



# GETTING TO IMPACT

An overview of collective impact work in Revelstoke

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## AFFORDABILITY IN REVELSTOKE: A COLLECTIVE ISSUE

Revelstoke has a relatively long history of poverty reduction efforts, with its first official foray into community-wide poverty reduction starting in 2011 and with the release of its first Poverty Reduction Action plan in 2012 for the 2013-2017 period. Collaboration and a multi-sectorial, multi-stakeholder approach has always been at the centre of this work, and increased efforts to create a *collective impact* have emerged through ‘Vibrant Revelstoke – Affordability for All’, a Collective Impact process which officially began in 2019.

‘Vibrant Revelstoke – Affordability for All’ is a local, multi-stakeholder, collaborative initiative that is working towards creating more affordable and sustainable living in Revelstoke. The agencies and individuals that make up this collective impact process include citizens with passion and/or lived experience, local organizations from the social sector, businesses, and representatives from City of Revelstoke local government and staff. Together, we are identifying challenges, coming up with ideas and solutions, recognizing and celebrating how much has already been done to make life more affordable in Revelstoke.

The purpose of this report is to take stock of the work done so far and provide a broad overview of where we are at in our efforts. Further, we hope to identify next steps to the members of the Leadership Roundtable and Action Teams. Because social change takes time, it is easy to get lost in the problems. This report intends to recognize and acknowledge how we have been working towards progress and the way forward. It looks at the ways in which the work has shifted – how we are working differently, what has been working well, what needs to change, what gaps exist, and how we can leverage the work that has been done to strengthen this initiative. By better understanding the layers and complexity around poverty in Revelstoke, the Leadership Roundtable and other decision-makers are more apt to make informed decisions that address the community’s specific needs, offering the quintessential “Made in Revelstoke” solution this town prides itself on.

## A SMALL TOWN WITH “BIG CITY ISSUES”

Due to the rising cost of living and the ever-growing housing crisis, affordability has become one of the community’s most pressing issues – in fact, it is the single most important social and economic issue in our community. At \$18.90/hour, the ‘living wage’ in Revelstoke is currently the 3<sup>rd</sup> highest in the province behind only Vancouver and Victoria<sup>1</sup>. This means that many people are just getting by, and that at least 19% of dual-parent families are struggling financially, according to *A statistical snapshot of poverty in Revelstoke*<sup>2</sup>. While jobs in Revelstoke are plenty and incomes are on the rise, we found that wages for those with higher incomes are rising at a greater rate than those with lower incomes (see data tables below). Further, many households do not meet current ‘living wage’ threshold. With a household income threshold for a family of 4 (two parents, two children) of about \$75 000 per

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<sup>1</sup> <https://bc-revelstoke2.civicplus.com/DocumentCenter/View/4976/Admin-Living-Wage-2019>

<sup>2</sup> A Statistical Snapshot of the State of Poverty in Revelstoke, BC (2019), p. 14.  
<https://www.revelstokesocialdevelopment.org/wp-content/uploads/2018/03/Snapshot-on-State-of-Poverty-in-Revelstoke-FINAL.pdf>

year, it is likely that more than one person contributing to income is needed in order to live comfortably and to be able to fully participate in community life.

By digging beneath the surface and taking a closer look at Revelstoke’s affordability challenges, it is clear that poverty is a complex issue, with multiple contributing and cascading factors that come as a result of it. As stated in a CBC article in January 2019, Revelstoke is a “small town with big city issues”<sup>3</sup>. In 2018, the cost to buy a new house had gone up by 21%, a drastic jump for anyone looking to purchase a home. These spikes had ripple effects on the cost of rent, not to mention the pressure other factors like a 0% vacancy rate, “renovictions” that cater to seasonal demands, price gouging, conversion of residential housing to vacation rentals, and other related issues, have placed on rent prices. It’s not surprising that for renters the average core housing need in Revelstoke is 42.5% (2016)<sup>4</sup>, meaning that nearly half of all renters are spending 30% or more of their income dedicated to rent payments. Furthermore, a recent Telus Insights data analysis from 2018/2019 indicated that Revelstoke is home to some 14,000 people, almost double the official Census number of 8100 (2016, including CRD Area B), which again adds to the increase in cost of housing due to increased demand, as well as putting additional strain on local services that are designed and budgeted for half the need.

