

Our Towns, Our Future:

supporting municipal success
from finance to operations

Community Development Team Pilot Project Evaluation Faro

This Pilot Project evaluation – guided by participant interviews and documentation – analysed Faro’s CDT process and its actions from start to finish. Outlined are the project’s accomplishments, strengths & challenges, which led the evaluation towards lessons learned & considerations for future CDTs.

2013/14



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Executive Summary

This Community Development Team (CDT) pilot project evaluation – guided by participant interviews and documentation (see Appendix A) – analysed Faro’s CDT process and its actions from start to finish.

Investigated were three fundamental questions:

❖ *Did the CDT Faro Pilot address the CDT’s 2 OTOF Findings?* (see ‘OTOF Findings Report’, p.2)

It was determined that this CDT pilot did in fact address the two CDT findings in the OTOF report by:

- Creating a team that was dedicated to the Town of Faro as a way to overcome the multi-dimensional challenges to sustainability that municipalities face (see ‘Creation & Implementation’, p.3).
- Building strong relationships with key people and organizations to empower communities to create change (see ‘Collaborative Engagement’, p.5).

❖ *Did the Faro CDT achieve its intended outcomes?*

Initially Faro approached Yukon government to determine how best to move forward with the town’s decreasing economic opportunities and housing issues. As a result of CDT collaborative planning:

- All 18 items in Faro’s CDT Work Plan have been completed.
- Moving forward, the Forever Faro documents (ICSP, OCP, and Strategic Plan) clearly outline the next implementation steps for Faro to continue to work towards ensuring Faro is a viable town (see ‘Accomplishments & Strengths’, p.7).

❖ *Was the CDT process beneficial? And if so, in what ways can future CDTs best work together to address complex Municipal issues that arise?*

- Outlined in the evaluation are the project’s “Accomplishments & Strengths” and “Challenges”, which led towards “Lessons Learned & Considerations for Future CDTs”.

The evaluation’s “Final Conclusions” outlines three specific findings:

1. The CDT process could benefit from a CDT intake form to clarify the intention and purpose of each CDT. This would enable YG to fully support the unfolding of future CDTs, and for Municipalities to take charge of their towns, their futures. A “*CDT Engagement Assessment*” process has been created, guided by the CDT Model: 4 Step Process (see Appendix B & C).
2. The CDT process benefited from a CDT Work Plan, along with a collaborative website (ie: Sharepoint) to share implementation and working documents (see Appendix D).
3. The Community Affairs Branch will continue to work directly with communities, guided by recommended new quarterly internal YG Directors’ community meetings, to bring together the internal YG “on the ground” awareness and knowledge of the needs of Yukon communities.

These three findings will assist YG and communities to best understand if a CDT is required, and if so, which departments should be involved to offer possible support, and when to dissolve once the CDT is complete (see Appendices B, C & D). As shown in Faro’s CDT Pilot, these plans will support and assess the CDTs progress, while a “*CDT Engagement Assessment*” will initiate the process.

Finally, in the spirit of [OTOF’s 9 Guiding Principles](#), it is fundamentally the relationships between YG and each CDT that will lead this action oriented CDT process towards success.

Our Towns, Our Future:

I. Community Development Team (CDT)

Background of CDTs

In 2009 Our Towns, Our Future (OTOF) began a partnership between municipalities and Government of Yukon (YG) to understand and address the challenges of municipal sustainability. It was seen that for Yukon to build and support a viable municipal sector, respectful, collaborative, cooperative, and transparent working relationships must continue to be developed between the Government of Yukon (YG), the eight municipalities, and the Association of Yukon Communities (AYC).

The purpose of Our Towns, Our Future Findings Report is to provide a clear picture of the challenges and opportunities related to municipal success – from operations to finance. Based on OTOF's [Findings & Themes](#) gathered from the 2010 Yukon-wide [Consultation](#), the [Implementation](#) Committee continues to guide the process to examine the best ways to support municipal sustainability.



One of the 18 OTOF Themes is the creation of a Community Development Team (CDT) approach to address complex municipal needs, which was piloted in Faro in 2011–13. This Pilot Project evaluation – guided by participant interviews and documentation – analysed Faro's CDT process and its actions from start to finish. Outlined are the project's accomplishments, strengths & challenges, which led the evaluation towards lessons learned & considerations for future CDTs (see Appendix A).



