

Alberni Clayoquot Health Network

# Working Together to Reduce Poverty

Poverty Reduction and Alleviation Strategies for  
the Alberni Clayoquot Regional District

2016

## EXECUTIVE SUMMARY

The Alberni Clayoquot Regional District (ACRD) currently experiences the 4<sup>th</sup> highest rates of poverty out of 29 Regional Districts in BC, with a child poverty rate of 32.2% and significant barriers around housing, transportation and health access which vary between urban, rural, remote and First Nation communities. Many organizations in the region offer services to address these issues but in order to be effective an overarching poverty reduction strategy has proven to be the most effective course of action in regions throughout Canada. Recognizing that poverty is a complex issue which cannot be addressed by any one organization or initiative, leaders in the ACRD have begun to bring together local stakeholders to discuss, identify opportunities and plan around poverty reduction.

### INITIATING POVERTY REDUCTION IN THE ACRD:

- Alberni Valley community discussion on poverty November 2015 organized by MLA Scott Fraser
- Local Mayors, Regional District Directors and organizational leads convened to identify next steps
- Working Together to Reduce Poverty Theory of Change and outcome identification

In order to maintain the conversation the Alberni Clayoquot Health Network (ACHN) convened a workshop on May 30<sup>th</sup> to begin the process of identifying outcomes which aim to reduce and/or alleviate poverty in the ACRD. Facilitated by Scott Graham from SPARC BC, the workshop brought together 50 participants from provincial and local government, local service providers, ministries and organizations, First Nation communities, as well as representatives from the community at large. From this workshop we were able to develop a Theory of Change which identifies some key areas we can address to begin seeing change in regional poverty. Most importantly this Theory of Change provides us with a starting point, shared goals and a framework to measure our impact as we move forward.

### WORKING TOGETHER TO REDUCE POVERTY FRAMEWORK:

Workshop participants spent the day identifying and defining outcome statements to create a Theory of Change for poverty reduction in the ACRD. A Theory of Change is a tool to map and evaluate complex systems, it identifies outcomes, allowing groups to identify, narrate and evaluate these outcomes, adding additional levels of detail as preconditions, interventions and rationales. Participants at the May 30<sup>th</sup> workshop identified 5 outcome statements, with preconditions or activities leading to these outcomes which fell into one of 4 themes.

#### POVERTY REDUCTION OUTCOMES

- Increase number of social housing units for low income people
- Decrease the number of hungry children
- Increase the awareness of poverty issues and impacts in the ACRD
- Address mental health and addictions continuity and follow up
- Address youth homelessness

#### PRECONDITION THEMES

- Service Integration and Collaboration
- Program Level Interventions
- Public Policy
- Education

The Working Together to Reduce Poverty Theory of Change in the ACRD created through this workshop is the first draft of a living framework which will assist to guide future collaborative actions. A Theory of Change is meant to be tested, revised and evaluated based on stakeholder input and regional shifts. It recognizes that no one organization can take on poverty reduction alone. Identified activities and focus areas are parts of a complex system which require input, shared ownership and evaluation. The ACHN has made a commitment to supporting this process and look forward to future collaborations, revisions and planning with community stakeholders.

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## INTRODUCTION

According to the World Health Organization poverty is the single largest determinant of health. Impacts of poverty run deep, influencing the lives of those affected as well as health and economic systems of entire communities. There is no one solution to address poverty but communities which have made a commitment to poverty reduction strategies adopt a collaborative approach, sharing action and accountability to embrace long term solutions.

*“Poverty and inequality are complex issues that have huge and devastating impacts on individuals and Canadian society as a whole. Systemic poverty is the root cause of many health and social problems, not to mention the economic toll.” Canada Without Poverty, 2016<sup>1</sup>*



Initiated by MLA Scott Fraser discussions around the impacts of poverty in the Alberni Clayoquot Region were spearheaded through a community engagement in the Alberni Valley November 2015. Local leaders, service providers and community members sat together for a meal and impassioned discussion around the effects of poverty in our region. Ground work for future discussions was laid with speakers sharing important data sets, opportunities and community information for the Alberni Valley combined with personal stories of poverty and inequality from community members who punctuated the urgency of these discussions.

