Columbia.* Sponsored by the BC Ministry of Social Development and Economic Security, and BC Housing Management Commission.

Upper Fraser Valley in 2004. The study found that Abbotsford had 226 homeless people in a one-day count, including 37 homeless youth in the Fraser Valley. The number of people that live in unaffordable accommodation, and are therefore potentially at risk of homelessness, is rising.[22] A number of factors contribute to homelessness: poverty; health problems; addictions or mental health issues; poor social or coping skills; or a difficult start in life.

Steve Pomeroy for the Canadian Housing and Renewal Association recently studied how apartment rents compare to household incomes and wages. One way to measure whether market rents are affordable is to determine the minimum hourly wage a worker must earn to afford a rental unit without spending more than the norm of thirty percent of salary on housing costs. Pomeroy calculates minimum housing wage based on an individual working 40 hours per week for 52 weeks of the year. This study takes average rents from the Canadian Mortgage and Housing Corporation Survey of Privately Initiated Apartment Structures of Rents (excluding heat and utilities) in October 2005.

In Abbotsford, a worker must make a minimum of $8.65/hour to afford a bachelor apartment. A one bedroom requires $10.77/hour; a two bedroom requires $13.54/hour; and a three bedroom requires $15.19/hour. As the minimum wage is $8.00/hour, this means that it requires 1.1 workers to pay for a bachelor, 1.3 workers to pay for a one bedroom, 1.7 workers to pay for a two bedroom, and 1.9 workers to pay for a three bedroom.[23]

The City of Abbotsford needs to develop an Affordable and Accessible Housing Strategy. Local governments throughout the Province are successful at increasing the diversity of housing choice and affordability when they work in collaboration with senior levels of government and community partners. Funders, such as the National Homelessness Initiative, Canadian Housing and Mortgage Corporation, and BC Housing, support community-based initiatives that identify community priorities and solutions. A local strategy, in conjunction with the expected completion of the National Housing Framework and the Provincial Housing Strategy, will enable Abbotsford to develop successful partnerships that will address the lack of affordable and accessible housing in the community.

The purpose of an Affordable and Accessible Housing Strategy is to determine how to facilitate a continuum of

The City requires an Affordable and Accessible Housing Strategy. This would include strategies to provide a continuum of safe, affordable housing, including emergency housing, transitional housing, long-term supportive housing, social and affordable housing, affordable market rental housing, and home ownership.

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[22] Ron VanWyk and Anita VanWyk (2005). Homelessness in the Upper Fraser Valley: Age, gender, community of origin, health, income, employment and services in relation to homelessness. Project of MCC BC Employment and Community Development.

[23] Steve Pomeroy (2006). Minimum Housing Wage – A New Way to Think About Rental Housing Affordability. Produced for Canadian Housing and Renewal Association by Focus Consulting Inc.

safe, affordable housing, adequate income, and a range of support services for community members in need of assistance. A community that has a complete housing continuum offers the following opportunities: emergency housing; transitional housing; long-term supportive housing; social and affordable housing; affordable market rental housing; and home ownership.

At the first stage of the continuum, there is a high level of intervention through emergency services and little focus on prevention. Lack of a home connects to poor physical and mental health, no security of tenure, vulnerability to crime, lack of control over personal circumstances, lack of work and income, and social exclusion. In the middle of the continuum, there is a more preventive response and less intervention. The goal is to facilitate semi-independent living in a community setting with the necessary access to services and supports. At the upper end of the continuum, the goal is to focus on prevention and almost non-existent levels of intervention. At this stage, security of tenure, personal control, and high levels of participation in the community contribute to individual and family health.[24]

Partnerships are essential for addressing the complexity of housing issues in a community.

The provision of beds or housing units is generally an inadequate response to housing and homelessness on its own. Providing diverse support services along the continuum is also essential. This might include police, emergency response, food programs, training, employment, life skills, education, parenting skills, or day-to-day assistance. Solutions to affordable and accessible housing must adopt a partnership response because no one level of government or community organization can be responsible for addressing the multitude and complexity of issues that arise.

A component of the Affordable and Accessible Housing Strategy would be to develop and implement a Cold/ Wet Weather Strategy and/or Extreme Weather Response Strategy. As used in the Lower Mainland, such strategies allow community and faith organizations to increase shelter spaces on a short-term basis when the weather poses an increased risk factor for the health and safety of homeless people. This may involve providing mats on the floor of a church during a cold period, or drop-in programs with extended hours to provide a warm, dry, and safe place without providing sleeping accommodations.

The Fraser Valley Housing Group (FVHG) formed to bring people together to address issues related to low-income and accessible housing. Membership is diverse and includes community organizations, faith communities, local government and Regional District staff, local business partners, and concerned citizens. The FVHG received funding to conduct the Fraser Valley Housing Research Project.

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[24] Edmonton Joint Planning Committee on Housing (2005). *Edmonton Community Plan on Housing and Support Services, 2005-2009*, p. 9.

Released in March 2006, *Affordable and Accessible Housing in the Upper Fraser Valley: Issues and Opportunities* provides a quantitative survey of the existing supply and demand for non-market housing. The study identifies five housing gaps:

- Affordable housing for low income singles, single parents, seniors and families;
- Emergency shelter beds for youth;
- Transitional and supportive housing for youth;
- Second stage housing for women; and
- Supported housing for people with a mental health diagnosis.

The study also identifies two support service gaps:

- Detoxification facilities; and
- Funding for various programs providing food and clothing to low-income residents.

It also contains a review of innovative and successful housing practices elsewhere, as well as some suggestions for communities in the Fraser Valley Regional District. Plans are underway to offer a series of community forums on affordable and accessible housing in Spring/Summer 2006. A successful response to the lack of affordable and accessible housing in Abbotsford will require both regional coordination and community-specific strategies.

Community Priority:
Children's Issues

Many service providers would like an expansion of programs and support for children (ages 0-6) and their families. Early childhood initiatives prevent and alleviate future social issues that can be expensive and difficult to address.

Understanding the Early Years has been in Abbotsford since 1999. It is fully funded by the Government of Canada (Human Resources and Social Development) and hosted by the United Way of the Fraser Valley. Understanding the Early Years annually collects and analyses data on the well-being of children in Abbotsford. The study examines the results from the Early Development Instrument (EDI) that all kindergarten teachers complete for every student annually. To date, three rounds of EDI data (2001, 2003, and 2005) were collected, and it is anticipated that another round of data will be collected in 2007.

Five domains of early childhood development, including communications and general knowledge, language and cognitive development, physical health and well-being, social competence, and emotional maturity are examined. Project staff determine the number of children that are vulnerable in any domain. Children that are vulnerable in one or more domains (compared to a Provincial average) are considered unprepared for school. This can influence their future success in school. In Abbotsford, the study findings suggest that more than 20 percent of the children in 15 of 17 communities are at risk.

Despite the introduction of a number of interventions since the first data was collected in 2001, children in Abbotsford are increasingly vulnerable on the five domains of early childhood development. Understanding the Early Years is currently developing a five-year action plan and a community mapping and research study that will help to address these concerns.

Community Priority:
Community Networks

Abbotsford is fortunate to have a number of skilled, thoughtful, and dedicated individuals and organizations, that work with the homeless in shelters, advocate for youth, lobby the Provincial Government for increased child care funding, and work with people with disabilities. Shaping the City's social planning role with the input of these individuals and organizations is essential; they are experts in their area of social service delivery and well-versed in community needs. Developing relationships with these stakeholders is central to the City's goal to maintain and improve community well-being.

Community groups also commissioned and published a number of key studies and reports that contain valuable information. These include: *Affordable and Accessible Housing in the Upper Fraser Valley: Issues and Opportunities (2006)*; *Voices in the Valley…South Fraser Community Futures Community Scan (2005)*; *Homelessness in the Upper Fraser Valley: Age, gender, community of origin, health, income, employment and services in relation to homelessness (2005)*; *Fraser Valley Community Assessment Project (2004); Abbotsford Community Social Services Research Project (2003)*. Future decision-making needs to incorporate these findings.

Although Abbotsford enjoys a vibrant, caring non-governmental sector, it struggles to provide a level of services and programs that meets community needs. Community organizations and faith communities face reduced funding, requirements for increased accountability, and find themselves trying to attain greater self-sufficiency. A decrease in funding from both the Province and the Federal Government creates a level of frustration that is difficult to resolve.

Developing and enhancing relationships with community organizations and faith communities is key to the City's success in social planning.

The emergence of social enterprises may address this financial instability. Social enterprise involves the non-profit sector earning some of its revenues through business ventures instead of relying solely on donations and other core funding. This affords them more scope and control over how they fulfill their social mandates. Launched in 2005, the Fraser Valley Centre for Social Enterprise anticipates having a central role to support non-profit organizations in the coming years.

Despite these constraints, community organizations are working together collaboratively. There are many examples of community organizations coming together, including the Early Childhood Committee, the Child and Youth Committee, the Abbotsford Christian Leaders' Network, and the Fraser Valley Housing Group. A number of community organizations formed the Fraser Valley Volunteer Support Committee. Unlike many communities, Abbotsford lacks a

central organization (with either a physical or internet presence) where community members can learn about volunteer opportunities and community organizations.

A number of organizations in the community are faith-based. This is an asset to the community and reflects the strong commitment of local churches. There are more than 100 religious institutions in Abbotsford, with the majority being Christian.

For many years, the City did not feel compelled to engage in social development because it perceived such activities to be the responsibility of the church. Despite the variety of services provided by some faith communities, it is essential that programs and services also occur outside of the church to ensure that everyone can access support in an environment that is comfortable for them. Some faith communities only offer services to their community members. Abbotsford's increasing diversity means that not everyone belongs to a Christian community, or has any religious affiliation.

Most community organizations tend to respond to immediate needs with little engagement in advocacy or systemic change. For example, while there is considerable effort to ensure that people can either get a food hamper or access a meal program, there appears to be little energy directed toward examining why people are hungry (e.g., part-time employment, inadequate minimum wage, low social assistance, etc.). Yet everyone understands the importance of addressing root causes. Perhaps groups such as the Fraser Valley Poverty Awareness and Action Committee will begin to address this gap.

Community Priority:
Community Safety and Crime Prevention

Abbotsford is a relatively safe community, however, there is a perception that it is becoming less so. Recent media articles highlight the growth of gangs, organized crime, and property crime. Community members are also witnessing a more visible sex trade.

The typical response is to increase the number of police officers to combat crime, which may be necessary and is beyond the scope of this report to determine. Nevertheless, research suggests that poverty, economic disparity, and social marginalization connect to crime. Perhaps we do need to strengthen enforcement and our criminal justice system. However, we also need to think about social supports and what we can do to reduce the need for police officers. A complementary response is to encourage community involvement through neighbourhood planning. People feel safer in communities where they know their neighbours, and trust that they can turn to them for assistance. This could potentially decrease reliance on the Abbotsford Police Department and build community capacity.

The Mission of the Abbotsford Fire Rescue Service is "to serve the community by protecting life, property and the environment through prevention, education, medical aid, rescue, and suppression services". Fire Rescue Service members often work directly with marginalized and vulnerable people. Opportunities for future collaboration with community and faith organizations may include helping to develop a Cold/ Wet Weather Strategy and/or Extreme Weather Response Strategy.

There are a large number of correctional institutions and the Federal Headquarters of Corrections Canada in Abbotsford. Many consider that this feature is a source of problems in the community. The staff are very committed, however, to working in partnership with the community. The reality is that these facilities are part of the community and we need to look for new ways to work together. We also need to make an effort to reach family members that moved to Abbotsford to be closer to an inmate, and to provide the services and support as necessary.

Abbotsford Restorative Justice and Advocacy Association (ARJAA) is a non-profit registered society with support from School District 34, the Abbotsford Police, Victim Services, Correctional Services of Canada, the Chamber of Commerce, the Abbotsford Christian Leaders' Network, the Law Society of BC, and Council. Council began funding ARJAA in 2003. ARJAA works with first-time

young offenders, by assisting them to take responsibility for their actions and to repair the harm they have done.

Community Priority:
Diversity and Inclusion

Abbotsford is a diverse community, and home to 58 different ethnic and cultural groups.[25] There is a sizeable Indo-Canadian community that has strong historical and economic connections to the City. Abbotsford has welcomed immigrants to the community for many years. There is a sense, however, that many immigrants face unnecessary challenges. A number of programs and services respond to this need, but there are still a number of gaps in the services that are provided.[26]

The Sumas and Matsqui First Nations share boundaries with Abbotsford. In addition to ensuring that services are appropriate for immigrants, especially for those that speak English as a Second Language, we also need to ensure that community programs and services are responsive to First Nations people.

People with disabilities make up a large proportion of the population in Abbotsford. As the population ages, more people will desire services and supports that help them to age in their community. The City needs to ensure that physical access to buildings and public places, access to local government literature, transportation, and housing utilizes the principles of universal design so that people with disabilities can fully participate in the community. The City can work with developers to encourage appropriate housing development. It is more cost effective to build housing that reflects universal design rather than renovating at a later date.

Abbotsford is enriched by the diversity of its residents.

The number of community members that are gay, lesbian, transgendered, bisexual, and questioning (GLTBQ) is difficult to determine. Anecdotal evidence suggests that Abbotsford has work to do if it is to be a tolerant and accepting community of all community members. Everyone needs to feel welcomed and valued if Abbotsford is to be a healthy, vibrant community. There is a sense that while adults may move to a community with a larger GLTBQ community, such as Vancouver, youth need services and support in Abbotsford.

Poverty is another challenge facing community members. Recent changes to social assistance legislation makes it difficult for people to access income support. In addition, levels of assistance are minimal, and make adequate housing, nutritious food, appropriate childcare, further education, and participation in recreational activities difficult. Individuals and families that are experiencing poverty also tend to be isolated from the rest of the community.

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[25] Statistics Canada, 2001 Census.
[26] Anne K. Morrison Consulting Ltd., Legacy Heritage Consultants, and Michelle Ninow Consulting. 2004. Fraser Valley Community Assessment Project. United Way of the Fraser Valley.

Community Priority:
General Community Well-Being

Community members recognize the importance and role of local government in addressing social issues in partnership with the community. Many emphasized the importance of establishing a Social Sustainability Advisory Committee as a Committee of Council. This committee would ensure that local government decisions consider social priorities and provide advice to Council.

A Social Sustainability Advisory Committee would ensure that local government decisions consider social priorities and provide advice to Council.