Christine Smith & Heather Campbell
Signing the CDT, Faro, 2012.



OTOF FINDINGS REPORT

#5 COMMUNITY DEVELOPMENT TEAMS

CONTEXT

Community development can be defined as the initiative to empower individuals and groups within a community to create change. The need for a comprehensive, partnership-based approach to community development was heard throughout the OTOF review process. Community challenges often transcend municipal capacity as well as the mandates of individual Yukon government departments. The need for strategic, coordinated planning and investment was viewed as essential to long-term sustainability.

A Community Development Team (CDT) approach would help bring the right people together to tackle complex sustainability issues in a pro-active, long-term and locally relevant way.

DISCUSSION

Over time, issues that arise in municipalities can be very complex and difficult to solve. Infrastructure investment, resource management, land planning, recreation, health and economic development are all examples of important community programs and services that are multi-dimensional and need a team-based approach.

Successful efforts to resolve these complex issues may involve significant resources and time. When relevant information is unavailable, important considerations can be left off the table and valuable resources may be missed. A team approach can help a municipality overcome these challenges and more effectively address long-term community needs.

A community development team approach will enhance relations between Yukon government and local government officials. Some examples of a multiple departmental approach exist in places like the Northwest Territories and Manitoba. Models like these helped communities become more resilient and develop opportunities to improve the overall quality of life of their citizens.

CDT OTOF FINDINGS

- The development of a comprehensive team approach has worked in a number of jurisdictions and may be a way to overcome the multi-dimensional challenges to sustainability that municipalities face. A group made up of YG, municipal, and potentially FN representatives, dedicated to each municipality or region may be a way to tackle issues, overcome silos, and create efficiencies. Other stakeholders may include community non-government organizations.
- By taking a community development approach, Community Development Teams can build relationships with key people and organizations to empower communities to create change.

Our Towns, Our Future:

CDT Model: 4 Step Process

Based on the OTOF Findings, Community Affairs researched best practices for a CDT, and outlined a four-step process that would allow for action based, informative and collaborative resolutions to local issues. In the spirit of OTOF's 9 Guiding Principles, it is fundamentally the relationships between YG and each CDT that will lead this action oriented CDT process towards success. The process requires that the CDT dissolves once goals are achieved, with actions in place for the community to build from.

COMMUNITY DEVELOPMENT TEAM An overview of the four-step process



II. Faro's CDT Process

Creation & Implementation – Faro's CDT

In 2011, the Town of Faro – who was once home to one of the largest lead zinc mines in the world – was faced with managing an aging infrastructure that was built to support a population several times larger than its current count. The town needed to reconsider its future.

In July 2012, after many collaborative meetings, and considering the magnitude of the project, YG and the Town of Faro created the first CDT, as a pilot. As there was no formal CDT process yet developed, a memorandum of understanding (MOU) and later a Contribution Agreement (CA) was signed based on Faro's CDT planning (for future CDTs, it is the role of each CDT to plan, determine their needs, and seek possible resources, see 'Lesson Learned', p.11).

The CDT supported the Town of Faro in creating a renewed vision for the Town, along with a work plan on how to achieve results. The activities are outlined in Faro's CDT MOU, and were to:

