What Do Community Members of Shawnigan Lake Perceive to be the Assets and Strengths of the Community?

Christine Westland
Masters of Arts Community Development Candidate

School of Public Administration
University of Victoria

Prepared for Dr. Bruce Fraser, Area Director, Area B, South Cowichan Valley

Executive Summary

This research project compiles the perceived strengths and assets of Shawnigan Lake

community members with the hope that the data gathered will be used to guide future

development planning. First, this report provides background information on the problem. The

South Cowichan Regional District has an ongoing Official Community Development Plan (OCP)

which many of the Shawnigan Lake residents have noted is not meeting the current needs of the

area, particularly with regards to the protection of the lake and watershed. The population has

grown to 8,100 causing ongoing stress on local water supply, sewage and solid waste disposal;

the area also needs safer roads and a plan for the village center. Unfortunately, there is a lack of

data that relates specifically to Shawnigan Lake, which makes addressing the current needs a

challenge. Understanding the issues that are pertinent to the citizens of Shawnigan Lake and how

the identified perceived strengths and assets of the community can be leveraged will be helpful

in future planning. A revised OCP which is specific to the needs of the area is a topic that the

people of Shawnigan Lake are interested in pursuing. Using Asset Based Community

Development and Appreciative Inquiry as a methodology, this project identifies the Shawnigan

Lake community's strengths and assets through the eyes of members of community

organizations. This project also envisions a direction for the Shawnigan Lake community as

identified by project participants; they have also   identified barriers that block successful

community collaborative development and possible solutions. This paper uses these findings to

provide recommendations that will help direct the community towards their vision.

The literature review indicates that community members know best what is needed in the

community in terms of development. A grassroots approach guided by a community developer

working collaboratively with various organizations can help propel the community towards

change and growth. The literature review further explains the need for community based leadership and the importance of hearing from a broad representation of citizen voice during the planning stage of any development project. Barriers identified in the literature sources include marginalization of certain groups within a community, a lack of collaboration between the different parties and avoidance of in-fighting or isolation of a particular group. The findings from the semi-structured qualitative focus groups have provided insight into the complexities of how several community organizations function. Other findings shed light on how the organization functions and what they envision for the future of Shawnigan Lake. Ultimately, the findings show that the organizations which participated are strengths and assets in the community.

The results suggest that community organizations need to recruit new members from a variety of age groups, social, economic and diverse backgrounds. It is also important to include new community members in the discussion as well as the elderly and those who have recently immigrated. The participants also had an opportunity to share how they felt about the lake and its importance in the community, not only for drinking water supply but also for the watershed and the recreational areas. The feedback included the need for a connected trail system for walking and bike riding and continuing community events like the Triathlon, Heritage Day and other celebrations. The data suggests the importance of creating a safe village core with room for new retail businesses including stores, restaurants and pubs, a place to showcase community arts, the museum, the community center and green spaces. The town should also have adequate parking and be pedestrian friendly. Ideally, participants wanted to see all of this incorporated into a town theme.

Recommendations were based on the five themes identified in the data analysis, which included community leadership, arts heritage and a diverse culture, the lake and watershed, having a safe community and building the assets of local business. The recommendations included creating a way for community members to have a greater say in governance of the area and increased CVRD staff who work only for Shawnigan Lake. This would include a bylaw officer to address leaking septic fields which are contaminating the watershed. Another recommendation is to keep the ambiance and natural beauty of the area by allowing local governance to decide the types of development that occur. The \ community would have control of its housing and commercial development and be able to choose ecologically sound projects that build on the identified strengths of the community. These strengths include the lake, trail system, watershed, businesses in and out of the village, private schools, public parks and buildings and a community of people who really care about the environment. Further recommendations included providing a pedestrian safe and user friendly village core which has adequate parking and crosswalks. The village would not only be a well-designed business and retail center but also would be developed to include an arts and heritage center allowing for the community's many artists to showcase their work and for music and theater production to have a venue for performances. There also needs to be a new museum; finally, it is important to continue with fire, police, ambulance and health services being available for quick response during a crisis or emergency. This research report shares the information gathered during the focus groups that community members see as important and the recommendations are based on this data.

TABLE OF CONTENTS

Chapter One: Background on the Community of Shawnigan Lake

1.1 Introduction

Shawnigan Lake is a vibrant community of 8,100 people who enjoy the rural life style while still living close to the city of Victoria, BC. It is part of the Cowichan Valley Regional District and is managed by an Area Director (AD). During the last three years the community has seen a growth in numbers of community groups and organizations. This is largely due to encouragement from the (AD) to form new community groups in order to address current issues arising in the community. For example, the Basin Society is one year old and was formed to address environmental issues affecting the Shawnigan Lake water shed (Fraser 2014). The Basin Society and other new and established community organizations were invited to participate in this project in order to identify the perceived strengths and assets the community has to offer and to forward this information to the current AD to be available for use in future community planning.

1.2 Research Question

This project addresses the research question: "What do the members of Shawnigan Lake perceive to be the assets and strengths of the community?" The question was developed in consultation with the local Area B, Cowichan Valley Regional District (CVRD) Area Director (AD), Bruce Fraser. He expressed the need for a community research project to identify the community strengths and assets to support a community plan. Fraser related that in the last ten years there have been two Official South Cowichan Community Plans (OCP) completed (personal conversation with Bruce Fraser, 2013). The last one was done in 2011 and included three distinct electoral areas: Mill Bay (Area A), Shawnigan Lake (Area B) and Cobble Hill (Area C) (See figure 1) (CVRD, 2014).
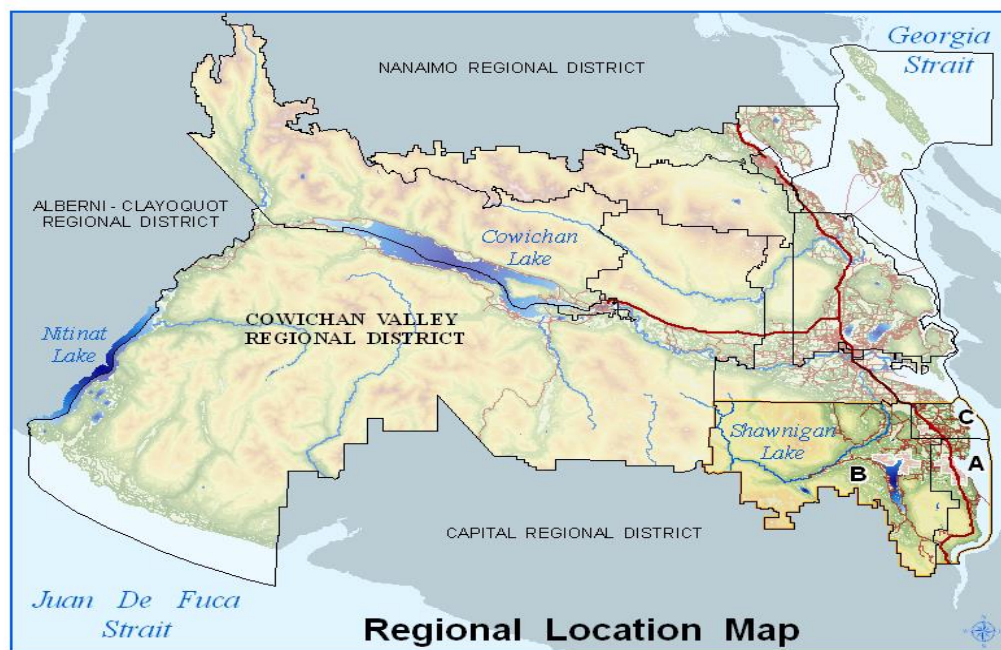
Figure 1: CVRD South Cowichan OCP (2011)

Unfortunately, the 2011 OCP was not specific to Shawnigan Lake as it included the three

South Cowichan Valley communities (see figure 1) who were viewed to have similar issues and

challenges rather than isolating the specific stressors and assets unique to Shawnigan Lake. As

this is a strengths-based approach to community development, the research will concentrate on

what the community members of Shawnigan Lake perceive to be the community's assets and

strengths. The research data may be used to support ongoing revisions to the plan, as well as to

present a documented study for future use by the community when looking at possible

development. Generally, there is little to no funding to do this type of research in the community

meaning that this type of data has not typically been collected (personal conversation with Bruce

Fraser, 2013). As a Regional District (RD) there is no allotment in the budget to do research

whereas a municipality typically has staff who can address community development. In

Shawnigan Lake the Area Director (AD) has access to a small regional staff that currently helps

manage nine different areas within the CVRD. The ability to have research done in the

community is limited to volunteer researchers; this project aims to fulfill this role.

