

**Attachment 2**  
**Report of the Community Wellbeing Coordinator**

**Report of the Community Wellbeing Coordinator**  
**Prepared for the Regional District of Nanaimo**  
**June 2025**



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## Executive Summary & Recommendations

The Gabriola Health and Wellbeing Collaborative (GHWC) is a network of organizations and individuals who have come together since 2016 to address the issues that surround the social determinants of health on Gabriola. They have been instrumental in assessing and reporting on the state of the community.

Their purpose is to create opportunities among the GHWC members for mutual support, knowledge exchange, shared advocacy, and improved use of funding resources to improve the health of all people living on Gabriola. This is done by collectively addressing complex factors that influence health and cannot be effectively addressed by individuals or organizations acting alone.

A feasibility study in 2023 identified the need for the role of a coordinator as integral to support the work of creating and sustaining a culture of cooperation, collaboration, and innovation among collaborative member and to see progress on health and wellbeing priorities.

In February of 2024, funding was approved for a pilot starting in October 2024, however for several reasons the role and activities had not started until December 2024. The structure of fulfilling the contract is collaboration between a contract holding organization, the Contractor and Collaborative Coordinating Team. The bulk of activities for the full 6 months of implementation included;

- meeting organization
- communication
- agenda setting
- minutes and their distribution
- meeting preparation

Workplans and evaluation frameworks were developed with informative data starting to emerge to help plan and support the remaining time and future work.

The Collaborative is just starting to develop momentum as communication and coordination is taking shape. Community development work takes time, this is a learning process, and we're establishing the foundation for future work of the Gabriola Health and Wellbeing Collaborative supported by the volunteers on the Collaborative Coordinating Team, the project holder (PHC), and the Community Wellbeing Coordinator.

### Recommendations

The position of the Community Wellbeing Coordinator continues through the next two years to establish structure and function within the Collaborative.

The position continues to be defined and developed to ensure sustainability.

The Collaborative establishes metrics and indicators to measure success and change as each of the action tables mobilize to achieve a healthy and thriving Gabriola community.

## Overview

This report is an account of the first year of funding and use of tax dollars to support the role of a Health and Wellbeing Coordinator for the Gabriola Health and Wellbeing Collaborative on Gabriola Island. The report includes a brief background regarding the Collaborative, the development of the role, the activities of the Coordinator and recommendations for next steps. This report was written in collaboration with the Executive Director of the contracting organization, the Coordinator and with input from the leadership team.

## Who is the Gabriola Health & Wellbeing Collaborative?

The Gabriola Health & Wellbeing Collaborative (GHWC) was formed in 2016 when a group of local organizations and inspired individuals came together in support of a shared vision:

### ***A Thriving Gabriola community***

The range and number of current member organizations is supportive of the Collaborative to address the Social Determinants of Health (SDH) within Gabriola where organizational and individual health and wellbeing depend on the degree by which the community has access to the full range of these social determinants.

Current membership includes over 50 charities, non-profits, public services, informal groups, and other subject matter experts on Gabriola. (See APPENDIX A )

## Objectives for GHWC work: 2023-2028

The collaborative members developed objectives after the completion of a Community Health Survey, and community and collaborative priority setting meetings during the spring and summer of 2022.

- Improve access to primary health care
- Improve social and economic equity
- Improve access to affordable housing
- Increase environmental protection
- Improve community resilience and planning capacity
- Improve access to safe transportation

These objectives are still relevant in 2025 and after a feasibility study it was determined that:

*“A Part-Time Administration and Coordination as a pilot with the intention of growing the service over time. This option offers the most feasible way to establishing an initial Community Health and Wellbeing Service. It allows for an iterative process that can demonstrate impact over time, while still achieving the stated purpose and aspirations of the role. This option also carries the lowest risk for the organization who would establish a service agreement, as well as the Regional District. Learning and iteration could serve to create a stronger Community Health and Wellbeing Service over time.”*

## Brief Timeline 2023-2024 for the development of the Gabriola Coordinator

On November 14, 2023, the RDN Board gave three readings to the proposed service bylaw "Gabriola Island Community Health and Wellbeing Contribution Service Establishment Bylaw No. 1892, 2023" for a health and wellbeing coordinator service. As required by provincial legislation, the proposed services bylaw was referred to the Ministry of Municipal Affairs (the Ministry) for approval, which was granted on December 21, 2023.

The proposed services bylaw proceeded to an Alternative Approval Process (AAP) between January 19, 2024, to February 20, 2024, for electors to determine if a Health and Wellbeing Service may be established on Gabriola Island.

The RDN Board reviewed the results of the AAP at the Board meeting on February 27, 2024 adopted "Gabriola Island Community Health and Wellbeing Contribution Service Establishment Bylaw No. 1892, 2024".

A full description of the process, including copies of the source documents can be found at <https://www.getinvolved.rdn.ca/gabriola-island-health-and-wellbeing-service-aap>

## Process and Structure

### Selection of a Contract Holding Organization

As the Gabriola Health and Wellbeing Collaborative was not an official entity with the ability to hold funds, a single administrative entity would be responsible for hiring, supervision, and funds management. An RFQ was circulated by the RDN to select the contract holding organization for the dollars. Applications were received and vetted, and in August of 2024, People for a Healthy Community was selected as the contract holder organization.