Following this engagement, local decision makers and organizations met to identify next steps. The meeting had impressive representation from local mayors, regional district directors, the MLA and MP as well as organizations with a mandate to convene and support community development activities. Data sets, opportunities and potential next steps were identified. A commitment to continue convening community engagement and seeking opportunities for dialog was evident.

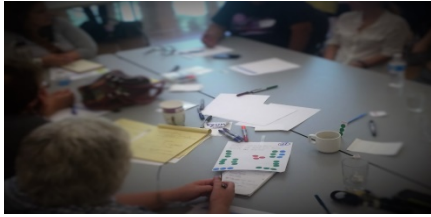
To maintain the momentum the Alberni Clayoquot Health Network (ACHN) sought out opportunities to begin defining key interventions to reduce poverty in our region. On May 30 the ACHN partnered with SPARC BC facilitator Scott Graham on a workshop to begin the identification and discussion of outcomes which aim to reduce and alleviate poverty in the Alberni Clayoquot Regional District (ACRD). Outcomes generated in this workshop contribute to the first draft of the ACRD Working Together to Reduce Poverty Theory of Change, a living framework which aims to: assist the region identifying and tracking outcomes to reduce and alleviate poverty; initiate discussion and planning around ways forward; identify gaps and opportunities to address root issues and areas of required support to those experiencing poverty.

This report is a summary of work undertaken by 50 regional representatives present for the *Working Together to Reduce Poverty in the ACRD* Workshop to be utilized as a starting point for the identification and measurement of poverty reduction and alleviation strategies in the region.

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<sup>1</sup> Canada Without Poverty RSS <http://www.cwp-csp.ca/poverty/the-cost-of-poverty/>