1.3 Project Rationale

As discussed above, Bruce Fraser Area Director identified the need for this research after

the release of the 2011 OCP. Three distinctly different South Cowichan Valley communities

were studied as one, under the belief that the three areas faced similar challenges. The data

obtained in the 2011 OCP identified some of the specific needs and issues that are unique to the

community of Shawnigan Lake. It mentions the threats to the watershed, which include level of

lake, sediment and pollution; however, it does not give any solutions as to how the community

can address these issues (OCP, 2011). Fraser notes that the OCP guidelines identify that although

most of the land within the watershed cannot be used for commercial, industrial or multi-family

residences (subdivisions), there is no method to enforce these protocols. If the CVRD turns a

permit down, a developer can go to the Provincial Government, submit information on how they

are going to meet the guidelines, and a permit may be issued. One such example is cited in

Fraser'sarticle, "A Wonderful Fairy Tale." He noted that the Stebbings Road Quarry owned by

South Island Aggregate (SIA) was not a site selected by the CVRD as a suitable location that

could meet the requirements to be a land-fill site; however, the Ministry of Environment issued a

permit based on a site plan and an engineering plan submitted by the owner of SIA (Fraser,

2014).

Shawnigan Lake has a diverse population which includes both permanent residents and

recreational summer residents in the community. Fraser hopes that the community leaders in the

future will use the data from this project to not only engage those who live year round in

Shawnigan Lake, but to inspire the people who own recreational property to become active in keeping the lake useable for recreational activities. Peter Block (2008) supports this notion of participation when he writes about communities being responsible to create change from the grassroots level. He goes on to suggest that citizens reclaim this job by becoming actively involved in community organizations in order to help create the conditions for our communities to thrive. Community needs to be central in our thinking, no matter what results we are trying to achieve in the world (Block). It is hoped that upon completion of several focus groups in which members of local volunteer groups and organizations identify the perceived assets and strengths of Shawnigan Lake, there will be an awareness of several important areas to keep active in the community. The report when finished and shared with the community groups aims to inspire community members to work together in their organizations for the common good of the area.

This project hopes to fill a gap in the community data available to Shawnigan Lake. The project will not only provide this information, but through a broad representation of community members describing the strengths and assets it is hoped the research process will also spark enthusiasm in community members and community organizations to work together in building upon the identified assets when looking toward CVRD future development.

1.4 The Client

Bruce Fraser is the client and is the current Area Director of Shawnigan Lake. Fraser holds a Ph. D. in Ecology and worked for many years as a community developer. During a conversation in 2013 Fraser shared that he strongly believes in the power of community feedback. In order to facilitate this he makes himself available to all citizens by holding walk in meetings at his office in the Shawnigan Village on Monday, Wednesday and Friday mornings. He also holds a similar session at the community hall on Monday nights. Any time a community

member has a question or concern he or she can stop by the office during these hours and talk to the Area Director. An example of this communication happened on Friday Feb. 29th 2014 when Fraser spent an hour with a community member who walked in and wanted to discuss "Community Economic Development". During this type of interaction, Fraser listens and sometimes gives advice or connects the community member to an organization or a particular person for further help. He often will address the concern by discussing it at the next Monday night meeting, community round table or in a regular article he contributes to the Shawnigan Focus Newspaper. He will take it to the CVRD regional meetings if it appears necessary. A further example of following up on requests from community members is Fraser's involvement in the planning of the Shawnigan Gathering which is being held in March (personal conversation with Kelly Musselwhite, 2014). The Shawnigan Gathering is an event to showcase not only Community Economic Development activity in the area but a celebration that brings the people of the community together to share food, conversation and activities. Local businesses can display their services at the community center, community groups can have a booth to showcase activities and this year a session will be held to explore how community members would like to use the recently obtained "Elsie Miles" school property. The school board and the CVRD have come to a deal in which Area B, Shawnigan Lake community are now the owners of the land and the buildings (Fraser, 2014).

Fraser also gathers and gives pertinent information by holding community round table sessions on a regular basis, inviting all community members to come and voice their concerns and opinions. This style of information gathering is carried forward into his desire to gather the perceived strengths and assets of the community through focus groups with community organization members. This data is important as Fraser believes that community development

driven by the stakeholders is a necessary step to create an inclusive, transparent and clear

approach to addressing growth and development in the community of Shawnigan Lake (personal

conversation with Bruce Fraser, 2013).

1.5 Background Information on the Community of Shawnigan Lake

Before conducting research with the community organizations, it was important to first

understand the history of Shawnigan Lake. Investigation of this history began by visiting the

local museum where Lori Treloar, community member, local historian, editor of the "Shawnigan

Lake Focus" newspaper and curator of the Shawnigan Lake Museum shared information and

introduced me to the book, *"Green Branches and Fallen Leaves"*. It was written in 1967 by

Alice Gibson as an historical record of Shawnigan Lake. Shawnigan Lake was founded in 1861

and up until this time the area had only been used by members of the Coast Salish First Nations,

who used the area for traditional hunting and fishing grounds (Gibson). The area was connected

to Victoria in 1862 when the government built the Goldstream Trail; this trail remained the main

route of transportation until 1920 when the Malahat Road was built (Gibson). The Malahat

Highway (Trans-Canada Highway #1) is still the main route to Shawnigan Lake and other central

Island communities. Early settlers began to inhabit the area after the "last spike" was driven in

by John A. MacDonald at Cliffside Station and the railway opened access to the area (Gibson).

Early pictures (see figure 2) of the Shawnigan Lake Village show the following buildings: a local

boarding house, a local mill and an early hotel.

Figure 2: CVRD South Cowichan OCP (2011)

Not only was Shawnigan Lake a logging and mill town, but it was fast becoming a recreational destination. With the establishment of the E and N railway, a vital lifeline was formed, bringing southerners from Victoria to the lake for regattas, dances, picnics, concerts, fishing and holidays. Logging continued to be the main industry and vital to the economy of Shawnigan Lake (Gibson, 1967). Gibson notes that the Village of Shawnigan Lake was the main gathering place for Shawnigan residents and over the years it has been home to a variety of businesses and the Village Community Hall. In 1930, a fire destroyed the whole commercial section of the Village but the community came together and rebuilt the Village (Gibson). Community resilience and business longevity is historic in Shawnigan Lake and historical landmarks such as the Mason's store and the Aiken and Fraser store still stand.

Now in 2014, the local commercial section is a tiny village with a variety of businesses that can provide for most of the needs of residents and visitors. However, Lori Treloar (2012) notes that most residents still shop and search out services outside the community. In order for Shawnigan Village businesses to grow, community members will need to begin to shop locally. Although the community now has a population of 8,100 people, it is only just beginning to search for a way to become a home to economically and environmentally friendly businesses. The quaintness of the area has always been maintained allowing for its continued status as a recreation destination; however, this hinders economic development (OCP, 2011). An example of the quest for balance between recreation and economic development was shared by Treloar.

She notes that the Shawnigan Lake Residents Association (SRA) membership was originally restricted to those residents who were lakefront owners. Many of the original members who used their property recreationally in the summer months of the year were not interested in paying taxes for community services they would not be using (personal conversation with Lori Treloar, 2013). An example of this group's involvement in community development is the Shawnigan Lake Community Center. In 1990, a referendum was held to build the center, which barely passed by 30 votes. After the referendum a Victoria lawyer and long-time summer resident from the original SRA argued that the referendum was illegal because the notice announcing it had not been posted at the local police station. However, it was in the bylaws of local governance and therefore stood. The lawyer and other waterfront owners formed the "Waterfront Property Association" and protested the building of the recreation center. There was a second referendum with a much larger voter turnout and it was passed. However the incident just formed a wider gap between those who owned waterfront and those who did not, further dividing the community (Treloar, 2012). Roy Davies, longtime resident and barber in the village, also shared that the lakefront owners created this group to protest community development which would increase their taxes (personal conversation with Roy Davies, 2014).