### Initial Pilot Oversight: Collaborative Coordinating Team

The task of representing the larger Collaborative was shared with Collaborative members with an opportunity to indicate their interest in developing an administrative or leadership team. A Term of Reference (October 2024 – October 2025) for that Leadership Team was developed and members stepped forward to begin to plan for and support the recruitment efforts for the community well-being coordinator position. This Team (now named the Collaborative Coordinating Team) serves as an advisory committee to contract holding organization and ED. (Please see APPENDIX B for a Terms of Reference for the Leadership Team)

### Recruitment and Hiring Community Wellbeing Coordinator

A job description (APPENDIX C) and posting was prepared in anticipation of the recruitment for the part time administrative position in September of 2025. The position was offered at 20 hours per week (or 80 hours per month) to provide flexibility to the CWC in balancing workload based on the activities assigned which might fluctuate week to week.

The position was filled in late October, 2025, however unfortunately, the contractor hired for the role decided early on to resign the position. The hiring committee further reviewed the existing candidates and the current CWC began in the role in early December 2024.

Additionally in December 2024 the ED of the contract holding organization was no longer in their role and the CCT needed to be the decision-making body for the resources and development of the initial workplan.

A new executive director was hired and starting in May of 2025 and a new workplan was developed to continue through to September 2025 with hopes of extending for an additional funding cycle.

## Review of Pilot Activities

### Workplan Development

An initial work plan document based on a theory of change model was developed that reflected the administrative functions and requirements to support greater structure and cooperation of collaborative members. This guiding document also included the summative evaluation descriptions that would help identify key process is and a measurement of anticipated outcomes.

A second workplan was developed to articulate actions and activities required by the coordinator to support foundational documents and processes to provide a consistent approach to addressing the issues/objectives identified by the collaborative members.

### Evaluation Planning

An evaluation plan was prepared which encompassed a variety of possibilities for conducting a formative and summative evaluation of the Community Wellbeing Coordinator position. The job description and workplan provided the foundation for developing the evaluation plan. (Please see APPENDIX D for a copy of the evaluation possibilities).

Given the innovative, developmental nature of the position, the Collaborative Coordinating Team and the Community Wellbeing Coordinator pursued a formative evaluation as the primary evaluation tool for the first 6 months of implementation. Simultaneously, output and outcome measures for a summative evaluation began to be developed with initial results compiled.

The intention of the formative evaluation was to engage in an ongoing process focusing on how the Community Wellbeing Coordinator role was being implemented with a focus on enhancing the work, identifying issues early on, and providing feedback and recommendations for improvement. Commitment to this process, included devoting specific attention at our biweekly Collaborative Coordinating Team planning meetings to:

1. Exploring key processes related to Collaborative Coordinating Team, Community Wellbeing Coordinator and Collaborative activities;
2. Collectively developing the workplan, communications and engagement plan, and governance plan;
3. Balancing administrative work, strategic planning/visioning, and Collaborative engagement;
4. Examining our meeting process and structure for the Collaborative Coordinating Team and Collaborative meetings including rotating chairs, identification of agenda items, attendance and engagement at Collaborative meetings;

5. Considering the role of the Community Wellbeing Coordinator in relationship to the larger Collaborative, the Snuneymuxw First Nation and other Indigenous community members, and the broader Gabriola Community;
6. Acknowledging the time commitment of the part-time paid role of the Community Wellbeing Coordinator and requirements of the volunteer Collaborative Coordinating Team members; and
7. Engaging in collaborative conversation and action about our approach and progress.

Key learnings from the formative evaluation include the importance of:

1. developing and sustaining relationships,
2. building trust,
3. providing everyone with an opportunity to share their idea
4. being open to different perspectives, and
5. engaging in respectful and professional conversations.

## Community Wellbeing Coordinator Activities

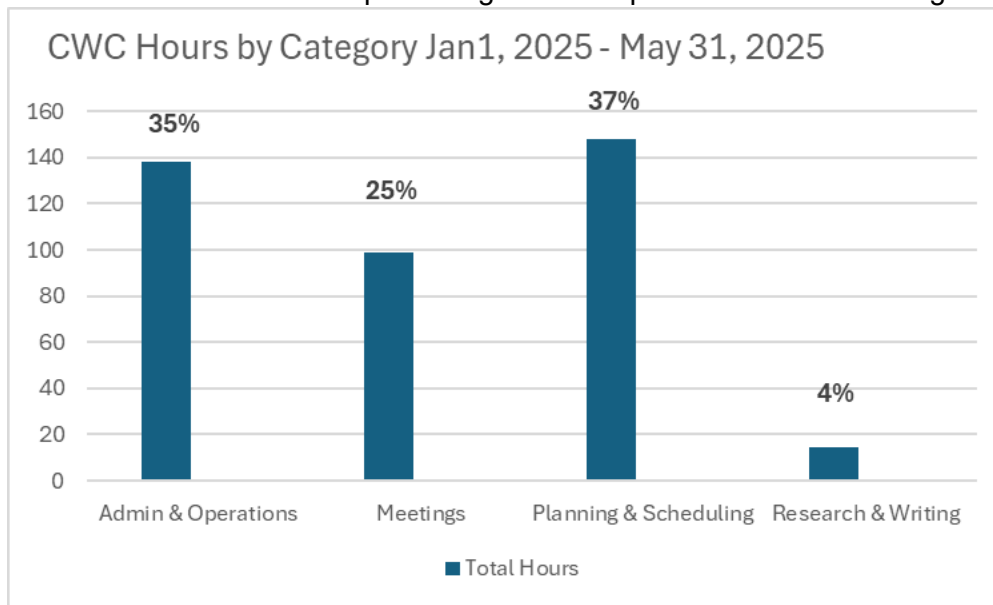
The CWC has been tracking their hours from the start of the contract. The data below represents 5 full months (400 hours) of the Coordinator's time, from January 1, 2025 through to March 31, 2025.

