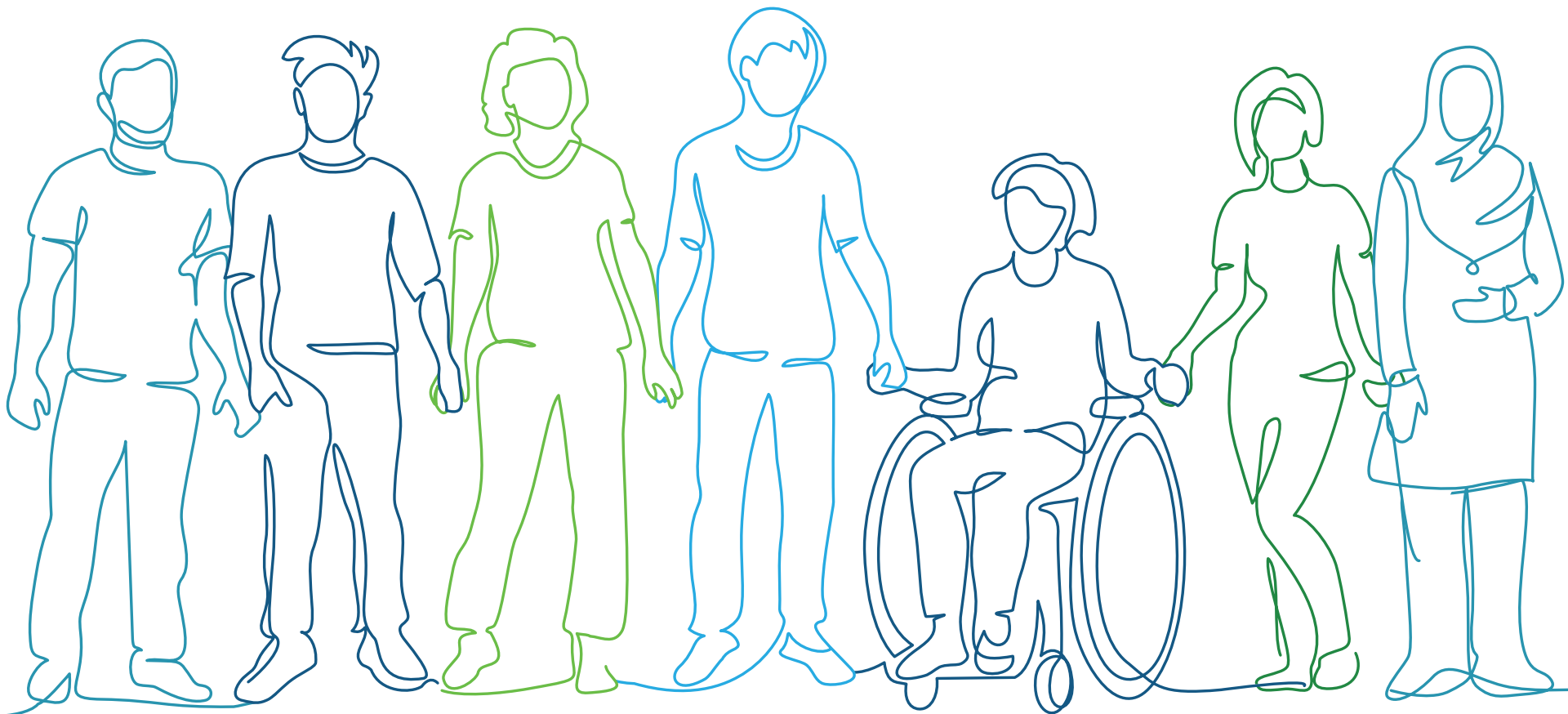




Headwaters Communities in Action

Playbook



WHO WE ARE

HCIA is a group of local residents dedicated to nurturing leadership and taking action to enhance the well-being of the Headwaters Region.

We support several projects that further our mission, align with our values, serve the residents of Dufferin County and Caledon, and make life better in our communities.

HCIA is a community development organization.