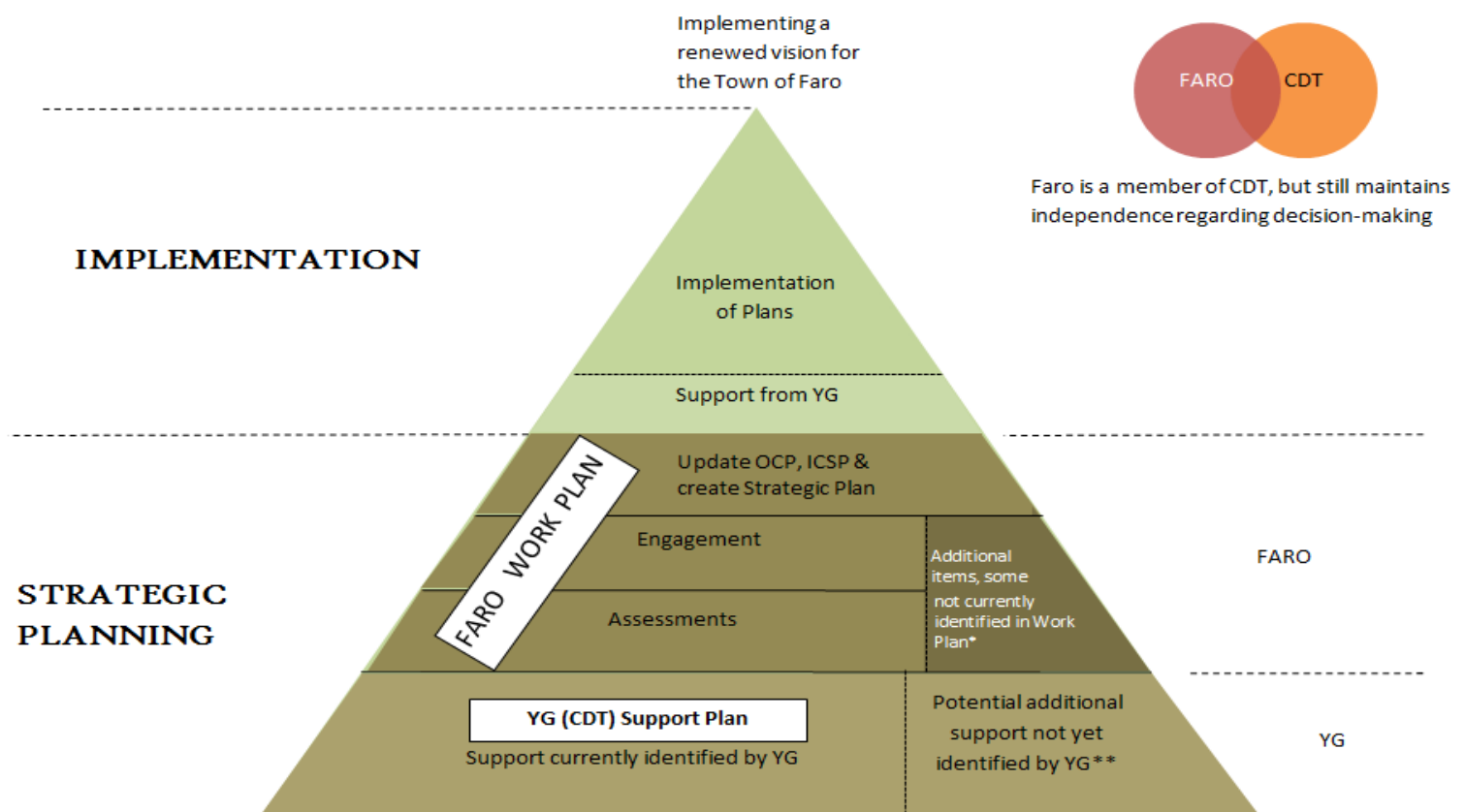
- ◆ Create a new strategic plan that is aligned with an
- ◆ Updated Official Community Plan (OCP), an
- ◆ Updated Integrated Community Sustainability Plan (ICSP), and
- ◆ Community Energy Plan (CEP).

Work Plan

The work and support plans were conducted in accordance with the CDT agreement (MOU). The work plan was developed by the Town of Faro, and a support plan was developed by the CDT, and signed by representatives for the Town of Faro and the Government of Yukon.

The framework established by these plans aimed to provide information for future decision making with a view to improving the social, environmental and fiscal health, and sustainability, of the Town.