Time was tracked using the following broad categories:

Administration & Operation	Hours spent on developing the administrative infrastructure and preparing meeting notes from the meetings. Time spent monitoring pilot activities was also included.
Meetings	Time spent in meetings
Planning & Scheduling	Hours spent in scheduling meetings, planning & circulating agendas & supporting materials.
Research & Writing	Time involved with research or writing for any of the Committees or Action Tables.
Travel*	Hours spent travelling (off-island only)

\*No travel was recorded during this period.

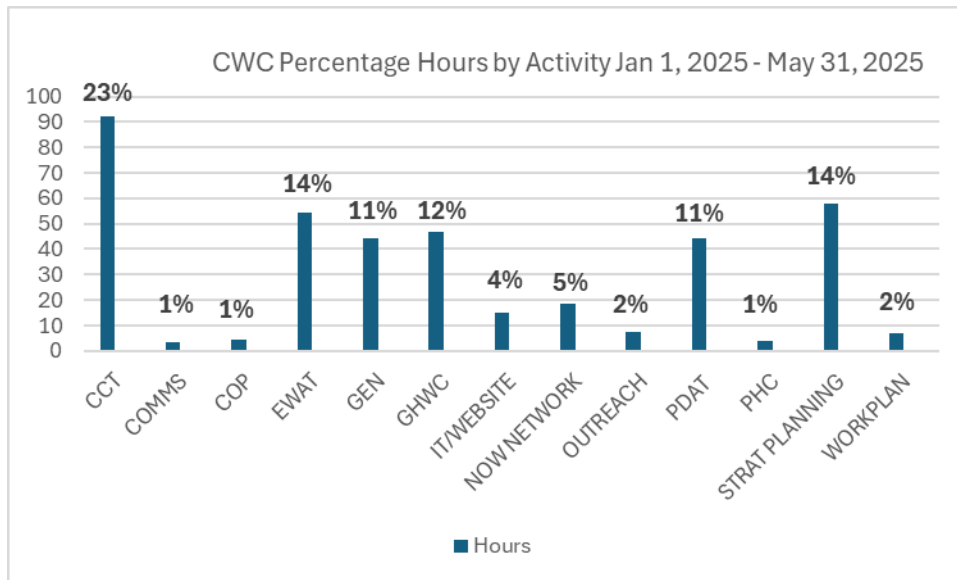
The chart below shows the percentage of time spent on those four categories.



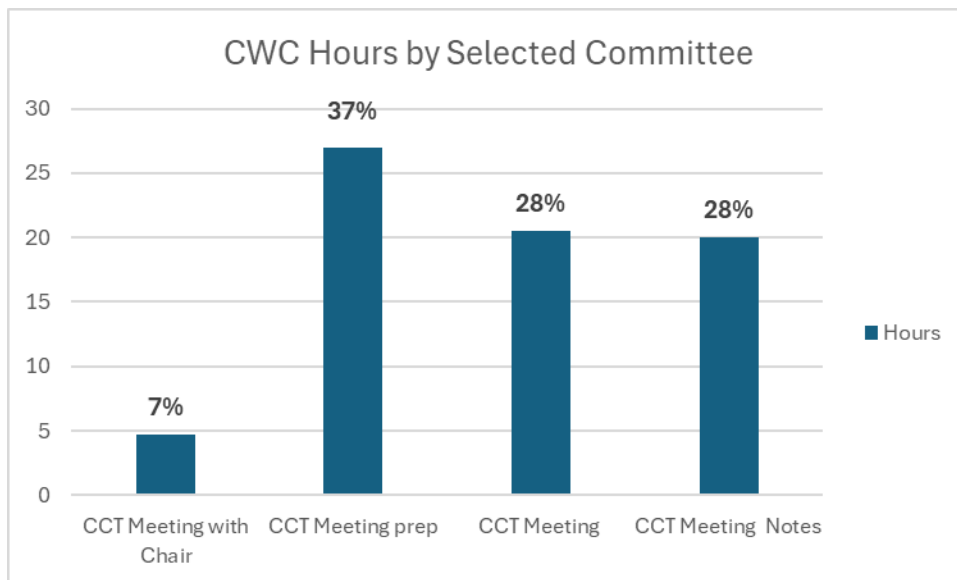
Time was also tracked by the specific activity of the Community Wellbeing Coordinator. Activity titles are listed below on the left with the abbreviation used in the charts.

Activity Title	Abbreviation
Collaborative Coordinating Team	CCT
Communications Plan	COMMS
Community of Practice Workshops	COP
Extreme Weather Action Table	EWAT
General Calendaring	GEN
Gabriola Health and Wellbeing Collaborative	GHWC
IT, Website & Social Media Oversight	IT/WEBSITE
Naut/sa mawt Oceanside Wellness Network	NOW NETWORK
Outreach Activities	OUTREACH
Poison Drug Action Table	PDAT
People for a Healthy Community	PHC
GHWC Strategic Planning	STRAT PLANNING
Workplan Development	WORKPLAN





Finally, the chart below takes a deeper dive into one of the primary activities of the CWC: supporting the work of the Collaborative Coordinating Team with their b-weekly meetings.



As meeting support is one of the core responsibilities, the table below provides a total number of meetings for the reporting period (January 2025 – June 2025).