As of 2014 the CVRD, which governs the Shawnigan Lake community, has an Official Community Plan (OCP) to guide the Area Directors (AD) and Area Planning Committees in the process of community development. The role of the CVRD is mainly to administer programs and services such as water, parks, waste management, recreation and road maintenance. It has guidelines to help manage land use including parks and recreation, environmental concerns, management of the water shed, business development and a variety of other services that a community requires to be sustainable (CVRD, 2014). Bruce Fraser explains that the CVRD

government is a group of nine AD's which meet on a regular basis to discuss not only individual

area concerns but to work together on larger initiatives that affect all of the regions that make up

the CVRD. Fraser also shares that the nine AD's carry heavy workloads in order to manage the

CVRD. The AD of Area B, Shawnigan Lake, has to administer, recommend, problem solve and

manage the community issues of the area's 8,100 residents. He is expected to do this with the

help of one volunteer alternate AD (personal conversation with Fraser, 2013). The OCP is the

guide that helps the AD, planning committees and individual home community members make

development decisions that are based on information and ideas gathered from the community

(personal conversation with Bruce Fraser, 2013). The process of gathering ideas and information

can be done in a variety of ways; however, in the case of the 2011 OCP it is a plan that was

written for three South Cowichan Valley Communities: Mill Bay, Cobble Hill and Shawnigan

Lake. According to the current AD, this particular plan was written in consultation with only a

few community members representing the thoughts and views of the large area of Shawnigan

Lake (personal conversation with Fraser, 2013). The OCP needs to be revised on an ongoing

basis due to the increasing population of the area with more and more new residents commuting

to Victoria to work. Those who attempt to revise the OCP need to take into consideration the

changing values and developmental needs of Shawnigan Lake while maintaining the

understanding that environmentally safe development is a priority. Issues such as transportation,

roads, recreation, local health care and education may become more important as the community

becomes less rural and more urban.

       The need for revision and the gathering of community feedback is supported by the

Official Community Plan (2011) which allows for a change to be made if there is a shift in social

conditions or community values. For instance, if the community saw a need for retirement

housing and family social housing, they could be brought forth at a community open house and included in a revision of the OCP. The current AD, Bruce Fraser, explains that the OCP is a document that needs to be revised from time to time as the community grows and changes. However, in order to revise, data must be collected to explore whether a change in social conditions or community values has occurred. There is no regional funding for these types of studies and the Area Director counts on volunteers to collect and present research (personal conversation with Fraser, 2014). In 2014, Shawnigan Lake's population is made up of those who can afford to buy single dwelling real estate or pay rent for houses, secondary suites, cabins or cottages. Although the AD and local community members are attempting to work together to encourage greater community diversity by creating local jobs and addressing housing development, the community is still primarily made up of individual home owners with 88 percent of the tax base coming from residential homes (CVRD website, 2014).

Despite all of these issues, Shawnigan Lake has many assets and strengths which are highlighted in an article by Lori Treloar called "A Special Place." Treloar shares the idea that Shawnigan Lake inspires an intense lifelong relationship; when individuals are questioned why they are so passionate about the area, they have been unable to articulate. Treloar explains that well known writer and newspaper man Bruce Hutchinson, whose family had a summer place, enjoyed many hours of pleasure swimming and sunning at the lake (Treloar, 2012). This sentiment continues amongst the Shawnigan Lake residents, as they fight to preserve their watershed, the lake and the precious environment of Shawnigan Lake.

Chapter Two: Literature Review

2.1 Introduction

This part of the report will examine some of the common themes found in strengths-based approaches to community development by reviewing literature that supports a community's resilience and ability to change. Much of this literature supports the idea that when community members participate in the research process, contribute their thoughts and ideas, and feel appreciated and respected by the researcher, community change can occur. This process enables community members to cope with, adapt and shape change. Next, this section investigates the role of the community in development, the need for social inclusiveness, and the strength provided by social capital in the context of the research question and project. Finally, this section looks at literature pertaining to the two methodologies which will be used in the research process: Asset Based Community Development (ABCD) and Appreciative Inquiry (AI). The literature review will explore how these two methods are relevant to the process of an asset and strength based approach to community development. This section will review the process of data collection during the focus groups and how the two methodologies will be incorporated into the structure, organization and implementation of the project.

2.2 Community Development:

For such a commonly used term there are a variety of definitions for the word "community." Although there are many different definitions for community, a review of literature shows that there are three common threads included in each definition: social interaction, common connections and geographic location (Brown & Haggis, 2008; Green & Haines 2012; Homan, 1994; Warren 1978). A community can be a group of people who live in a geographic area. It can be a feeling of fellowship with others as a result of sharing common

attitudes, interests and goals. It can also be a sense of attachment to a place, group or idea as in

'spirit of community' (Homan, 1994). Green and Haines caution that simply living in the same

place does not create community; one of the continuing arguments in the community

development field is whether policies and programs should identify the people in the community

or the place the community is located. Place-based or geographic approaches have been at the

core of community development for over 50 years and are well known to contribute to as well as

add value and support to the residents (Green and Haines,).

The term "community development" in Canada became known following World War II,

as Canada began to seek independence from the British Empire. The Canadian government was

working towards independence from British rule and wanted to prepare for the changes. Britain's

technique for community development was a pragmatic, low-key, low-cost approach to help

people identify their problems and work towards solutions. Canada adopted this technique and

began to address social issues and inequities that were growing rapidly across the country

(Haggis and Brown, 2008; Lotz 1971). During the 1960's, community development moved to the

forefront in Canadian society with a growing recognition that many Canadians were living in

poverty. In 1965 the Canadian federal government declared war on poverty and began to appoint

community developers to work throughout the country. Initially the developers work focused on

organizing the poor through social action, with the hope that this group would secure a bigger

piece of the country's economic pie, resulting in a better standard of living (Haggis and Brown;

Lotz).

The role of Canadian community developers then moved towards helping community

members, community businesses and community support services to begin to work together. The

term "working together" is a key process in community development because in order for

community leaders to approach provincial and federal governments for funding community

projects, there needs to be a way to organize community members for support. Community

developers began to work with community members, businesses and local politicians to address

issues and look for ways the community could problem-solve local development issues (Smith,

2006). Examples of these issues include the management of water, sewage, land development as

well as recreation, schools, health and nutrition programs. Thus, this coming together process

helped community members to not only work together but also to take ownership of the

community. They began to get involved in and connected to the organization and outcomes of

community when they found regional governments were not listening to citizens' concerns. As

far back as the 1960s, community development theorists have been researching the importance of

community voice at the regional and local level and how this voice can be included in

government decisions (Carey, 1970). Carey, a pioneer in the community development field,

writes that when a local government encourages active involvement of the people in community

issues and when this process is based on the sharing of skills, power, knowledge and experience,

then a true community participatory approach is taking place. True community participation

means that local citizens are invited by local government to provide input into community

planning. Community participation in government projects results in a double bottom line; not

only do community members feel valued but local politicians gain and maintain support and

future votes. Thus, when there is public recognition and acceptance of community members'

ideas and when politicians are keeping citizens happy by addressing the community's needs and

ideas, the community moves forward.

  Modern day community development is perhaps best used to describe those approaches

which use a mix of informal education, collective action and organizational development while

focusing on cultivating social justice, mutual aid, local networks and communal coherence

(Green and Haines, 2012). This mean that there is representation from a variety of citizens

regardless of their academic backgrounds; an advisory group is made up of several community

members with similar ideas to address topics and create a framework or plan used to address the

development issue. Community wellbeing (economic, social, environmental and cultural) often

evolves from this type of collective action being taken at a grassroots level. Community

members can be involved in projects that range from small initiatives within a group to large

initiatives that involve the broader community (Green and Haines, Homan 2008). Community

development is a planned effort to identify and increase assets, such as housing and health

services, which may result in an improved quality of life for all (Green and Haines; Kretzman and

McKnight, 1993). Kretzman (2002) sums up the growing need for participatory community

development eloquently when he notes that community is being rediscovered as an actual and

potential co-producer of good outcomes.

Kretzman and McKnight (1993) describe an asset as a special kind of resource that

allows individuals, organizations or the entire community to prevent poverty and injustice.