OUR VISION

People coming together to shape a thriving community.

OUR MISSION

HCIA sparks and nurtures positive change. We bring people together from different backgrounds to work on what matters most to our community.

VALUES & PRINCIPLES

We put people first

We work hard to be equitable, build trust and honour relationships.

We believe that together, we can create the community we want

Everyone has gifts to offer, and the best solutions come from a strong, interconnected community ecosystem.

We do this work because we care

Everything we do centres on love for our community, its people and environment, and a desire to see them flourish.

We are curious and committed to learning

We listen to all voices and perspectives and look to data for guidance.



OUR THEORY OF CHANGE

People coming together to shape a thriving community

If we...

- Celebrate and elevate the strengths within our community to support the things that matter most to us
- Connect people and organizations, helping them collaborate and weave stronger networks
- Stay true to our values and purpose while taking care of the well-being of our HCIA team
- Make sure that solutions truly reflect local experiences and priorities by listening to and amplifying those voices
- Gather and promote knowledge and communication throughout our community

We expect that...

- ▶ It will create a community where people of various lived experiences feel like they **belong** and are **inspired to contribute** to the well-being of our community
- ▶ People will discover their **unique gifts** and find ways to **actively shape** the kind of community they envision
- ▶ Strategies across the Headwaters region will be rooted in what matters most to our community and will **complement and reinforce** each other
- ▶ Institutions, groups, and individuals in the Headwaters communities will **collaborate** more effectively to bring about **positive change**

So that...

People come together to build
social, economic, and natural environments
in Headwaters communities
where everyone can flourish.



WHAT WE DO

Like the flow of water nourishes the land, we connect at the source, facilitate the flow of information and navigate the rapids of change through five streams of action related to our Theory of Change:

1. Connecting at *the source*.

- a. Leading **local well-being research** and sharing information with citizens, who tell us what matters to them.
- b. Building an understanding of and skills around **community development** among residents and community leaders.
- c. Seeding **human connections** to create a ripple effect.



2. Celebrating and uplifting the wellspring of our *community assets*.

- a. **Our Shared Platform:** Assisting citizen-led initiatives with administrative support from a registered charity.
- b. Collaborating on **initiatives and networks** that nourish community well-being.
- c. Keeping a focus on **upstream solutions** and community strengths.



3. Amplifying the currents of *community voices* to ensure that local solutions mirror the depths of local experiences and priorities.

- a. Creating space for **community discussions**.
- b. Ensuring **underrepresented voices** are sought out, consulted, heard and given weight.



4. Interweaving tributaries of *connection and collaboration* among people, institutions, and initiatives.

- a. **Dip a toe or jump right in.** Helping people find pathways to join their communities in action on matters that matter to them.
- b. **All oars in the water, rowing in the same direction.** Connecting people and groups with common causes to enable greater impact than if they work separately



5. Making sure *the well does not run dry*.

- a. **Navigating the winds of change.** Nurturing the well-being of HCIA staff and volunteers and maintaining a flow of new members.
- b. **Watering our fertile minds** with opportunities for professional development and continuous learning.
- c. **Filling the well** by creating space, guidance and pathways for future community leaders.



WHY WE DO IT

We want to make life better for people in Headwaters.

How do we know what makes life good? In addition to what individuals need to thrive, we know that there are other things that are needed for a community to thrive, and that people need to have a say in how those things are prioritized.

All of our work is anchored to what we know to be the six essential foundations of community well-being:



Dynamic Economy

- Community economic sustainability: business diversity
- Personal economic sustainability: employment, income, debt level
- Range of housing: livability, options available
- Post-secondary education: trades, local opportunities, adult literacy rates
- Work life balance: worker well-being: free time, work enjoyment



Sustainable Environment

- Natural resource usage: extraction, industrial use of resources
- Water quality: safe drinking water, clean river/lake water
- Air quality: industrial + vehicle emissions
- Wetlands, flora and fauna: preservation of natural rural areas
- Built environment: management of growth, water, transportation
- Personal environmental responsibility