## WORKSHOP ATTENDANCE



**Alisha Pauling**, Leader integrated Community Services, Island Health

**Ashley Amos**, Trainee, Kuu-us Crisis Line

**Arnie Robinson**, Council Member, Ahousaht First Nation

**Candace Wu**, Constituent Assistant, MP Office

**Charlene Holden**, Homelessness Coordinator, Kuu-us Crisis Line

**Codi Brock**, Practicum Student, North Island College

**Darlene Leonew**, Elders Cultural Coordinator, PA Friendship Center

**Dan Schubart**, Board Director, Port Alberni Transition Towns

**Darci Morris**, Support Worker, Kuu-us Crisis Line

**Frank Charlie**, Support Worker, Kuu-us Crisis Line

**Graham Hughes**, Executive Director, Literacy Alberni

**Heather Shobe**, Project Lead, Alberni Valley Agriculture Plan

**Jackie Wells**, Family and Health Services Team Leader, Port Alberni Friendship Society

**Janice Johnson**, Community Engagement Coordinator, First Nation Health Authority

**Janis Nairne**, Volunteer Board Member, CMHA, Port Alberni/ Alberni Valley Social Planning Council

**Jolleen Dick**, Communications Coordinator/Council Member, Hupačasath First Nation

**John Douglas**, Outreach Coordinator, Port Alberni Shelter Society

**Julie MacNaughton**, Volunteer, Literacy Alberni

**Kathy Waddell**, Huu-ay-aht First Nation

**Laurie Money**, Team Leader, Ministry of Child and Family Development

**Lindsay Davis**, Practicum Student, North Island College

**Liz Stonard**, Advocate

**Marcie DeWitt**, Coordinator, Alberni Clayoquot Health Network

**Marcus Lobb**, Food Hub Coordinator, Alberni Valley Transition Towns

**Margaret Morrison**, Executive Director, Westcoast Community Resources Society

**Mary Choi**, Student, Medical Health Office

**Matilda Atleo**, Health Promotion Nuw Chah Nulth Tribal Council

**Megan McRae**, Children and Family Services Coordinator, Huu-ay-aht First Nation

**Nora Martin**, Health Liaison, Tla-o-qui-aht First Nation

**Pamela Day**, Board member, Bread of Life

**Pat Kermeen**, PWD Assessor and Advocate, Port Alberni Shelter Society

**Patty Edwards**, Constituent Assistant, MLA

**Paul Hasselback**, Medical Health Officer, Island Health

**Paulette Tatoosh**, Social Development Coordinator, Hupacasath First Nation

**Penny Cote**, Chair, ACHN/ Vice Chair, ACRD

**Rebecca Hurwitz**, Executive Director, Clayoquot Biosphere Trust

**Ronna Mellaart**, Women's Outreach Worker, West Coast Resources Society

**Rosalind Chapman**, Port Alberni Resident

**Scott Fraser**, MLA

**Shelley Shenton**, Port Alberni Resident

**Shelli Lyle**, ACRD

**Stacie Camponi**, Practicum Student, North Island College

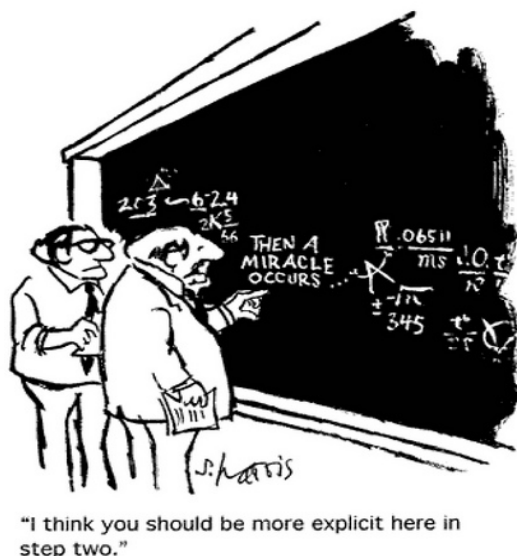
**Tim Sutherland**, Ahousaht/Port Alberni Resident

**Wes Hewitt**, Executive Director, Port Alberni Shelter Society

**Wendy Haas**, Practicum Student, North Island College



## THEORY OF CHANGE – WHAT, WHY, HOW



*Theory of Change is essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. It is focused in particular on mapping out or “filling in” what has been described as the “missing middle” between what a program or change initiative does (its activities or interventions) and how these lead to desired goals being achieved. It does this by first identifying the desired long-term goals and then works back from these to identify all the conditions (outcomes) that must be in place (and how these related to one another causally) for the goals to occur. – The Center for Theory of Change Inc., 2016*

IMAGE AND CAPTION: CENTER FOR THEORY OF CHANGE INC. 2016<sup>2</sup>

A Theory of Change (TOC) is a useful tool to map complex social issues to better plan and evaluate action leading to a long term goal such as poverty reduction. A TOC enhances narrative and evaluation of interrelated activities adding measureable information which is commonly overlooked through the use of Logic Models which rely on a direct correlation between an outcome and measurable, often overlooking interconnected variables. A TOC allows initiatives to express the complex relationships between activities, measure success and document course corrections to communicate better with partners, funders and decision makers. Painting a more realistic picture of social change and increasing an initiatives ability to communicate and continue on the path to a long term goal.

We know that poverty is an incredibly complex issue; its roots vary between individuals, communities and demographics. To begin addressing complex issues we must identify areas which we can have the most impact, focus energy and realign resources to stimulate change, record the lessons we have learned, evaluate, course correct and celebrate when we have made measurable change. The ACHN has made a commitment to convene conversations with local knowledge holders to identify and prioritize actions, assist in documenting, stimulating action and evaluation to assist in moving the needle on poverty in the ACRD.

### THEORY OF CHANGE RESOURCES

- Logic Model and Theory of Change, what’s the difference? - [http://www.theoryofchange.org/wp-content/uploads/toco\\_library/pdf/TOCs\\_and\\_Logic\\_Models\\_forAEA.pdf](http://www.theoryofchange.org/wp-content/uploads/toco_library/pdf/TOCs_and_Logic_Models_forAEA.pdf)
- The Center for Theory of Change Inc - <http://www.theoryofchange.org/what-is-theory-of-change/toc-background/toc-benefits/>
- Build your own TOC - <https://directory.actknowledge.org/?register=true&requestingApplication=tocc&destination=http%253A%252F%252Fwww.theoryofchange.org%252F>
- Links and resources - <http://learningforsustainability.net/theory-of-change/>

<sup>2</sup> Theory of Change Community <http://www.theoryofchange.org/what-is-theory-of-change/>

## WORKSHOPPING



Facilitator Scott Graham took the first part of the morning to set the context and intent of the Theory of Change approach. Following this presentation the group was introduced to the concept of an outcome statement. High level statements which are SMART – specific, measurable, achievable, relevant and time bound. Each participant was asked to come up with three outcome statements which they believed would contribute to poverty reduction in the ACRD.