While most people in Revelstoke may not be experiencing the deepest level of poverty, a significant part of its community members are experiencing in one way or another, some sort of affordability challenge. We also understand that there are varying degrees of poverty – from ‘deep poverty’ to ‘working poverty’, to those who are simply struggling to make ends meet. Because poverty is so varied, complex and difficult to encapsulate beyond the financial aspect, this process upholds the definition of poverty that was elaborated in the 2012 Poverty Reduction Strategy’s definition for Revelstoke and Area:

*Individuals and families who experience poverty lack the opportunity, financial and otherwise to maintain a decent standard of living, and to participate fully and with dignity in our community.*

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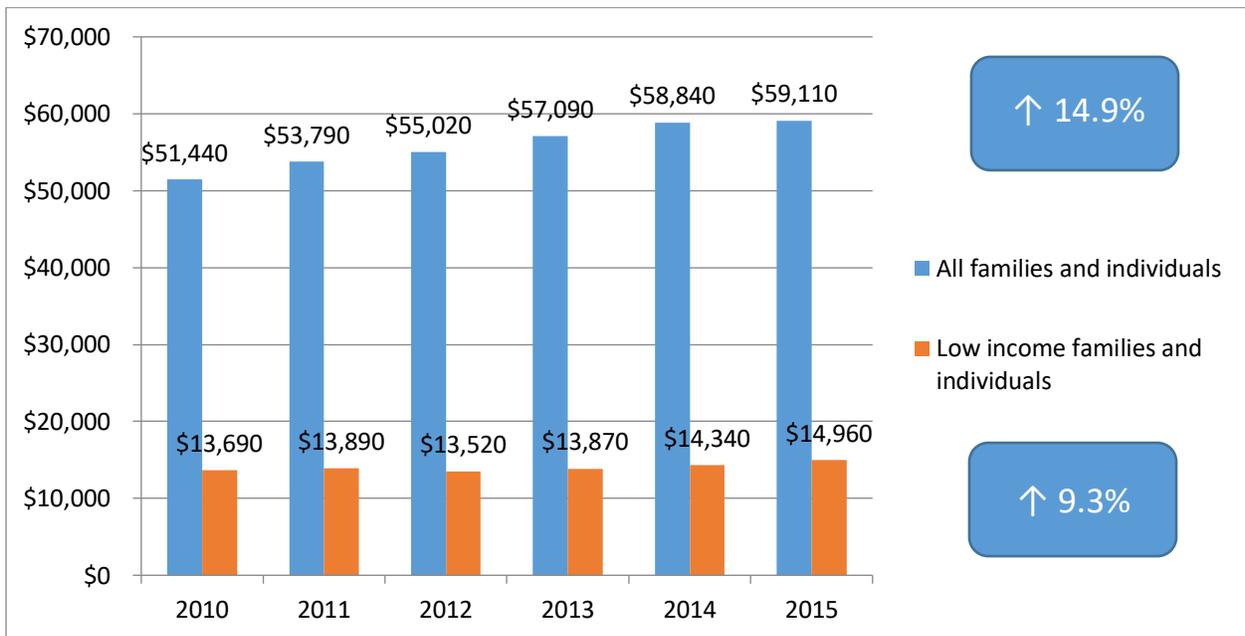
<sup>3</sup> <https://www.cbc.ca/news/canada/british-columbia/metro-matters-revelstoke-1.4998516>

<sup>4</sup> A Statistical Snapshot of the State of Poverty in Revelstoke, BC (2019), p.12.

A GLIMPSE AT THE NUMBERS

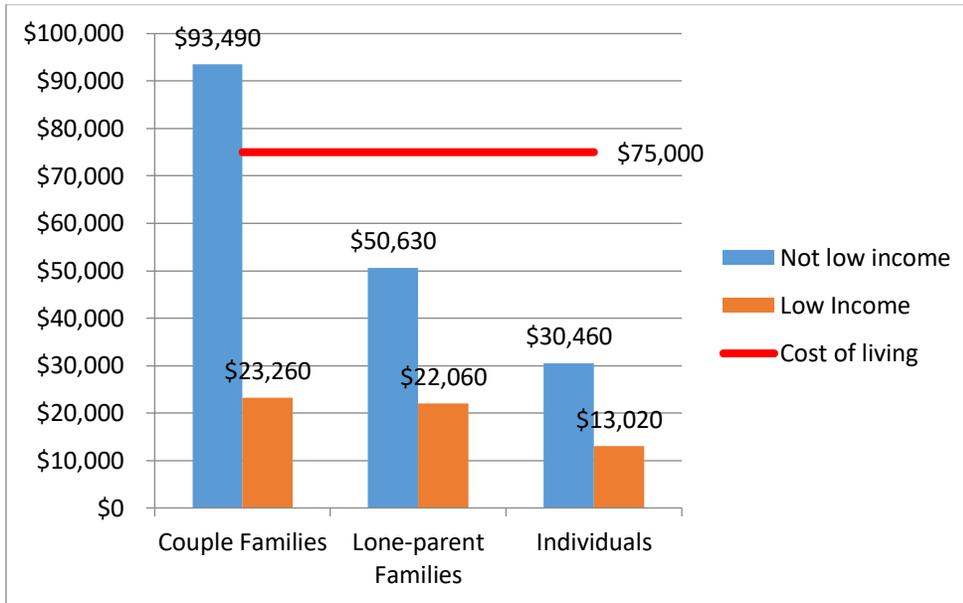
Numbers from studies done between 2010 and 2018 have shown that median incomes for most people have been increasing steadily; however, the same data also shows that incomes for higher wage earners are increasing at a higher rate than for lower income earners, increasing the gap between high-income earners and low-income earners in town.