Engaged Citizens

- Volunteerism
- Political Engagement
- Cultural inclusion
- Connection to the community, sense of belonging



Community Assets

- Human, Social, Natural, Built and financial



Vibrant Culture

- Arts + culture activities: programs, library use
- Cultural and social diversity
- Protecting heritage sites + rural feel
- Embracing lifelong learning
- Availability of recreational areas



Healthy People

- Personal physical and mental health
- Accessible and quality services like availability of physicians
- Personal and community safety: crime rates, perception of safety



WE WORK AT MULTIPLE SCALES



COMMUNITY LEVEL

We engage local Dufferin-Caledon residents in shaping their communities by participating in data gathering, public consultations, setting direction and priorities, asset mapping, education, program development, citizen engagement, grassroots action and innovations in support of community well-being.



SYSTEM LEVEL

We nurture relationships with decision-makers and influencers in different sectors, see where they are heading, and seek out roles and opportunities for local businesses, institutions, municipalities, nonprofits/charities, schools and clubs, to achieve their own goals while addressing community priorities.



BROADER CONTEXTS

We align with, advocate for or stay aware of provincial, federal and international guideposts like Sustainable Development Goals (SDGs), Wellbeing Economies Alliance (WEALL), Economic, Social, Governance (ESG) contexts and global movements.



HOW DO WE DO IT



STRATEGIC DIRECTIONS 2023-2025

Where we need to focus our energies for the next few years to live into our Theory of Change

Spread the word about our identity, our work, and why it matters.

Develop a robust, people-centric communications strategy and plan.

Strengthen our connection with and involvement in local communities.

Educate, help build relationships and deepen engagement at the local level.

Foster the overall well-being of our organization to ensure long-term community impact.

More humans, in more places, making more connections.