There were several efforts within the community to organize a similar group, including the Abbotsford Coalition for Social Development. Many feel that City resources and involvement in such a committee is essential to its success. This group could perform a variety of tasks, including contributing to a Social Development Master Plan, contributing to the review of development proposals, seeking opportunities for greater community involvement, and supporting community organizations. Appendix C: Social Planning Committees in other communities provides more information on committees elsewhere.

A Social Development Master Plan would enable the City to contribute to Abbotsford's legacy as a community that cares about all community members.

A Social Development Master Plan would build on many of the City's existing policies, and establish a comprehensive approach to fostering Abbotsford's community well-being. Appendix D: Social Plans in other communities provides a summary of plans elsewhere.

For Abbotsford to be successful, we need to move beyond reacting to specific crises by developing the community capacity to address these problems before they escalate. Ideas, such as neighbourhood planning, enable community members to develop their own resources for responding. We also need to support and recognize community groups that work together collaboratively.

Encouraging greater citizen involvement is also essential to community well-being. Citizen engagement means involving citizens where there is a genuine opportunity for them to influence decision-making. Meaningful engagement involves creating opportunities where participants receive credible,

Citizen engagement is fundamental to social planning.

accessible information and participants consider a wide range of decisions after informing themselves on the issues. There is also an exchange of views and learning in a well-designed process that is accountable, inclusive, respectful, and transparent. Involving citizens is essential because a well-informed and engaged citizenry yields better decisions, and everyone has both a right and responsibility to participate.

Community Priority:
Health Issues

Many individuals in Abbotsford face addiction and/or mental health issues. The societal impacts of addictions and mental health issues extend far beyond the costs of services that people require. For example, addictions and mental illness issues place a heavy burden on the health care system, lead to worker absenteeism, reduce worker productivity (both by the person with the addiction and their caregiver or family), and increase safety risks in the workplace. Consequently, entire families—including children and youth—are significantly affected by addiction and mental health issues.

Best practices for effective treatment require a variety of education, prevention and treatment services that are available on-demand. Withdrawal management services (detoxification) helps people withdraw from substances in a safe and supportive environment, often with medical supervision. The closest withdrawal management services for community residents are in either Burnaby or Chilliwack.

After someone has completed detox, many people choose to enter an intensive residential treatment program that will help them to overcome the psychological and physiological addiction to drugs. Examples of nearby residential addiction treatment programs (usually either 28 or 90 day programs) include Miracle Valley, Kinghaven, and Peardonville. These programs generally provide a range of services, including counseling, life skills training, and skills assessment.

Following a residential treatment program, many people seek accommodation that is substance-free, safe, and affordable. Known as bridge or transition houses or supportive recovery, these facilities can provide an essential step in recovery and re-integration. They offer individuals continued support as they find employment, look for permanent housing, and make connections to the community.

There are a number of bridge or transition houses located throughout the community. Neither the City nor the Fraser Health Authority regulates these services. Many people in recovery find these services a valuable step. Bridge and transition houses need to be a component of an Affordable and Accessible Housing Strategy.

As in all priority areas, the City must work in collaboration with stakeholders. People with addictions and mental health issues must be able to access appropriate services and responses. Currently, there are efforts to bring several stakeholders together around education and the prevention of methamphetamine use.

Community Priority:
Seniors' Issues

Fraser North, which includes Abbotsford, anticipates a significant increase in the 65+ population over the next twenty years. Seniors are living longer than before, and while the majority of seniors are healthy, contributing members of our society, the number of frail elderly is increasing. Many of Abbotsford's seniors are low income, immigrants, or isolated seniors.

In our Parks and Recreation Master Plan, the City identified that a coordinated approach to facilitating recreational opportunities for seniors is needed. Furthermore, Abbotsford should consider operating a centralized seniors' facility that offers a wider variety of programs and services to meet the leisure needs of people over 65.

The Plan also recommended that seniors' centres be part of a larger multi-generational community recreation facility. This would promote cross generational programming, which would increase the number of opportunities available to seniors while reducing the overall operating costs of the facility.

The development of the City's Official Community Plan (2005) entailed extensive community-wide consultation. In one consultation session, a large turn-out of seniors and seniors' organizations articulated a desire to develop a new Senior Resource Centre in Abbotsford. Seniors in Abbotsford are concerned about housing, transportation and mobility, health care, safety, recreation, legal issues, and support and care-giving.

The City is eagerly awaiting the results of the *Seniors in Communities Dialogue* (funded by the Union of British Columbia Municipalities) and conducted by researchers at the School of Social Work and Human Services at the University College of the Fraser Valley. This project will identify the strengths and issues of seniors in Abbotsford through focus groups with both seniors and seniors' organizations (October-March 2006).

Community Priority:
Youth Issues

While there are a number of opportunities for youth in the community, there are fewer opportunities that are appropriate for youth at risk. Youth at risk lack recreational programs, addiction services, mental health services, and housing. Housing needs include both crisis accommodation and rental units for youth that have youth agreements and must secure their own housing through the Ministry of Children and Family Development.

Youth service providers are working together to share information and coordinate resources. Examples include the Valley Youth Safe House Committee, the Child and Youth Committee, and Youth Networkers' Committee. Many community organizations, including the Cyrus Centre, the Youth Commission, Youth for Christ, and the Youth Resource Centre connect youth at risk with services and supports. Youth need this form of support because seeking assistance independently can be overwhelming.

The Valley Youth Safe House Project opened two beds in January 2006 for youth that are trying to address addiction, abuse, or serious family conflict. This development is the result of a partnership between three community organizations that worked together to respond to the findings in the community homelessness study conducted in 2005.[27] Currently, the Safe House only has funding for six to eight months, and is actively pursuing other areas of financial support as the two beds have been occupied since opening. Future plans include opening a six-bed, double staffed Safe House (Phase 2) and supported independent living for up to twelve youth (Phase 3).

Youth, like other citizen groups, need to be involved in planning and decision-making that impacts them. There are numerous studies and research findings that document the importance of citizen engagement, especially youth.

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[27] VanWyk and VanWyk (2005).

Section 5
Recommendations and Next Steps

What are the recommendations and next steps for Council?

A Made in Abbotsford Solution

Determining the City's next steps in developing our social planning function can seem overwhelming. We have the advantage, however, of learning from other communities and developing an approach that embraces the strengths and opportunities in Abbotsford. The first step is to create a **Social Sustainability Advisory Committee**.

Once this group is established, it will be feasible to embark on a **Social Development Master Plan**. The Social Sustainability Advisory Committee can help to form a sub-committee that would develop an **Affordable and Accessible Housing Strategy**. Although affordable and accessible housing will be a component of the Social Development Master Plan, the scale and complexity of shelter issues warrant separate consideration. Accelerating the development of an Affordable and Accessible Housing Strategy will ensure the City of Abbotsford is well-positioned to take advantage of anticipated funding opportunities with the Federal and Provincial Governments. Community partnerships are essential to any form of housing initiative, and there is considerable community momentum for such undertakings at this time.

Addressing the list of ideas suggested by key community stakeholders in the **Opportunities for City Involvement in Social Development** can become an on-going component of the Social Planner's work plan and other City departments.

The proposed timeline is aggressive to reflect both the immediacy of the challenges facing the community, and the momentum generated both within the City and the community in the past six months.

Recommendation #1
Organize a Social Sustainability Advisory Committee
(Target Date: September 2006)

A Social Sustainability Advisory Committee is essential to provide advice to Council on social issues, and to guide the City's social planning function. Without such a committee, the City loses an opportunity to increase citizen engagement and ensure that responses are community-based.

The Greater Vancouver Regional District (GVRD) conducts a Social Planning Inventory bi-annually. Of the thirteen GVRD local governments included (Burnaby, Coquitlam, Delta, Richmond, Township of Langley, District of Maple Ridge, New Westminster, City of North Vancouver, District of North Vancouver, Port Coquitlam, Surrey, Vancouver, and West Vancouver), all of them possess an advisory committee or Committee of Council with a specific mandate for social issues. They are called "community services", "social issues", "community issues", or "social planning committees" with a broad mandate to advise council on social planning issues.

Committee composition varies by community. Most are comprised of some combination of Councillors, community groups or service agencies, citizens, and staff. The authors of the inventory found that local government planning committees typically carry out the following responsibilities:

- Advising, recommending on issues, projects, work plans, and community grants;

- Developing and implementing projects, policies, and work plans;

- Acting as local government representatives on pan-municipal projects social planning initiatives;

- Providing information collection and issues analysis through commissioning or preparing of reports, studies, and surveys;

- Recruiting staff; and

- Hosting conferences and workshops.[28]

In the District of Maple Ridge, the Social Planning Advisory Committee is mandated to enhance the social well-being of present and future residents of its community by:

- Advising Council on matters relating to social needs, social well-being, and social development of the community;

- Bringing individuals, groups, and governments together to identify and address social issues by developing coordinated strategies to improve and sustain the overall quality of life for the community; and

- Initiating social planning projects to enhance the community.

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[28] Greater Vancouver Regional District (2003). *Greater Vancouver Social Planning Inventory.* Prepared by the Policy and Planning Department.

Most of the local governments also have established one or more specific single issue committees, with the mandate to provide staff and Council with comprehensive coverage of a particular issue. Examples include child care, affordable housing and homelessness, youth services, seniors, persons with physical disability, and multiculturalism. For more information, see Appendix C: Social Planning Committees in other communities.

Abbotsford is fortunate to have a strong, diversified, innovative, and responsive network of community organizations that are very successful in their area of specialty. Community organizations believe that a Social Sustainability Advisory Committee would facilitate their work with our more vulnerable community members. Encouraging community members to shape the structure and mandate of the Social Sustainability Advisory Committee through a community-driven process—in collaboration with Council representatives—will result in a committee that truly reflects the uniqueness of Abbotsford and draws on the expertise of the community.

With the expected growth and development of the City, in addition to changing priorities for other levels of government, a number of issues may arise that can influence community well-being in Abbotsford. Council may face increased requests for the City's involvement in social issues or opportunities. While it is important that the City avoid duplicating services provided by other agencies, the City takes pride in creating the circumstances that make Abbotsford a desirable, healthy, and prosperous community. It is for this reason that we provide traditional services such as police, fire rescue services, garbage collection, roads, street lighting, water supply, and sewage disposal. However, to ensure community members enjoy a quality of life that exceeds other communities, we must also consider services and opportunities that nurture stronger interconnections between people. These include: the design of safe neighbourhoods; encouraging affordable housing; addressing needs of people with disabilities; and fostering a sense of community belonging. A Social Sustainability Advisory Committee could be instrumental in coordinating these aspects of a successful and vibrant community.

In Abbotsford, we recognize the value of citizen-based Committees of Council, such as the Economic Development Commission, the City Industry Development Advisory Committee, the Agriculture Advisory Committee, and the newly created Environmental Advisory Committee. These committees help the City to prioritize economic and environmental sustainability; two of the three legs of the well-known sustainability stool.

Council demonstrated, especially in the *Charter of Sustainability* and in the *Official Community Plan*, that it is committed to addressing all aspects of sustainability. The creation of a Social Sustainability Advisory Committee would further Council's aspirations to enhance the well-being of all community members

by facilitating the network of community organizations to work as effectively as possible in our community.

Recommendation #2
Develop a Social Development Master Plan
(Target Date: September 2007)

Much of what the City does maintains and improves community well-being. A Social Development Master Plan will enable the City to make decisions in responding to community issues that reflect a balance between ability and political will to respond, and the limitations of available resources. There are many unmet social needs in Abbotsford; we need to be strategic, efficient, and effective in responding to social issues.

A Social Development Master Plan requires extensive community consultation and engagement to succeed. More than other city plans, most strategies and actions will require partnerships with community organizations. Asking for community support after the direction is determined will cause frustration with community organizations. In addition, community organizations have considerable expertise and resources that are invaluable to the process of developing a Social Development Master Plan. See Appendix D: Social Plans in other communities for additional information.

Recommendation #3
Develop an Affordable and Accessible Housing Strategy
(Target Date: December 2007)

In December 2005, the Mayor met with members of the Fraser Valley Housing Group. He expressed his support of their efforts to create a regional approach to affordable and accessible housing. The Fraser Valley Housing Group released its quantitative survey of the existing supply and demand for non-market housing in the Fraser Valley in March 2006.

The report makes recommendations to Local Government and Provincial leaders how to address community needs. Based on the information in this report and our existing knowledge of housing trends in Abbotsford, the City needs to develop an Affordable and Accessible Housing Strategy. Not only do we already know that there is a serious shortage of affordable housing in Abbotsford, the Federal and Provincial Governments are currently developing their strategies that will guide future funding opportunities. The City of Abbotsford—in partnership with its network of community organizations—needs to be prepared so that it can benefit from these opportunities as they emerge.

Recommendation #4
Respond to Opportunities for City Involvement in Social Development
(On-going)

It is fundamental that the City create a Social Development Master Plan. The process will require at least a year or two to complete. It is not necessary to delay responding to many of the ideas gleaned from the community consultation to date. In fact, activities and decisions over the next year could help shape and focus the Social Development Master Plan. This will also sustain the enthusiasm and support for the City's involvement in social planning.

Some examples of opportunities for City involvement include:

- Develop and use Quality of Life Indicators that measure community well-being;

- Increase opportunities for community participation in decision-making;

- Explore opportunities to develop a regional response to social issues and partnerships with other Local Governments;

- Recognize the contributions of Abbotsford's community and faith organizations;

- Encourage City of Abbotsford employee participation in volunteerism;

- Respond to childhood vulnerabilities, as identified in the Early Development Instrument;

- Recognize and celebrate the contributions of youth in the community;

- Adopt the Safe Harbour Program; and

- Work with senior levels of government and community stakeholders to create more affordable and accessible housing.

All City departments can and do influence social well-being. Inter-departmental coordination is necessary if the City is to have the most impact on social development. One possibility is to create an inter-departmental committee that works on areas of social focus together. This group could then work closely with the Social Sustainability Advisory Committee to ensure that community expertise and resources influence its work. See Appendix F: Opportunities for City Involvement in Social Development for additional examples.

Abbotsford Continues to Care…

These four recommendations begin to answer the questions posed in the first section of this report. Abbotsford, similar to many other communities, does face an increase in homelessness, a rise in child poverty, and other social concerns that detract from community health and vitality. What will differentiate Abbotsford from other communities is how we choose to respond.

Abbotsford is a community that is friendly, warm, inclusive, compassionate, supportive, and safe. How can we ensure that this is not jeopardized? How can we demonstrate our commitment and capacity to care for all community residents? The answers to these social development questions by Council, staff, and community will impact the quality of life for everyone in Abbotsford.

The City of Abbotsford is a growing and maturing community. It attracts new businesses, development, and people from around the world. It also results in growing social concerns. The City of Abbotsford's role is to facilitate the interface between the opportunities and challenges of a changing community.