Focusing on assets rather than needs represents a significant shift in how community

development has changed over the past 30 years. In the past, traditional community developers

began their efforts by using a Needs-Based Approach (NBA). A NBA identifies gaps that may

exist in a community (Brown and Hannis, 2008; Green and Haines, 2012). These gaps could

include a lack of access to schools, healthcare, transportation or a lack of services such as water

and sewer or a shortage of housing. A NBA usually comes from the top down with community

leaders hiring the expert to determine the community's needs. The answers are often achieved by

academics or researchers compiling a literature review, writing a report based on their analysis of

gaps, comparing what services similar towns have, interviewing leaders in the community such

as the local business and government and rarely talking to the community members (Kretzman

and McKnight). When the need is determined, the community developer can then make a plan,

identify the tools and procedures needed to move the plan forward, submit the report and wait for

the local, provincial or federal government to act on it (Brown and Hannis). When focusing on

needs, the researchers and developers look for what is wrong in a community and what is not

working including gaps in community services, structures and organizations. This data when

written up and shared will often create a negative picture of a community, which is not a

motivator for change and can lead to community victimization (Brown and Hannis). The word

victimization in this context could mean that the community members feel less hopeful about

their community's improvement and therefore do not become involved in the initiative to change

(Brown and Hannis).

A NBA based on negativity is one type of study. It does not include participatory action

from community members which may result in community members continuing to believe the

solutions have to come from educated experts (Green and Haines, 2012, Kretzman and

McKnight, 1993). An alternative to the non-participatory NBA is a participatory research

approach. This approach includes the voices and thoughts of community members and is

exemplified when a developer or researcher goes to extraordinary lengths to make sure all voices

are included. Peter Block (2008) calls this type of community based development

"Participatory," when the citizens have a stake in the outcome and become part of the solution.

How we create a participatory community often leads us to define who lives in the community

and how a community developer can ensure all members have an equal chance to join in the

process. There are always those individuals who live at the margins of a community, or may not

be included due to a number of reasons. The challenge of creating equal opportunities for all can

be a community developer's largest barrier.

2.3 Community Resilience and Sustainability:

Community resilience is a measure of the sustained ability of a community to utilize

available resources to respond to, withstand, and recover from adverse situations (Green and

Haines, 2012). The concept originally comes from ecology where it describes the ability of a

system to adapt or respond to change (Green and Haines). Resilience is an important part of

community sustainability; communities that are resilient tend to thrive from generation to

generation by becoming stronger in times of crisis. There are three underlying dimensions of

sustainable communities which are known as the three E's: economics, environment and equity

(Campbell, 1996, Green and Haines). Campbell created the Sustainability Triangle to explain the

relationship between the three E's (see figure 3).
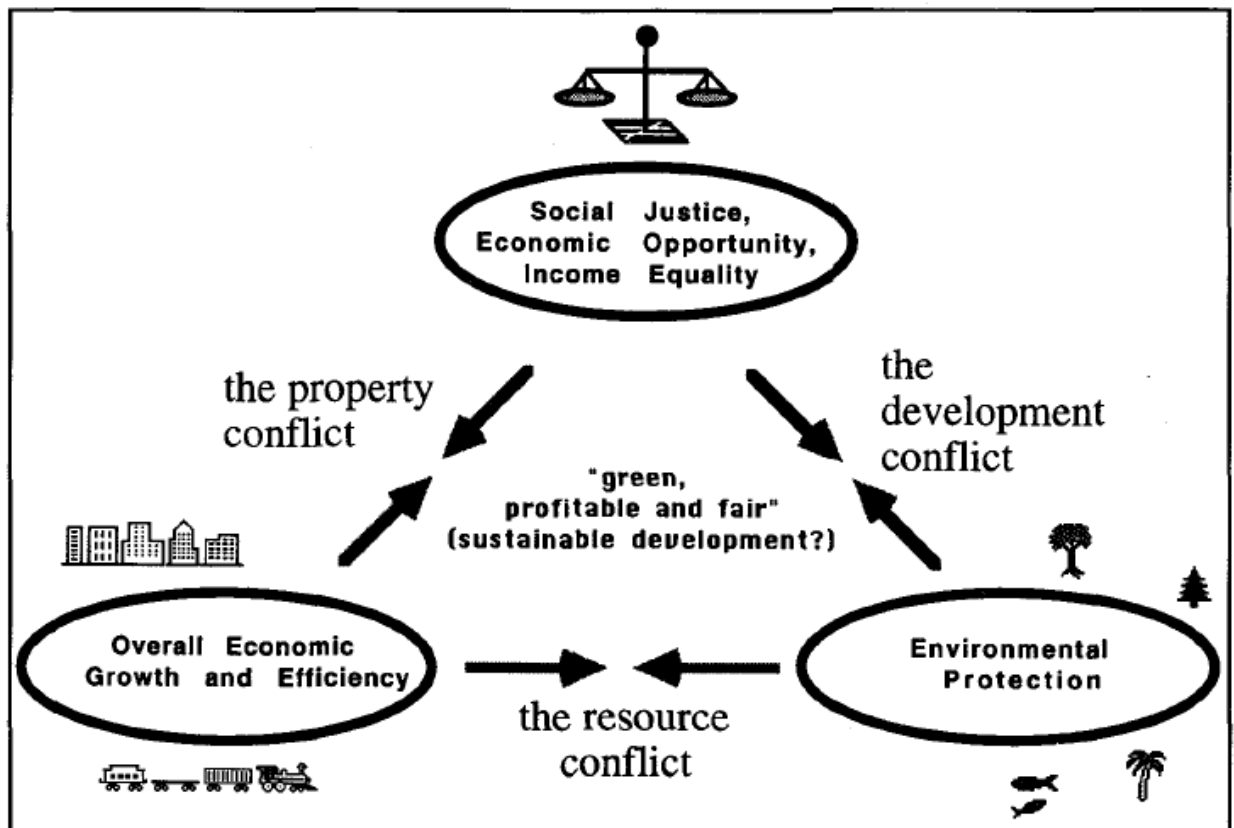
Figure 3: Campbell's Sustainability Triangle Source: Campbell, 1996

While there are many community dynamics at work, the three E's are particularly

important to building healthy and prosperous communities. Campbell (1996) explains the three

E's as follows. Economy is the management and use of resources to meet household and

community needs. Environment is the pattern of relationships between living things such as man

and water, man and land, man and air and the amount it takes to sustain us. This relationship is

often called the ecological footprint. Equity is fairness based on the ideal that everyone in a

community shares in its well-being. Where there is equity, decisions are based on fairness and

everyone (regardless of race, income, sex, age, language, sexual orientation or ability) has

opportunities and is treated with dignity (Campbell, Green and Haines, 2012, Magis, 2010).

True sustainability can only be achieved where there is a balance between the three E's; in reality, however, achieving a balance is unlikely (Campbell, 1996). This is because if one E is supported, it often means the detriment to one or both of the other E's. He defines this lack of balance as the process that occurs when property, resources, and development are in conflict (Campbell). Campbell argues the role of the planner then becomes one of mediation between the competing aspects of sustainability and to find ways for the three E's" to support rather than work against each other (Campbell).

An example of the three E's not being in balance occurred recently in Shawnigan Lake. The Ministry of Environment (MOE) issued a permit for a local company to put waste in an abandoned quarry after local government turned the permit down. This quarry is at the top of Shawnigan Lake's watershed which caused the Area Director, CVRD and local residents to become concerned for the safety of the watershed and lake (Fraser, 2014). Neither MOE nor the company planner mediated with the community to find a way for the three E's to support each other. The economy had become stronger than the environment and equity, resulting in an imbalance between the three E's. Not only was there an ecological imbalance but inequity occurred when community members were not invited to voice their opinions. Hence, a crisis occurred resulting in the CVRD and the local residents through the Shawnigan Residents Association (SRA) launching an appeal through a legal suit to fight the MOE over the permit issue (Fraser). In response the community fought back in order to try to get the three E's in balance. The community showed its ability to be resilient as the SRA began to organize a "Save the Water" campaign (see figure 4), sending out an invitation to all community members to join in the fight to protest the issue.

Figure 4: "Save the Water" Billboard, retrieved from

https://www.facebook.com/groups/129586433786330/

The plan includes a letter writing campaign, sign campaign, creation of informational

public service messages and a law suit among other strategies (SRA, 2014). The SRA has

planned several fundraisers as an appeal is a costly exercise. From a community development

perspective, this is a powerful example of a community rallying together to protect precious

water and other environmental resources (Frazer, 2014). Green and Haines (2012) suggest that

when community organizations can effectively challenge the power division in local and regional

governments the chance of community change becomes greater. This involvement gives

community members greater control over the conditions that affect their lives and they are able

to take their own carefully planned action agenda, with the help of a facilitator to whoever is in

charge at a higher level (Canadian Council on Social Development, 2000). This strategy will not

solve all problems faced by a community however it will help build up confidence in community

groups to tackle community problems (Canadian Council on Social Development, 2000).