Meeting Tasks include:

- ✓ Verifying availability of participants via Doodle Poll
- ✓ Create meeting link via ZOOM
- ✓ Schedule meeting via Google
- ✓ Co-develop agendas with the Chairperson, requesting input from all Team/Collaborative/Project members

- ✓ Send meeting reminders
- ✓ Manage online meeting (i.e. monitoring chat function, technical difficulties)
- ✓ Create meeting notes after the meeting for circulation and website posting (as required)

### Meetings (January 2025 – June 30, 2025)

Committee/Action Table	Frequency	Total Number of Meetings
Gabriola Health and Wellbeing Collaborative	Monthly	5
Collaborative Coordinating Team	Bi-weekly	10
Extreme Weather Action Table	Monthly	6
Poison Drug Action Table	Monthly/bi-weekly	7
Strategic Planning 2025	Weekly	10

### Role of Action Tables

Action Tables are the mechanism by which the Collaborative has chosen to address the objectives and any emerging community priorities. Currently, there are two current Action Tables operating-the Extreme Weather Action Table and the Poison Drug Action Table.

It is important to note that the CWC would not be able to sustain the level of administrative support for the action tables as is currently. The next step is to develop resources and processes so collaborative members can be empowered to be self administering.

### Monthly GHWC Meetings

The agendas for these meetings provide opportunities for island service providers to share information amongst the membership about their work, strategic priorities, and upcoming events. These meetings are consistently well attended between 20 to 25 participants in each representing the broad scope of Gabriola organizations. These opportunities to share monthly, also provide information that organizational representatives bring back to their organizations often through their board of directors.

Guest speakers or organizational spotlights are provided time in every agenda for focused presentations.

At least once per year, a members' gathering is held. These events focus on learning about the health of Gabriola, setting priorities, and hearing progress reports on joint initiatives.

### Strategic Planning

In late 2024, a joint application for a Community Wellness grant from Island Health via People for a Healthy Community was approved.

The portion of this grant funding that was earmarked for the Collaborative was to provide resources to allow the Collaborative to come back together and revisit the strategic priorities that had been developed in 2022-2023. The last survey and report development occurred during the COVID pandemic, and to many in the community it felt that perhaps the world and the world view on the island had changed and concerns about COVID may have overridden other community priorities at the time. Of note, the priorities are the same, reinforcing the importance of organized action to address these issues.

A full copy of the report can be found here:

<https://static1.squarespace.com/static/659894afb122a47437ab3313/t/682a3e275a14ba2c28dde7b8/1747598890535/GHWC+Survey+Report.pdf>

Two planning meetings were scheduled, one for May 2025 and the second planning workshop is in the process of being planned for the summer of 2025.

## Summary and Next Steps

Overall, the role of the CWC was very successful in supporting members of the Collaborative with administrative support, record keeping and planning. The reenvisioning of the strategic plan will guide the coordination of activities and propel the collaborative to a new level of cooperation with the support of the coordinator by:

1. Developing resources and structures such as roles and responsibilities of collaborative members.
2. Terms of reference documents and recommended guidance documents.
3. Organizing grant writing collaboration and information sharing mechanisms.

There are many lessons learned with this first 6 months and some key findings are around building trust, establishing clear and consistent communication, and developing actionable workplan.

The Member survey conducted in April, 2025 identified some key recommendations from Collaborative members that could help strengthen communication and engagement. Some of the recommendations include:

- ✓ Make information about member organizations and events available online; make the Collaborative website a “one-stop, centralized resource”
- ✓ Disseminate key information to the wider community for all organizations
- ✓ Provide a newsletter that better informs the public about how the Collaborative is bringing people together
- ✓ Communication and marketing to ensure all community members know about the valuable services the organizations in the Collaborative are providing.

## Implementation of Communications & Engagement Plan

A draft Communications and Engagement plan has been created to provide support and guidance to anyone communicating on behalf of the Collaborative. It aims to increase engagement and ongoing communication within the Gabriola Health and Wellbeing Collaborative (GHWC), amongst the larger Gabriola community (the Community) and the GHWC's Funders and Supporters, currently funded via a tax levy on Gabriola residents

collected the Regional District of Nanaimo. (Please see APPENDIX F for the draft Communications and Engagement plan).

## Governance Structure

As the work continues, developing a governance structure will be critical to ensure there is no duplication of efforts and clear roles and responsibilities for all members of the collaborative are identified and agreed upon. The CCT has been critical in their commitment for further developing the Workplan, Evaluation Framework and Plan and the Communications and Engagement Plan.