The community identified nine priorities for City involvement and support, including:

- Affordable and Accessible Housing;
- Children's Issues;
- Community Networks;
- Community Safety and Crime Prevention;
- Diversity and Inclusion;
- General Community Well-being;
- Health Issues;
- Seniors' Issues; and
- Youth Issues.

The City's role is to act as a catalyst and partner in social development.

Embedded in the Charter of Sustainability, the Official Community Plan, and the Community and Corporate Strategic Plans are the City's commitment to improve and maintain quality of life for everyone in Abbotsford. Organizing a Social Sustainability Advisory Committee and developing a Social Development Master Plan and Affordable and Accessible Housing Strategy allows the City to build on this commitment. Responding to the Opportunities for Social Development (Appendix F), allows the City to engage in activities consistent with existing policy while considering a strategic and thoughtful approach to pressing social challenges.

The City of Abbotsford's role is to act as a catalyst and partner in social development. Abbotsford is fortunate to have many exceptional, skilled service providers that work directly with marginalized and vulnerable people. The community and faith organizations, in many cases, work well collaboratively. The

City must develop and strengthen partnerships with these organizations and their networks if it wants to contribute to the City's overall health and vitality. Partnerships with businesses, schools, and other levels of government are also integral to the City's success in responding to social challenges.

Best practices in other communities suggest that partnerships and collaboration are integral to successful social planning. For example, many local governments form partnerships with housing developers and community organizations to attract funding from senior levels of government to build and maintain affordable housing stock. The significant funders at this time (BC Housing, Canadian Mortgage and Housing Corporation, and the National Homelessness Initiative) seek local government support when they evaluate community needs and proposals. The level of support varies and is reflective of the community's capacity. Some local governments provide either land or financial contributions.

Other local governments pursue creative opportunities to demonstrate their commitment. Over the past decade, many local governments in British Columbia used density bonusing to secure affordable housing and other community amenities. Density bonusing is a system of exchange between local governments and private developers.

Developers can build more floorspace into a project if they provide affordable housing and amenities in return. This creates a situation in which the City receives significant public benefits while a developer generates more income from their project. The public benefits could either be included in the new development (e.g.; a specific number of non-market affordable units), or the creation of a cash-in-lieu fund where the City disburses the funds to develop public benefits, including affordable housing. Both mechanisms of density bonusing exemplify the City's willingness to encourage affordable housing, and can be used to leverage funding from Senior Governments or other funders.

To continue to be a community that cares, Abbotsford can:

- *Organize a Social Sustainability Advisory Committee;*
- *Develop a Social Development Master Plan;*
- *Develop an Affordable and Accessible Housing Strategy; and*
- *Respond to Opportunities for City Involvement in Social Development (Appendix F).*

Other avenues to finance social development also exist. One component of both the Social Development Master Plan and the Affordable and Accessible Housing Strategy is to explore in greater detail how other local governments creatively finance social development. These strategies, in conjunction with the creation of a Social Sustainability Advisory Committee and on-going involvement in social development (Appendix F), will guide the City of Abbotsford as it decides how to maintain and improve the quality of life for all residents by planning and responding to issues that impact our social environment.

Abbotsford faces an increase in the complexity of social concerns that detract from community health and vitality. By pursuing the next steps outlined in this document, the City will contribute to Abbotsford's legacy as a community that cares about all community members, especially its most vulnerable and marginalized citizens.

Appendix A: Social Planner Job Description

CITY OF ABBOTSFORD
CLASS TITLE: Planner (Social Planning)   DATE: January 25, 2005

1. NATURE AND SCOPE OF WORK

This is planning work at the professional level. The incumbent supports the long range planning and development approvals process by incorporating social considerations in the review of development proposals and promotes social sustainability principles in the formulation of neighborhood and subordinate plans to the Official Community Plan.

The work involves the analysis of community social issues and the review and valuation of land use and development applications from a social planning perspective; policy analysis and development, strategic planning, the preparation of various types of planning reports and studies, public presentations and the provision of professional advice to customers inside and outside the organization.

The incumbent exercises considerable independent judgement in planning and carrying out assignments and work performance is reviewed by the Manager, Environment and Community Planning on the basis of ability to meet deadlines and set priorities; implementation of sound administrative and professional policies, procedures and practices; and quality of service rendered to customers.

2. ILLUSTRATIVE EXAMPLES OF WORK

Identifies, analyzes and prioritizes social issues, needs and trends of the community.

Reviews long range plans and makes recommendations for incorporating social considerations.

Reviews, revises and develops City policies such as special housing (affordable, transition, congregate care, seniors, etc.), cultural diversity, homelessness, senior and youth well-being, and social consequences of addiction and criminal behaviour.

Prepares comments on comprehensive development projects and complex planning matters.

Prepares research, analysis and comprehensive reports on a wide range of social planning issues for submission to managers, committees, Council, and other customers.

Liaises with internal and external stakeholders on social planning issues and provides leadership and assistance to community groups with respect to social issues and problems by fostering a sense of community, promoting 'good neighbour' relations and assisting community groups to tackle local issues.

Makes presentations to Council, City committees, community groups and the public on social issues and projects.

Represents the City in addressing issues/concerns to senior governments and community social service agencies such as health authorities, provincial ministries of social services, community service agencies, local benevolent societies, etc.).

Responds to public enquiries.

Provides assistance to the Development Approvals and Community Planning functions as required.

Provides direction to technical and clerical support staff as required.

Liaises with municipal, regional, provincial and federal governments and agencies as necessary.

Keeps up-to-date with current planning literature and trends.

Performs other related duties as required.

3. REQUIRED KNOWLEDGE, ABILITIES AND SKILLS

Thorough knowledge of the practices, principles, technique, methods, and objectives of social planning and community sustainability.

Considerable knowledge of the principles, practices and objectives of community and regional planning.

Considerable knowledge of the social structure, social problems and social service network of the City.

Considerable knowledge of municipal governmental structure and federal and provincial legislation relating to social services.

Thorough knowledge of planning principles, statutory requirements, by-laws, and regulations applicable to municipal planning.

Knowledge of economics and standard statistical techniques and research methods as applied to urban and regional planning at the municipal and regional level.

Working knowledge of computer applications and how they can be used to accomplish work-related objectives.

Ability to identify, analyze and prioritize social problems and issues in the City of Abbotsford and to develop and implement action plans to address these problems and issues.

Ability to prepare comprehensive reports and make recommendations to government officials and elected representatives.

Ability to establish and maintain effective working relations with co-workers and to work diplomatically and persuasively with community groups and elected and appointed officials of government at all levels.

Ability to communicate ideas effectively both verbally and in writing.

Good leadership skills and the ability to work with minimal supervision.

Ability to analyze and interpret data and formulate written recommendations on municipal growth and development objectives and policies, and related sustainability issues.

Ability to establish priorities and schedule workload to meet deadlines.

Ability to facilitate public meetings and make presentations to Council.

4. REQUIRED QUALIFICATIONS AND EXPERIENCE

University Degree in Social Sciences, plus a post-graduate degree in Community Planning or equivalent related discipline, and a minimum of three years of social planning experience, preferably at the local government level.

5. REQUIRED LICENCES, CERTIFICATES AND REGISTRATIONS

Membership or eligibility for membership, in the Canadian Institute of Planners and Valid B.C. Drivers License.

Appendix B: Social Planning Models**

Model	Strengths	Limitations	Membership	Financing	Structure	Activities
Local Government-Based (municipal/regional) Social Planning Example: City of Abbotsford	• Fiscal and formal support with broad elected accountability • Resources more readily available • Authority and responsibility more clearly defined • Advocacy role with other levels of government and other agencies • Increased ability to effect long-term planning • May provide mediation role between differing community groups	• Limited to issues it can address due to government boundaries • Possibility of becoming reactive rather than proactive • May not be viewed as credible or un-biased by some community groups	Staff (in either Development Services or Parks Recreation & Culture). May also have an advisory committee of council that includes Councillors and community representatives.	Funded from general revenues (property tax).	Staff report to Director, who reports to City Manager.	Examples include an affordable housing strategy, a social development plan, liaison with community groups, and a municipal grants program.
Community-based Social Planning Council Example: Community Planning Council of Prince George	• Ability to fundraise and gain funding from several sources • Independent of government, not bound by restrictions, arms-	• No ongoing fiscal or formal support • Results may depend on advocacy success • Limited authority and opportunities	Interested community organizations and individuals. Membership fees range from $10-20 annually.	Often funded by provincial and federal contracts for community development. May also include research and evaluation services,	Governed by a voluntary Board of Directors. Office is managed by an Executive Director and	Work is often determined by availability of funding. This may include drug awareness, community

Model	Strengths	Limitations	Membership	Financing	Structure	Activities
	length • Not aligned politically • Collaborative, can play a mediation role • A vehicle to test creative solutions	to advance agenda • Strength/Stability relies on volunteers • Limits to long-term planning		lottery funding, publications, and memberships.	staff.	consultation, research, and liaison with other levels of government.
Local Government/ Neighbourhood-based Social Planning Example: Collingwood Neighbourhood House	• Neighbourhood control of planning • Grassroots identification and solution of issues within the neighbourhood • Increased neighbourhood participation due to greater responsibility • Direct link between local government and the neighbourhood	• Inconsistency in accountability and stability within neighbourhood groups • Inconsistent issues and solutions may lead to possible conflict between neighbourhoods • Reduced economies of scale and possible duplication • Time constraints as local government or its representatives may have to attend more meetings	Residents and service providers in a particular geographic area.	Funding sources and levels vary considerably.	Governed by a Board of Directors. Work carried out by service providers and community volunteers. May liaison with City staff.	Neighbourhood events, coordination of service delivery. Most initiatives have a very specific geographic focus.

Model	Strengths	Limitations	Membership	Financing	Structure	Activities
Service-based Social Planning Example: Abbotsford Community Services	• Better coordination of service planning, can pool resources • More efficient, less duplication of service and planning functions • Greater ability to respond to community-wide issues • Vehicle for service providers to share resources and information	• Additional layer of responsibility/authority • Sorting and prioritizing of community issues may not result in meeting specific neighbourhood needs • Limited opportunities for working on issues that are not service-based • Diffuse financial support	Individuals may purchase memberships; direct mail campaign to solicit donations.	Funding through federal, provincial, and local government; and private donations and fundraising.	Governed by a voluntary Board of Directors. Office is managed by an Executive Director and staff.	Direct service provision: multicultural services, seniors programs, thrift store, employment programs for people with disabilities.
Funding-based Social Planning Example: United Way of Canada	• A credible and stable way of acquiring resources • Able to combine education about issues with fundraising efforts • Greater flexibility and ability to access private and corporate citizens to support and/or become	• Additional responsibility of ongoing fundraising • Demand tends to exceed resources • Sorting and prioritization of community issues may be driven by donors rather than meeting	Individuals and organizations who agree with the organization's core values and objectives.	Government grants, foundations, corporate and individual donations, special events, and sponsorship.	Governed by a voluntary Board of Directors. Office managed by Executive Director and staff.	Raising and distributing funds to agencies who deliver direct services.

Model	Strengths	Limitations	Membership	Financing	Structure	Activities
	involved in the issue • Positive vehicle for business and community to share resources and information	community needs • Potential conflicts between emerging issues and donor priorities • Advocacy role threatens donor support				

** Adapted from the Province of British Columbia (1996) *Social Planning for BC Communities: A Resource Guide for Local Governments*.

Appendix C: Social Planning Committees in other communities**

Committee Name	Membership Composition	Member Selection	Mandate	Work to Date	Other Committees
1.) Chilliwack Social Research and Planning Council City of Chilliwack	City of Chilliwack, Chilliwack Community Services, UCFV, United Way of the Fraser Valley, Chilliwack Family YMCA , and the Fraser Health Authority.	Subscription – partner organizations contribute to Council either through financial or in-kind donations. Also includes representatives from the community at large (one less than partner organizations).	To conduct social issues research in the Chilliwack area. To disseminate research to the community. To contribute to the advancement of local social services. To strengthen the social service network in Chilliwack. To contribute to the goals of community social and economic development. To secure sufficient funds for public research and education.	• Chilliwack Quality of Life Survey • Community forums, including (i.e., health care) • Mobilization of Downtown businesses around social issues • Survey and report on healthy aging	• Downtown Social Issues Group • Housing • Healthy Aging • Mayor's Committee on Health • Quality of Life
2.) Community Liaison Committee City of Coquitlam	2 Councillors; 13 appointees by resident and community associations.	Mayor and Council.	Mandate to open communication between Council and community groups.	• Provides effective mechanism for Community Associations to make recommendations to Council and take information back to	• Committee for People with Disabilities • Joint Family Court/Youth Justice Committee • Gender Equity Committee

Committee Name	Membership Composition	Member Selection	Mandate	Work to Date	Other Committees
				the community • Identifies local area issues	• Citizen's Advisory Committee on Policing (Coquitlam, Port Coquitlam, Anmore, Belcarra) • Sexually Exploited Youth Committee • Fraser North Council for Children and Youth • Leisure, Parks, and Cultural Services • Fraser-Burrard Community Justice Society
3.) Langley Social Planning and Community Research Society City and Township of Langley	It is an independent non-profit, charitable organization.	Open to everyone - membership fees are $20. Membership includes community organizations, politicians, health officials, and city staff from both the City and Township of Langley.	To encourage dialogue and provide good information to decision-makers. To attract funding for community-based research. To mobilize existing community groups.	• To be developed (organization in its infancy)	• To be developed (organization in its infancy)
4.) District of Maple Ridge Social Planning Council District of Maple	15 members: 1 Councillor, 1 School Board Trustee, 8 agency representatives, 5	Council-appointed and Agency-appointed.	Advise Council on Social Planning Issues.	• Youth Centre Feasibility Study • Healthy Community workshops • Affordable Housing	• Municipal Advisory Committee of Accessibility Issues (Joint Committee for Maple Ridge

Committee Name	Membership Composition	Member Selection	Mandate	Work to Date	Other Committees
Ridge	residents.			Study • Neighbourhood Development Report • Social Planning and the OCP • Information and Referral Study • Community Food Mapping Project • Picket Fence Project • Building Community Solutions • Annual Service Providers Resource Fair • Community Service Youth Awards • Community Homelessness Coalition	and Pitt Meadows)
5.) Community Services Advisory Committee District of North Vancouver	10 residents.	Staff recommend; Mayor appoints; Council endorses.	Distribution of community grants and advise Council on a broad range of social issues.	• Seniors Funding Forum • School based substance abuse prevention program • Community Services Survey • Review of proposed Community Charter and site plans	• North Shore Advisory Committee on Disability Issues • Community Child Care Grants Committee • Family Court & Youth Justice Committee • Joint Use of Public