FIGURE 1: BEFORE TAX MEDIAN INCOME (2010-2015)



We also see that the cost of living in 2019 is well above what is affordable for even most “non low income” earners, and that it is grossly unaffordable for those who are considered to be “low income”.

FIGURE 2: 2015 INCOMES COMPARED TO 2019 COST OF LIVING



In 2016, 34% of couple families in Revelstoke were making less than \$75,000 per year. This means that about 1/3 of dual income household were either just making ends meet or struggling to make ends meet. This is quite a bit higher than the 4.5% that the more conservative low income measure. So we know that at minimum, the 4.5% will be living in what we call ‘deep poverty’. For a detailed analysis of poverty statistics in Revelstoke, see the report from February 2018, *A Statistical Snapshot on the state of Poverty in Revelstoke, BC*.

New understanding gained from the Telus Insights survey on the city’s actual population was significant because it showed us that despite our studies, we were not capturing the whole picture. Numbers through taxfiler data and other official data only capture *some* of the picture. We must now turn to other methods to gain a better and more accurate understanding of what is really going on for people, and consider what it would take to raise people out of poverty. How can we create a more affordable and inclusive community?

According to Jill Zacharias, Social Development Coordinator for the City of Revelstoke and one of the main drivers of local poverty reduction work, we are on our way. “Since 2011, we’ve come a long way in raising awareness of poverty and issues related to affordability in our community. We’ve contributed to successful advocacy that has resulted in policy changes at both the provincial and federal level. We’ve worked hard to decrease stigma and improve access to programs and services that help to alleviate poverty for local citizens. We’ve developed new programs like the Youth Access Fund and Financial Literacy. Some affordable housing units have been constructed. Continuous engagement and measurement has allowed us to target our work. But poverty and affordability remain the most cross-cutting social and economic issues in our community. We know we can do so much more. Through the collective impact initiative, we have expanded the number of people involved from a variety of sectors to better work together on this complex challenge. There is hope that together, we can effect long-term, positive change for both individuals and the community as a whole.”

## PUTTING THE WORK INTO CONTEXT

Indeed, we have made great strides. It started with the commitment to reducing poverty in Revelstoke in 2011. In 2012, the Poverty Reduction Strategy was released, and a multi-stakeholder Poverty Reduction Working Group was created to carry forward the strategy. Collaboratively, the group created an action plan for 2013-2017 in which it identified community goals. In 2018, the group began Collective Impact coaching with the Tamarack Institute and in June 2019 voted unanimously to transition to the Leadership Roundtable, which would create action teams for the priority goal areas and create the next 5 year plan for poverty reduction in Revelstoke.

Between 2012 and 2019 the City of Revelstoke's Social Development Coordinator worked on implementing recommended actions in the Poverty Reduction Strategy and Action Plan, alongside community partners and front line agencies. Generally, progress has been measured by assessing whether or not there has been movement on these recommendations to support the 10 over-arching community goals. As well, there has been examination of trends over time, using over ten years of data from a variety of sources<sup>5</sup>. This data, combined with consultation with people living in poverty as well as input from front line service providers has allowed us to make informed decisions as a collective. However, traditional indicators do not paint a complete picture of poverty in Revelstoke.

More specifically, as noted above a variety of income-based measures have been used in order to achieve the most complete understanding possible of what the challenges are. These include the Low Income Measure, Core Housing Need, Working Poverty, the 'Living Wage' analysis, Low Income Cut Off, unemployment and employment rates, and income assistance numbers. 'Deep' poverty is indicated through assessing the number of people accessing to other local programs such as the food bank and access to homeless outreach workers and services.