2.4 Social Inclusion and Social Exclusion:

Social inclusion in the context of community development typically means that

community members have a common vision and a sense of belonging for all; community

members have respect for diversity of different backgrounds, and all community members have

equal opportunity including those from different backgrounds (Moore, 2013). Moore goes on to

explain that social exclusion in the context of community development occurs when people are

not able to participate in key activities in their community. This "missing out" may present in a

variety of ways, including disengagement. Disengagement can be described as a lack of

participation in social events or it can be seen as an exclusion from services (Moore). Services

can include health care, disability benefits, mental health services, dental treatment and basic

utilities like water and hydro. Finally, social exclusion can also be economic exclusion when

there is a lack of employment or when a certain group of people is unable to access credit or

bank loans. In summary, social inclusion is about overcoming the barriers that cause people to

feel excluded and ensuring people are connected socially in their local community.

Community developers look at the factors affecting the ability and capacity for people in

the community to participate in social and community life. Factors include community attitudes

or behaviors exhibited in the form of racism, prejudice, misunderstanding and mistreatment. A

community developer will often observe the relative position of one social group to another

(Canadian Council on Social Development, 2000). If a certain population is ignored or treated

disrespectfully by a group, the developer may need to search for and examine the roots of the

disparity. For example, if gender is an issue, as it may be in a predominantly male organization such as the volunteer fire department or the local planning committee, women may be excluded. This may not be intentional but is due to an accepted culture of the organization. The group may have a policy that guides the organization to include women when reviewing applications and allowing women to join but because of culture and history women may not feel comfortable applying. If traditionally men have run an organization and women do not feel safe to apply or join the group, this can be described as a form of social exclusion. Therefore, it is recommended by several community developers and theorists that in order to be successful, a community must strive towards the creation of a socially inclusive community by addressing this area of disparity and inequity no matter how difficult the process is (Block, 2008; Green and Haines, 2012; Kretzman & McKnight, 1993).

Weyman and Fussell (1996) define social inclusion in community development as a process where people make life easier for each other by collaborating in the formulation of a vision for their future. This may happen when various groups and organizations within the community come together to begin to build relationships. Collaboration between groups is often not a simple process and can be time consuming and expensive. The commitment to strive for social inclusion (Moore, 2001) is what sets one community apart from another. Social inclusion, when practiced using participatory community development methods, will include hearing the voices of all community members by encouraging all citizens to participate. This participation will help guide the development of forward-looking indicators such as community housing, small locally owned businesses and community services. Social inclusion of all members of the community will help the local governance further develop public policies, attitudes and institutional practice that are inclusive and welcoming to all members in the community (Sen,

2000). Sen notes that social inclusion requires more than the removal of barriers, however; it also

requires investments and actions to bring about the conditions of inclusion. This means a

community developer cannot just ask one or two marginalized people for their opinions but must

make a concerted effort to include disenfranchised community groups. The Canadian Council on

Social Development (2000), drawing on the work of Sen, shares that a definition of an inclusive

society is characterized by a widely shared social experience, active participation by all

community members and an equal chance and opportunity for all individuals resulting in a basic

level of well-being for all citizens. In order to ensure a project is welcoming and socially

inclusive to all community members, the following areas need to be recognized when planning

begins: which group of community members will benefit from a proposed project and how all

community members and designated groups can be involved in the planning. According to

Brown and Hannis (2008) and Putnam (2001), the community developer needs to ask a series of

questions about the type and purpose of the research design, particularly concentrating on

whether or not the design and execution address existing barriers in the community. The research

designs also need to identify the different ways to engage a wide variety of participants from the

community.

In conclusion, there is an important need for social inclusion in all community planning.

In order to achieve social inclusion, local governance and community developers should

remember to investigate who has been excluded from the planning process in the past and what

could be the process to engage them in future community planning. Following this investigation,

community developers need to set up ways to include people, such as through town meetings,

round tables, use of media and local paper and signage which can relay relevant information to

the community and ensure that all community members have access to this material. When this

information is reviewed and feedback is provided by citizens representing different groups, then future plans can be made based on this broad representation of needs and not solely on the needs of those in power.

2.5 Social Capital

Community members who are involved in activities, politics, planning and organizing in the community are known as social capital (Black and Hughes, 2001). Community developers have sought to measure communities in the terms of their "strengths;" however, what constitutes "strength" in this context tends to be unclear. Black and Hughes suggest that strength is found where there is equity and collaboration going on between community members. They go on to say that community strength arises from relationships between community members who exhibit mutual trust, empathy, altruism and an orientation to activities that benefit the community as a whole. Social capital theory, according to Black and Hughes, offers a more precise definition by looking at associations between community members. This process of the coming together of organizations equates community strength with the number and density of community associations. It also equates strength with the level of trust between the organizations and groups. Green and Haines (2012) share that social capital is important for a community to have because, although difficult to measure, it can be proposed that the more social capital a community has, the greater the strength of the community in facing stressors such as change, growth, increased crime rate, or lack of employment to name a few. In terms of community development, social capital in a community can help promote strengths and, in the process, identify community resilience and community capacity. When social capital is at work in a community, the citizens become engaged and active leading towards a healthier society. Green and Haines see these community networks and social relationships as capital, not only because they require an

investment in time and energy but also because community members can tap into the available

resources when necessary. Putnam (2003), who is well known for his work on social capital,

agrees and shares that the most frequent indicators of strong social capital are the amount of

trust, cooperation and long term relationships between organizations. He goes on to say that

supporting the formation of social capital (which includes ensuring all community members are

invited) contributes to the creation of a socially inclusive community.

When social capital is recognized as a major part of a socially inclusive community there

may become a need for the organizations to attract new members to their group. The process of

welcoming all community members into organizations further empowers individuals and leads to

greater community strengths (Brown and Hannis, 2008). Community empowerment allows for

all community members to become active in the future of the community by bringing their

voices forward to local governance on topics and issues that are happening in the community.

When a community developer follows this advice, they help a community to become empowered

and socially inclusive. The question remaining is: "Why are participatory methods so important

for a community when it is trying to create change?" Two pioneers in the community

development field who addressed this question are Kretzman and McKnight (1993). Together

they developed a way of looking at community which includes the belief that community

development not only should be participatory but should be crucially concerned with the issue of

social inclusion. This means that all members of the community are invited to participate in the

development of their community. Development includes community supports such as education,

health and recreation, the maintenance of buildings and development of new buildings as well as

community economic development. Kretzman and McKnight suggest that all community

development should focus on participatory methodologies which ensure the involvement of the

community in the development process. Block (2008) agrees and explains that the rationale

behind a participatory approach also includes involving community groups in the planning.

When community members begin to take leadership roles and begin to make recommendations

such as how permits are issued to developers or what recreational facilities or community

structures the community needs, the community gains strength. This strength will continue to

enable the community to assemble and create new governance, new structures of opportunity,

new sources of income and new possibilities for change (Kretzman and McKnight). Such

possibilities could include the development of the local business sector, the addition of

recreational facilities and the enhancement of community organizations or creation of new jobs.

Woolcock (2001) reminds us that communities with strong social networks and civic

associations are in a better position to address community opportunities and resolve disputes

such as the rezoning of land for environmentally friendly projects. He goes on to say that as this

type of relationship between the governance of the community and the people can be nurtured

resulting in trust. The trust between politicians and community members helps to build a bridge

that allows for both the individual and group voice of citizens to be heard and ensures

community members feel invited to be involved. The building of trust can be damaged or broken

if community members feel unsafe or when there is a history of community leaders not listening.

As well, there may be issues and bad feelings between organizations in the community, causing

some groups not to trust each other.

        To conclude, social inclusion requires a broad representation of community members

combined with developers taking a grassroots approach and benefits from using a participatory

method such as Asset Based Community Development (ABCD). Through this method of

inclusion, the leader or developer will begin to encourage and explore community members'

knowledge, skills, talents, experience and expertise (Kretzman and McKnight, 1993). The ABCD

method will discussed in the next section to explain how it can help to encourage social inclusion

and lead to a more true representation of all community members concerns and opinions.