Admin

Digital Platform

Encouraging Engagement

Volunteerism

Surveys

Voting

Shared Platform

Research

Discussion guides

Communications

Templates and Tools

Leading initiatives

Supported Projects

Collaborations

Workshops

Facilitating Networks

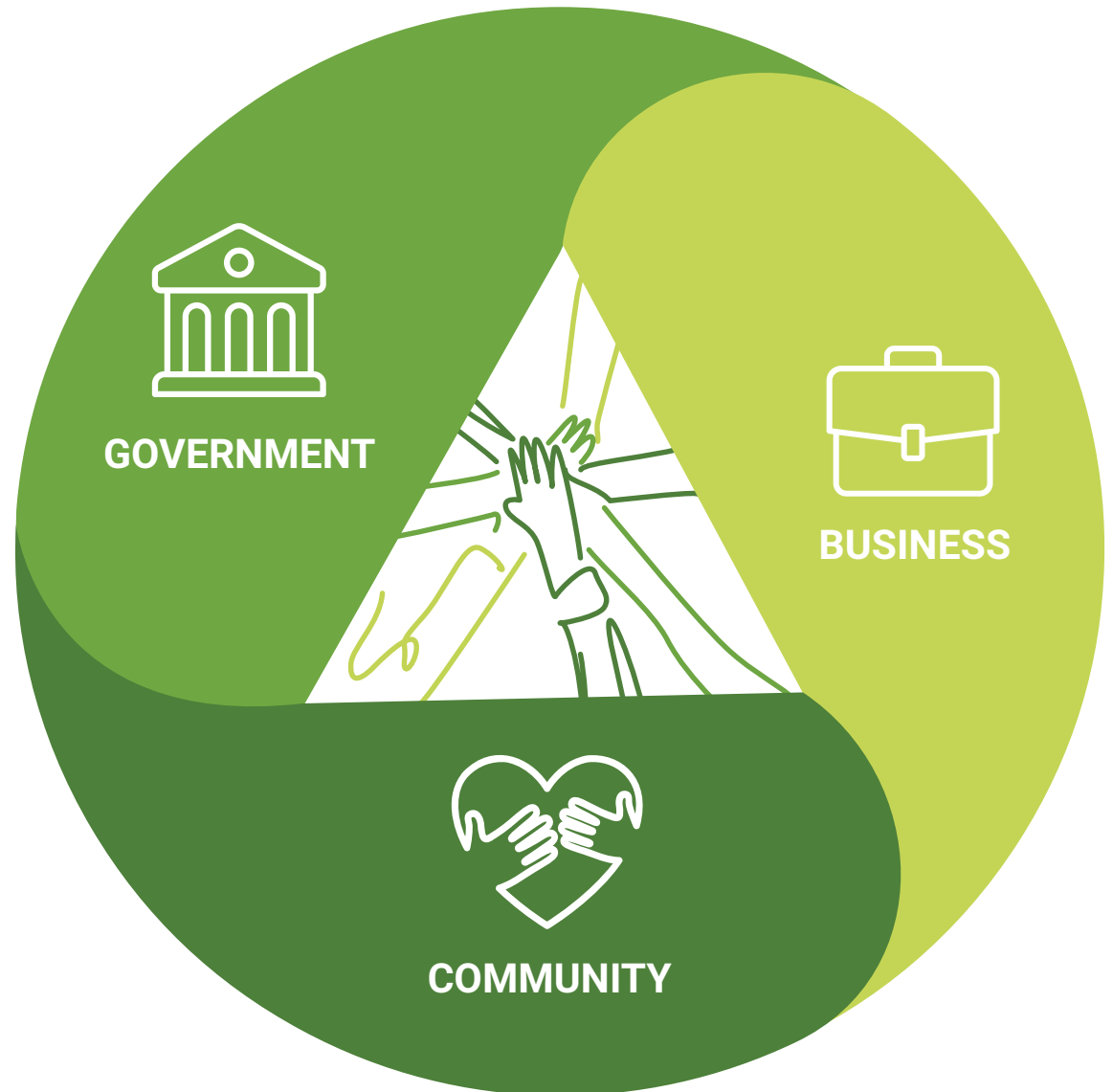
WHO WE WORK WITH

As a community integrator and backbone organization for the Headwaters Region, HCIA helps everyday folks and local community groups get organized, get connected, grow their knowledge and build their skills so they can make their communities even better, while protecting what is already good.