## APPENDIX A: LIST OF ORGANIZATIONAL MEMBERS OF THE GABRIOLA HEALTH AND WELLBEING COLLABORATIVE

Gabriola Agricultural Co-op	Gabriola Island Community Investment Co-op
Gabriola Ambulance Society	Gabriola Arts Council
Gabriola Auxiliary for Island Health Care	Gabriola Commons Foundation
Gabriola Community Bus Foundation (GERTIE)	Gabriola Ecumenical Society
Gabriola Health Care Foundation	Gabriola Historical & Museum Society
Gabriola Housing Society	Gabriola Island Community Hall Association
Gabriola Island Land Stewards Society	Gabriola Island Memorial Society
Gabriola Land & Trails Trust	Gabriola Recreation Society
Gabriola Senior Citizens Association (Rollo Centre)	Gabriola Theatre Centre
Haven Foundation	HOPE Centre
Island Futures	People for a Healthy Community
Gabriola Island Chamber of Commerce	Gabriola Lions Club
Gabriola Healing Arts Network	Gabrielans for Local Food Choices
Sustainable Gabriola Network	Emergency Response & Recovery Committee Mudge Island
Emergency Response & Recovery Comm. DeCourcy Island	Christ Church Gabriola
Gabriola Fellowship Church	Gabriola Outreach (AVI Health & Community Services)
BC Ambulance Service	Community Paramedic
Gabriola Branch, Vancouver Island Regional Library	Gabriola Elementary School (GES)
GES Parent Advisory Council	Gabriola Emergency Support Services (RDN)
Gabriola Ferry Advisory Committee (FAC)	Gabriola Volunteer Fire Department
Island Health Community Social Worker	Island Health Community Nutritionist
Island Health School Health Promotion Specialist for SD68	Island Health Community Developer, Population & Public Health
NOW (Naut'sa mawt Oceanside Wellness) Network	RCMP, Gabriola Detachment
Gabriola Chapter, Rural & Remote Division, BC Family Practice	Gabriola Medical Clinic
Regional District of Nanaimo - Area B Director (Gabriola, Mudge, DeCourcy)	Islands Trust - Gabriola Trustee
Islands Trust - Gabriola Trustee	Provincial MLA
Gabriola Souther Community Newspaper	

## APPENDIX B: TERMS OF REFERENCE: COLLABRATIVE COORDINATING TEAM

GABRIOLA HEALTH & WELLBEING COLLABORATIVE

LEADERSHIP TEAM

DRAFT TERMS OF REFERENCE

September 24, 2024

Abbreviations:

- GHWC, the Collaborative: Gabriola Health and Wellbeing Collaborative
- RDN: Regional District of Nanaimo
- CHO: Contract-Holding Organization
- LT: Leadership Team of the Collaborative

NAME: GHWC Leadership Team

TERM: One-year term for the pilot year: October 2024 to October 2025

CONTEXT: At the request of the GHWC, and approved by Gabriola taxpayers, the RDN established in February 2024 a “Gabriola Island Community Health and Wellbeing Contribution Service” for Gabriola. The purpose of the service is “... providing a contribution towards community health and wellbeing initiatives in the Service Area.” (RDN Bylaw 1892) The service will be delivered through a CHO responsible for hiring the CWC and overseeing the implementation of the annual workplan. The service is currently being piloted as a half time (80 hours/month) contract position. The service will be evaluated in September, 2025 and it will be determined if the service should continue, and if it should remain as a half time position or expand to a full-time position.

PURPOSE: The purpose of the Leadership Team is to support the Contract Holding Organization and the Community Wellbeing Coordinator “... to advance the network’s [GHWC] strategic directions, goals and objectives.” (Position Description per contract between the RDN and the Contract Holding Organization)

ACCOUNTABILITY: The LT is accountable to the GHWC who creates the strategic priorities.

RESPONSIBILITIES:

Initially:

- Confirm the position description for the CWC
- Support the CHO’s efforts to recruit and hire the CWC
- Confirm the workplan and budget for the CWC Service for the pilot year
- Work with the CHO to develop an evaluation framework of the CWC Service for both ongoing (formative) and final (summative) evaluation

Ongoing:

- Provide local knowledge/insight to the CWC during the term of the contract
- Engage with the Collaborative membership to ensure opportunities to provide input into the Service development
- Work with the CWC to confirm the monthly meeting agendas and facilitators

- Contribute to the assessment of the success of the CWC Service including key performance indicators, reviewing quarterly and reporting annually to the Collaborative.
- Contribute to reports required by the RDN.

#### MEMBERSHIP:

- Minimum three and maximum seven members
- One member is a representative of the CHO
- Have expertise/skills in leadership and management, an understanding of the Gabriola community, and an understanding of the impacts of the social determinants of health on the wellbeing of the community
- Members must be connected with the GHWC via a member group or public service, or be an individual member with expertise relevant to the work of the Collaborative
- Must support the Mission and Values of the GHWC

#### DECISION-MAKING:

The Leadership Team makes decisions by consensus. "Consensus-based decision making is based on a deliberate process of consensus building, whereby members of a group actively participate in finding a decision together that all members can feel comfortable with. A consensus decision does not necessarily reflect complete unanimity. ... The consensus-building process is based on thoughtful, respectful, fulsome deliberation and an intention to find the best possible decision that suits the group as a whole." (Practical Guide to Consensus-based Decision Making, Jim Madden, 2017; tamarackcommunity.ca)

## APPENDIX C: GABRIOLA HEALTH AND WELLBEING COORDINATOR JOB DESCRIPTION

### **Part-time Contract Position for a Gabriola Health and Wellbeing Coordinator**

#### **BACKGROUND - Gabriola Health and Wellbeing Collaborative (GHWC)**

The purpose of the Gabriola Health and Wellbeing Collaborative is to create opportunities among the GHWC members for mutual support, knowledge exchange, shared advocacy, and improved use of funding resources in order to improve the health of all Gabriolans. This is done by addressing complex factors that influence health and that cannot be effectively addressed by individual organizations acting alone.

As the GHWC is a network of organizations, it is not a legal organization, so the Regional District of Nanaimo has contracted with People for a Healthy Community on Gabriola Society to oversee the new part time position of the Gabriola Community Wellbeing Coordinator, the annual workplan and the deliverables.

Both the Collaborative and PHC have websites.