2.6 Asset Based Community Development

ABCD is an excellent example of a participatory method of addressing community

development (Kretzman and McKnight 1993; Green and Haines, 2012). All four theorists agree

that ABCD is all about the development of relationships between community members,

community organizations and local governance. Using ABCD as a strategy for participatory

change will be far more successful over time than the traditional views used in community

development pre - 1990. During the 1990's the concept of stakeholder participation gained

momentum and rose to the forefront of the community development field. It is in this period of

time that Kretzman and McKnight, at the Institute for Policy Research (IPR) at Northwestern

University, articulated ABCD as a participatory method of counteracting the predominant needs-

based approach to development in urban America. Kretzman and McKnight introduced ABCD

as a methodology that allows the researcher or community developer to view people as a

community asset.

ABCD allows for the exploration of the skills and talents from all groups and sub-groups

within a community. This includes all age groups and specifically people most likely to

experience exclusion and marginalization (Kretzman and McKnight, 1993). They went on to

expand the definition of assets as to also include: places, natural resources, physical assets (e.g.

community buildings and meeting spaces), and the services and programs where people live,

work and visit. As Kretzman and McKnight's work progressed the two men identified further

assets which included: networks, informal links and gathering places where people can discuss

and explore ways of responding to local issues, partnerships and collaborations. Kretzman and McKnight asserted that collaboration needed to begin between local governance and organizations such as regional and social economic development associations, recreation, arts, education, social and sport groups. Saegert and Winkel's (1996) belief that communities hold valuable sources of strength within themselves aligns with Kretzman and McKnight's idea that healthy communities are simply places where local capacities need to be recognized, respected and used. The researchers go on to caution that there are different levels of citizen participation and suggest that community developers must be cautious to avoid "tokenism" by just listening to community members without incorporating their ideas. They recommend the creation of citizen power in the form of partnerships, delegated power and citizen control.

A successful organization which has adopted and uses ABCD is the Coady Institute (2002). This organization runs educational programs about community based development throughout the world and as an organization they have recognized that the ABCD approach is working well in the communities in which they work. The approach works because as opposed to telling the community what they need, the developer or development team will help people begin to address and work through problems which arise within communities. Instead of the citizens feeling fear and retribution, the ABCD approach acknowledges that all community members have capacity, expertise and the resources to build the relationships which will help the community to grow. The hope is that through this participatory approach the citizens become accountable for the creation of a healthy community (Bergold and Thomas, 2012; Block; 2008, Kretzman and McKnight, 1993). In closing, I share the words of Kretzman (2002) in a speech at the Coady Institute; he reminds us that the powerful ABCD mantra "everybody is gifted" and "everybody gives his or her gifts" helps a developer remember that across an individual's life

span, from the incredible energy of youth right through to the wisdom of the elders, people are

bringing these gifts forward, contributing to the building of their communities.

2.7 Appreciative Inquiry

Appreciative Inquiry (AI) is a strategy developed by Cooperrider and like ABCD it is based on

community participation, involvement of stakeholders, and a focus on positive attributes,

strengths and resilience of a community. However, AI differs from ABCD because it delves

deeper into the relationship between community planners/leadership and community members.

Developed in the 1980's, AI was Cooperrider's way of looking at the change process in

businesses, communities and organizations that included stakeholder participation. AI's first

basic premise is that it can create a way for the community to be involved in a change process by

helping community members focus on achievements and positive past experiences (Cooperrider

and Srivastva, 1987). For example during a focus group to determine how a community might

cope with change the facilitator may ask the group what process has worked in past community

development initiatives and what were the results of that process. This original method called for

a collective discovery process which was based on the developer addressing social issues and

problems in the community by first letting community members know they were appreciated and

then sharing the need to work collaboratively with these members. The developer would do this

by asking questions beginning with "how" and "why" to identify what the community felt was

important in the change process. This is important to determine what the community members

feel should be the course of action taken to address the problem, because often what the

developer sees as important is not congruent with what the community wants. Instead of the

developer giving advice and telling people what should be done the developer listens and

appreciates the information he/she is receiving (Cooperrider and Srivastva). This method was

used up until 1997 when the 4D (Discovery, Dream, Design, and Delivery/Destiny) model of AI

was introduced. Diana Whitney joined Cooperrider in his work on AI and together they created

the 4D method. The Discovery principal postulates that the social fabric of a community and

community destiny are interwoven (Cooperrider and Whitney, 2005). Cooperrider and Whitney

suggest that in order to be effective development practitioners, one must understand, read and

analyze communities. This means that the developer must put aside his own thoughts and biases

and concentrate on the information he is receiving. When the developer is in a position of being

non-judgmental, not giving advice and letting go of his need to control the development issue,

then the process of AI will begin to occur. The community members become the experts in

determining the needs of the community; when the researcher asks open-ended questions and

listens to the client, a discussion will follow that encourages the group members to share their

stories. When citizens share their stories, they move towards acknowledging the possibility of

change and hopefully will begin to dream, and to envision what their community may be.

It is in this Dream or envisioning process, which is also known as the "principal of

simultaneity," that a person may recognize that change and inquiry are not separate moments but

that they occur together. They can be recognized in the things people talk and think about. The

premise of this stage is that communities are an open book just waiting to have the pages filled

with stories (Cooperrider and Whitney, 2005). By asking the focus group questions in a specific

way (i.e. open ended), the participants will be able to share Shawnigan Lake stories of the

communities past, present and future. When the data from this project is analyzed based on

positives, not negatives, an attempt is being made to identify the community's common

aspirations. The Design principal suggests that the current behavior of community members will

guide the future and will be driven by those who govern the community as they develop a shared

vision of what the organization is and how it will function. Often, community members and organizations create silos by involving themselves in self-selected small groups to develop specific proposals, which can be called possibility or design statements (Mohr, Mclean, & Silbert, 2003).

Citizen participation is important to the success of AI. The ability to shift from hiring an outside consultant to do thousands of interviews about gaps but having poor participation in projects, to successfully completing thousands of interviews about community empowerment will lead the community in a forward momentum shift (Cooperrider and Whitney, 2005). Cooperrider and Whitney suggest that by engaging a large number of stakeholders as a critical change lever, this new cornerstone will successfully integrate new thoughts into an old problem. They suggest that AI is different from other participatory change models because throughout the process, a large number of stakeholders get to share their views and these views are taken back to the leadership, consultants or other experts to incorporate into recommendations. AI actually seeks to uncover and stimulate new ideas from the stakeholders and therefore allows the stakeholders to become the theorists, dreamers and designers (Cooperrider and Whitney).

It is important to AI advocates to create an environment where many types of stakeholders are involved in decision making and the change process. Skilled communicators and community developers recognize the importance of relationship building; they suggest that to help build strong relationships between community members, business owners and members of community groups and organizations, there needs to be respect and trust and a commitment to work together (Kretzman and McKnight, 1993). This commitment, according to Kretzman and McKnight, is the foundation which will help create an alternate community development path. A path which, when built by community members, will eventually lead the citizens of a community

to be a stronger and more sustainable community. Using an asset based approach means the developer becomes internally focused while paying special attention to listening and incorporating the stakeholder's relationship driven ideas into planning. This listening and incorporating ideas can contribute towards a relationship in which the community members feel appreciated and heard. When citizens lead the community forward by participating in the development of projects and solutions, when they identify strengths and assets as positives in their community and when they follow through on their commitments, only then can developers truly feel there has been participatory collaboration between community members and those in a leadership position.

2.8 Conclusion

The literature review has identified and given definitions to the some of the major areas a community developer takes into consideration when entering a contract with a community to do a project or plan for the local governance or community group. By looking at the history of the field of community development and examining types of approach resilience, social inclusion and exclusion and social capital, the developer can begin to paint a picture of the intricate workings of a community and look for the threads that weave the community together and the stressors that are blocking the community's ability to move forward. Explaining the two methodologies (ABCD and AI) which are being used to conduct the research gives the reader a chance to begin to understand and integrate the methodology as the project moves into the methodology findings section of the report.