Committee Name	Membership Composition	Member Selection	Mandate	Work to Date	Other Committees
					Facilities • Employee Child Information Services
6.) Richmond Community Services Advisory Council City of Richmond	Approximately 30 agency reps, community members, Council liaison, 2 citizen appointees.	Agency and community members – paid membership; Council liaison and citizen appointees – appointed.	To establish a "round table" by bringing together a diverse group of government, community, and agency representatives concerned about community and social issues and the well-being of the community. To advise City Council.	• Information sharing, networking opportunities, discussions, forums for community service agencies • Advises the City on social policies and community planning issues, (i.e., Group Homes strategy, prepared a Social Services Inventory for Council) • Representatives sit on the Homelessness Committee, the Richmond Substance Abuse Task Force, the Intercultural Advisory Committee, and the Parks, Recreation, and Cultural Services Renewal	• Child Care Development Board • Richmond Intercultural Advisory Committee • Richmond Seniors Advisory Council • Richmond Substance Abuse Task Force • Richmond Public Art Commission • Richmond Committee on Disability

Committee Name	Membership Composition	Member Selection	Mandate	Work to Date	Other Committees
				Plan Community Working Group • Richmond Poverty Response Committee and the Children and Families Committee are sub-committees	
7.) Social Planning Committee **City of Surrey**	Appointed Members by Council, chaired by Council member, and staff (Social Planner and Liaison from Park Recreation and Culture Commission).	Appointed by Council.	Advise and assist Council in formulating policies which maintain and improve the social health of the community.	• Delegations from community organizations on a broad range of social issues affecting the community • Annual Social Planning Awards to recognize groups and individuals that have contributed to the social well-being of the community • Co-hosted the Homelessness and Housing Forum	• Heritage Advisory Committee • Community Grants Evaluation Committee • Drug-Crime Task Force • Joint Family Court Committee • Public Art Advisory Committee • Safe and Clean City Committee • Whalley Enhancement Strategy

** Much of this information is available in from the Greater Vancouver Regional District (2003) *Greater Vancouver Municipal Social Planning Inventory*.

Appendix D: Social Plans in other communities

Highlights from Social Plans in other communities (Kelowna, Nanaimo, Prince George, and Surrey) follow below. All of the plans are quite distinct and reflect the community's vision, goals, and political/cultural climate. For example, the City of Kelowna imagined that their plan would enable the City to advocate, communicate, and liaise with other levels of government and community organizations. The City of Prince George asked the autonomous Community Planning Council of Prince George to develop their plan with the intention of incorporating it into their Official Community Plan. Nanaimo developed a set of indicators before embarking on the development of their plan. Surrey prepared a comprehensive matrix of responsibility before creating their action plan. Central to all of the plans was a deliberate and thoughtful community participation process that ensured the social plan reflected the community's vision for well-being.

1.) City of Kelowna
Social Plan 1996
Department of Planning and Development Services

In the introduction to the Social Plan, the City of Kelowna recognized that a city required both hard and cultural/soft services to work. There was both a social responsibility and an economic imperative for addressing social issues at the local level, especially as senior levels of government downloaded the responsibility for social issues. The City of Kelowna's tradition was to approach social issues from a preventative perspective. As the community requires health services and other senior level services, the local government role proposed was one of advocating, communicating, and liaison with other agencies to address local needs in a comprehensive manner.

The aim of Kelowna's Social Plan is to provide direction for the social priorities in the community. The Social Plan begins by discussing the various population groups identified for the purpose of social planning and describing how various issues may impact them. This includes:

- Children;
- Families;
- Men and women;
- People with special needs;
- Seniors;
- Single adults;
- Transient population; and
- Youth.

The final section identified the issues, goals, objectives, and strategies. It is determined who is responsible for the action; if it is not the City's role, than the appropriate action would be for the City to communicate with the correct agency to address the issue. Issues included in the Social Plan:

- Accessibility;
- Arts and culture;
- Child care;
- Community development;
- Crime prevention;
- Education;
- Employment;
- Health;
- Housing; and
- Human rights.

While the need to address social issues at the local level became more widely recognized, two events also helped define the role of social planning at the City of Kelowna: first, an amendment to the Municipal Act re-introduced social planning at the local government level; second, the adoption of a new OCP in June 1995 contained a chapter on social issues.

For more information, see: http://www.kelowna.ca/CM/Page317.aspx.

2.) City of Nanaimo
Social Development Strategy for Nanaimo (2004)
Prepared for: The Social Development Strategy Steering Committee

In 2002, Nanaimo's Social Planning Advisory Committee began to create a Social Development Strategy. One of the first steps was to create a Social Development Strategy Steering Committee comprised of public agencies, non-profit organizations, private businesses, local merchants, and schools. The City retained a consultant for leading the process.

Development of the strategy had two phases. The first phase included the development of a the Social Status Report, a statistical report that measured 50 quality of life indicators to show where Nanaimo is now from a social perspective. Indicators include:

- Population growth;
- Income support;
- Literacy;
- Children and Youth in Care;
- Teen Pregnancy;

- Secondary Suites;
- Mobility;
- Volunteerism;
- Municipal Voting; and
- Legal Aid Cases.

The Strategy, or second phase, defines a social vision for Nanaimo, goals to achieve the vision, and specific strategies to achieve those goals. It sought to answer three questions:

- Where do we want to go?
- How do we get there?
- Who must be involved in order to successfully implement the Strategy?

The following vision statement was developed:

> "Nanaimo will be known as a community which nurtures a caring, healthy, inclusive and safe environment and which empowers and enables its citizens to realize their aspirations and hopes. It will also be known as a leader in addressing social issues through its commitment to capacity building and partnering."

There are six major areas of focus in the Strategy:

- Education and Learning;
- Employment and Income;
- Community and Health Services;
- Housing and Shelter;
- Safety and Security; and
- Community Life.

Community consultation and partnership were key to the process; more than 500 residents participated in a number of public input opportunities in 2003/04.

The Strategy recommends the establishment of a Social Development Group of key stakeholders to oversee its implementation.

For more information, see:
http://www.nanaimo.ca/residents/index_inside.asp?id=313.

3.) City of Prince George
Prince George Social Plan – Supportive Data Document (2002)
Community Planning Council of Prince George

The City of Prince George approached the Community Planning Council of Prince George to develop the City's first social plan in 1999. The intention was to develop policies that could be included in the Official Community Plan.

In their research into existing social plans, the Community Planning Council of Prince George (CPC) noted that public consultation often occurred at the end to validate existing sources of information. The CPC also learned that in some communities it was hard to determine how the recommendations in the social plan resulted in community change. To address these limitations, the CPC embarked on an ambitious grassroots community process that used a variety of information-gathering methods, including:

- A social service agency survey;
- Focus groups with university planning students;
- Focus groups with grade 10-12 students;
- Discussion with stakeholder groups;
- Development of a social mapping system;
- Neighbourhood safety audits;
- Neighbourhood discussion consultations; and
- Open houses and public forums.

In addition, the CPC decided to develop a plan based on neighbourhoods rather than a more generic, city-wide approach.

Recommendations were made in the following areas:

- Housing;
- Health, Welfare, and Education;
- Unemployment and Poverty;
- Community Safety;
- Substance Misuse;
- Downtown Revitalization; and
- Recreation.

City Council received the document in December 2002 and referred it to Administration for consideration in the various planning functions within City operations. The City states on its website, "The Social Plan is intended to compliment the OCP. As such, the Prince George Social Plan initiates the building blocks that will ultimately lead to a sustainable social infrastructure for the community. This social infrastructure ensures equal opportunity for improved quality of life for all Prince George residents. Both the OCP and Social Plan are visionary documents that include recommendations and goals for implementation through various strategies and initiatives." For example, Leisure Services uses the Social Plan when working with community groups to determine how their goals support the vision of the Social Plan. As well, Council regularly requests

the CPC to update Council on how the City is achieving the objectives and goals of the Social Plan.

For more information, see:
http://www.city.pg.bc.ca/city_services/ocp/pgsocialplan.html or
http://www.cpcpg.ca/index.html.

4.) City of Surrey
Plan for the Social Well-Being of Surrey Residents (on-going)
Social Planning and Research Council BC

The City of Surrey is currently developing its "Plan for the Social Well-Being of Surrey Residents". The purpose of the Plan is the following:

- Better understand the priority issues affecting the social well being of Surrey residents;
- Propose actions the City can take to better meet the social needs of Surrey residents that are within the City's ability and responsibilities to address; and
- Assist the City in advocating on behalf of Surrey to other levels of government and community organizations on social issues where the City has limited or no responsibility.

The Plan focuses on five key issues:

- Housing and Homelessness;
- Substance Abuse and Addictions;
- Children and Youth;
- Crime and Public Safety; and
- Community Development and Diversity.

In the first phase of the Plan, a Social Responsibility Matrix was developed. The Matrix identified the various social service elements in the five key social issue areas and the corresponding government and community organizations (federal, provincial, local government, health authority, community service groups, other) with mandated responsibilities to address each of the identified service elements. The responsibilities are divided into planning, construction and siting, and operations. Each area of responsibility is further divided into legislative, financial, and implementation. Responsibility is primary, secondary, limited, or none/not applicable.

In the second phase, a Social Service Inventory was developed. It provides a comprehensive summary of existing programs and services available to Surrey residents for each of the five key social issues. This also includes a gap analysis

of the perceived shortfall of existing programs and services currently available and the desired or required level.

The final phase will occur in two phases. The Stage 1 Action Plan (September 2005) recommends actions for the five social services elements for which the City has primary responsibility. This includes:

- Creating a Child and Youth-Friendly City;
- Programs and Recreation for Children and Youth;
- Initiatives to Encourage Citizen Engagement with Social Issues and Social Planning Activity;
- City Clean-up Programs and Civic Pride Initiatives; and
- Ethno and Culturally Appropriate Services.

The Stage 2 Action Plan (expected early 2006) includes recommended actions for social service elements for which the City has limited to no responsibility but require joint strategies involving senior governments and community organizations.

For more information, see:
http://www.surrey.ca/Living+in+Surrey/Community+Development/A+Plan+for+Social+Well+Being.htm.

Appendix E: Community Consultation Meetings

Internal (City of Abbotsford Staff)
- Margaret Turner - Safer City Project
- Lucy Wang – Infrastructure and Planning Grant Committee
- Margaret Thornton – Development Services
- Grant Acheson – Development Services
- Mark Taylor – Parks Recreation & Culture
- Janice Cowen - Parks Recreation & Culture
- Rick Lucy – Abbotsford Police Department
- Sherryl Morris – Abbotsford Police Department
- Kelly Pater - Abbotsford Police Department
- Rod Gehl – Abbotsford Police Department
- Ian Parks – Abbotsford Police Department
- Bill Flitton – Administration
- Robert Brennan – Development Services
- Denise Kors – Development Services
- Jay Teichroeb – Administration
- Toireasa Strong – Administration
- Gordon Ferguson – Administration
- Peter Andzans – Development Services
- Don Beer – Fire Rescue Services

External
- Barry Goodwin – South Fraser Community Futures
- Maple Crozier – University College of the Fraser Valley (Child and Youth Care Program) and the Child and Youth Committee
- Sar Robson – Fraser Valley Seniors Resource Centre and Abbotsford Association for Healthy Aging
- Bev Olfert – Abbotsford Youth Commission
- Pieter Steyn – University College of the Fraser Valley (School of Social Work and Human Services)
- Ron VanWyk – Mennonite Central Committee
- Verna Semotuk – Greater Vancouver Regional District Social Issues Subcommittee
- Thelma Schrock – Abbotsford Community Services
- Fraser Valley Housing Group - Gail Franklin
- Iris Davies - Creative Centre Society
- Lyn McCullagh - Landmark Realty
- Stacey Corriveau – South Fraser Community Futures
- Lucie Honey-Ray – Abbotsford Early Childhood Committee
- Glenn Hope – United Way of the Fraser Valley
- Joelle Mourre – United Way of the Fraser Valley

- David Hull – Chamber of Commerce
- Glen Brown – Matsqui Institution
- Randie Scott – Matsqui Institution
- Robyn Newton – District of North Vancouver
- Darryl Plecas – University College of the Fraser Valley (Criminology)
- Manpreet Grewal – Abbotsford Community Services (Multicultural and Immigrant Integration Services)
- David Woodland – Salvation Army
- Kevin Busswood – Chilliwack Social Research and Planning Committee
- Les Talvio – Cyrus Centre
- Michael Anhorn – Greater Vancouver Regional Steering Committee on Homelessness
- Korky Neufeld – Abbotsford Christian Leaders Network
- Debbie Magson – Abbotsford Community Foundation
- Linda Noble – Abbotsford Community Services (Youth Resource Centre)
- Judi Donald – Township of Langley
- Kathy Van Poorten – City of Coquitlam
- Sharon Fletcher – District of Mission
- Milt Walker – Valley Recovery Support Association (Kinghaven and Peardonville House)
- Vivian Giglio – Fraser Health
- Gloria Wolfson – University College of the Fraser Valley (School of Social Work and Human Services)
- Tony deWaal – Youth for Christ
- Eric Van Egmond – Ministry of Children and Family Services
- Sat Gil – Fraser Valley Indo-Canadian Business Association
- Barb Beblo – City of Surrey
- Sue Wheeler – District of Maple Ridge
- Paul Henry – Abbotsford Community Services (Addiction Services)
- Dan Collins - Langley Social Planning and Community Research Council
- Shawn Matthewson – District of Maple Ridge
- Ann-Marie Mathieu – Fraser Valley Regional Library
- Cheryl Hewitt – BC Co-operative Association
- Ingrid Epp – Abbotsford Downtown Business Association
- Christina Ragneborg – Abbotsford Community Services (Seniors)
- Margaret Hardy – Disability Resource Network
- George Murray – School District 34
- Siri Bertelsen – Fraser Valley Regional District
- Cheryl Kathler – City of North Vancouver
- Sarah Slack – Social Planning and Research Council of British Columbia
- Dave Denault – StreetHope Abbotsford
- Sean Spear – IMPACT Youth Addiction/Prevention Services
- Dorothy Jennings – Fraser Health (Mental Health and Addiction Services)
- Erwin Braun – More than a Roof Housing

- Frank Fung - Fraser Health (Mental Health and Addiction Services)
- Heather Hausch – Abbotsford Continuing Education Secondary School
- Janna Dieleman – Abbotsford Community Services
- Josie Kane – Abbotsford Community Services (Addiction Services)
- Ken Hinton – Mayors Advisory Committee on Accessibility and Regional Disabled Persons Association
- Lesley Braithwaite – Abbotsford Community Services (Addiction Services)
- Lorne Epp – More than a Roof Housing
- Rufus Loewen – Ministry of Children and Family Services (Chaplain)
- Simon Davie - Terra Housing Consultants
- Stacey Crawford – South Fraser Community Futures
- Bev Grieve – Greater Vancouver Regional District Housing Subcommittee
- Sam Mohan – Pacific Connection Services
- Dan Collins – Langley Social Planning Committee
- Lori Dennis – BC Housing
- Janet Andrews – Emergency Social Services Committee

Meetings/Conferences
- Sustainability Working Group
- Greater Vancouver Regional District Housing Subcommittee
- Community Futures South Fraser Community Economic Development Committee
- Elders' Research Committee
- Youth Safe House Working Committee
- Valley Youth Safe House Committee
- Greater Vancouver Regional District Social Issues Subcommittee
- Fraser Valley Poverty Awareness and Action Committee
- Fraser Valley Housing Group
- Child and Youth Committee
- Youth Networkers' Committee
- Focus Disability Network
- Integrated Services Enforcement Team
- Abbotsford Early Childhood Committee
- Fraser Valley Conference on Social Enterprise
- BC Non-profit Housing Association Conference
- Fraser Health Early Childhood Development Framework Forum
- Social Planning and Research Council of BC Conference

Appendix F: Opportunities for City Involvement in Social Development

The following table provides some examples of opportunities for city involvement in the social development of Abbotsford that emerged in the community consultation. The list will evolve in response to community priorities and issues, and serve as a guide for the creation of the Social Development Master Plan.