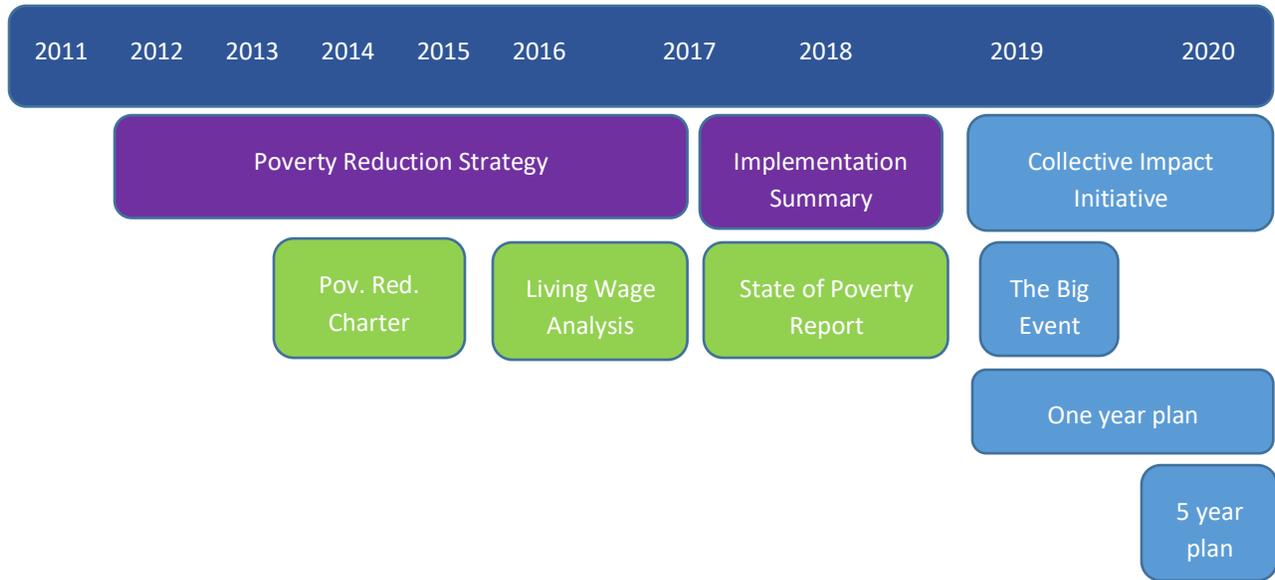
While the Market Basket Measure is a good indicator of poverty and aligns with the provincial and federal strategies, we felt that the threshold to poverty in our community could be found by using the 'Living Wage' calculation, which acts as a modified Market Basket Measure. The analysis is simple: any households below this threshold are considered to be living in poverty or at very least, struggling to make ends meet. As poverty is so complex, we recognize that it involves much more than just the 'Living Wage' calculation, and that certain quality of life factors cannot be quantified through numbers. Until a more reflective calculation can be found, our threshold for the Collective Impact process will remain based on the 'Living Wage' calculation for Revelstoke. It is our hope that the stories collected by the listening team will bring a new dimension to our measurement that reflects the local reality.

While a strong foundation and framework has been laid, we understand that there are gaps. For example, a difficult thing to measure is the state of poverty of the transient population in Revelstoke, many of whom work low-paying, entry-level jobs and share housing with several people in order to reduce the cost of rent. We hope to address this gap going forward. Collecting people's stories of lived experience will give a voice to missing numbers (as well as existing numbers) and provide leaders in the community with a more accurate understanding of the stories that lie beneath the numbers.

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<sup>5</sup> A Statistical Snapshot of the State of Poverty in Revelstoke, BC (2019)  
<https://www.revelstokesocialdevelopment.org/wp-content/uploads/2018/03/Snapshot-on-State-of-Poverty-in-Revelstoke-FINAL.pdf>

TIMELINE: POVERTY REDUCTION WORK IN REVELSTOKE



HOW WE WILL ACCOMPLISH THIS

The Leadership Roundtable has recently finalized its plan for the emerging year, and is currently working on the plan for the following five years (2020 and beyond). During this initial year of Collective Impact, the focus remains on discussion: making sense of the data and stories we collect, building momentum and growing the movement. While much work has been done to raise awareness, it became clear that the public was not aware of the depth of the issue of poverty in Revelstoke. It is time to normalize the conversation – a process that has been initiated by scaling the work out into the community, for the community. For this reason, our Collective Impact initiative, ‘Vibrant Revelstoke-Affordability for All’ has been intentional in its awareness-raising, which will continue to increase over the next year, primarily through social media and traditional media outlets. The creation of an ‘outcomes diary<sup>6</sup>’ to detail and input any results from the work of the action teams will help better map change from individual impacts to policy and systems change. Over the next year, a community aspiration will evolve along with overarching goals for each of the action teams.