HCIA supports and encourages people to get involved in their communities.

We work to make it easier for residents to have a say in what happens in their neighbourhoods, communities and throughout Dufferin County and Caledon.

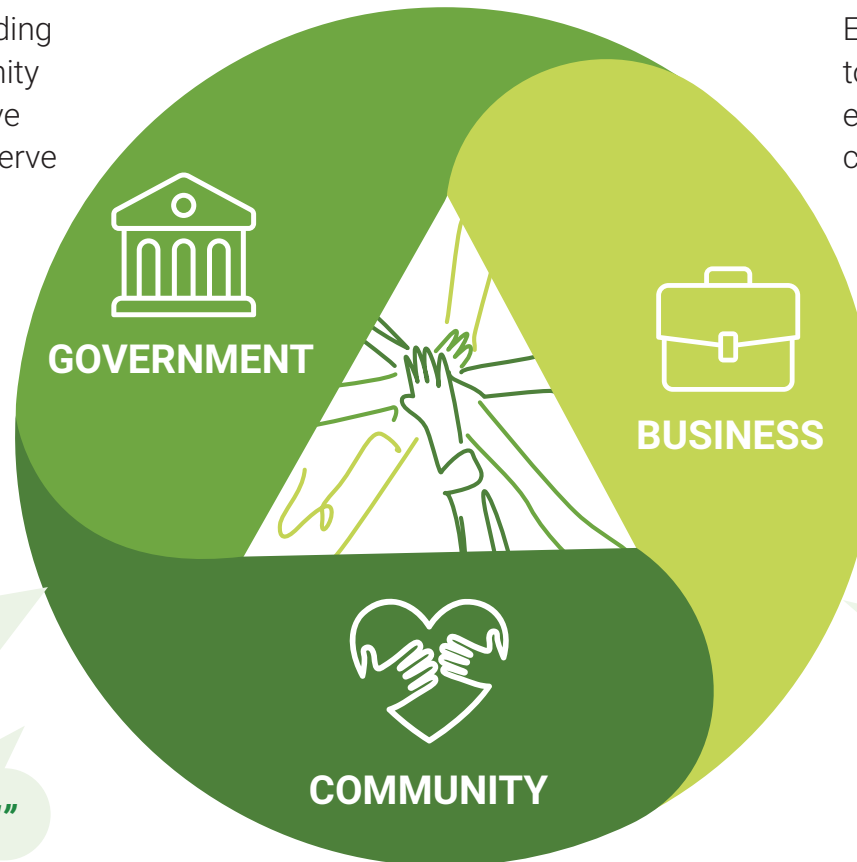
We help local governments, businesses, agencies, institutions, funders and individuals make choices and access resources that help everyone create better well-being for themselves, their communities, and the whole region.