One of Abbotsford's strengths is its diverse and robust network of community organizations. Many of these community organizations—whether they are faith-based or non-profit organizations—have a specific area of focus or population they serve. The City's success will be determined by the strength of its partnerships with these community organizations to address the social well-being of the entire community. Rather than identify specific community organizations (i.e.: Abbotsford Community Services, StreetHope, etc.), they are referred to as "Abbotsford community organizations" in the table.

Partnerships with other stakeholders are also essential to the City's involvement in Social Development. For example, many of the opportunities for affordable and accessible housing will require partnerships with local developers. Other potential partnerships include citizens, businesses, schools, other levels of government, and funding bodies. These potential partnerships will be examined in greater detail as part of the Social Development Master Plan. See Appendix G: Social Responsibility Matrix - City of Surrey for a more detailed and thorough example.

Priority	Opportunities for City Involvement	Potential Partnerships
Affordable and Accessible Housing	• Support the creation of a continuum of services: emergency intervention; shelter and stabilization; training and self-esteem opportunities; employment support; affordable housing (non-market); affordable housing (market); market housing	• Council, City (Development Services), Abbotsford community organizations
	• Develop a respectful and supportive protocol for working with people living in tent cities	• Council, City (Development Services, Administration), Abbotsford community organizations
	• Support efforts to increase the capacity of existing shelters and	• Council, City (Development Services),

Priority	Opportunities for City Involvement	Potential Partnerships
	shelter services	Abbotsford community organizations
	• Support efforts to offer emergency shelter beds for women	• Council, City (Development Services), Abbotsford community organizations
	• Support efforts to provide daytime shelter services (e.g.; laundry, shower, rest)	• Council, City (Development Services), Abbotsford community organizations
	• Support efforts to ensure coordinated delivery of services, including meal programs, food banks, daytime services, and referrals	• Council, City (Development Services), Abbotsford community organizations
	• Develop Affordable and Accessible Housing Strategy	• Council, City (Development Services), Abbotsford community organizations
	• Develop cold/wet weather strategy or emergency response plan	• Council, City (Development Services, APD, Fire Rescue Services, Administration), Abbotsford community organizations
	• Create incentives for developers to build non-market housing	• Council, City (Development Services), Abbotsford community organizations
	• Encourage secondary suite development throughout the city	• Council, City (Development Services), Abbotsford community organizations
	• Support the Fraser Valley Housing Group as needed	• Council, City (Development Services), Abbotsford community organizations
Children's Issues	• Strengthen public transportation (affordability, accessibility)	• Council, City (Engineering), BC Transit
	• Investigate and implement Child and Family friendly policies	• Council, City (all departments), Abbotsford community organizations

Priority	Opportunities for City Involvement	Potential Partnerships
	• Respond to childhood vulnerabilities as found in the Early Development Instrument	• Council, City (all departments), Abbotsford community organizations
	• Support the creation of a Child Commission (similar to the Youth Commission)	• Council, City (all departments), Abbotsford community organizations
	• Increase programming for children in Parks Recreation & Culture	• City (Parks Recreation & Culture), Abbotsford community organizations
	• Strengthen relationship with schools	• Council, City (Development Services, Parks Recreation & Culture), School District 34
	• Support the Early Childhood Committee and the Child and Youth Committee as needed	• City (Development Services, Parks Recreation & Culture), Abbotsford community organizations
Community Networks	• Strengthen relationships between the City and Abbotsford community organizations	• Council, City (all departments), Abbotsford community organizations
	• Recognize the contributions of Abbotsford's community organizations	• Council, City (all departments)
	• Explore opportunities to facilitate the work of community organizations (i.e. tax exemptions, community grants, meeting space, minute-taking, photocopying, in-kind donations, etc.)	• Council, City (all departments), Abbotsford community organizations
	• Encourage City of Abbotsford employee participation in volunteer commitments (i.e. time off for volunteer commitments, etc.)	• Council, City (Development Services, Parks Recreation & Culture)
	• Bring community organizations and Council together to discuss issues in an informal workshop environment	• Council, City (Development Services), Abbotsford community organizations
	• Support the development of a website or volunteer centre for community organizations to network, share information, and	• City (Development Services, Parks Recreation & Culture), Abbotsford

Priority	Opportunities for City Involvement	Potential Partnerships
	recruit volunteers	community organizations
	• Support a community services forum	• City (Development Services), Abbotsford community organizations
	• Provide support for funding applications (letter of support, access to database and staff resources, etc.)	• Council, City (Development Services)
	• Create opportunities for local pastors to have a ride-along with the Abbotsford Police Department	• City (APD), Abbotsford community organizations
Community Safety and Crime Prevention	• Develop relationship with Matsqui Institution, Corrections Canada, and CORCAN including disaster management planning	• Council, City (Development Services, Fire Rescue Services, APD)
	• Support the Fraser Valley Institution Citizens' Advisory Committee as needed	• City (Development Services)
	• Support programs and services for families with a member in one of the penal institutions in Mission, Abbotsford, or Kent	• Council, City (Development Services), Abbotsford community organizations
	• Support a coordinated response to enforcement issues through the Integrated Services Enforcement Team	• Council, City (all departments), Abbotsford community organizations
	• Enhance partnerships between Fire Rescue Services and community organizations	• City (Development Services, Fire Rescue Services), Abbotsford community organizations
Diversity and Inclusion	• Support efforts to expand social services geared to immigrants, including English as a Second Language programs and employment services	• City (Development Services), Abbotsford community organizations
	• Pursue involvement in the Canadian Coalition for Municipalities Against Racism	• Council, City (all departments), Abbotsford community organizations

Priority	Opportunities for City Involvement	Potential Partnerships
	• Ensure that the City of Abbotsford's employees reflect the diversity of the community	• Council, City (all departments)
	• Provide translation services to residents as needed, in addition to voluntary efforts by existing City staff	• City (all departments), Abbotsford community organizations
	• Encourage and support efforts to celebrate cultural diversity in the community	• Council, City (all departments), Abbotsford community organizations
	• Seek opportunities to enhance cultural integration	• Council, City (all departments), Abbotsford community organizations
	• Strengthen relationships with First Nations	• Council, City (all departments), Abbotsford community organizations
	• Support the Fraser Valley Human Dignity Coalition as needed	• City (Development Services), Abbotsford community organizations
	• Ensure that the City of Abbotsford is a barrier-free facility	• Council, City (all departments), Abbotsford community organizations
	• Support Focus Disability Network as needed	• City (Development Services), Abbotsford community organizations
	• Support efforts to identify needs and responses for the gay, lesbian, bisexual, transgendered, and questioning community	• City (Development Services), Abbotsford community organizations
	• Adopt the Safe Harbour program	• Council, City (all departments), Abbotsford community organizations
	• Support the Fraser Valley Poverty Awareness and Action Committee as needed.	• City (Development Services), Abbotsford community organizations
	• Support the Community Futures Community Economic	• City (Development Services), Abbotsford

Priority	Opportunities for City Involvement	Potential Partnerships
	Development Committee as needed	community organizations
	• Ensure streets, curbs, and sidewalks are safely accessible for people with mobile, hearing, or vision impairments	• City (Engineering), Abbotsford community organizations
	• Strengthen public transit	• Council, City (Engineering), Abbotsford community organizations, BC Transit
General Community Well-Being	• Create and support Social Sustainability Advisory Committee and interagency networks	• City (Development Services), Abbotsford community organizations
	• Develop and implement Social Development Master Plan	• Council, City (Development Services), Social Sustainability Advisory Committee
	• Develop and utilize Quality of Life Indicators that captures community well-being	• City (Sustainability Working Group), Abbotsford community organizations
	• Create opportunities for education and dialogue about social well-being	• City (Development Services), Social Sustainability Advisory Committee, Abbotsford community organizations
	• Increase opportunities for community participation in decision-making	• Council, City (all departments), Social Sustainability Advisory Committee
	• Seek opportunities to enhance community capacity through community development (e.g., neighbourhood planning)	• City (all departments), Social Sustainability Advisory Committee
	• Develop and support inter-departmental committee that coordinates social development efforts	• City (Development Services, Sustainability Working Group, Integrated Services Team)
	• Conduct inventory of City initiatives that enhance social development	• Council, City (all departments), Social Sustainability Advisory Committee

Priority	Opportunities for City Involvement	Potential Partnerships
	• Explore opportunities for developing a regional response to social issues and partnerships with other municipalities	• Council, City (Development Services), Fraser Valley Regional District
	• Develop a resource library or information centre	• City (all departments), Abbotsford community organizations
	• Recognize that social challenges exist in the community rather than responding with denial or inaction	• Council, City (all departments)
Health Issues	• Pursue opportunities for working in partnership with Abbotsford Mental Health and Addictions Office (i.e., creation of new facilities or services)	• City (Development Services), Abbotsford community organizations, Abbotsford Mental Health and Addictions
	• Promote awareness and education around addictions	• Council, City (Development Services, City Manager's office), Abbotsford community organizations
	• Develop and implement a bridge/supportive recovery house strategy as part of an Affordable and Accessible Housing Strategy	• Council, City (all departments), Abbotsford community organizations
	• Advocate for services for individuals and families with addictions	• Council, City (Development Services), Abbotsford community organizations
	• Seek opportunities that contribute to residents quality of life	• Council, City (Development Services), Abbotsford community organizations
Seniors' Issues	• Create a Seniors' Committee, either stand-alone or as a sub-committee of a city-wide Social Sustainability Advisory Committee	• City (Development Services, Parks Recreation & Culture, Engineering), Abbotsford community organizations
	• Increase the number of program opportunities offered by the Fraser Valley Seniors Resource Centre	• City (Parks Recreation & Culture), Abbotsford community organizations

Priority	Opportunities for City Involvement	Potential Partnerships
	• Support and lobby for affordable and accessible housing for seniors	• Council, City (Development Services), Abbotsford community organizations
	• Improve transportation choices (both within Abbotsford and with other neighbouring communities)	• Council, City (Engineering), BC Transit
	• Ensure that seniors needs and concerns are addressed with development approvals	• City (Development Services)
	• Lobby for increased funding of seniors programs	• Council, City (Development Services, Parks Recreation & Culture), Abbotsford community organizations
	• Respond to findings and recommendations in UCFV report on *Seniors' in Communities Dialogues*	• Council, City (all departments), Abbotsford community organizations
Youth Issues	• Strengthen public transportation (affordability, accessibility)	• Council, City (Engineering), BC Transit
	• Continue supporting the Youth Commission	• City (Development Services, Parks Recreation & Culture), Abbotsford community organizations
	• Increase programming for youth in Parks Recreation & Culture	• City (Parks Recreation & Culture), Abbotsford community organizations
	• Create more opportunities for at-risk youth (recreation, support, etc.)	• City (Parks Recreation & Culture), Abbotsford community organizations
	• Support efforts to establish a Youth Safe House and the Valley Youth Safe House Committee	• Council, City (Development Services), Abbotsford community organizations
	• Advocate for increased youth-focused mental health services	• Council, City (Development Services), Fraser Health

Priority	Opportunities for City Involvement	Potential Partnerships
	• Advocate for local and accessible youth detox and treatment programs	• Council, City (Development Services), Fraser Health
	• Recognize and celebrate the contributions of youth in the community	• Council, City (Development Services, Parks Recreation & Culture) Abbotsford Youth Commission, Abbotsford community organizations
	• Review graffiti policy	• City (Development Services, Parks Recreation & Culture)
	• Support the Identifying Child Exploitation Program	• City (Abbotsford Police Department)
	• Support drug prevention and education initiatives	• City (Abbotsford Police Department, Development Services), Abbotsford community organizations
	• Increase youth participation in decision-making	• Council, City (all departments), Abbotsford community organizations
	• Strengthen relationship with schools	• Council, City (Development Services, Parks Recreation & Culture), School District 34
	• Support the Child and Youth Committee as needed	• City (Development Services), Abbotsford community organizations
	• Support the Youth Networkers' Committee as needed	• City (Development Services), Abbotsford community organizations

Appendix G: Social Responsibility Matrix – City of Surrey

As part of the City of Surrey's Plan for the Social Well-Being of Surrey Residents, the City developed Social Responsibility Matrices for each of the five key social service elements. This includes Housing and Homelessness, Substance Abuse and Addictions, Children and Youth, Community Development and Diversity, and Crime and Public Safety.

The Social Responsibility Matrix for Housing and Homelessness (February 2005) follows below. To view the other matrices, see:
http://www.surrey.ca/Living+in+Surrey/Community+Development/A+Plan+for+Social+Well+Being.htm.

<h1 style="text-align:center">Social Responsibility Matrix – City of Surrey</h1>

The Social Responsibility Matrix outlines the varying scope of responsibility for each of the three levels of government, as well as the Community service sector and other potential interests (i.e. private foundations, business community etc.).