Faro Community Development Team – Framework



* Faro's intention is to maintain some flexibility/fluidity of Work Plan

** CDT will continually seek additional YG supports as new needs are identified

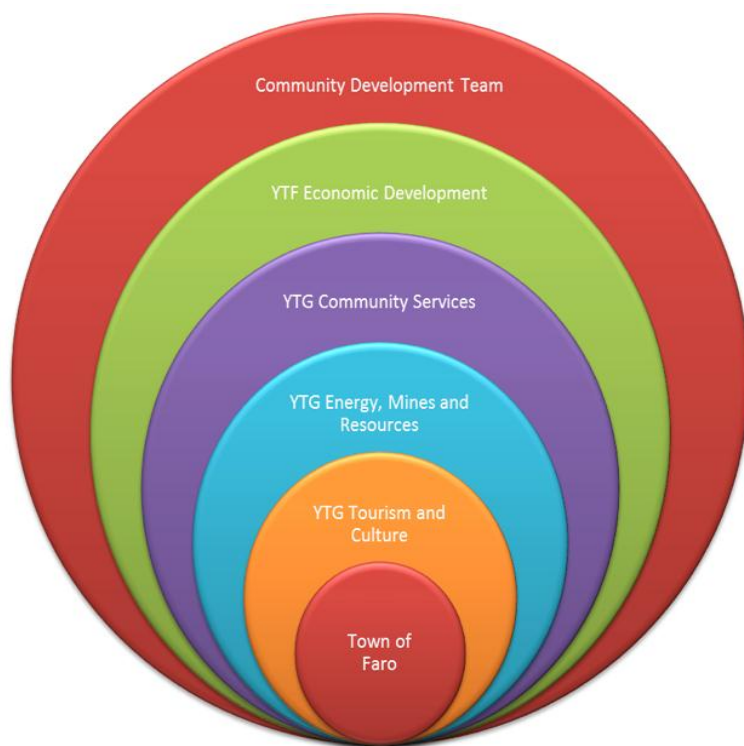
Once the MOU, work and support plans were in place, the CDT Framework diagram (above) offered clear direction on how the CDT would move forward. Focused on results, the CDT members worked on strategic planning towards implementation. Faro's intention was to maintain flexibility in their approach, while continually seeking additional YG support as new needs were identified.

See Faro's documents on the Implementation section of the OTOF WebSite: bit.ly/OurTownsOurFuture

Our Towns, Our Future:

Collaborative Engagement

The Community Development Team (CDT) consisted of representation from the Town of Faro and several agencies within the Government of Yukon. The Community Affairs Branch, within the Department of Community Services played a central role by facilitating communication amongst CDT members and working with the Town of Faro to develop and monitor the work plan and the support plan developed by the CDT. Government of Yukon agencies with representation on the CDT included:



- ◆ *Community Affairs Branch*
(Department of Community Services)
- ◆ *Assessment and Abandoned Mines*
(Department of Energy, Mines & Resources)
- ◆ *Regional Economic Development*
(Department of Economic Development)
- ◆ *Municipal Infrastructure Development*
(Department of Community Services)
- ◆ *Energy Solutions Centre*
(Department of Energy, Mines & Resources)
- ◆ *Sport and Recreation Branch*
(Department of Community Services)
- ◆ *Tourism and Culture*
(Department of Tourism & Culture)

Faro's mayor, 1 councillor, and the CAO represented the Town of Faro, while residents were encouraged to attend the open meetings.

The CDT process was also open to the voluntary involvement of additional agencies, either within or outside YG throughout the open and collaborative process.

The Town of Faro worked with the CDT partners to bring areas of concern and requests for assistance to the CDT. The CDT evaluated and engaged each other in an effort to assist the Town of Faro. Individual agencies were encouraged to take leading roles to assist the Town of Faro.

Guiding Principles

Continuing with the foundation of [OTOF's 9 Guiding Principles](#), the Community Development Team (CDT) process specifically outlined the way it would:

- Engage with CDT members and provide adequate communication to keep members informed of progress and potential issues as they arise.
- Engage with residents of Faro and communicate through appropriate forums to make residents aware of the CDT and the work being done.
- As a whole, maintain regular and consistent communication and will strive for flexibility and efficiency in how various agencies work together.
- Share information amongst all team members will ensure that all tasks benefit from the broad knowledge, and are implemented in accordance with the shared understanding of the team.



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III. Faro's CDT Evaluation

Accomplishments & Strengths

With the MOU formalizing the team's decisions of both the CDT process and Faro's needs, a CDT Work Plan – focusing on concrete actions – was created by the Faro CDT. This Work Plan guided the CDT process and its meetings through 18 specific tasks, which led the CDT towards funding opportunities to achieve their specific intended goals (see 'Implementation, CDT' online: bit.ly/OurTownsOurFuture).