#### **The Gabriola Community Wellbeing Coordinator (CWC)**

This is a part time contract position 80 hours per month, with a salary range of \$30-35/per hour.

The Gabriola Community Wellbeing Coordinator (CWC) is integral to the work of creating, supporting, and sustaining a culture of cooperation, collaboration, and innovation among Collaborative members.

Reporting to the Executive Director at PHC the CWC will gather input from the Collaborative network, to advance the network's strategic directions, goals and objectives.

#### **Role and Responsibilities:**

- Consult with the Leadership Team, appointed by the Gabriola Island Health and Wellness Collaborative, to determine an annual work plan.
- Consult monthly with the Gabriola Island Health and Wellness Collaborative and record minutes of items discussed and outcomes.
- Provide an annual report with a work plan to the RDN Board of Directors, including up to twelve (12) sets of minutes from the monthly meetings with the Gabriola Island Health and Wellness Collaborative.
- The annual work plan shall include the achievements for the current year and those proposed for future year(s).
- Coordinate across organizations and networks involved in health and wellness on Gabriola Island.
- Develop and implement strategic planning to identify key priorities, strategic goals, and objectives.
- Monitor and evaluate the pursuit of the stated goals and objectives.

- Provide administrative services (meeting coordination, minutes, distribution lists etc.).
- Support Funding applications to support health and wellbeing services on Gabriola Island. Communicate with various service providers, working groups, external partners, and residents.
- Provide other advice, guidance and program activity support which is mutually agreed upon.

#### Education and Experience:

- Minimum of five (5) years' experience working within a collective impact or systems change framework in the field of community development, healthy communities, or social planning.
- Post-secondary education in a related field is preferred.

#### Skills, Knowledge, and Competencies:

1. Knowledge and experience of health and wellbeing challenges on Gabriola Island
2. Knowledge of Regional District of Nanaimo (RDN) and Islands Trust (IT) mandates and implications for addressing health and wellbeing on Gabriola.
3. Demonstrated ability to coordinate and facilitate community engagement and community development processes.
4. Proven ability to work within a diverse team environment in a complex dynamic system demonstrated health model development
5. Experience in workplan development, priority setting and reporting.
6. Strong time management skills, self-starting, and the ability to prioritize tasks within the time available.
7. Strong oral and written communication skills.
8. Experience with project management and reporting on budgets.
9. Demonstrated understanding of the complex, social and community factors that determine the health and wellness of the population.
10. Proficient computer skills including Microsoft Office, Excel, and PowerPoint. Social media experience preferred.

#### Accountability:

1. The Coordinator is responsible for creating and implementing an annual workplan with the input of all of the members of the collaborative.
2. Coordinator is accountable to the Executive Director at People for a Healthy Community to provide the deliverables required by the Regional District of Nanaimo, as per the terms of the contract.

#### Salary:

**Depending on experience - range \$30-35/hr**

Gabriola Island resident is preferred.

Driver license preferred



## APPENDIX D: DRAFT EVALUATION PLAN

### DRAFT EVALUATION PLAN OF COMMUNITY WELLBEING COORDINATOR ROLE

Note: Initiative = Community Wellbeing Coordinator role; Implementation Plan = Coordinator workplan

Evaluation Phases	Specific evaluation activities	Timing	Purpose
Review background documents	<ul style="list-style-type: none"> <li>Review (or develop a theory of change) if applicable</li> </ul>	<ul style="list-style-type: none"> <li>Prior to creating the evaluation plan</li> </ul>	<ul style="list-style-type: none"> <li>Clarify the initiative and implementation plan</li> <li>Provide a foundation for the evaluation plan</li> <li>Ensure that all stakeholders have a shared vision of the initiative and understanding of the implementation plan</li> </ul>
	<ul style="list-style-type: none"> <li>Review (or develop) a logic model if applicable</li> </ul>		
	<ul style="list-style-type: none"> <li>Clarify goals, purpose, objectives and outcomes of the initiative (typically included in theory of change and logic model)</li> </ul>		
Create evaluation plan	<ul style="list-style-type: none"> <li>Determine which type(s) of evaluation(s) will be used</li> </ul>	<ul style="list-style-type: none"> <li>Prior to or at the beginning of the initiative implementation</li> </ul>	<ul style="list-style-type: none"> <li>Ensure utility of evaluation results</li> <li>Establish rigour/evaluation standards</li> <li>Create process for feedback loop</li> <li>Ensure that all stakeholders have an opportunity to contribute to and have a shared understanding of the evaluation plan</li> <li>Demonstrate to funder that an evaluation is being planned</li> </ul>
	<ul style="list-style-type: none"> <li>Identify who is responsible for developing and implementing the evaluation plan</li> </ul>		
	<ul style="list-style-type: none"> <li>Identify guiding principles (e.g., ethics, collaboration, diversity, inclusion) of evaluation plan</li> </ul>		
Select type(s) of evaluation	<ul style="list-style-type: none"> <li>Formative evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Conducted early to midpoint of</li> </ul>	<ul style="list-style-type: none"> <li>Offer preliminary and ongoing information</li> </ul>