Responsibilities have been divided into three general categories:
- **Planning** – Involving the coordination, participation and development of planning for services in a community. The form of planning processes may vary significantly, depending on the type of project or program. For example, planning for the construction of a facility is significantly different than planning for recreational services within existing facilities.
- **Construction & Siting** – This category includes responsibilities for financing and organizing construction of new facilities as well as identifying locations and siting for specific programs
- **Operations** – The day-to-day operation of the social service in question.

Each general category is further subdivided into three responsibility categories:
- **Legislative** – Legislative responsibility identifies when a government has either specific responsibilities in an area, or has assumed some role in addressing a specific social element
- **Financial** – Financial responsibility outlines financial obligations of each government or agency, including roles various levels of government have voluntarily assumed.
- **Implementation** – Implementation responsibility identifies the varying degrees of responsibility for actual implementation of the planning, construction or operations of programs.

Each level of government or service agency has differing scope of responsibilities in each area. Scope of responsibility is represented in the following categories:
- **Primary responsibility** – A specific agent has the primary responsibility for this aspect of the element. For example, provincial governments have the primary responsibility for the creation and operation of homeless shelters, though they often delegate day-to-day implementation to a community service agency.
- **Secondary responsibilit**y – Differing agents share responsibility for this item. Due to the overlapping and varying nature of many governmental responsibilities, this term is necessarily vague. A government or agent with secondary responsibility has a role in addressing the issue, but is not primarily responsible.
- **Limited responsibility** –The government or agent has limited involvement and responsibility for the item. Often they take on a small or contributing role, but they are not directly responsible for the provision or planning of services.
- **None or Not Applicable (N/A)** – The agent has no responsibility for this item (i.e. Community groups have no legislative responsibilities).

The tables identify appropriate Ministries or agencies when that information is readily available. The overlapping nature of many social service responsibilities indicates potential for partnerships and collaboration to address social needs, though overlaps may also be contentious. The elements are not listed in order of priority.

IMPORTANT NOTE: The social responsibility matrices can collectively seem somewhat overwhelming. These matrices are meant to be dealt with individually. While there are some overlaps, a person or group that is active in one area may have no role in another. As such, each social responsibility matrix should be considered separately, as an individual matrix, which will serve as a reference tool for developing action plans to meet identified gaps in services.

Champions: Each level of government, as well as the various community agencies and programs have a range of responsibilities. Due to the complexity of social issues, and the many demands on the attention and funds of every level of government, many responsibilities are not fully assumed without outside pressure. The pressure can come from any other level of government, or from the community. These 'champions' advocate for the responsible parties to address an identified need for services or programs.

Responsibilities vs. Roles – Significant confusion exists about the difference between the responsibilities of a government or agency, and the roles that each can play in addressing social needs. This is a particularly challenging issue in Canada, where the constitution delineates various overlapping responsibilities between the federal and provincial governments. The situation is further complicated with the inclusion of municipal governments, which are delegated a range of responsibilities by their respective provinces.

For example, the provincial government is primarily responsible for the provision of youth shelter services. However, the federal government has chosen to involve itself in addressing homelessness through various approaches and funding initiatives. Homelessness ultimately occurs in municipalities, and municipal governments have zoning, land-use and bylaw considerations. The municipal government also has a direct interest in ensuring that measures are taken by senior levels of government to address homelessness, which could include the provision of shelter services. Each level of government has different financial capacities and legal mandates. A result of this confusion is that the roles of each government are not clear. However, the primary responsibility for a given social service element is normally clear, and the Social Responsibility Matrices seek to identify and outline the various responsibilities of the other governments and agencies involved.

Emergency Shelter Services for Youths (year round); Also Aboriginal Youths
Housing & Homelessness Issue Area

Low Barrier Shelter for Youths up to 30 days. Aboriginal shelter for aboriginal youths is operated and designed by aboriginal people, also up to 30 days. [**NOTE:** This matrix defines youths as between the ages of 16-24, as found in the Regional Homelessness Plan Update (2003). However, while many shelters are open to people nineteen and over, unless they have an upper age limit, they may not be appropriate for youths to access. Therefore, a youth shelter must have an upper age limit and target programming and services to youths in some capacity.]

Responsibility	Federal Government	Provincial Government	Municipal Government	Health Authorities	Community Service Groups	Other
Planning responsibility for Shelter Services	• **Legislative** - Limited responsibility – planning for funding of programs, especially youths >19 • **Financial** - Secondary responsibility – Financial support for planning processes HRSD (SCPI), National Homelessness Initiative • **Implementation** - Limited responsibility - support of local and regional planning. Participation in planning processes. (SCPI, Regional and Local Homelessness Plans and Committees)	• **Legislative** - Primary responsibility - coordination & planning of shelter services (MHR, MCFD for under 19). • **Financial** - Primary responsibility - support for planning processes. • **Implementation** -Primary responsibility- implementation of planning processes.	• **Legislative** - Secondary responsibility -Community Planning (OCP). Zoning & Land Use Planning, Homelessness planning. Also a limited role in coordinating community services. • **Financial** - Limited responsibility- support of planning processes. • **Implementation** - Secondary responsibility- tools to support implementation of planning processes. Participation in planning processes.	• **Legislative** – N/A • **Financial** – Limited responsibility – support for planning of emergency shelters. • **Implementation** – Limited responsibility – participation in planning processes, contribution of knowledge and expertise	• **Legislative** - N/A • **Financial** - Limited responsibility - Fundraising, participation in planning processes. • **Implementation** - Secondary responsibility - Participation in community plans, implementation of plans and coordination of planning with internal goals.	• **Legislative** - N/A • **Financial** - Limited responsibility - community funding for planning processes (Foundations, donations) • **Implementation** - Limited responsibility - Participation in planning processes. Volunteer support for community plans
Construction & Siting responsibility	• **Legislative** - Limited responsibility- policymaking • **Financial** – Secondary responsibility - Capital funding for some shelters - CMHC; HRSD (SCPI); National Homelessness Initiative; Urban Aboriginal Strategy • **Implementation** - None	• **Legislative** -Primary responsibility - oversight and regulation, particularly for youths under 19. (MCFD, Safe Houses). BC Building Code. Community Care licensing. • **Financial** - Primary funding responsibility - MCFD (under 19). MHR (shelters serving youths over 19) • **Implementation**- Primary responsibility -construction of shelters, provision of shelter services. Often delegated to community groups.	• **Legislative** - Secondary responsibility -Zoning, Land Use policies • **Financial** - Limited responsibility- possible provision of sites, Land use, Building code enforcement • **Implementation** - None	• **Legislative** – N/A • **Financial** – None • **Implementation** – Limited responsibility – contribution of knowledge & expertise to design of shelters. Support for shelter creation and possible provision of facilities. Implement Community Care licensing.	• **Legislative** - N/A • **Financial** - Limited responsibility -fundraising, Coordination of funding. • **Implementation** - Secondary responsibility - Design of shelter, community outreach, building support (delegated by province)	• **Legislative** - N/A • **Financial** - Limited responsibility - capital funding support for emergency shelters (Foundations etc.) • **Implementation**- Limited responsibility - building community support for shelters, Volunteering

Operational Responsibility	• **Legislative** - Limited responsibility - regulation & policymaking • **Financial** - Limited responsibility - time-limited financing (SCPI, Urban Aboriginal Strategy, HRSD, NHI) • **Implementation** - None	• **Legislative** - Primary responsibility -Oversight and regulation (under 19) MCFD, Safe Houses. **Financial** - Primary responsibility –Funding - MCFD (under 19). • **Implementation**- Primary responsibility- regulation of shelters (< 19), operation of some shelters. Often delegated to community groups.	• **Legislative** - None. • **Financial** - Limited responsibility - indirect(zoning, various tools) • **Implementation** – Limited responsibility – Bylaw enforcement.	• **Legislative** – Limited responsibility – enforcement of health regulations. Provision of health-related services. • **Financial** – Limited responsibility – coordination with shelters to provide health services to residents • **Implementation –** Limited responsibility –support of shelters through health services. Community care licensing.	• **Legislative** - N/A • **Financial** - Limited responsibility - some fundraising • **Implementation**-Secondary responsibility - Operation of youth shelters. Training of staff. Program operation, management of budgets, support & outreach. Often delegated by provincial government.	• **Legislative -** N/A • **Financial** - Limited responsibility -some financial support for capital and operational costs (Foundations, Donations, Capital campaigns) • **Implementation** - None

Emergency Shelter Services for Adults (year round); Also for Aboriginal Adults
<30 day shelters for adults. Aboriginal <30 day shelters operated by aboriginal people.

Housing & Homelessness Issue Area

Responsibility	Federal Government	Provincial Government	Municipal Government	Health Authority	Community Service Groups	Other
Planning responsibility	• **Legislative** - Limited responsibility - policymaking re: funding etc. • **Financial** - Secondary responsibility - Support for planning processes HRSD (SCPI), National Homelessness Initiative • **Implementation -** Limited responsibility - support of local and regional planning (SCPI, Regional and Local Homelessness Plans and Committees)	• **Legislative** - Primary responsibility - coordination & planning of shelter services (MHR). • **Financial** - Primary responsibility - support for planning processes. • **Implementation** - Primary responsibility- implementation of planning processes.	• **Legislative** - Secondary responsibility -Community Planning (OCP). Zoning and Land Use Planning. Support of homelessness planning. Also a limited role in coordinating community services. • **Financial -** Limited responsibility- support planning processes. • **Implementation** - Secondary responsibility- support of planning processes. Participation in planning processes.	• **Legislative** – N/A • **Financial** – Limited responsibility – support for planning of emergency shelters. • **Implementation** – Limited responsibility – participation in planning processes, contribution of knowledge and expertise	• **Legislative** - N/A • **Financial** - Limited responsibility - Fundraising, participation in planning processes. • **Implementation** - Secondary responsibility -Participation in community plans, implementation of plans and coordination of planning with internal goals.	• **Legislative** - N/A • **Financial** - Limited responsibility - community funding for planning processes (Foundations, donations) • **Implementation** - Limited responsibility - Participation in planning processes. Volunteer support for community plans
Construction & Siting responsibility	• **Legislative** - Limited responsibility- policymaking, some capital funding • **Financial** – Secondary responsibility - Capital funding for some shelters - CMHC; HRSD (SCPI); National Homelessness Initiative; Urban Aboriginal Strategy • **Implementation** - None	• **Legislative** - Primary responsibility -some oversight and regulation responsibilities (MHR). Also BC Building Code, Community Care Licensing. • **Financial** - Primary funding responsibility - MHR • **Implementation**- Primary responsibility -construction of shelters, provision of shelter services	• **Legislative** - Secondary responsibility -Zoning, Land Use • **Financial** - Limited responsibility- possible provision of sites, Land use, Zoning and Building Code. • **Implementation -** None	• **Legislative** – N/A • **Financial** – None • **Implementation** – Limited responsibility – contribution of expertise and knowledge to design of shelters. Support for shelter creation and possible provision of facilities	• **Legislative** - N/A • **Financial -** Limited responsibility -fundraising, Coordination of funding. • **Implementation** - Primary responsibility -Design of shelter, community outreach, building support	• **Legislative** - N/A • **Financial** - Limited responsibility - capital funding support for emergency shelters (Foundations etc.) • **Implementation**- Limited responsibility - building community support for shelters, Volunteering
Operational Responsibility	• **Legislative** - Limited responsibility - regulation & policymaking • **Financial** - Secondary responsibility - financing (SCPI, Urban Aboriginal Strategy, HRSD, NHI) • **Implementation** - None	• **Legislative** - Primary responsibility -Oversight and regulation (MHR). • **Financial** - Primary responsibility -MHR funding for some shelters. • **Implementation**- Limited responsibility- regulation of shelters.	• **Legislative** - None. • **Financial** - Limited responsibility -indirect(zoning, land use various tools) • **Implementation** - None	• **Legislative** – Limited responsibility – enforcement of health regulations. Provision of health-related services • **Financial** – Limited responsibility – coordination with shelters to provide health services to residents • **Implementation** – Limited responsibility – ongoing support of shelters through provision of health services. Community care licensing.	• **Legislative** - N/A • **Financial** - Limited responsibility - some fundraising • **Implementation**- Secondary responsibility -Operation of most youth shelters. Regulation and training of staff. Program operation (support & outreach). Often delegated by provincial government.	• **Legislative -** N/A • **Financial** - Limited responsibility -some financial support for capital and operational costs (Foundations, Donations, Capital campaigns) • **Implementation** - None

Low Income Housing for the Homeless
Affordable Housing Initiatives for the Homeless and Street Involved
Housing & Homelessness Issue Area

Responsibility	Federal Government	Provincial Government	Municipal Government	Health Authority	Community Service Groups	Other
Planning responsibility	• **Legislative** - Limited responsibility- Planning and partnership building for affordable housing development. • **Financial** - Secondary responsibility - supporting planning for new affordable housing, as well as planning maintenance of existing affordable housing. (e.g. CMHC) • **Implementation** – Secondary responsibility - supporting and participating in planning for affordable housing.	• **Legislative** - Primary responsibility - development of affordable housing policies and regulations in BC Housing; Homes BC. Building standards and practices, regulation (BC Building Code). • **Financial** - Primary responsibility - supporting planning for affordable housing. Participating in affordable housing planning. • **Implementation** - Primary responsibility -developing planning for affordable housing, identifying and prioritizing needs and resources.	• **Legislative** - Limited responsibility - Building standards and zoning for affordable housing. Planning for creation and land use re: affordable housing. • **Financial** - Limited responsibility - support planning for the creation and maintenance of affordable housing developments. • **Implementation** - primary responsibility - Support for implementation and development of planning processes at the local level.	• **Legislative** – N/A • **Financial** – None • **Implementation** – None **NOTE**: See the social responsibility matrix under supportive and transitional housing.	• **Legislative** - N/A • **Financial** - limited responsibility - some in-kind support to participate in planning processes. • **Implementation** - limited responsibility - participation in planning for affordable housing. Non-profit and co-op housing planning.	• **Legislative** - N/A • **Financial** - Limited responsibility • **Implementation** - Limited responsibility - participation by community in planning for affordable housing. Participation by the Greater Vancouver Housing Corporation in planning.
Construction & Siting responsibility	• **Legislative** - Limited responsibility -Maintenance of existing affordable housing developments and programs. Construction of new affordable housing developments. • **Financial** - Secondary responsibility - Development of new affordable housing. Financial support and subsidization of affordable housing, including non-profit and co-operative housing. • **Implementation** - Secondary responsibility - maintenance and operation of affordable housing (CMHC, Urban Aboriginal Strategy).	• **Legislative** - Primary responsibility - Creation and development of new affordable housing (BC Housing, Homes BC). Maintenance and support of existing affordable housing developments. Also BC Building Code for safety and quality of affordable housing. • **Financial** - Primary responsibility - Creation and Development of new affordable housing. Financial support and subsidization of affordable housing initiatives and programs. • **Implementation**: Primary responsibility - Construction of affordable housing (BC Housing). Support for construction of affordable housing developments (Woodwards, BC Housing, Homes BC).	• **Legislative** - Limited responsibility - Zoning for Affordable Housing; Density Bonusing; Secondary Suite Policies. • **Financial** - Limited responsibility - Tools to support the creation of affordable housing (land provision). • **Implementation** - Limited responsibility -Support for affordable housing developments, encouraging the construction of affordable housing	• **Legislative** – N/A • **Financial** – None • **Implementation** – None	• **Legislative** - N/A • **Financial** - Limited responsibility - some capital fundraising and support of affordable housing developments. • **Implementation** - Limited responsibility - building community support for affordable housing developments. Non-profit and co-op housing.	• **Legislative** - N/A • **Financial** - Limited responsibility - Greater Vancouver Housing Corporation. Some construction and maintenance of low-income housing in the private sector. Some financial support through donations and foundations. • **Implementation** - Limited responsibility - operation of low-rent apartments and properties.