Each of the 18 tasks were outlined with "Item name", "Details", "YG Support", and "Timelines", from "initial council meeting" and "seeking assistance from Community Services" to "strategic planning" and "developing an implementation plan for the town".

Culminating from all of the 18 Work Plan tasks was Faro's largest initiative: to develop their OCP, ICSP, and Strategic Plan to best understand what the needs and opportunities were in order to move Faro forward in a clearly defined direction that best served the community.

"Faro will be an attractive, sustainable, economically viable, united community".

The Whistler Center for Sustainability was hired to facilitate the process. A new vision for the town guided the creation of an OCP, ICSP, and a Strategic Plan.

This three part document called "Forever Faro" outlines Faro's intentions into 4 Objectives, 6 Goals, 34 Descriptions of Success (DOS), 29 Indicators and 15 Strategic Directions (SD), culminating in 6 Policy areas, a SWOT Analysis and Implementation suggestions.

1. GUIDE TO FOREVER FARO

Forever Faro is a three-volume plan comprising Faro's updated Integrated Community Sustainability Plan (ICSP), updated OCP, and corporate strategic plan. It provides the high-level guide to inform decision-making, action planning and implementation in Faro for the next ten years. It was developed through a comprehensive and streamlined approach of engaging the community in creating a vision for the future and then immediately integrating that vision into other policies and plans to ensure implementation.



The Forever Faro Framework

	Sustainability Objectives		These frame the plan and define the four concrete outcomes necessary to achieve sustainability in the long-term, roughly 2060.
	Goals		These are high-level statements of the desired outcomes for the future of the community in 10 years (2023).
	Descriptions of Success		The Descriptions of Success (DOS) are more detailed statements describing the desired outcomes in 10 years.
	Indicators		These measure whether the community is moving toward or away from the Goals.
	Strategic Directions		Courses of action that should be taken in the next 1-3 years to begin to move Faro toward the Goals and DOS.
			

Accomplishments

- ◆ All 18 Work Plan items have been achieved:
 - MOU & Contribution Agreement
 - YG & Faro town relationship improved
 - Public engagement & Strategic Planning
 - Energy Audit & Energy Community plan
 - Recreation Committee created & roof repaired
 - Active working relationship with YG Assessment of Abandoned Mines for remediation work
 - OCP, ICSP, and Strategic Plan compiled into “Forever Faro” action documents

- ◆ Clear implementation directions for Faro
 - 6 new policy areas based on ICSP Goals
 - 15 Strategic Directions with Actions

Our Towns, Our Future:

Strengths

I. Community led process – decisions were made by the community:

- Understood that this had to be the Town's work plan, not initiated by an outside group.
- Local Governance never got involved in the "nuts and bolts", always informed, but not directing the CDT. Mayor & Council became supportive, and developed the Work Plan.
- The strategic planning exercise gave residents of Faro the opportunity to contribute to creating a renewed vision for the Town that is reflected in its updated OCP and ICSP.

II. Relationship building – significantly affirmed the CDT process:

- Faro knew they needed help, but were not sure exactly what they wanted. They reached out to YG for assistance, started developing capacity, and continuously involved YG.
- Faro & Community Affairs (CA) had an opportunity to build positive relations (see p.5) and to assess the needs in order to assemble the right players to form the CDT members.
- CA Advisor organized the YG support team; Faro CAO organized the Faro work team.
- The CDT collaborative process ensured barriers were minimized, through communication.

III. Flexible process with action based meetings – to support capacity:

- Initial meetings were discussion based to build relations and to best understand each other's needs, while intentionally being action based to support capacity.
- An MOU was signed once the Town's needs and YG support options were determined: see 'Implementation, CDT' online: bit.ly/OurTownsOurFuture
 - Data was collected first to inform needs (ie: Building Condition assessments).
- CDT "Work Plan" was created, and shared on a collaborative SharePoint website to enable regular updates and communication.
- In order to support the Town's "Work Plan", YG's Community Affairs branch organized various YG branches and created the YG CDT "Support Plan".