Action Teams are currently identifying and working towards short-term goals that can be achieved within 6 months to a year. Longer term goals will be placed in the upcoming five year plan, which will be developed and refined at the second “big event” in October 2020, and will then serve as a road map forward. It is important to note that

<sup>6</sup> [https://docs.google.com/forms/d/e/1FAIpQLSe40MOpeYHU3UIHhAkOrKN-SI3eqNz47cmcu\\_tDaaGmWVWnFg/viewform](https://docs.google.com/forms/d/e/1FAIpQLSe40MOpeYHU3UIHhAkOrKN-SI3eqNz47cmcu_tDaaGmWVWnFg/viewform)

*Collective Impact* is meant to be a grassroots process where all stakeholders and organizations align efforts towards common goals, rather than being specific to one agency.

INDICATORS AND DOMAINS

On June 4<sup>th</sup> and 5<sup>th</sup>, the Collective Impact team brought together 80 people from diverse sectors – business, social, government and lived experience. Together, we looked at the community goals that had been set in the Poverty Reduction plan for the 2013-2017 period and merged them into Key Priorities and Action Teams that would carry forward solutions in these domains. One additional goal emerged as a high priority – Neighbourhood Connection – indicating the value people place on sense of belonging and interconnectedness. Cross cutting goals, such as inclusion for all, improved access to resources and the increased ability to participate more fully in community life remain a part of the overarching goals of this process.

TABLE 1: COMMUNITY GOALS TO KEY PRIORITIES/ACTION AREAS

Overarching/Cross goals	
Social Inclusion for all Improve access to resources The number of individuals and households living in poverty is reduced, improving their ability to achieve a decent standard of living and participate fully and with dignity in community life	
Community Goal (from Poverty Reduction Strategy & Action Plan)	New Key Priority Area/Collective Impact Action Team
Improve information sharing, networking & communication on poverty reduction goals and strategies	Leadership Roundtable Measurement team, Listening team
Improve income security for all residents Continued access to affordable footwear and other necessities	Income & Employment
Improve access to affordable rental and emergency housing	Shelter
Community-wide and individual food security	Food INsecurity
Improved low cost local transportation options	Transit & Transportation

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Community-wide support for early childhood development	Early Childhood Development & Child Care
Strengthen and expand lifelong learning opportunities for residents	Education & Literacy
	Neighbourhood Connection

INTERIM GOALS

The table below describes interim outcomes, to be monitored and achieved during the Collective Impact process. Tracking these “soft” goals and indicators can help determine what areas need more attention and what is going well. Achieving these interim goals will help build trust in Collective Impact, build momentum and lead us towards the achievement of the more concrete goals set out by the Leadership Roundtable and Action Teams. As such, these goals can be used as a road map to meeting our targets.

TABLE 2: PATH TO IMPACT GOALS

Interim Outcome	Indicators	Local outcomes to date
Improve information sharing, networking & communication on poverty reduction goals and strategies	<ul style="list-style-type: none"> <li>- LRT meetings continue</li> <li>- Number of participants</li> <li>- Number of media articles, presentations, workshops delivered</li> <li>- Number of people signed up for the Collective Impact newsletter</li> </ul>	City of Revelstoke began looking critically at poverty and affordability in 2011. Released strategy in 2012, with annual reviews of recommended actions
Changed attitudes or beliefs	<ul style="list-style-type: none"> <li>-Percentage of people with favourable attitudes toward the issue</li> <li>-Percentage of audience members saying an issue is important to them</li> <li>- Development of a common agenda or community aspiration</li> </ul>	<p>In 2019, the Living Wage calculation impacted two significant policy changes:</p> <ul style="list-style-type: none"> <li>- It is now being used as a “market basket” benchmark for the City of Revelstoke’s Youth Access Fund</li> <li>- The Revelstoke Child Care Society board of directors voted unanimously to increase the wages of all their workers to match the “living wage”.</li> <li>-Increased approval of sexual assault and violence in relationship charges at the provincial crown level, which validates the victim’s experience and helps in stabilizing</li> </ul>