### ALL OUTCOMES GENERATED – LONG LIST

- Persons with Disabilities
  - Variations of Disabilities
  - Universal access to mobility
  - Food services
- Decrease number of children accessing food bank. Take fish lic. out of the hands of big business, take lic. away for non fishers use it or lease it. No Leasing fish lic. (3 dots)
- Increase in partnerships and dialogue between local organizations and leaders to identify and address factors leading to poverty in the region
- Increase in the number of low income people accessing small loans from Coastal Community Credit Union (6 dots)
- An increase in the amount of food being produced locally by farmers and community members (3 dots)
- Reduce Food Insecurity by recovering all food waste and making it available to those who need it (9 dots)
- Community Gardens throughout town/city vs. Food banks
- Free Daycare! (1 dot)
  - Increase working single mothers
  - Decrease children using Food Banks and poverty levels
  - Improve children's lives
  - Parental pride working pride as well as getting out in the community

- Increase access to community based afterschool activities among elementary school aged children
- Increased number of low-income family who are participating in food-accessibility programs and activities (6 dots)
- Increase the number of hard-workers in this field to accomplished desired results
- Increased awareness of local resources and programs by seasonal resort staff
- Increased number of pre-school children receiving adequate nutritional food (7 dots)
- Increased number of children/youth of school age (5-17) having access to Healthy Food Sources
- Families, Youth and Individuals will increase their knowledge of services and programs to support them
- Increase access to Free recreation and community programs for youth (9 dots)
- Decrease the number of couch surfing among teens and young adults
- Decrease in the number of youth transitions from in care (aging out) to becoming homeless
- Increase and simplify the shelter allowance for income assistance recipients (4 dots)
- Increase number of pregnant families access prenatal support services
- Decreased barriers to Adult Education and employment training for low-income persons
- Decrease the number of youth that have no access to phones due to debt
- Decrease the debt they owe by paying for it once, so they have access to having a phone for the use of job searching, etc
- Increase communication for youth within job search
- Increase educational outcome (k-12) and graduation rates in our schools (9 dots)
- Increased number of families and individuals income to have access to fresh food programs
- Increased access to support services
- Increased number of youth accessing community resources to successfully transition to workforce participation (3 dots)
- More support for young families on social assistance to be able to transition into a reliable working household
- Increase access to transportation for low income families (6 dots)
- Decrease the number of young families on low income
- Stop clawbacks of professional pensions and CPP from clients on disability financial assistance
- Increase permanent (long-term) affordable housing for low income families and seniors
- Increased number of individuals accessing social housing
- Increase in number of families (of youth with mental health issues) receiving support

## FINAL OUTCOME STATEMENTS

These outcomes were then posted on the wall and reviewed by participants. Natural groupings of ideas began to form, participants were encouraged to place similar outcomes together, the facilitator continued to group outcomes into themes. These groupings were reviewed and validated with participants, once confirmed participants were given dots and asked to vote on outcome groupings which they felt would contribute most to poverty reduction with the intention of identifying 3 – 5 outcomes which would be further workshopped in the afternoon.



## WORKING TOGETHER TO REDUCE POVERTY IN THE ACRD OUTCOMES AND INPUTS

For the remainder of the afternoon workshop participants worked in small groups to develop the five outcome statements selected.

### OUTCOME STATEMENTS SELECTED

1. Increase number of social housing units for low income people
2. Decrease the number of hungry children
3. Increase the awareness of poverty issues and impacts in the ACRD
4. Address mental health and addictions continuity and follow up
5. Address youth homelessness

### QUESTIONS UTILIZED TO DEVELOP OUTCOME STATEMENTS

1. What specific short terms actions (within 2 years) should happen in relation to this Theory of Change element?
2. What types of partnerships are needed for these actions to be successful?

Groups reported their discussions back to the whole group upon completion and the ACHN Coordinator provided the group with information on next steps.