IV. Diligent planning and use of financing – saved funds were used towards more CDT goals

- Based on Faro's CDT planning, funding was procured; not every CDT will require funding.
- Faro only used 50% of the Contribution Agreement funds and it was redrafted to support more projects.

Challenges

Faro was in a very tough position with the change in the mining economy and it has a complex housing dilemma. Planning for a brighter future is a fundamentally important, time consuming process during which the community must ask the toughest questions before dreaming of possible new futures.

Since the CDT framework is designed as a process-based approach – which by definition are about relationships and collaboration to help overcome complex challenges to sustainability in a pro-active, long-term and locally relevant way – initial steps and actions can be difficult to measure, or show concrete progress. CDTs take time to develop, and that can put strain on a community anxious to move forward with solutions.

Faro needed a solution, and residents differed in the ways they wanted to move forward, yet what seemed overwhelming by capacity or financial need began to be aided by the CDT process through collaboration towards direct financing, more resources, and the right expertise at the table. The CDT process was spearheaded by Faro’s Chief Administrative Office (CAO), with the Town Council at arm’s length giving priority direction, but was not involved directly in the CDT discussions.

Making it through the challenges of anxious residents, the CDT process navigated the Town’s specific needs, with Faro leading the process in collaboration with Community Affairs and various YG departments that were selected to offer expert advice.

These navigational challenges will be present in every community, and it is through the relational collaboration that the Yukon can “overcome complex challenges to sustainability in a pro-active, long-term and locally relevant way”.



Our Towns, Our Future:

Lessons Learned & Considerations for Future CDTs

This CDT Pilot process – facilitated by [OTOF's 9 Guiding Principles](#) – took time, actionable efforts, relationship building and finances to accomplish. During this evaluation, four lessons learned have emerged in documenting the CDT Pilot's *Accomplishments & Strengths*, and its *Challenges*. These lessons and considerations are outlined below in order to achieve future success:

I. **Community led process is essential:**

- ✓ CDTs are effective in practice, if led by the community with active support from Yukon Government in a healthy, growing, collaborative partnership.
- ✓ It is important to engage Municipal council and Leadership in the process.

II. **Relationship building is the start:**

- ✓ Formal organization of a CDT process allows for the dedication of resources; it establishes a forum to coordinate support from various agencies within YG and beyond (see Appendix B & C).
- ✓ CDTs help to build relationships. With stronger relations, the process becomes more clear thus enabling YG to work closely with communities to ensure new actions are effective.
- ✓ The CDT collaborative process ensures barriers are minimized through communication.

III. **Flexible process with action based meetings supports capacity:**

- ✓ Once a CDT is initiated, initial meetings need to be discussion based to build relations and to best understand each other's needs, while intentionally being action based to support capacity.
- ✓ Plans / visions change throughout the action based CDT process, and this evolution is embraced.
- ✓ Goals and intentions need to be drafted through collaborative meetings by the CDT members.

IV. **Diligent planning and use of finances**

- ✓ CDT "Work Plan" is needed to support and assess the CDTs evolution; should be shared on a collaborative site (ie: SharePoint) to enable regular updates & communication (see Appendix D).
- ✓ The need for strategic, coordinated planning and investment is viewed as essential to long-term sustainability. The Work Plan established in the CDT Pilot is a simple tool to achieve this.
- ✓ CDT planning will now take place via the CDT Engagement Assessment (see Appendix C).
- ✓ Although Faro's CDT found funding guided by the needs and the planning process, not every CDT will find funding. It is the role of each CDT to plan, determine their needs, and seek resources.
- ✓ The CDT Model: 4 Step Process is essential to the flow, with the CDT dissolving once the CDT goals are achieved, with actions in place for the community to build from (see Appendix B).
- ✓ With the development of a formal CDT process, it is the role of each CDT to plan, determine their needs, and seek possible resources (see Appendix B, C & D).

IV. Final Conclusions

During OTOF, it was found that a comprehensive team approach may be a way to overcome multi-dimensional challenges to sustainability by tackling complex sustainability issues in a pro-active, long-term and locally relevant way. CDTs can build relations with key people and organizations to empower communities to create change.