		implementation plan & ongoing during implementation of initiative	about implementation plan (e.g., what's working/not working, modifications needed) <ul style="list-style-type: none"> <li>• Improve or strengthen initiative implementation (e.g., feedback loop)</li> <li>• Help to identify process and summative/outcome evaluation measures</li> </ul>
	<ul style="list-style-type: none"> <li>• Summative/ Impact/Outcome evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Conducted at the end of each year and/or the end of the funding cycle</li> </ul>	<ul style="list-style-type: none"> <li>• Assess effectiveness in achieving anticipated objectives and short/medium/long term outcomes</li> <li>• Identify unanticipated outcomes</li> </ul>
	<ul style="list-style-type: none"> <li>• Process evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Conducted at the end of each year and/or the end of the funding cycle</li> </ul>	<ul style="list-style-type: none"> <li>• Assess whether the implementation was delivered as expected</li> <li>• Explore ways in which the implementation could be improved</li> </ul>
Information/ data gathering (some examples)	<ul style="list-style-type: none"> <li>• Monthly or biweekly reflections</li> </ul>	<ul style="list-style-type: none"> <li>• Create space for sharing reflections at Leadership Team and Collaborative meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Learn about key processes (e.g., the recruitment process, the hiring process, the collaboration process, role of the coordinator, etc.)</li> <li>• Assess progress in working towards goals, objectives and outcomes</li> </ul>
	<ul style="list-style-type: none"> <li>• Qualitative, quantitative or mixed methods</li> <li>• "Typical" data/ information collection methods (e.g., interviews, surveys and/or focus groups)</li> </ul>	<ul style="list-style-type: none"> <li>• At midpoint and at the end of each year and/or the end of the funding cycle</li> </ul>	<ul style="list-style-type: none"> <li>• Learn about key processes (e.g., the recruitment process, the hiring process, the collaboration process, role of the coordinator, etc.)</li> <li>• Assess progress in working towards goals, objectives and outcomes</li> </ul>

	<ul style="list-style-type: none"> <li>Other forms of information gathering (e.g., storytelling, photo voice, video voice, art, poetry, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>At midpoint and at the end of each year and/or the end of the funding cycle</li> </ul>	<ul style="list-style-type: none"> <li>Learn about key processes (e.g., the recruitment process, the hiring process, the collaboration process, role of the coordinator, etc.)</li> <li>Assess progress in working towards goals, objectives and outcomes</li> </ul>
Synthesis and interpretation of gathered information	<ul style="list-style-type: none"> <li>Qualitative and quantitative analysis depending on data gathering method</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing for formative evaluation (i.e., feedback loop)</li> <li>At midpoints and at the end of the year/or the end of the funding cycle for process and summative/impact/outcome evaluations</li> </ul>	<ul style="list-style-type: none"> <li>Identify preliminary and ongoing information about implementation plan</li> <li>Identify ways to improve, modify or strengthen initiative implementation</li> <li>Assess progress in working towards goals, objectives and outcomes</li> <li>Learn about key processes</li> <li>Assess effectiveness in achieving anticipated results and short/medium/long term outcomes</li> <li>Identify unanticipated outcomes</li> </ul>
Share findings with funder and stakeholder groups	<ul style="list-style-type: none"> <li>Prepare reports, presentations and other sharing methods</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing for formative evaluation</li> <li>At midpoint and the end of the year and/or the end of the funding cycle</li> </ul>	<ul style="list-style-type: none"> <li>For accountability to funder</li> <li>To share learnings, successes, and challenges with stakeholders and broader community</li> </ul>

#### Sample Evaluation Guiding Principles

- Diversity
- Inclusion
- Practical utility

- Grounded in the vision of the initiative
- Community-based
- Collaborative
- Ethical
- Rigorous/meets evaluation standards
- Other?

#### **Sample Formative Evaluation Questions**

**(related to the progress and direction of the implementation plan – what is working, not working, could be modified):**

- What was the vision for the overall initiative? Is it evolving as envisioned? What are emerging as strengths or opportunities for modification?
- Describe the recruitment and hiring process, the leadership process, how the implementation plan was developed, how the evaluation process was developed, etc. Are these processes proceeding as envisioned? What are key learnings?
- How is the initiative being implemented? What are the core principles or guiding framework?
- What information needs to be collected to assess the initiatives' progress and successes (i.e., for process and summative/impact/outcome evaluation measures)?
- What factors are enabling or impeding the implementation of the initiative?
- What modifications could help to enhance the initiative's progress?

# APPENDIX G: DRAFT COMMUNICATIONS & ENGAGEMENT PLAN, V.1 May 2025

## Purpose

This draft communications and engagement plan is created with the purpose of providing guidance to anyone communicating on behalf of the network. It includes a workplan that will support the activities and events of Gabriola Health and Wellbeing Collaborative as it aims to increase engagement and ongoing communication within the Gabriola Health and Wellbeing Collaborative (GHWC), amongst the larger Gabriola community (the Community) and the GHWC's Funders and Supporters, currently collected the Regional District of Nanaimo, through a tax levy on Gabriola residents.

The plan will create a better understanding of the GHWC and how it works to strengthen community resiliency, through collaboration and the achievement and communication of shared goals.

The plan strives to balance structure with flexibility and timeliness, ensuring the Collaborative remains responsive to member and community needs while maintaining clear, transparent and consistent communication and engagement.

## Objectives

### *GHWC*

- Ensure all GHWC members feel informed, valued, and heard.
- Facilitate meaningful participation in initiatives and decision-making processes.
- Build a sense of community through shared goals and activities.
- Streamline communication channels for efficiency and inclusivity.

### *Gabriola Community*

- Ensure the Community feels informed about the purpose and mission of GHWC.
- Ensure the Community knows how to contact GHWC and the best point of contact.
- Ensure the Community receives timely updates about GHWC's annual workplan and financial status (4 x per year).