- Information collected from the workshop will be utilized to create a Theory of Change for poverty reduction in the ACRD.
- The ACHN Coordinator will utilize the TOC software to track Outcomes and Indicators identified.
- The ACHN Coordinator will compile a report of the day as well as detailed breakdown of the Theory of Change to share with leadership, participants, ACHN Network and the region as a whole for further information and validation of next steps.
- Local leadership will reconvene to discuss outcomes identified and next steps.
- The ACHN Coordinator will convene further gatherings to maintain momentum and identification of opportunities.

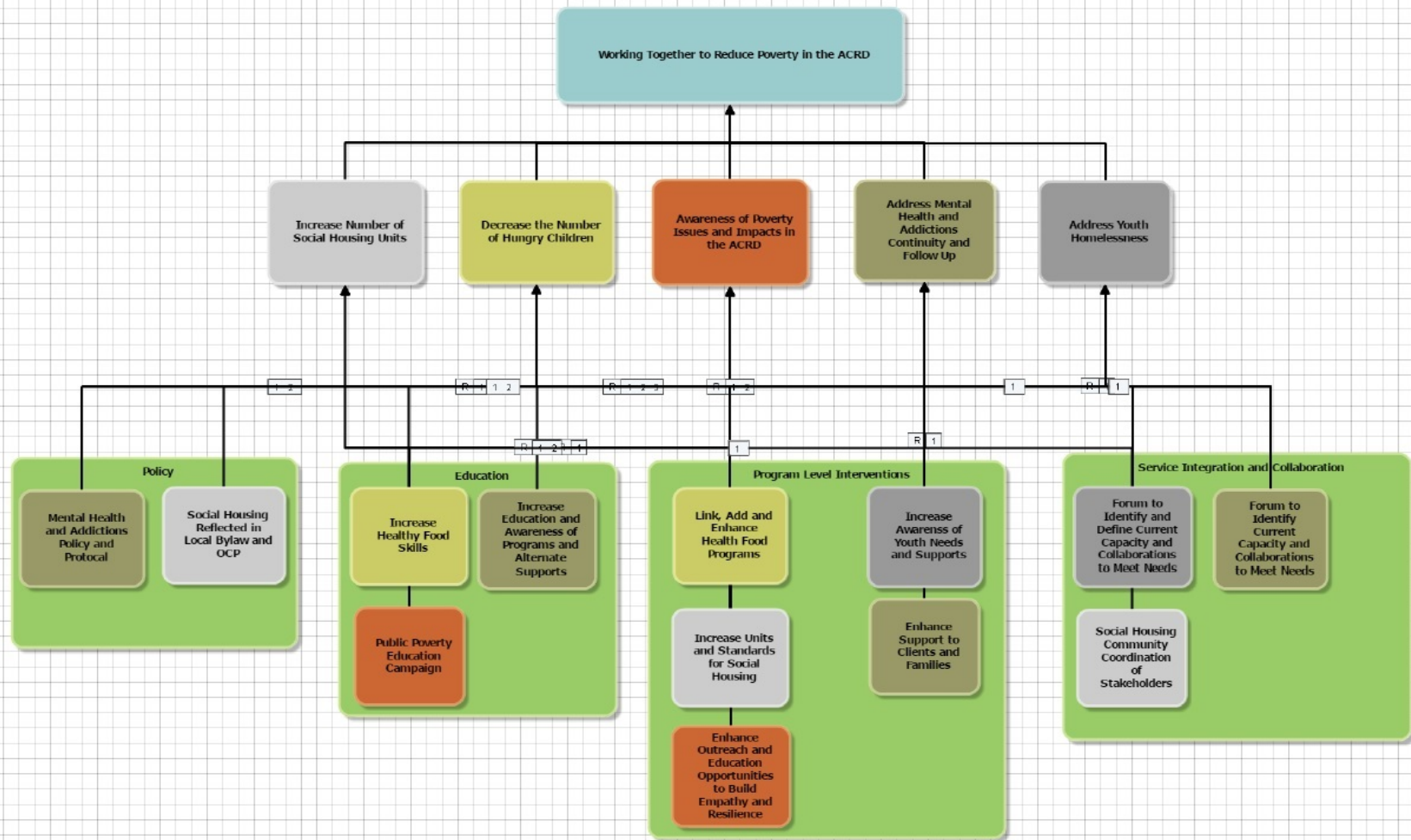
## WORKING TOGETHER TO REDUCE POVERTY IN THE ACRD