Responsibility	Federal Government	Provincial Government	Municipal Government	Health Authority	Community Service Groups	Other
Operational responsibility	• **Legislative** - Secondary responsibility -Legislating for affordable housing programs. Creation and maintenance of affordable housing programs (CMHC) • **Financial** - Secondary responsibility -Operation and maintenance of affordable housing programs. Financial support and subsidization of affordable housing. • **Implementation** - Secondary responsibility - maintenance of affordable housing.	• **Legislative** - Primary responsibility - Regulation and creation of affordable housing. • **Financial** - Primary responsibility - Funding for Subsidized Housing Units (BC Housing) Rent Supplement Assistance; Operation and Maintenance of affordable housing. • **Implementation** - Primary responsibility -Management of affordable housing programs in BC. Often delegated to community groups.	• **Legislative** - Limited responsibility -Zoning for Affordable Housing; Density Bonusing; Secondary Suite Policies. • **Financial** - Limited responsibility -Tools to support the creation of affordable housing (land provision). • **Implementation** – Limited responsibility - bylaw enforcement, implementation of secondary suite policies.	• **Legislative** – N/A • **Financial** – None • **Implementation** - None	• **Legislative** - N/A • **Financial** - Limited responsibility -Some fundraising and creation of affordable housing (i.e. Habitat for Humanity). • **Implementation** - Secondary responsibility - operation of co-operative housing, possibly some affordable housing programs. Non-profit housing. Primary responsibility, if delegated by the provincial government.	• **Legislative** - N/A • **Financial** - Limited responsibility - private financial contributions through foundations and donations. Greater Vancouver Housing Corporation. • **Implementation** - Limited responsibility - Private operation of low-cost housing options (i.e. apartment buildings). Operation of secondary suites and co-operative housing units.

Low Income Housing for Families & Singles
A housing affordability initiative for low income families (including single parents) and singles -also affordable housing development and planning.

Responsibility	Federal Government	Provincial Government	Municipal Government	Health Authority	Community Service Groups	Other
Planning responsibility	• **Legislative** - Secondary responsibility- Planning and partnership building for affordable housing development. • **Financial** - Limited responsibility - supporting planning for new affordable housing, as well as planning maintenance of existing affordable housing. • **Implementation** - Limited responsibility -supporting and participating in planning for affordable housing.	• **Legislative** - Primary responsibility - development of affordable housing policies and regulations in BC Housing; Homes BC. Building standards and practices, regulation (BC Building Code). • **Financial** - Primary responsibility - supporting planning for affordable housing. Participating in affordable housing planning. • **Implementation** - Primary responsibility -developing planning for affordable housing, identifying and prioritizing needs and resources.	• **Legislative** - Limited responsibility - Building standards and zoning for affordable housing. Planning for creation and land use re: affordable housing. • **Financial** - Limited responsibility - some tools to support planning for the creation and maintenance of affordable housing developments. • **Implementation** - primary responsibility - Support for implementation and development of planning processes at the local level.	• **Legislative** – N/A • **Financial** – None • **Implementation** – None	• **Legislative** - N/A • **Financial** - limited responsibility - some financial support to participate in planning processes. • **Implementation** - Secondary responsibility - participation in planning for affordable housing, particularly the non-profit and co-operative sector.	• **Legislative** - N/A • **Financial** - Limited responsibility • **Implementation** - Limited responsibility - participation by community in planning for affordable housing. Greater Vancouver Housing Corporation participation in planning processes.
Construction & Siting responsibility	• **Legislative** - Secondary responsibility -Maintenance of existing affordable housing developments and programs. Construction of new affordable housing developments. • **Financial** - Secondary responsibility -Creation and development of new affordable housing. Financial support and subsidization of affordable housing, including co-operative housing. • **Implementation** - Secondary responsibility -maintenance and operation of affordable housing (CMHC, Urban Aboriginal Strategy).	• **Legislative** - Primary responsibility - Creation and development of new affordable housing (BC Housing, Homes BC). Maintenance and support of existing affordable housing developments. Also BC Building Code for safety and quality of affordable housing. • **Financial** - Primary responsibility - Creation and development of new affordable housing. Financial support and subsidization of affordable housing initiatives and programs, including co-operative housing. • **Implementation**: Primary responsibility - Construction of affordable housing (BC Housing). Support for construction of affordable housing developments (Woodwards, BC Housing, Homes BC).	• **Legislative** - Limited responsibility - Zoning for Affordable Housing; Density Bonusing; Secondary Suite Policies. • **Financial** - Limited responsibility - Some tools to support the creation of affordable housing (land provision). • **Implementation** - Limited responsibility -Support for affordable housing developments, encouraging the construction of affordable housing through various tools. Zoning and land-use support.	• **Legislative** – N/A • **Financial** – None • **Implementation** – None	• **Legislative** - N/A • **Financial** - Limited responsibility - some capital fundraising and support of affordable housing developments. • **Implementation** - Limited responsibility - building community support for affordable housing developments.	• **Legislative** - N/A • **Financial** - Limited responsibility - Some financial support through donations and foundations. Some construction and maintenance of low-income housing in the private sector. • **Implementation** - Limited responsibility - operation of low-rent apartments and properties. GVHC identification of appropriate sites.

Responsibility	Federal Government	Provincial Government	Municipal Government		Community Service Groups	Other
Operational responsibility	• **Legislative** - Secondary responsibility -Legislating for affordable housing programs. Creation and maintenance of affordable housing programs (CMHC) • **Financial** - Secondary responsibility -Operation and maintenance of affordable housing programs. Financial support and subsidization of affordable housing. • **Implementation** - Secondary responsibility - maintenance of affordable housing.	• **Legislative** - Primary responsibility -Regulation and creation of affordable housing. • **Financial** - Primary responsibility -Funding for Subsidized Housing Units (BC Housing); Subsidies to Non-Profit & Cooperative Housing; Rent Supplement Assistance; Operation and Maintenance of affordable housing. • **Implementation** - Primary responsibility -Management of affordable housing programs in BC. Health inspections etc. (Health Authourity)	• **Legislative** - Limited responsibility -Zoning for Affordable Housing; Density Bonusing; Secondary Suite Policies. • **Financial** - Limited responsibility - Some tools to support the creation of affordable housing (land provision). • **Implementation** – Limited responsibility – enforcement of bylaws and secondary suite policies.	• **Legislative** – N/A • **Financial** – None • **Implementation** – None	• **Legislative** - N/A • **Financial** - Limited responsibility -Some fundraising and creation of affordable housing (i.e. Habitat for Humanity). • **Implementation** - Secondary responsibility - operation of co-operative housing, possibly some affordable housing programs. Primary responsibility when delegated by the provincial government.	• **Legislative** - N/A • **Financial** - Limited responsibility - private financial contributions through foundations and donations. • **Implementation** - Secondary responsibility - Private operation of low-cost housing options (i.e. apartment buildings). Operation of secondary suites and co-operative housing units. GVHC operation of units.

Supported Housing Programs

Supported housing programs for people dealing with addiction, mental illness and AIDS. No limits on length of stay.

(Note: Recovery houses are addressed in the Substance abuse & Addiction Issue area)

Housing & Homelessness Issue Area

Responsibility	Federal Government	Provincial Government	Municipal Government	Health Authority	Community Service Groups	Other
Planning responsibility	• **Legislative** – Secondary responsibility - Support planning for supported housing. Support research into supported housing issues (CMHC)-SCPI, NHI • **Financial** – Secondary responsibility – financial support for planning processes, especially re: homeless • **Implementation** – Secondary responsibility – participation in planning for supported housing	• **Legislative** – Primary responsibility – provincial jurisdiction for health services, including supported housing services • **Financial** –Primary responsibility – Health related housing – financial support for planning of supported housing programs (MHR) • **Implementation** – Primary responsibility – support and participation in planning for supported housing initiatives.	• **Legislative** – Limited responsibility – helping to identify local needs • **Financial** – Limited responsibility – participation in and support of local planning for supported housing initiatives • **Implementation** – Secondary responsibility – participation in planning processes and support of local needs identification. Zoning for group supported housing.	• **Legislative** – Limited responsibility – planning for health treatment and services. Community Care Licensing. • **Financial** – Secondary responsibility – support and initiation of planning for health related services • **Implementation** – Secondary responsibility – initiation and participation in planning for health related services. Planning for community care licensing requirements.	• **Legislative** - N/A • **Financial** – None • **Implementation** – Limited responsibility – advocacy and participation in planning for supported housing	• **Legislative** - N/A • **Financial** - None • **Implementation** – Limited responsibility- participation in planning for supported housing. Private sector may have a role in planning
Construction & Siting responsibility	• **Legislative** – Secondary responsibility – Participation in the development & construction of supported housing (SCPI, CMHC, others) • **Financial** – Secondary responsibility – capital funding for some supported housing initiatives (SCPI, others) • **Implementation** – Limited responsibility –federally funded construction	• **Legislative** – Primary responsibility – provincial health jurisdiction – creation of supported housing programs and initiatives, particularly those with health factors. • **Financial** – Primary responsibility – responsibility for the creation of health oriented supported housing programs and facilities • **Implementation**- Primary responsibility – construction of supported housing. Often delegated to community groups.	• **Legislative** – Limited responsibility – Zoning, land use planning. Building inspections. Development permits and processes. • **Financial** – Limited responsibility – some tools to support construction or creation of supported housing. • **Implementation** – None	• **Legislative** – Secondary responsibility – Creation and maintenance of assisted living units and programs • **Financial** – Secondary responsibility – Construction and development of assisted living facilities • **Implementation** – Secondary responsibility – Development, planning and construction of assisted living facilities and programs	• **Legislative** – N/A • **Financial** - Limited responsibility – some capital fundraising for supported housing projects • **Implementation** – Secondary responsibility – participation and support of construction in some cases. When delegated by the provincial government.	• **Legislative** – N/A • **Financial** – None • **Implementation** – Limited responsibility – Private sector assistance with construction is possible.
Operational responsibility	• **Legislative** – Limited responsibility – some oversight of federally funded programs • **Financial** – Limited responsibility – financing of operation costs • **Implementation** – Limited responsibility –oversight of federally funded programs	• **Legislative** – Primary responsibility – regulation of supported housing programs. • **Financial** – Primary responsibility – ongoing operational costs, especially in health and addiction • **Implementation** – Primary responsibility –operating supported housing programs and facilities. Often delegated to community groups.	• **Legislative** – Limited responsibility – building inspections, addressing zoning issues and complaints • **Financial** - None • **Implementation** – Limited responsibility – bylaw enforcement and zoning regulation. Addressing community safety concerns.	• **Legislative** – Secondary responsibility – operation of assisted living programs. Health services to programs • **Financial** – Secondary responsibility – Funding and coordination of assisted living and care facilities. • **Implementation** – Secondary responsibility - Ongoing operation of assisted living and other care facilities. Provision of health services. Admissions to Supported living facilities. Community care licensing.	• **Legislative** – N/A • **Financial** – Limited responsibility – management of finances, some fundraising for specific supported housing initiatives • **Implementation** – Secondary responsibility – operation of supported housing initiatives (where provincial government or health authority contracts a community service agency)	• **Legislative-**N/A • **Financial-** N/A • **Implementation-** Limited responsibility – some private operation of supported housing programs

Transitional Housing Services

Housing services for people re-integrating into mainstream society (30 days-2 years). Some support provided. Also includes second stage housing for women & children fleeing abuse.