WHO WE WORK WITH CURRENT EXAMPLES

HCIA assists the County of Dufferin and the Town of Orangeville to provide arm's length scoring, assessment and funding recommendations for their Community Grants Programs, convening inclusive groups of community members to serve on assessment teams.

HCIA partners with Dufferin Board of Trade, County of Dufferin and local Economic Development initiatives to engage the community in finding economic solutions that support community well-being priorities.



"Very impressed with HCIA. They bring great value and we work well together. HCIA draws attention to things in the community we would not necessarily see otherwise."

"HCIA captures issues that no other organization does and tries to coordinate, bring together, incubate new projects, organize and collaborate."

"We want to see more of HCIA!"

HCIA holds space and provides administration and strategic support for networks of people working on specific priorities, such as the local food system, human services, poverty reduction and community engagement. We also help share information, resources, events and connections with extensive networks and channels.

"There would be more silos if HCIA was not doing the work of connecting people and organizations."

LENSES

Every project needs these gifts

HEAD

HEART

HANDS

Every person has gifts to give

WISDOM

WORK

WEALTH

Are we considering all lenses?

SOCIAL

ENVIRONMENTAL

ECONOMIC

What is our role?

COMMUNICATE

CONSULT

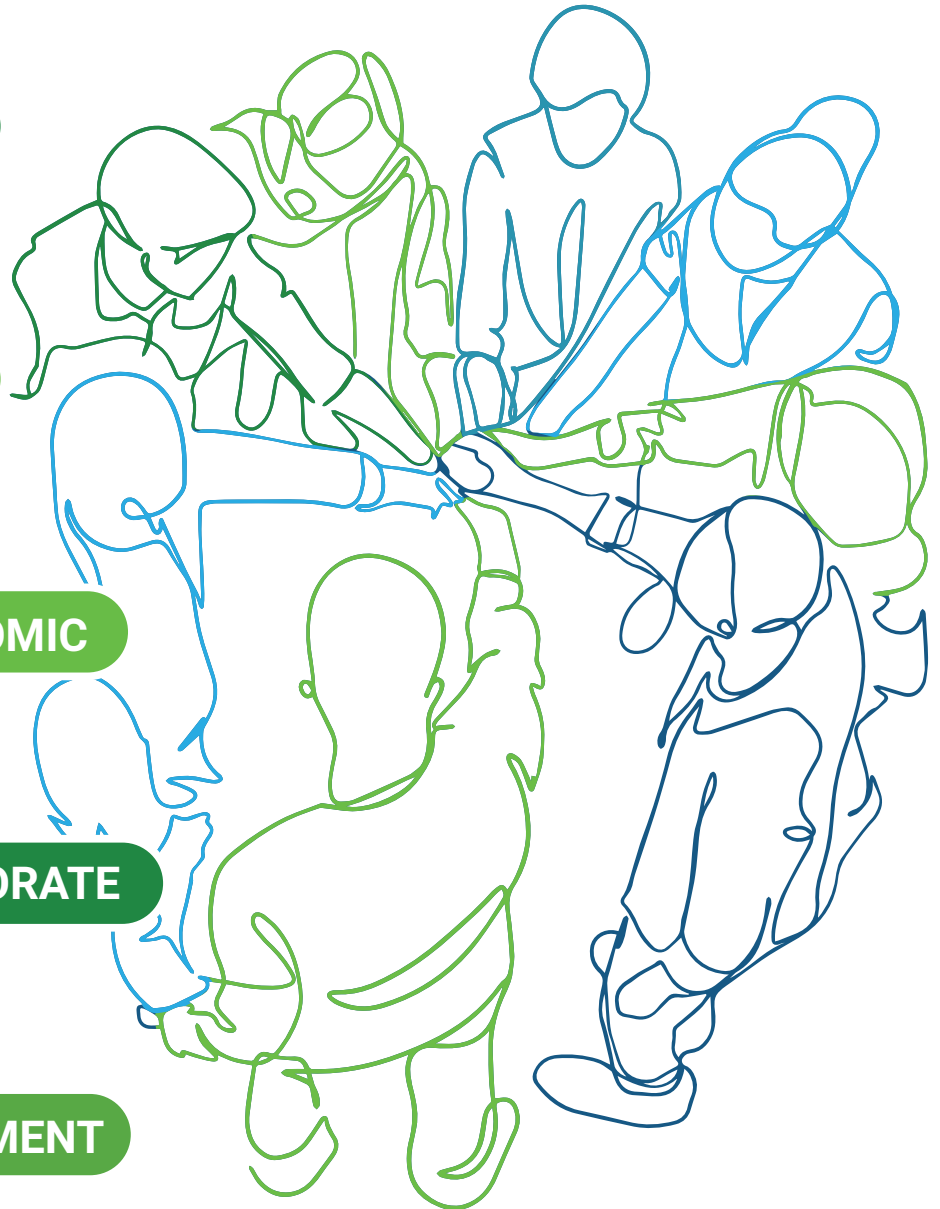
COLLABORATE

Who else has a role?

COMMUNITY

BUSINESS

GOVERNMENT



THE TENSIONS INHERENT IN OUR WORK

What do we hold, what do we host, and where do we help? And what is the difference?



HOLD:

Projects where the purpose and direction are designed by HCIA and its success is HCIA's responsibility, whether alone or as part of a partnership where HCIA is the lead.



HOST:

Projects supported by HCIA (for example, projects on the shared platform) where HCIA may hold legal accountability, but the purpose, direction and success of the project rest with engaged citizen groups or collaborations



HELP:

Projects where HCIA is playing a supporting role to projects where the purpose, direction and success of the project ultimately rests with another organization.

Understanding why and when we hold, host, or help will bring clarity to our work. Each project is unique, so holding, hosting and helping may look different depending on the context.

The tension or paradox arises from HCIA's desire to do all it can to promote citizen engagement and community well-being and be "flexible and agile" while staying grounded in our purpose and balancing our ambitions with our capacity.



TENSIONS AND QUESTIONS

The tension or paradox arises from HCIA's desire to do all it can to promote citizen engagement and community well-being and be "flexible and agile" while staying grounded in our purpose.

Therefore, we will need to grapple with over time:

- Is it possible to host and not have legal and financial accountability?
- It is important to define when and why we do each of these.
- Unique contexts for definitions: May not have the same rules across different projects.
- How do we steer projects to align with our purpose as well as the funders' missions?
- How do we get new projects through greater outreach and engagement?
- Can we generate our own ideas for projects to hold?
- What are the advantages/ risks involved in choosing holding, hosting or helping?
- How do we address the challenges of limited capacity and term projects/funding inhibiting our ability to hold, host or help projects?
- When and how do we say no to things, reduce or refine our scope, take off certain types of work vs. take on, use / delegate to / find active roles for / engage our partners more deliberately in work that supports our mission?
- How do we understand our role (and CRA restrictions) in relation to action and advocacy



CONNECTED COMMUNITIES - A PROVEN APPROACH

We use the Connected Community Approach (CCA) as a guide.