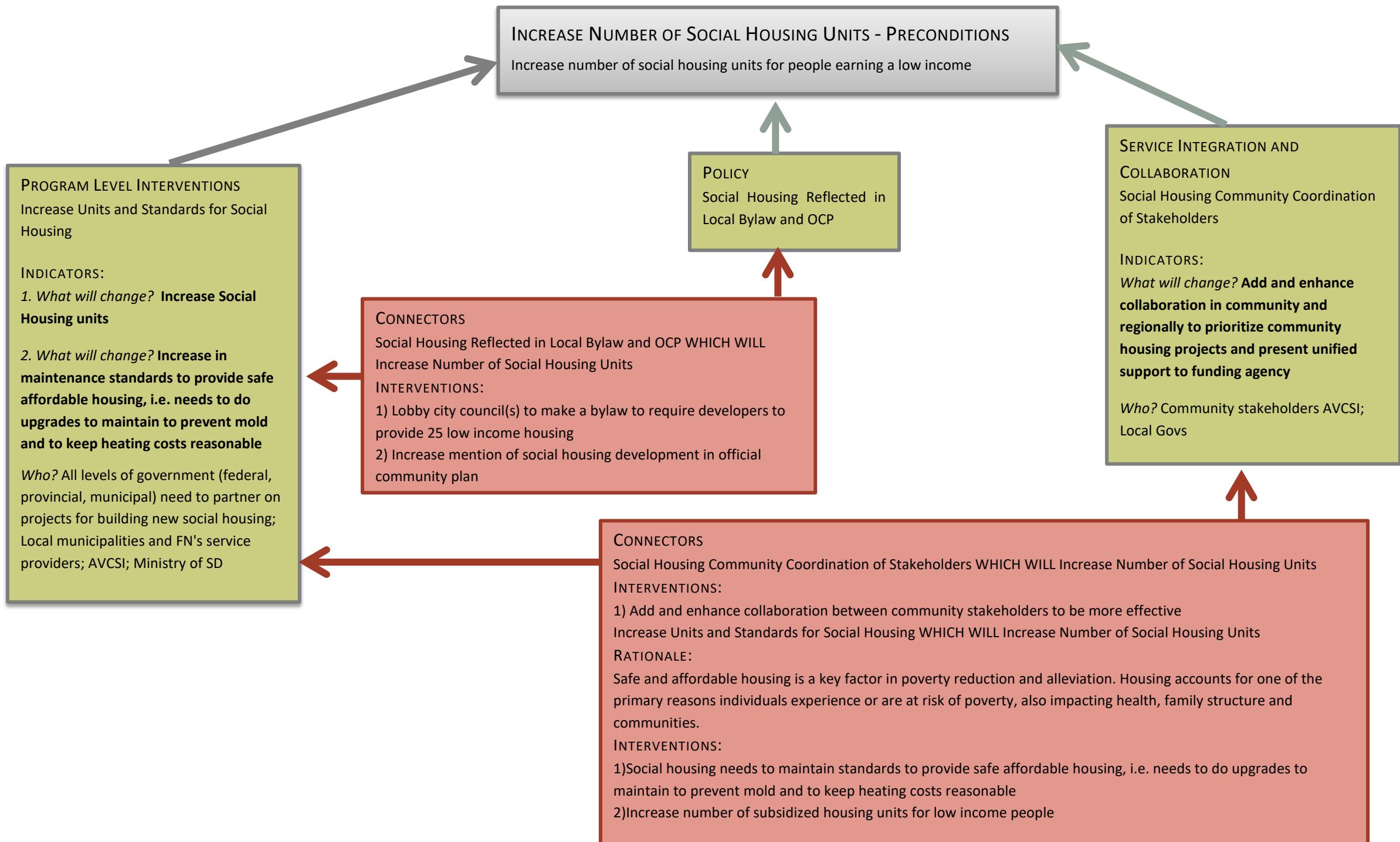
Information from the May 30<sup>th</sup> workshop was cumulated using the five outcomes identified. The ACHN Coordinator organized outcome actions identified in the workshop into four recurring themes – Service Integration and Collaboration, Program Level Interventions, Public Policy, Education. Utilizing the TOC Software from TOCO Online the outcome actions were entered as preconditions, for high level activities, and connectors or interventions for activities which would lead to the desired outcomes or add detail to the strategy. What, who, how many, how much and when, are additional details which are required for each outcome/precondition identified. While the May 30<sup>th</sup> workshop assisted to create a framework to start the conversation, many of these questions remain unanswered and much of the work has only just begun.