### *GHWC Funders and Supporters*

- Ensure the Funders and Supporters feel informed about the purpose and mission of GHWC.
- Ensure the Funders and Supporters know how to contact GHWC and the best point of contact.
- Ensure the Funders and Supporters receive its stated requirements for communication about the reporting of the GHWC's annual workplan and achievements (2 x per year - mid and end of year).

## Key Messages

**Mission and Vision:** Reinforce the shared goals of the Collaborative and its value to the community.

**Transparency:** Ensure GHWC actions, decisions, financial status and updates are communicated openly.

**Participation:** Offer opportunities for GHWC and Community involvement in achieving goals.

**Community Building:** Highlight the Collaborative's role in fostering wellbeing and resilience.

**Community Accountability:** Acknowledge that the work is directly supported by a tax levy the residents of Gabriola, Mudge and Decourcy Islands.

## **Target Audiences**

- Collaborative members (organizations and individuals)
- Broader community stakeholders (e.g., local organizations, government bodies, residents).
- Funders and Supporters

## **Communications Guidelines**

- **What We Communicate About**
- GHWC network values, news, priorities and activities
- GHWC network partner and supporters news and activities
- The role and importance of the determinants of health on individual and community health
- Successes and challenges of GHWC work

## **What We Do Not Communicate About**

- Items that don't align with GHWC values
- Fundraisers
- For profit events
- Personal/professional news specific to GHWC member
- Elected officials or political parties

## **Anti Hate Anti-Racism Statement**

### *Available Communications Assets & Channels*

The Gabriola Health and Wellbeing Collaborative has the following communication channels available:

- Website: <https://ghwcollaborative.ca/>
- Email: [communitywellbeing@phcgabriola.org](mailto:communitywellbeing@phcgabriola.org)
- Facebook: @GabriolaCollaborative
- Survey Monkey
- Contact Us Page

## **Content Development & Approval**

Content Development is scheduled into the contract holder's agreement.

The themes of the monthly topics will be developed in partnership with the CCT.

All content changes will be coordinated and tracked via the CWC, with final drafts being provided to CCT members (sub group?) for final approval.

### **Consistent Branding**

Any communication, reports, documents originating from the Gabriola Health and Wellbeing Collaborative should include the GHWC logo.

Logos will be available on the shared drive.

### **Usage of consistent taglines**

Official communications (for example press releases) should include a standardized tagline about the GHWC Collaborative

Action Tables and Special projects should acknowledge the Collaborative in their official communications, reports and documents.

An example:

"The Extreme Weather Action Table is supported by the Gabriola Health and Wellbeing Collaborative (GHWC). The Action Table includes members from local churches, community outreach services, volunteers, Island Health and RDN Emergency Services staff."

### **Media**

Press Releases to the media will be coordinated by the CWC to ensure consistency. All Press Releases will be approved by the CCT (sub-group) members.

Requests from the Media will be coordinated by the CWC. CCT members will be contacted to identify the appropriate spokesperson.

### **Responding to Requests**

Requests for information are received via the email address as well as the Contact Us Page that is directed to the CWC email address.

It is the responsibility of the CWC to respond to general requests and show judgement as to when to bring to the attention of the CCT or other GHWC members.

### **Use of GHWC Logo, Co-branding and Sponsorship opportunities**

Requests from members who are interested in the use of the GHWC logo, co-branding initiatives or events or sponsorship opportunities, should be addressed in writing to the Community Wellbeing Coordinator for consideration by the Collaborative Coordinating Team. Final recommendations will be brought to the full Collaborative for final approval. Requests should align with GHWC Communication Guidelines

Activity/Event	Audience	Frequency	Method	Resources Required	Status
GHWC Planning Day	GHWC Members	Annual	In Person	Yes	In progress
GHWC Meetings	GHWC Members	Monthly	Virtual	ZOOM account	In progress
GHWC Online Events Calendar	Broader Community GHWC Members Funders	Updated Weekly	Website	Calendar creation	Complete Will refer Collaborative members to the Chamber Community Events Page
GHWC Member Events	Broader Community GHWC Members Funders	As required	Post GHWC member events on website and Gabriola Chamber's events page	Calendar creation	Not started Will refer Collaborative members to the Chamber Community Events Page
GHWC Member Events	Broader Community GHWC Members Funders	As required Develop process for sharing of GHWC member activities after Monthly meetings. "Network News"	Share via email	Email list maintenance	Not started
GHWC Host for Naut'sa mawt Oceanside Wellness (NOW) Network Gabriola Learning Circles/Showcase	GHWC Members NOW Network Members Funders Broader Community	July 8, 2025	Post GHWC member events on website  Email  Facebook	Yes	In progress
GHWC Facebook Page	Broader Community GHWC Members Funders	Up to 5 items/month on GHWC Facebook	Facebook	Yes	In progress
GHWC Website	GHWC Members Broader Community Funders	A balance of up to 5 posts on Facebook AND/OR	Website	Yes	In progress



		website work each month			
Surveys	GHWC Members Broader Community	Annually to GHWC members  Periodic as required to broader community	Survey Monkey		In progress
Updates to Community	Broader Community GHWC Members Funders	Quarterly	Website Sounder Facebook	Yes	Not started
Report to Funder	Funders GHWC Members Broader Community	Every 6 months Due June 2025	In Person Written Report	No	Data collection in progress
Market Booth	Broader Community GHWC Members Funders	Monthly at Agi Hall Market	In person	Yes	Not started