The purpose of CCA is...	to help local ideas grow and make a difference.
The CCA is most effective...	in communities where people live, work or play
The CCA helps solve issues...	like problems that come up in the community and become important for action. CCA helps with various goals that shift, overlap, and change as time goes on.
The CCA...	fosters connections, helps people work together and discovers common ground among different groups and levels.

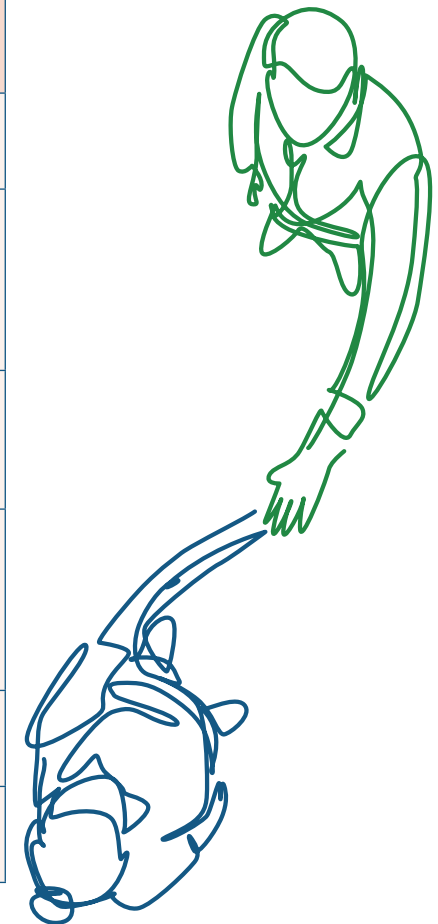
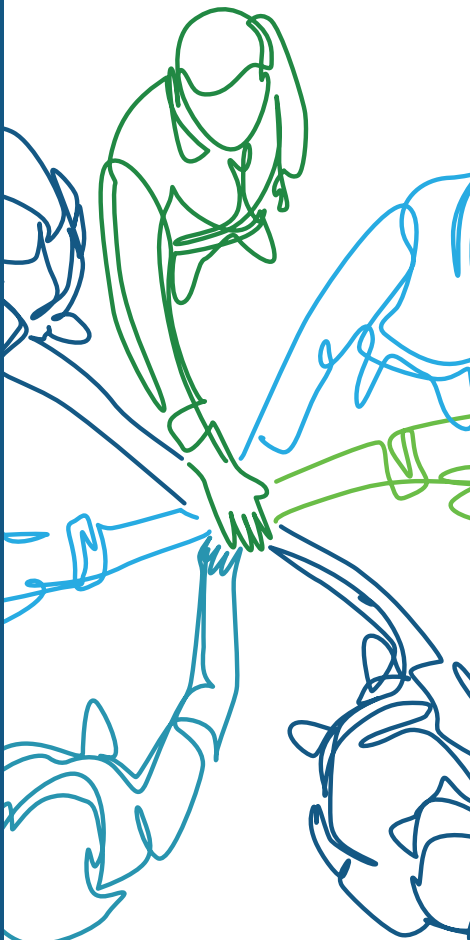


CONNECTED COMMUNITY APPROACH

HCIA is
... a Community Integrator
... a Community Backbone
... a Community Development Organization

COMMUNITY DEVELOPMENT differs from **SERVICE DELIVERY** in the following ways:

Community Development	Service Delivery
Community Focused	Individual Focused
Strengths or asset-based What's right in the community, and how do we strengthen it?	Needs-based Addresses what is wrong and how to fix it.
Long-term change successes	Short-term/immediate change successes
Proactive in creating more desirable conditions	Reactive to unsatisfactory conditions
Transformational	Transactional
Agents of change	Clients or volunteers



CONNECTED COMMUNITY APPROACH

The Connected Community Approach is a framework that introduces 10 keys to unlock the potential of people coming together to shape a thriving community.