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		people who are struggling with poverty.
Collaborative action among partners	<ul style="list-style-type: none"> <li>-New partners sign on to collaborative</li> <li>-policy agenda alignment among collaborators</li> <li>-collaborative action taken among organizers</li> </ul>	<ul style="list-style-type: none"> <li>-Multi sector advisory group formed in 2013</li> <li>-Poverty reduction group members sign on: LFI, ECD, local businesses, city council;</li> <li>-City of Revelstoke endorses Tamarack's national poverty reduction charter in 2014</li> <li>-Action teams are meeting/working together, with a rep at the LRT</li> </ul>
Increased advocacy capacity	<ul style="list-style-type: none"> <li>-More time and capacity allocated to CI process</li> </ul>	<ul style="list-style-type: none"> <li>-RWSS and City fund communications work for Collective Impact in 2019</li> </ul>
Increased interest in the collective impact process	<ul style="list-style-type: none"> <li>-Newsletter grows in number</li> <li>-Increased attendance at poverty reduction events</li> </ul>	<ul style="list-style-type: none"> <li>-Newsletter established in May 2019, currently up to 218 subscribers</li> <li>-Social media posts containing newsletter eliciting increasing amounts of "likes"</li> </ul>
Increased knowledge	<ul style="list-style-type: none"> <li>-Changed language/perception around poverty</li> </ul>	<ul style="list-style-type: none"> <li>-Participated in, or led, nearly 50 awareness raising activities since 2012 (local, regional, provincial and national)</li> </ul>
Increased political will	<ul style="list-style-type: none"> <li>-Policies in our action areas are adapted/changed</li> <li>-Number of elected officials who publicly support the advocacy effort</li> <li>-number of issues mentions in policymakers speeches</li> </ul>	<ul style="list-style-type: none"> <li>-OCP renewal process includes and looks to Vibrant Revelstoke for input</li> <li>-Mayor chairs Leadership Roundtable</li> <li>-Civic government and staff are invested in the C.I. Process – staff attend Big Event: Mayor, Director of CED, Director of Parcs, Rec. &amp; Culture, Director of Planning &amp; Development Services, City councillor</li> <li>- Provincial government releases first ever poverty reduction strategy in 2019 &amp; creates funding opportunity to support municipalities to act on PR initiatives</li> <li>-Service BC creates new Community Integration Specialist, Poverty Reduction Specialist position for Revelstoke &amp; Area</li> </ul>

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Increased public will or support	<ul style="list-style-type: none"> <li>-Percentage of audience members willing to take action on behalf of a specific issue</li> <li>-Attendance at advocacy events</li> </ul>	<ul style="list-style-type: none"> <li>-Community members become vocal about their support for the Emergency Shelter</li> <li>-80 people attended the “Big Event”</li> <li>-38 people attended the Shelter Team’s housing discussion event</li> </ul>
Increased or improved media coverage	<ul style="list-style-type: none"> <li>-Media publishes articles about collective impact and poverty reduction</li> <li>-Number of media articles or mentions</li> </ul>	<ul style="list-style-type: none"> <li>-2014 series of articles in Revelstoke Review<sup>7</sup></li> <li>-Mountaineer article and participation at Big Event by Melissa Jameson<sup>8</sup></li> <li>-Review article and participation by Jocelyn Doll<sup>9</sup></li> <li>-Collective impact article series (4) from Dec. 2019 – March 2020 and beyond</li> </ul>
Stronger coalitions	<ul style="list-style-type: none"> <li>-Number and type and/or strength of relationships developed</li> <li>-New constituencies represented among champions</li> <li>-Number, type and/or strength of relationships with unlikely partners</li> </ul>	<ul style="list-style-type: none"> <li>- Over \$300,000 acquired to support related, collaborative projects and program development and implementation</li> </ul>
Successful mobilization of public voices	<ul style="list-style-type: none"> <li>-Increase in the number of individuals who can be counted on for sustained advocacy or action on an issue</li> </ul>	<ul style="list-style-type: none"> <li>- Listening Team creates a system for collecting and documenting the experiences of people living in poverty in Revelstoke</li> <li>-E.g Amplifying “invisible voices” (homeless) through listening team, presentation at public consultation for winter shelter project</li> <li>-Capturing the stories behind the numbers</li> </ul>

OUTPUTS, OUTCOMES AND IMPACT

<sup>7</sup> <https://www.revelstokereview.com/our-town/revelstoke-poverty-reduction-creating-shared-prosperity-part-9-social-inclusion/>

<sup>8</sup> <https://revelstokemountaineer.com/collective-impact-works-towards-addressing-affordability-issues/>

<sup>9</sup> <https://www.revelstokereview.com/opinion/jocelyns-jottings-making-an-impact-collectively/>

## Getting to Impact: An Overview of Collective Impact in Revelstoke

The table below lists some measurable outcomes of the work that has been happening through the Action Teams. It is worth noting that some of the teams are already well established (such as Food INsecurity and Early Childhood Development, and Education and Literacy), and have been doing great work in increasing access to resources in their respective domains with great success for several years.