Guided by these findings, all of Faro’s CDT efforts were community led, supported by government, with a clear focus on building positive relationships. The Faro CDT also showed in the Lessons Learned that a flexible process is required, guided by action based meetings and diligent planning and use of finances in order to support capacity in a meaningful and concrete way.

The evaluation’s “Final Conclusions” outlines three specific findings:

1. The CDT process could benefit from a CDT intake form to clarify the intention and purpose of each CDT. This would enable YG to fully support the unfolding of future CDTs, as well as for Municipalities to take charge of their towns, their futures. A “*CDT Engagement Assessment*” process has been created, guided by the CDT 4 Step Process (see Appendix B & C).
2. The CDT process benefited from a CDT Work Plan, along with a collaborative website (ie: Sharepoint) to share implementation and working documents (see Appendix D).
3. The Community Affairs Branch will continue to work directly with communities, guided by recommended new quarterly internal YG Directors’ community meetings, to bring together the internal YG “on the ground” awareness and knowledge of the needs of Yukon communities.

These three findings will assist YG and communities to best understand if a CDT is required, and if so, which departments should be involved to offer possible support, and when to dissolve once the CDT work plan is complete (see Appendices B, C & D).

Finally, in the spirit of [OTOF’s 9 Guiding Principles](#), it is fundamentally the relationships between YG and each CDT that will lead this action oriented CDT process towards success.

APPENDICES

Please see Appendix A, B, C and D.



Our Towns, Our Future:

Appendix A – Participants Interviewed & Documents Assessed

Participants Interviewed:

Yukon government:

Rose-Mary Fordyce, Community Affairs
Steve Smith, Economic Development
Christine Smith, Community Affairs
Anthony Delorenzo, Community Affairs
Ryan Hennessey, Energy Mines and Resources

Faro:

Tom Lie, Faro CAO
Bert Perry, Faro Resident
Dianna Rodgerson, Faro Councillor

Whistler Sustainability Center:

Shannon Gordon, Forever Faro Facilitator

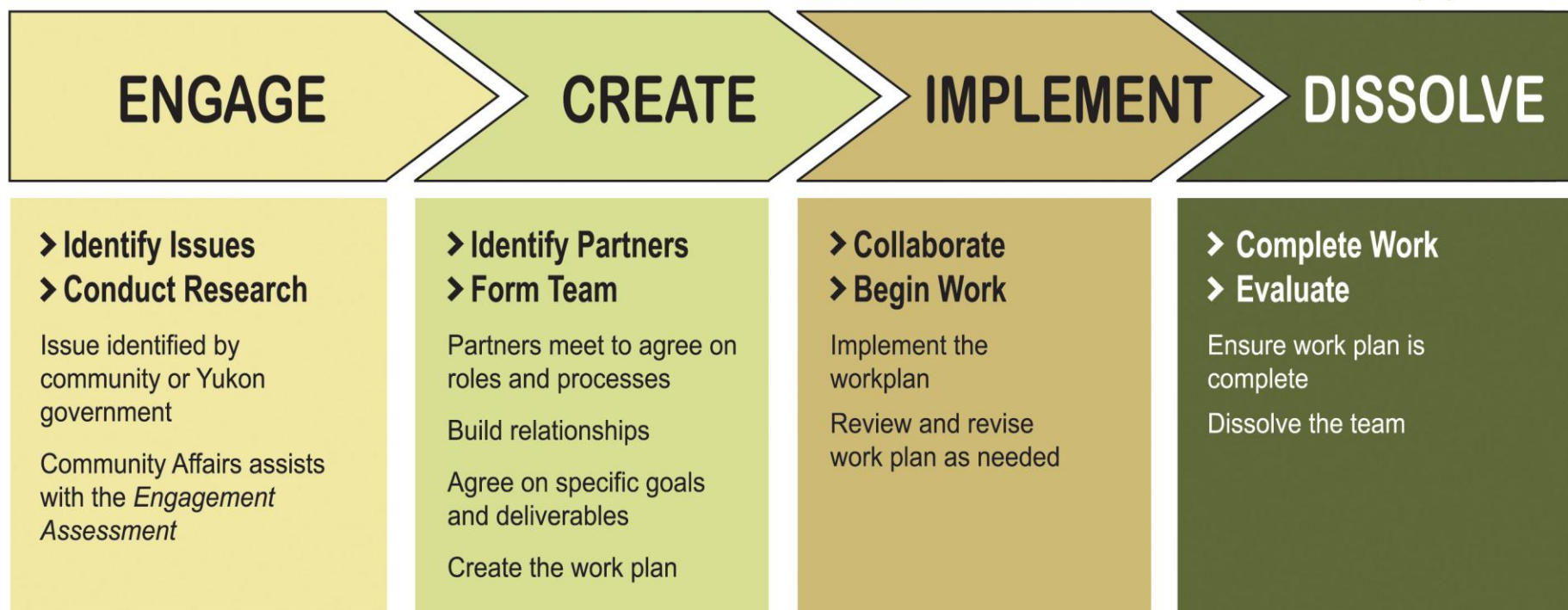
Documents Assessed:

Faro documents can be found in the CDT section of the OTOF WebSite: bit.ly/OurTownsOurFuture

- Town of Faro CDT MOU
- Town of Faro CDT Work Plan
- Town of Faro CDT Framework
- Town of Faro Community Energy Plan
- Town of Faro 2014 OCP, ICSP, and Strategic Community Plans

Appendix B - CDT Model: 4 Step Process

COMMUNITY DEVELOPMENT TEAM An overview of the four-step process



Appendix C – CDT Engagement Assessment

Background Worksheet – Initial steps

<i>Describe Trigger for the CDT: who is bringing request forward, what community/dept has initiative, was there an 'event' that triggered the idea?</i>		
<i>What is the complex issue/problem to be solved?</i>		
<i>Timelines: any deadlines that impact this issue?</i>		
<i>Background on issue: How long has this been an issue, what action/resources have been in play so far? What results? Etc.</i>		
<i>Type of Team: CDT or issue/problem based</i>		<i>What is the Team Responsible for?</i>
<i>Expertise required: ie: building, engineering, economic, environmental, recreation, legal...</i>	<i>Who: ie: which YG Depts, who in community, outside Gov. resource, who else needs to be involved or has interest?</i>	<i>Why is this important to YG? ie: what dep't needs to be involved, links to department plan etc.</i>
<i>Community Resource People who need to be involved:</i>		<i>CDT can define Terms of Ref</i>
<i>Goals: Once team in place define issue/or CDT focus, goals, timelines</i>		<i>Process to engage community:</i>
<i>Community Building Outcomes: Consider the impact = what local capacity will be created / How will this strengthen community?</i>		<i>Is this applicable to other communities?</i>
<i>Other considerations/notes</i>		

Discussion – Forming Team

After initial CDT Background Worksheet is completed

When the potential team members first meet to work on a project/issue it is important to build these points into a discussion so everyone is clear on how the team will work together. Taking the time at the beginning to outline the process will clarify expectations, increase communication & establish ways to work effectively together.

The CDT is created to: i.e. prepare plan for xxx issue...

Scope: What are we going to work together on, what are we Not working on?

Resources: People, money, tools, materials, technology, etc...?

Deliverables: Are there any assigned deliverables? How is Progress tracked?

How is progress communicated? To community, within YG, others? What is the communication plan?

Our Towns, Our Future:

Duration: Expected length of time that CDT will be working together?

Develop Terms of Reference (see OTOF TOR as an example: .

Build in some measure of performance to keep learning from team process: Did we do what we said we would, why or why not? Accountability: how will we measure how well it's going?

Evaluation: Consider building in an evaluation process for the CDT process, as a record of resolving this particular issue for future reference, and to further information on how YG, communities, and others can best work together.

Appendix D – CDT Work Plan

Item	Details	Lead & Supports	Timelines	Update	Completed
1.					<input type="checkbox"/>
2.					<input type="checkbox"/>
3.					<input type="checkbox"/>
4.					<input type="checkbox"/>
					<input type="checkbox"/>
5. etc...					<input type="checkbox"/>
					<input type="checkbox"/>