Chapter Three: Methodology

3.1 Introduction

This chapter will discuss the research framework for the project, specifically outlining the two methodologies used as the conceptual framework for gathering, analyzing and discussing the data. ABCD and AI is a more suitable approach than traditional practices of research because of their ability to stimulate realistic community-driven development during the research process. ABCD is based on citizen's opinions and views. It is an idea which can be used to drive community development. AI is a part of ABCD that specifically concentrates on the building of confidence in people by using stories of past successes and future hopes in a specified way. Together these two methodologies will be used to collect and record the data that community members share with the researcher.

3.2 Asset Based Community Development and Appreciative Inquiry as Methodologies

ABCD methodology is clearly shown in the structure of the research question, "What do the members of Shawnigan Lake perceive to be the assets and strengths of the community?" This question frames the project from a positive perspective. It allowed the researcher to approach the community and ask them to identify the assets that currently exist. ABCD is evident in the focus group questions asking the following:

- What is right and useful in the community?

- What would you do if money was available to create more assets?

- What is local government doing to support sustainable assets in the community?

In the context of this research on the strengths and assets of Shawnigan Lake, questions were asked that encouraged the focus group participants to identify what they see working in their community and what they envision for the future.

Using ABCD as a methodology means the researcher must take on the role of ally, advisor, enabler and occasional partner when approaching the community and asking for permission to work with them in a participatory fashion (Bergold and Thomas, 2012). The 4D (see figure 5) method of AI provides the conceptual framework for how the research project was introduced, developed, and used to obtain data. The Design stage included such tasks as approaching the community, recruiting for the focus groups and explaining the project. The Destiny phase was the organization of the focus groups and the formation of the research questions. The Discover phase included the reading and analysis of data. The Discovery stage also involved grouping ideas and recognizing themes from the data. The data included identified assets and the future vision for the community. Finally, the Dream phase used the data to make recommendations for the community based on the themes, the dreams and the realities of community development.

Discover
Strengths and the
"best of what is"
Appreciating

Dream
Possibilities and
"what might be"
Envisioning the Future

Destiny
How to build
capacity to sustain
this destiny?

Design
"What should be the
ideal process?"
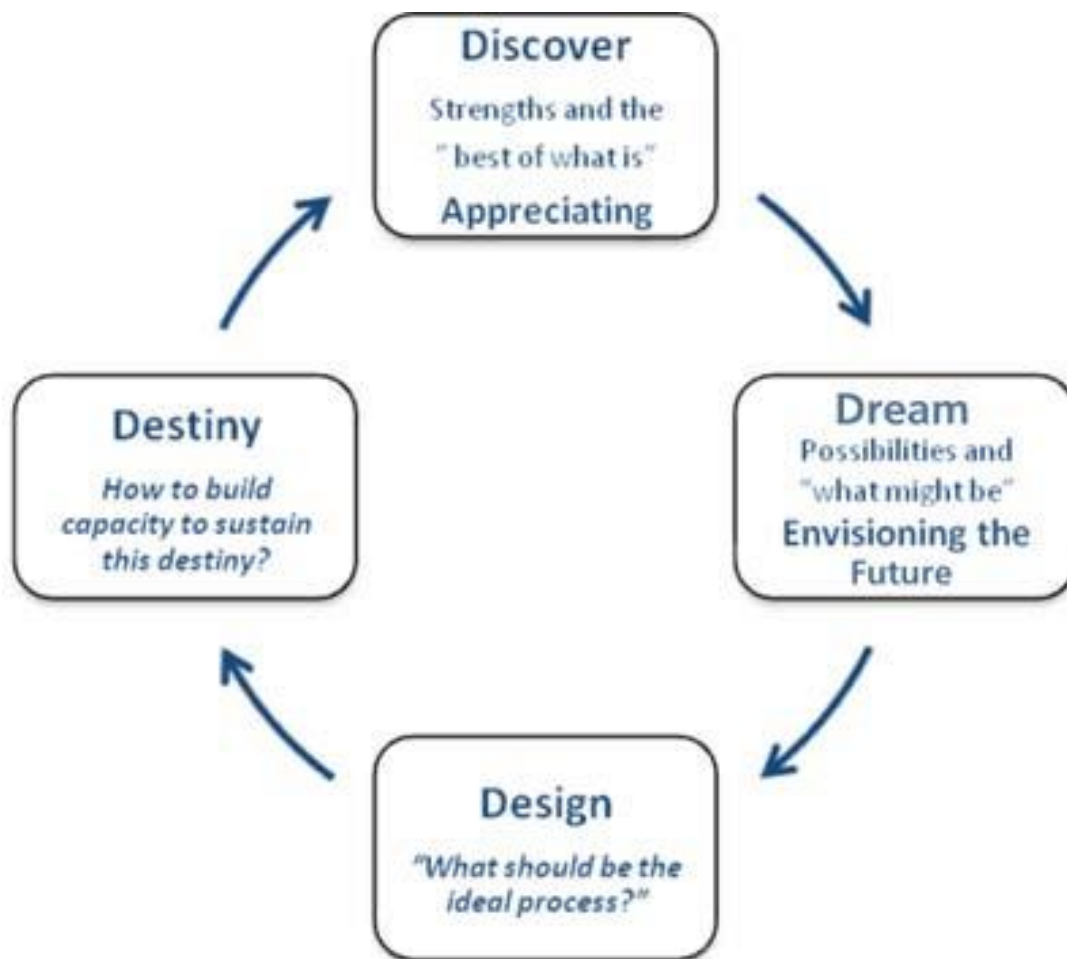
Figure 5:   The Four D Model: Cooperrider, D., & Whitney, D. (2005).

When researchers spend a long time in the field, various developments occur within the

group of research partners that shape the way they relate to each other. It is the shaping of the

relationship between researcher and community member that allows a participatory research

method to be integrated into community development. Cooperrider and Whitney (2005) remind

us that community participation is the key to successfully involving community members in the

change process. Meanwhile Kretzman and McKnight (1993) emphasize that if the researcher

does not build relationships and trust with the community, there will be a lack of response from

the community to participate. One caution for the researcher is that this development of roles

and relationships is not without conflict as communities come with a history that dictates how

things have been done in the past, old grudges and hurt, preconceived ideas, and power

imbalances.

One of the benefits of using a participatory approach for this project's research question

is that community members who often help and care for one another will now be helping to build

and contribute to the social fabric of a neighborhood. ABCD research is driven by community

needs; the community plays a role in gathering and disseminating information, and the research

is intended to be used by the community to enhance community life and build on community

assets. Both the ABCD and AI methodologies will only be successful if there is engagement with

the community and a building of trust between the researcher and community members.

3.3 Focus Groups

In this project, focus groups were used to learn more about a community group and its

members' opinions. Each focus group had a specific discussion topic and the group participants

needed to stay on topic. The group had a trained leader or facilitator to keep the group on course.

The group's composition and group discussion were carefully planned to create a non-

threatening environment, in which people felt free to talk. Members were actively encouraged to

express their opinions, respond to other members, as well as to answer questions posed by the

facilitator (Johnson, D. and Johnson, 1997). In choosing how to form the focus group for this

project, the researcher drew on the expertise of the client. The Area Director suggested

approaching several volunteer and community organizations.

These groups included:

- Shawnigan Lake Residents Association (non-profit)
- Shawnigan Lake Inspire Arts Group
- Shawnigan Lake Basin Society (non-profit)
- Shawnigan Lake Fire Department
- Inspire: Local arts group
- Shawnigan Lake Museum

- Shawnigan Gathering Team
- Village Development Council
- Shawnigan Lake Business Association

The focus groups were then set up to consist of Shawnigan Lake community members who belonged to the organizations identified above, or in other groups, who self-identified during the recruiting process.

3.4 Recruiting Process

To engage with the community, flyers requesting groups to participate were posted around the community, at the general stores, in the Area Director's office, and at the community center and museum (Appendix 1). An article was printed in the local paper describing the project and calling for participants. The researcher attended several community wide gatherings to share the project info and hand out recruitment letters. One activity was the Shawnigan Gathering which is a two day celebration of community complete with workshops, community mapping activities and a business fair. The researcher also attended the "Research Integration Workshop" day where Bruce Fraser invited five researchers, community leaders, and representatives from CVRD and the Provincial Government to introduce their research project to the community and each other. There was representation from UBC, UVIC, Res'eau WaterNET research team, Brock University and the Silva Forest Foundation who began to look at how their own research could complement another person's research. The researcher Once again used this opportunity to invite community members, to participate in the project.