TEN KEYS

to Unlocking the Potential of a Connected Community

1

Build on everyone's strengths

2

Facilitate Collaborative Processes

3

Create Connected Communities from the Inside Out

4

Learn Together

5

Embrace the Messiness

6

Prioritize Equity and Power Sharing

7

Let Values Lead

8

Work at Multiple Scales

9

Make Community Building Visual

10

Build Creative Infrastructure

CONNECTED COMMUNITY APPROACH

CCA also outlines a set of 11 conditions for successful community development:

- 1** People have a sense of belonging and inclusion.
- 2** People learn from and support one another across cultures and differences
- 3** Residents and professionals design solutions together.
- 4** People find meaning in participating in civic processes.
- 5** And have the confidence to advocate for what they believe in and what they need...knowing their voice will make a difference
- 6** People, organizations and institutions make collective and concerted efforts to unlearn racist behaviour, uphold treaties and dismantle colonial and white supremacist systems...
- 7** And have the trust and capacity to collaborate meaningfully and effectively with each other
- 8** Barriers to opportunity are actively and intentionally removed
- 9** People have seamless access to the support that they need to thrive
- 10** In a truly Connected Community, strategies, programs, research and funding are all grounded in community context...And people work together effectively to create a healthy and equitable society..
- 11** People steward the land and are nurtured by it

CCA offers HCIA a consistent way of organizing our strategies, planning and action in ways that keep us focused on our purpose. It guides us, supports us, it doesn't restrict us.



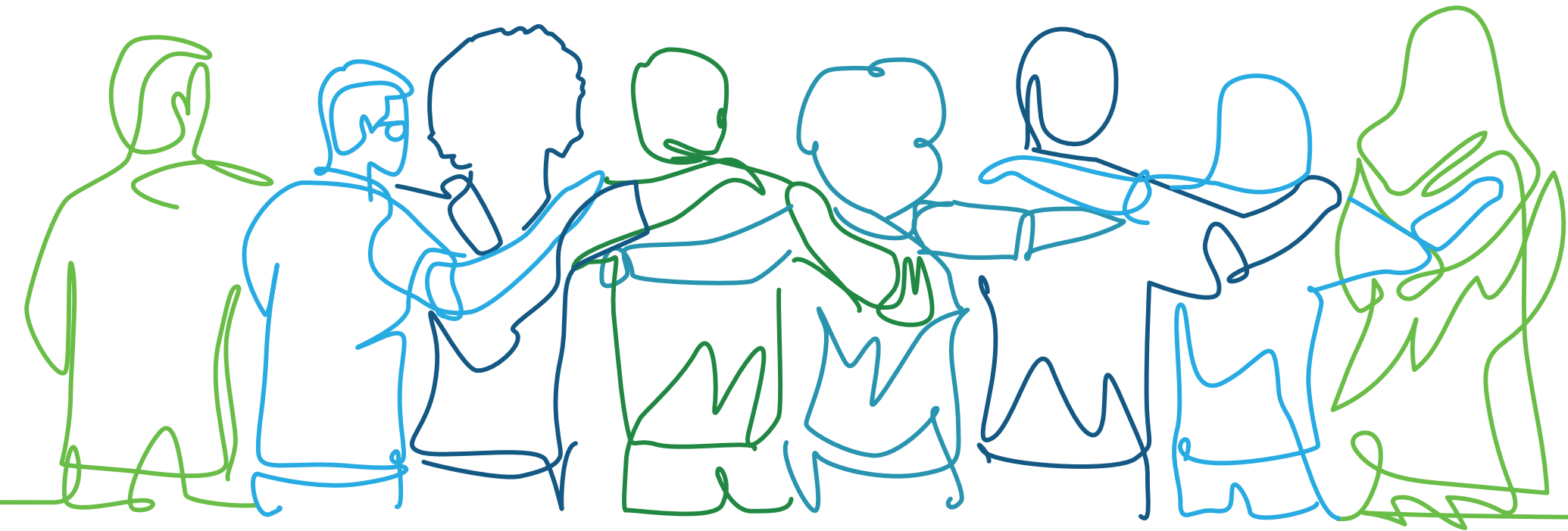
Headwaters
**Communities
in Action**

People coming together
to shape a thriving community.

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