We have found that access to resources/meeting basic needs is such a large goal that it cross cuts all the goals within the teams. While there is no specific Action Team dedicated to increasing access to resources, it can be found as a cross-cutting and overarching goal for all the teams. Mental health has also come up as a cross cutting issue, in particular with people with living and lived experience as it places them at higher risk of experiencing poverty.

TABLE 3: OUTPUTS AND MEASURABLES

Key priority areas	Outputs	Outcome	Type of Impact
Income & Employment	Community Futures: Invested \$27.5 million through 770 loans supporting the creation of 2215 local jobs through business development, expansion and monitoring since 1988	More people are employed and self-sufficient	Programmatic/Niche initiative
Income & Employment	Volunteer Income Tax program since 1997 to assist lower income residents to complete tax returns at no cost	Recipients receive more money in their pockets	Building awareness and will Programmatic/Niche initiative
Income & Employment	Financial literacy initiative to raise awareness and increase access to additional financial resources	More people accessing financial resources such as the Canada Learning Bond	Building awareness and will. Programmatic/Niche initiative
Income & Employment	Living Wage initiative & partnership with UBC-O	More people know about the living wage, and living wage is becoming more of an employment standard	Systems and Policy change which is leading to a progressive shift towards meeting living wage standards by all.
Income & Employment	Ministry of Social Development and Poverty Reduction committed to providing a satellite “community integration specialist” for Revelstoke to increase uptake and access to Income Assistance, Disability Assistance and other government programs (Nov. 2019)	Fewer barriers to accessing governments supports and services. First in-person support by a government agent since 2005	Systems and Policy Change
Shelter	38 new subsidized units constructed since 2011, with 24 new affordable housing units coming in Spring 2020.	More people can access affordable housing	Programmatic/Niche initiative

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Shelter	City endorses and actively supports Winter Shelter process, now scheduled for 2020.	More people can access temporary shelter during the coldest nights	Increased political will
Shelter	-City of Revelstoke has begun to prepare an amenity contribution bylaw, as directed by City Council in November 2019 -City of Revelstoke lifts the min. residential unit size requirements	More people's basic housing needs are met	Increased political will
Shelter	Renewal of the Official Community Plan has begun, with concurrent goal of implementing a "housing action plan". CI Shelter Action Team has been named a key stakeholder in this process.	Will set the stage for the development of a proactive regulatory environment.	Nudging systems and policy; -Increased political will
Shelter	Intergenerational homesharing program (Happipad) has targeted Revelstoke as a high need community; project proposal for funding now underway	Reduced social isolation for seniors sharing their homes, more income for homeowners and more affordable housing for those in need	Niche/programmatic initiative
Food INsecurity	Community Connections Food Recovery Program - Over 380, 000 lbs of food redistributed since its inception in 2016, with over 300 people accessing it weekly	Less food is being thrown away/wasted, and more people in need of food are able to access food	Programmatic/Niche initiative
Food Insecurity	401 households accessed food bank in 2018 alone	More people are able to access food	Programmatic/Niche initiative
Food Insecurity	Food related documents and commitments released (low cost good guide, food resiliency charter, and food security strategy)	More people can access food, more people are aware of food rights, and food security issues	Building awareness and will -Nudging systems and policy
Transportation	Senior volunteer medical transportation program – 700 rides to out of town medial appointments since 2010	Vulnerable seniors have company and access to free transportation to access the health services they need	Programmatic/Niche initiative
Transportation	BC transit & city implemented changes to local transit system to make it more efficient and user friendly in 2012. BC Transit has now also committed to undertaking a service review in 2020, with the goal of improving services in the community. The Collective Impact Transit and Transportation Action Team has been named a key stakeholder in the process.	Better transit system for anyone needing to access it	Nudging systems and policy