The following diagrams outline the work conducted on May 30<sup>th</sup> starting with a high level visual of the Working Together to Reduce Poverty in the ACRD Theory of Change. Following this are detailed diagrams of each outcome statement, with preconditions (activities leading to the outcomes), connectors, interventions and rationales identified from information generated by participants. Arrows identify relations between outcomes and connectors, each intervention and rational is listed below the corresponding statement.

We look forward to sharing this report with you, gathering your feedback and building upon this first draft!

## THEORY OF CHANGE FIRST DRAFT





## DECREASE THE NUMBER OF HUNGRY CHILDREN - PRECONDITIONS

Increase access to healthy and nutritious food and food education

### PROGRAM LEVEL INTERVENTIONS

Link, Add and Enhance Health Food Programs

#### INDICATORS:

*What will change?* **Increase accessibility of Daily School Meals**

*Who?* PAC; Farmers; Local Government and Provincial; Many volunteers; Students would help to facilitate this project (Grade 12); Grocery Stores; Food Hub Coordinator; University students willing to establish this

*What will change?* **Increase food for pre-school kids and training for young parents**

- North Island College cooking for young parents
- VAST young moms getting chance to finish school with kids
- Breast milk banks for young dads too, storage too
- Fund pumps for breast milk
- Space at work to make this possible, storage too

*Who?* Food for pre-school kids and training for young parents; Meals on Wheels; Island Health; North Island College; VAST

### CONNECTORS

Increase Healthy Food Skills WHICH WILL Decrease the Number of Hungry Children

#### RATIONALE:

Increase knowledge around healthy eating, access to programs and information sharing between services to better support food access and education to all community members

#### INTERVENTIONS:

1) Add and enhance skills of food prep/preservation

- Connect elders to schools
- Connect farmers and other foodies
- Partner with soil providing companies
- Teach composting and get compost to gardens
- Offer cooking tools (crock pot) to the parents of the young kids and encourage cooking programs
- Encourage more cooking and food preservation and how to make baby food preparations
- Start more gardening programs in schools to teach kids how to grow their food that they end up cooking
- Learn hunting and food foraging skills and processing
- More social events with food for young parents (like Strong Start) a chance to get together and form a social network

### CONNECTORS

Link, Add and Enhance Health Food Programs WHICH WILL Decrease the Number of Hungry Children

#### RATIONALE:

Increasing availability of healthy food to all children and youth (not just those in need) increases knowledge around healthy eating, childhood resiliency and outcomes as well as the ability to increase nutritional education. Children pass up messaging to family members.

#### INTERVENTIONS:

1) Add and enhance nutritional programming to ensure every person under the age of 19 has access to healthy, affordable food

- Free service for all, not just those in "so-called" need
- Every student should have a breakfast club and lunch every day
- Lunch would be a cooked meal
- Fruit bowl in every class
- For children too young for school we could offer a food drop off for their parents
- Create a program that pays for gardens to be established at young people's homes – planter box, seeds, soil...book?
- Create a store where kids can purchase food for themselves at discount
- Add food to our teen social programs (night's alive)

2) Connect our gleaning projects to the schools

Investigate alternative distribution and food collection - farms willing to offer their food waste?

3) Expand B.C. food farmers market coupon program

### EDUCATION

Increase Healthy Food Skills

#### INDICATORS:

*What will change?* **Increase skills of food prep and preservation**

*Who?* PAC; Local Government and Provincial; Many volunteers; Grocery Stores; Food Hub Coordinator; University students; pre-school kids; Young parents; Meals on Wheels; Island Health; North Island College; VAST; Families; Elders; Schools; Foodies; Soil providing companies

## AWARENESS OF POVERTY ISSUES AND IMPACTS IN THE ACRD - PRECONDITIONS

Increase number of ACRD residents that are aware of regional poverty issues and impacts

### CONNECTORS

Public Poverty Education Campaign WHICH WILL Awareness of Poverty Issues and Impacts in the ACRD

### RATIONALE:

Stories, dialog and education are imperative to moving forward social change. Educating communities on impacts of poverty, providing decision makers with stories and tools to assist in advocating and addressing issues as well as increasing community ownership of the root causes.