Responsibility	Federal Government	Provincial Government	Municipal Government	Health Authority	Community Service Groups	Other
Planning responsibility	• **Legislative** – Secondary responsibility – support for housing programs – CMHC, SCPI, others • **Financial** – Secondary responsibility – monetary support for planning processes • **Implementation** – Limited responsibility – support for and participation in planning for 2nd stage and transitional housing.	• **Legislative** – Primary responsibility – housing programs for women & children fleeing abuse, addictions & mental health. • **Financial** – Primary responsibility – financial support for planning for 2nd stage and transitional housing. MCAWS. • **Implementation** – Primary responsibility – planning for 2nd stage and transitional housing programs and services	• **Legislative** – Limited responsibility – participation in planning & identifying needs for transitional housing services • **Financial** – Limited responsibility – participation and support of planning for transitional housing. OCP, homelessness plans and other. • **Implementation** – Limited responsibility for developing local plans for 2nd stage and transitional housing.	• **Legislative** – N/A • **Financial** – N/A • **Implementation** – Secondary responsibility – participation in planning processes, contribution of knowledge and expertise, especially around addictions and mental health services.	• **Legislative** - N/A • **Financial** – Limited responsibility – some fundraising. Participation in planning processes. • **Implementation** – Secondary responsibility – participation and support of planning processes for 2nd stage and transitional housing	• **Legislative** - N/A • **Financial** – None • **Implementation** – Limited responsibility – community participation in planning processes. Private sector may have a role where there may be 'scattered units.'
Construction & Siting responsibility	• **Legislative** – Limited responsibility – some support of transitional housing programs • **Financial** – Secondary responsibility – capital funding for transitional and 2nd stage housing programs • **Implementation** – Limited responsibility – oversight of capital expenditures	• **Legislative** – Primary responsibility – Social services, allocation of resources to support transitional and 2nd stage housing programs. BC Building Code • **Financial** – Primary responsibility –capital funding for creation of transitional and 2nd stage housing • **Implementation**- Primary responsibility – oversight of creation, option to build and run programs. Often delegated to community groups.	• **Legislative** – Limited responsibility – zoning, land-use. Building inspections. Development hearings etc. • **Financial** – Limited responsibility – tools to encourage the creation of 2nd Stage/transitional housing. • **Implementation** – None – zoning and bylaw enforcement.	• **Legislative** – Limited responsibility – Community care licensing. • **Financial** –Limited responsibility – coordination of facilities and services with 2nd stage and transitional housing sites. • **Implementation** – Limited responsibility – community care licensing, health inspections.	• **Legislative** – N/A • **Financial** – Limited responsibility – Fundraising • **Implementation** – Secondary responsibility – coordination and implementation of construction, ensuring design appropriate etc. Primary responsibility when delegated by the provincial government.	• **Legislative** - N/A • **Financial** – Limited responsibility – donations, public participation. • **Implementation** – None
Operational responsibility	• **Legislative** – Limited responsibility – Some role in oversight of federally funded programs • **Financial** – Limited responsibility – oversight and financing of operation costs in the case of some time-limited funding programs. • **Implementation** – Limited responsibility – oversight of federally funded programs	• **Legislative** – Primary responsibility - social programs, organization and oversight of transitional and 2nd stage housing programs • **Financial** – Primary responsibility – funding of operations • **Implementation** – Primary responsibility – option to run programs in desired, otherwise oversight of delegated community agencies	• **Legislative** – Limited responsibility – ensuring zoning compliance, policing etc. • **Financial** – None • **Implementation** – Limited responsibility – support of programs, access to recreational programs by residents. Some oversight re: Building code, bylaw enforcement, zoning.	• **Legislative** – N/A • **Financial** – Secondary responsibility – health care related support services for ongoing programs • **Implementation** – Secondary responsibility – Provision of health care services, health related supports to residents of second-stage/transitional housing	• **Legislative** – N/A • **Financial** – Limited responsibility – some fundraising. Management of budgets for transitional and 2nd stage housing • **Implementation** – Secondary responsibility – in most cases, operation of transitional/second stage housing programs when delegated by the provincial government.	• **Legislative** –N/A • **Financial** – Limited responsibility – donations and other forms of financial support • **Implementation** – Limited responsibility – some community volunteers etc.

Employment Programs as a Means to Prevent Homelessness

Job finding and related programs as a means to prevent homelessness. Employment programs for deeply entrenched / multi-barriered homeless

Housing & Homelessness Issue Area

Responsibility	Federal Government	Provincial Government	Municipal Government	Health Authorities	Community Service Groups	Other
Planning responsibility	• **Legislative** – Primary responsibility – fiscal and economic policy, HRSD policy planning. Employment Insurance (EI) • **Financial** – Primary responsibility – support for employment programs and planning (EI) • **Implementation** – Primary responsibility, HRSD program planning, EI, job creation programs**.**	• **Legislative** – Primary responsibility – MHR planning and policies, fiscal and economic policy. Tax and income policies (including minimum wage laws). Employment assistance, training programs. Labour Code & employment standards. • **Financial** – Primary responsibility – MHR program planning, employment program planning • **Implementation** – Primary responsibility – MHR employment program planning	• **Legislative** – Limited responsibility – support for employment planning programs (localities, identifying need) – OCP, Zoning of industrial and commercial activity. • **Financial** – Limited responsibility –Zoning and land use planning for employment. • **Implementation** – Limited responsibility – location, zoning, and possible use of municipal sites. Some Community Economic Development planning.	• **Legislative** – N/A • **Financial** – None • **Implementation -** None	• **Legislative** - N/A • **Financial** – Limited responsibility – some fundraising • **Implementation** – Secondary responsibility – planning and preparation for implementation of employment programs and social enterprise.	• **Legislative** - N/A • **Financial** – Secondary responsibility (private sector) – support for employment programs and planning. Private sector job finding and training programs. • **Implementation** – Limited responsibility – private sector participation in planning Business Improvement Associations.
Construction & Siting responsibility **NOTE: Siting & Construction a very minor aspect of this element**	• **Legislative** – Limited responsibility –siting of employment programs (EI etc.) • **Financial** – Primary responsibility – support for some employment programs • **Implementation** – Primary responsibility – some oversight of siting processes	• **Legislative** – Primary responsibility – MHR, participation in siting • **Financial** – Primary responsibility – monetary support for employment program sites. MHR etc. • **Implementation**- Primary responsibility – some oversight and participation in siting of provincially funded employment programs	• **Legislative** – Limited responsibility – support through zoning and planning processes • **Financial** – Limited responsibility – possibly some support through zoning, siting in municipal facilities • **Implementation** – Limited responsibility – some support through zoning & siting as above	• **Legislative** – N/A • **Financial** – None • **Implementation -** None **-**	• **Legislative** – N/A • **Financial** - Limited responsibility – some fundraising • **Implementation** – Secondary responsibility – identification of sites for programs. Most responsibility for siting lies with community agencies, when delegated by provincial and federal governments.	• **Legislative** - N/A • **Financial** – Limited responsibility – some support from private sector for employment initiatives, possible support in siting • **Implementation** – None
Operational responsibility	• **Legislative** – Secondary responsibility – oversight of federally funded employment programs • **Financial** – Secondary responsibility – financial support for ongoing employment programs (HRSD, others) • **Implementation** – Limited responsibility – oversight of federally funded employment programs	• **Legislative** – Primary responsibility – oversight of provincially funded employment programs • **Financial** – Primary responsibility – financial support for ongoing employment programs (MHR). • **Implementation** – Primary responsibility – some oversight etc. of provincially funded employment programs. Often delegated to community groups.	• **Legislative** – Limited responsibility –building code inspections, business licensing • **Financial** – None • **Implementation** - None	• **Legislative** – N/A • **Financial** – None • **Implementation -** None	• **Legislative** – N/A • **Financial** – Limited responsibility – management of financial issues in employment programs. Some fundraising for operating funds. • **Implementation** – Secondary responsibility –implementation of employment programs when delegated by provincial and federal governments.	• **Legislative-** N/A • **Financial-** Limited responsibility – support of employment program graduates (hiring) • **Implementation -** None

Service Coordination Responsibilities (1-stop service)
Service coordination responsibilities/ contact centre for homeless & low income (1 stop services)

Housing & Homelessness Issue Area

Responsibility	Federal Government	Provincial Government	Municipal Government	Health Authority	Community Service Groups	Other
Planning responsibility	• **Legislative** – Limited responsibility – role in supporting planning processes, prioritizing planning options on a national scale • **Financial** – Limited responsibility – financial support for planning processes at all levels • **Implementation** – Limited responsibility – participation in planning processes	• **Legislative** – Primary responsibility – coordination of planning processes • **Financial** – Primary responsibility – financial support for planning & service coordination • **Implementation** – Primary responsibility – participation in and support of local planning processes	• **Legislative** – Limited responsibility – support of local efforts to plan for service coordination • **Financial** – Secondary responsibility – participation and support in planning for service coordination • **Implementation** – Secondary responsibility – planning for local service coordination & social planning.	• **Legislative** – N/A • **Financial** – None • **Implementation** – Limited responsibility – participation in planning for service coordination	• **Legislative** - N/A • **Financial** – Limited responsibility – staff participation and support of service coordination planning • **Implementation** – Secondary responsibility – participation in planning processes for service coordination. United Way, Homeless Task Force, Community service teams.	• **Legislative** - N/A • **Financial** - None • **Implementation** – Limited responsibility – support and participation by the community in service coordination planning. Business Improvement Associations.
Construction & Siting responsibility	• **Legislative** – None • **Financial** – Limited responsibility – support of service coordination, possible capital funding for some sites • **Implementation** – Limited responsibility – possible support and oversight if federal funds involved	• **Legislative** – Primary responsibility – coordination of social services, prioritization of needs and efforts • **Financial** – Primary responsibility – capital funding for services, support for siting of coordination services • **Implementation**- Primary responsibility – support for siting.	• **Legislative** – Secondary responsibility – zoning, land-use in the case of construction. Business licensing in the case of rentals etc. Possible advocacy for construction or siting • **Financial** – Limited responsibility – support of service coordination efforts • **Implementation** – Limited responsibility – participation in support of siting or construction	• **Legislative** – Limited responsibility – coordination of health services • **Financial** – Limited responsibility – contribution to construction of service coordination facility/facilities where appropriate • **Implementation** – Limited responsibility – creation of health care aspects of service coordination facilities	• **Legislative** – N/A • **Financial** - Limited responsibility – management of funds, some fundraising • **Implementation** – Secondary responsibility – identification and development of site for service coordination / one-stop services, when appropriate	• **Legislative** - N/A • **Financial** – Limited responsibility-donations, some volunteer support. • **Implementation** – None
Operational responsibility	• **Legislative** – None • **Financial** – Limited responsibility – possibility of financial support for service coordination and one-stop programs • **Implementation** – Limited responsibility – possible oversight if federal funds involved	• **Legislative** – Primary responsibility – option to run programs and coordination, or delegate services to community agencies. • **Financial** – Primary responsibility – social services- responsibility for provision of social services, supporting operating costs • **Implementation** – Primary responsibility – option to run or delegate service coordination and programs	• **Legislative** – Limited responsibility – building code inspections, zoning where applicable. • **Financial** – Limited responsibility – support for service coordination though zoning and bylaws. Possible provision of locations in community space. • **Implementation** – None – Surrey Public library Community Resources Connections website performs some of the roles identified.	• **Legislative** – Limited responsibility – Health related service coordination • **Financial** – Limited responsibility – ongoing funding of health care related program coordination • **Implementation** – Limited responsibility – ongoing operation of health services, coordination of services	• **Legislative** – N/A • **Financial** – Limited responsibility – some fundraising. Budget management etc. • **Implementation** – Secondary responsibility – one-stop program or service coordination can be delegated to community services	• **Legislative**-N/A • **Financial** – Limited responsibility – donations, some volunteer support • **Implementation** - None

Outreach programs to the homeless, drop-in centres, Youth

Outreach programs to identify and support homeless individuals in escaping the street. Drop-in centres to engage with homeless individuals and provide information and access to services. Youth drop-ins and outreach specifically focused on youths. [**NOTE:** This matrix defines youths as between the ages of 16-24, as found in the Regional Homelessness Plan Update (2003). However, while many shelters are open to people nineteen and over, unless they have an upper age limit, they may not be appropriate for youths to access. Therefore, a youth shelter must have an upper age limit and target programming and services to youths in some capacity.]

Housing & Homelessness Issue Area

Responsibility	Federal Government	Provincial Government	Municipal Government	Health Authority	Community Service Groups	Other
Planning responsibility	• **Legislative** – Limited responsibility – Planning for outreach services to youths (<30) and adults. • **Financial** – Limited responsibility – support for planning of outreach and drop-in programs • **Implementation** – Limited responsibility – participation in planning processes, support for local planning	• **Legislative** – Primary responsibility – planning social services, including outreach & drop-in centres • **Financial** – Primary responsibility – support for planning processes. Particular responsibility for youth drop-in and outreach (<18). • **Implementation** – Primary responsibility – participation in planning, support for local planning & needs identification	• **Legislative** – Secondary responsibility – land use planning, zoning, community and social planning, OCP • **Financial** – Limited responsibility – support for local planning processes, helping to identify local needs • **Implementation** – Secondary responsibility – participation and hosting of planning processes. Parks and Recreation planning.	• **Legislative –** N/A • **Financial –** Limited responsibility – support for planning of outreach services • **Implementation –** Limited responsibility – participation in planning for outreach programs. Public health nurses etc. Contribution of expertise and knowledge. Planning for outreach to mental health.	• **Legislative** - N/A • **Financial** – Limited responsibility – support and promotion of community planning for outreach and drop-in services • **Implementation** – Limited responsibility – participation in planning processes	• **Legislative** – N/A • **Financial** – None • **Implementation** – Limited responsibility – support and participation in community planning for services
Construction & Siting responsibility **NOTE: Siting & Construction a very minor aspect of this element**	• **Legislative** – Limited responsibility – some support of siting/construction • **Financial** – Secondary responsibility – financial support of construction where appropriate, or siting • **Implementation** – Limited responsibility – indirect support through oversight of funding	• **Legislative** – Primary responsibility – social services responsibility, especially for youths < 18. • **Financial** – Primary responsibility, funding construction and maintenance of sites. Particular responsibility for youths <18. • **Implementation**- Primary responsibility – option to construct service locations, option to delegate to community groups	• **Legislative** – Limited responsibility – zoning & land use policies. Building code enforcement. • **Financial** – Limited responsibility – possible provision of facilities, some zoning and development options • **Implementation** – Limited responsibility –Building codes, zoning regulations. Parks & Rec. facilities.	• **Legislative –** Limited responsibility – outreach for clinics and other services • **Financial –** Limited responsibility – construction and siting of health clinics, outreach programs for those clinics • **Implementation –** Limited responsibility – outreach facilities and sites for medical services	• **Legislative** – N/A • **Financial** - Limited responsibility – Some fundraising • **Implementation** – Limited responsibility – support of construction, coordination of construction services	• **Legislative** - N/A • **Financial** – Limited responsibility – private sector financial support (foundations, donations). • **Implementation** – Limited responsibility – possible private participation in construction etc.
Operational responsibility	• **Legislative** – Limited responsibility – oversight of some programs • **Financial** – Limited responsibility – operational funding of programs • **Implementation** – Limited responsibility – oversight of federally funded programs	• **Legislative** – Primary responsibility – regulation of social services, oversight of programs. • **Financial** – Primary responsibility –support and ongoing funding of programs and services • **Implementation** – Primary responsibility – often delegated to community groups	• **Legislative** – Limited responsibility – Enforcement of building code and bylaws. Business licensing. • **Financial** – Secondary responsibility – Recreational opportunities, supports. Parks & Rec. programs. • **Implementation** – Secondary responsibility – recreation, access to city services. Parks & Rec. programs.	• **Legislative –** Limited responsibility – outreach for health services • **Financial –** Limited responsibility – support for outreach programs, referrals to health services • **Implementation –** Secondary responsibility – ongoing support of health outreach programs and referrals. Health inspections. Mental health & Addictions outreach.	• **Legislative** –N/A • **Financial** – Limited responsibility – fundraising for operating costs. Some donations etc. Management of programs and budgets. • **Implementation** – Secondary responsibility – operation of drop-in and outreach programs when delegated by the provincial government.	• **Legislative**-N/A • **Financial-** Limited responsibility – donations, volunteerism. • **Implementation-** Limited Responsibility. Volunteer time, support.

Appendix H: Selected Bibliography

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