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Early Childhood	This past year, the ECD has offered 15 free, ongoing programs 7 free parenting workshops and 2 early years fair, which were accessed 10 000 times.	All families can access parenting workshops and information sessions  Barriers to access are reduced thanks to free childcare at these events	Programmatic/Niche initiative
Early Childhood	Affordable Child Care Benefit promotion puts money back into families, province-wide by raising the threshold income amount to \$110,000/year	More families spend much less on child care	Policy and systems change
Early Childhood	Revelstoke has the highest number of child care spaces per capita in the Columbia Basin; Stepping Stones is one of the universal child care prototype sites	More families can afford and access child care	Programmatic/Niche initiative  Policy and systems change towards universal child care at the provincial level
Education and Literacy	Uptake of Canada Learning Bond from 5% in 2006 to 36% in 2018 in our region	More people have more money for education	Building awareness and will
Education and Literacy	In 2018-19, the Community Literacy Coordinator delivered 9 regular programs targeting families and children, which were accessed over 650 times by adults and nearly 750 times by children in our community.	Access to free workshops and childhood activities for families means time spent together and reduced social isolation through barrier-free activities	Programmatic/Niche initiative
Education and Literacy	Financial literacy series over 2 years raises awareness of available services and money management	People are able to save in ways they did not previously	Programmatic/Niche initiative Building awareness and will
Education and Literacy	Free or low cost access to education for low income adults for upgrading, Okanagan College, and WorkBC related training	More people have gain education and training to become more employable	Programmatic/Niche initiative
Social Inclusion	Youth Access Fund – 189 referrals to access sports, recreation or cultural activities since 2014	More youth have access to recreation or cultural activities, reduced social isolation	Programmatic / Niche initiative
Basic Needs	225-350 families access Children’s Clothing and Toy Swap by the RECDC each spring and fall; annual women’s clothing swap	Free clothing & footwear promotes more of a sharing economy, freeing up money for other necessities	Programmatic/Niche initiative
Basic Needs	New health & social services directory launched in 2019 (revelstokelife.ca) with 1700 new users to date	-People can access services more easily -Increased interagency referrals, including physicians referring to community services	-Programmatic/Niche initiative -Building awareness and will

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Basic Needs	-In 2019, a ‘walk-in’ medical clinic one day a week at Revelstoke Secondary School, eliminated barriers for youth wanting to access medical and mental health care. -In 2019, an ‘Opioid Dialogue Project’ includes the voices of people with living experience.	-More service providers working together to improve access and delivery of supports and services -Decreased stigma around mental health -More support for wrap around care	Building awareness and will
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### NEXT STEPS AND THE PATH AHEAD

The Collective Impact initiative is engaging a greater variety of people around the table to work on specific areas of focus in the years to come. This next year the focus will be on open dialogue and building trust in the process.

As mentioned earlier, we are using a multi-level approach, which consists of short term, “quick win” goals to be addressed in our one year plan, interim goals and long term, “moving the needle” goals to be addressed in the Five Year plan. The Action Teams are currently identifying achievable, tangible and measurable quick wins like concrete projects, programs, initiatives, and events that will benefit people immediately (niche innovations). Our interim goals consist of measuring the “softer” aspects of social change like building will and awareness around poverty reduction work; the importance of collaboration, trust, and patience for Collective Impact; and measuring changes in political will. For example, we hope to increase community awareness and buy-in by deepening the understanding of poverty in Revelstoke and its complexity - including how it is experienced by those living it. We hope to achieve this through regular newsletters, articles, and social media outreach.

Our ever-growing “Listening Team” has started collecting the stories of those experiencing affordability challenges in Revelstoke, however that may look. The team is also currently developing a system and training to provide structure safety, respect and confidentiality around engaging people with living experience in order to hear and amplify the voices of our most vulnerable citizens. Through the “outcomes diary”, a monthly tracking tool through Google forms, we are also tracking the steps – no matter how big or small, towards systems and policy change. Whether it is a sidewalk conversation, an event, or a new project, every little thing can help contribute to change. Sometimes it is the smallest things that have the biggest impact. This tool will help ensure that nothing gets lost and that all our steps along the way are measurable.

In October 2020, the Collective Impact team will host another Big Event – an even bigger event, which brings new and diverse voices and actors to the process. Together, we will set the goals for the next five years based on the discussion that arises out of that event.

The team will also increase its outreach efforts through a more targeted communications plan, which includes more frequent newsletters that talk about issues such as fears and barriers to change, and keep momentum going by providing inspiring examples from other communities. Monthly, in depth articles will explore the collective impact process, stories of change, and local affordability issues, with the goal of helping raise awareness and create dialogue.

Throughout all of this, our task is to continue to measure the impact of our initiatives and collective effort in order to track and better target the work. It is our hope that through the combined efforts of all organizations and

## Getting to Impact: An Overview of Collective Impact in Revelstoke

stakeholders involved, we will – one day – reach our ultimate goal of improving the lives of individuals and families in our community by reducing poverty.

For more information on Vibrant Revelstoke – Affordability for All, please contact us at :

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