### INTERVENTIONS:

1) Public Education Campaign Ideas Generated:

- Language – Both FN and general public leg.
- Social media, News, agency awareness
- Including all voices – sharing personal awareness
- Sharing public stats. – do we have all stats. and trends
- Stories and stats
- Decision makers, public
- Those in poverty need to be included
- Traditional way of life vs. current
- Access to services many barriers
- Awareness and history of cultures and civilization
- Why are we in poverty
- Living wage calculation and use myth busting
- Needs to happen in schools as well
- Racism is also a need ->cultural awareness o We could be an example
- Need for public education campaigns -> services, stats

- Myth busting reports helpful
- Create awareness of contributing factors -> Historical oppression, Residential schools, trauma...the “why’s” of poverty
- Living wage campaign is helpful in spreading awareness -> calculation breakdown has been done
- Holistic approach to represent Health and Poverty balance. Identifying factors
- Compile stats and information. Synthesize -> Island Health and Vital Signs reports, etc School district
- Kids are an excellent way to do public education and raise awareness
- Ambassador training to raise awareness
- University Health Department – incorporate cultural competencies

### EDUCATION

Public Poverty Education Campaign

### INDICATORS:

1. *What will change?* **Increase in Public Education around Poverty impacts, realities and issues**
2. *What will change?* **Identify and increase communication and monitoring of local statistics associated with poverty**

**Who?** Local government, all government those who need help; Service Providers; Media; ACRD; Health Network; Newspapers and Facebook Ad. Space; FN’s; School District; Funders; Island Health and FN Health Authority; MP and MLA; Anna Soole – Resiliency, “Create Our Story”; Employers



## AWARENESS OF POVERTY ISSUES AND IMPACTS IN THE ACRD – PRECONDITIONS CONTINUED

Increase number of ACRD residents that are aware of regional poverty issues and impacts

### PROGRAM LEVEL INTERVENTIONS

Enhance Outreach and Education Opportunities to Build Empathy and Resilience

#### INDICATORS:

1. *What will change?* **Increase in supports to individuals experiencing poverty**
2. *What will change?* **Increase in education opportunities to address root causes of poverty - Literacy, Life Skills and other empowering education**
3. *What will change?* Add and enhance education to general public around poverty, racism, cultural competency

*Who?* Local government, all government those who need help; Service Providers; Media; ACRD; Health Network; Newspapers and Facebook Ad. Space; FN's; School District; Funders; Island Health and FN Health Authority; MP and MLA; Anna Soole – Resiliency, “Create Our Story”; Employers Local government, all government Those who need help

### CONNECTORS

Enhance Outreach and Education Opportunities to Build Empathy and Resilience WHICH WILL Awareness of Poverty Issues and Impacts in the ACRD

#### INTERVENTIONS:

- 1) Increase engagement with individuals experiencing impacts of poverty
  - Empower and give people a voice (soup days/social opportunities for clients and service providers, remove imbalances)
  - Make less formal/fearful gatherings, make it casual
  - “Chummis and Chat”
  - “Lunch and Learn”
- 2) Address impacts and elements which lead to poverty through inclusive and accessible programs (add/enhance)
  - Sense of hopelessness of getting out of poverty -> licenses and permits create barriers -? Illiteracy/low literacy.
  - Education -> struggles residual
  - Literacy problems
  - Work to support these persons through workshops and direct support
  - Need for: support (literacy, education, paperwork) and healing/mental health support for residual trauma
  - Legislative and Racism related poverty
- 3) Add and enhance education around poverty:
  - Legislative and Racism related poverty
  - Cultural competency -> results -? Racism from ignorance and lack of information
  - Will racism ever go away
  - SD70 -> restricting curriculum to include history and First Nations experiences
  - Children can bring information home, educate parents/grandparents
  - Ambassador Program (Tofino/Ukee) Aboriginal persons facilitating programs/education process
  - West Coast General Hospital -> cultural safety