The researcher attended several community groups' regular and board meetings to share the details of the project and invite potential participants. The groups were encouraged to ask questions about the project, received information on how to join the project and given time to consider whether they would like to participate. When members from community groups

responded with interest, a date was set to hold the focus group. Members were given a

recruitment letter (see Appendix 2) at the end of the informational meeting. Once they chose to

participate in the study, the consent form was signed (see Appendix 3).

Twelve community groups were approached by the researcher with a total of seven

groups consenting to participate by holding a focus group. Two groups had to drop out because

of scheduling conflicts and available time on the part of the community groups. Out of these

seven groups, five focus groups took place. It was hoped to have a minimum of six focus groups

but due to time constraints, this was not possible.

3.5 Facilitation of the Group

The focus groups were one to three hours long, mainly determined by the participants'

responses, ideas and stories. However, focus groups did not exceed the three hour limit. The

researcher facilitated these groups and asked a series of 10 questions (see Appendix 4).

Questions/topics included:

Demographics of the individuals in the group

The group's views on assets and strengths in the community

How the members of the groups perceived local government support

Whether current interaction with community leaders was working

A recorder wrote the information on flip chart and each participant was identified by a

number. At the beginning of each session, a letter was assigned to each organization as well, and

the researcher began the group by making sure everyone in attendance had signed a consent form

and explained the need for group confidentiality. At this time the researcher also explained that

participants may leave the group at any time; however, the information they contributed up until

that time will be used in the research project.

The first five questions on demographics were asked to identify the background and range of participants, while the last five questions addressed the strengths and assets questions using a qualitative approach. As the information was gathered, the recorder documented the data as the participants addressed one question at a time. Using the number issued to the participant, the thoughts, opinions and ideas of individuals were recorded. Information gathering is important in community development work because it allows for community leaders to hear suggestions from those who make up the grassroots organizations of the community and it is an integral part of Asset Based Community Development (ABCD). Since ABCD calls for discovery of community ideas using a forum that allows for all voices to be heard, focus groups are an excellent way of achieving this (Kretzman and McKnight, 1993).

3.6 Weaknesses of the Methodology

As previously discussed, one of the weaknesses of participatory research is that if the researcher does not put in the time and energy to engage with the community, it will be difficult to collect data. The community must be on board to contribute their time and ideas during a focus group; therefore, in order to recruit volunteers, the researcher must go into the community and "sell" the research idea. This means attending board meetings, community meetings, organizational meetings and discussing the reasons why the research is important to the community. Another weakness in this methodology is identified by Khan, Anker, Patel, Barge, Sadhwani & Kohlee (1991). They explain that focus-group discussions have some limitations as they tend to represent a small and purposively selected group of individuals and therefore do not allow generalization to larger populations. While focus group discussions can provide plausible insights and explanations, the data should not be used as a quick and easy claim for validity of research but rather the data can be used to complement other qualitative data

collected on the same topic. A focus group is not the same as a group interview. In group

interviews, a number of people are simultaneously interviewed, whereas focus groups rely on

interactions within the group that are based on topics supplied by the researcher (Morgan, 1997).

Using this technique, researchers code and look for emergent themes which yield important data

(Kitzinger, 1994). The two main challenges with qualitative data being gathered through focus

groups, involve the moderator or facilitator and the basic nature of group discussions. The

moderator must be able to handle sensitive topics and make sure the participants feel safe when

disclosing information. Safe means that the participant does not leave the group feeling

vulnerable, distraught or overwhelmed by the experience. The other challenge is that one or two

dominant voices may influence the group by not allowing others to speak (Kitzinger). The

facilitator can mitigate these issues by carefully planning the focus group session, keeping the

group small (i.e. between four and eight participants in each group) and running the group for no

longer than two hours (Kitzinger). Unfortunately due to the sampling method and number of

members of the focus group, it is usually not large enough to be a representation of the general

population, unlike a survey (Wong, 2008).

3.7 Conclusion

  There will always be weaknesses in any methodology used during the social science

research process; however, with careful planning the researcher should be able to mitigate the

weaknesses ensuring the data is recorded and analyzed to explain the thoughts, views and

opinions of the participants. Chances of being successful can be achieved if the researchers

recognize that some of the limitations to focus group research could be possibilities. For

example, focus groups can be empowering to both researcher and participant (Wong, 2008). The

enriched data, gathered through the careful recording of participant's comments and stories,

could lead to enhanced community decision-making ability and perhaps provide constructive

data for future programs (Wong). However, it is important to treat data gathered during focus

groups with caution keeping in mind the group is only suggesting plausible answers. These

answers may or may or not represent the attitudes and beliefs of the population. The researcher

must pay attention to the process occurring during the focus group and be mindful to the voice

and opinion of all.

Chapter Four: Findings

4.1 Introduction to findings

This section provides an overview of the findings from the interviews with the five community organizations. The data received for questions 1 to 10 was gathered and analyzed. It included the demographics of the participants and the introduction of the themes that were drawn from the data. It also includes the visions that the participants see for the future of Shawnigan Lake.

4.2 Demographics of Participants

The five focus groups had a total of thirty one participants. Questions six and seven (see: Appendix 4) asked the participants for the length of time living in community with the group breakdown. The average attendance for each group ranged between four to eight participants.
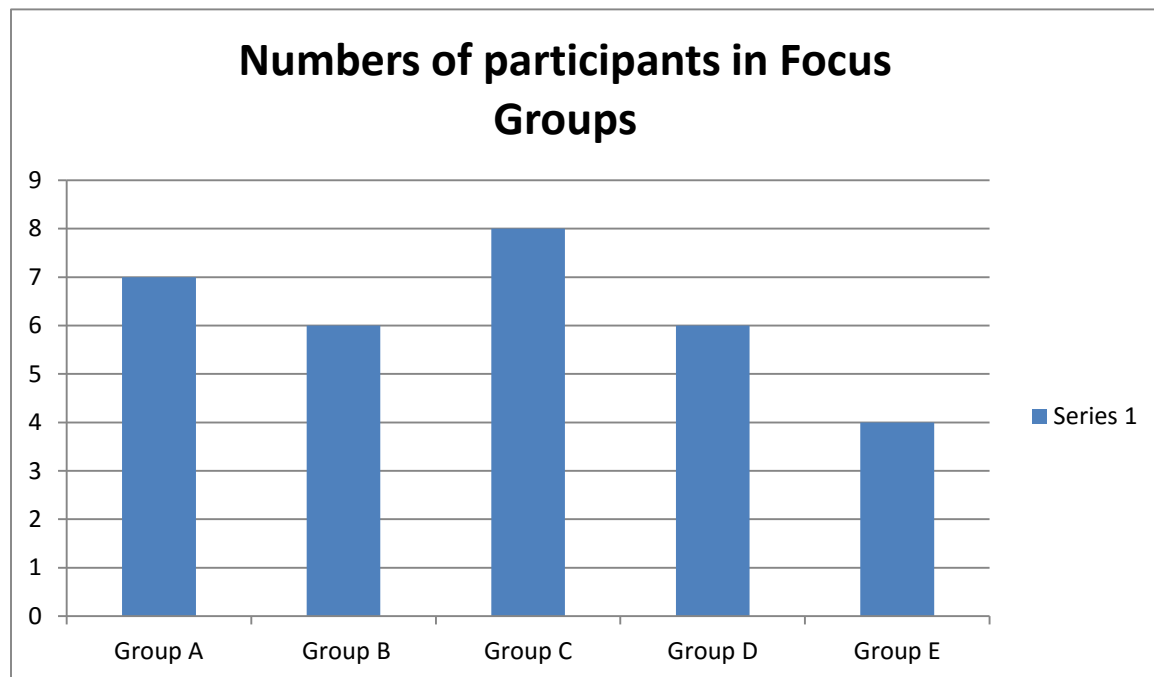
Chart A

Chart B

   This chart shows the breakdown of the participants time lived in community. Three

participants had lived in the community less than 5 years but the majority, 22 people, had lived

in the community over 10 years. Of the 31 participants, 20 had belonged to their organization for

less than 5 years. This could be because 3 of the 5 organizations had been started within the last

5 years. All but four participants belonged to more than one community organization. Only three

people had belonged to their organization for over ten years.

Number of years participants lived in community

14	
12	
10	
8	
6	■ Series 1
4	
2	
0	
0 - 5 Years 5 - 10 Years 10 - 20 Years Over 20 Years	
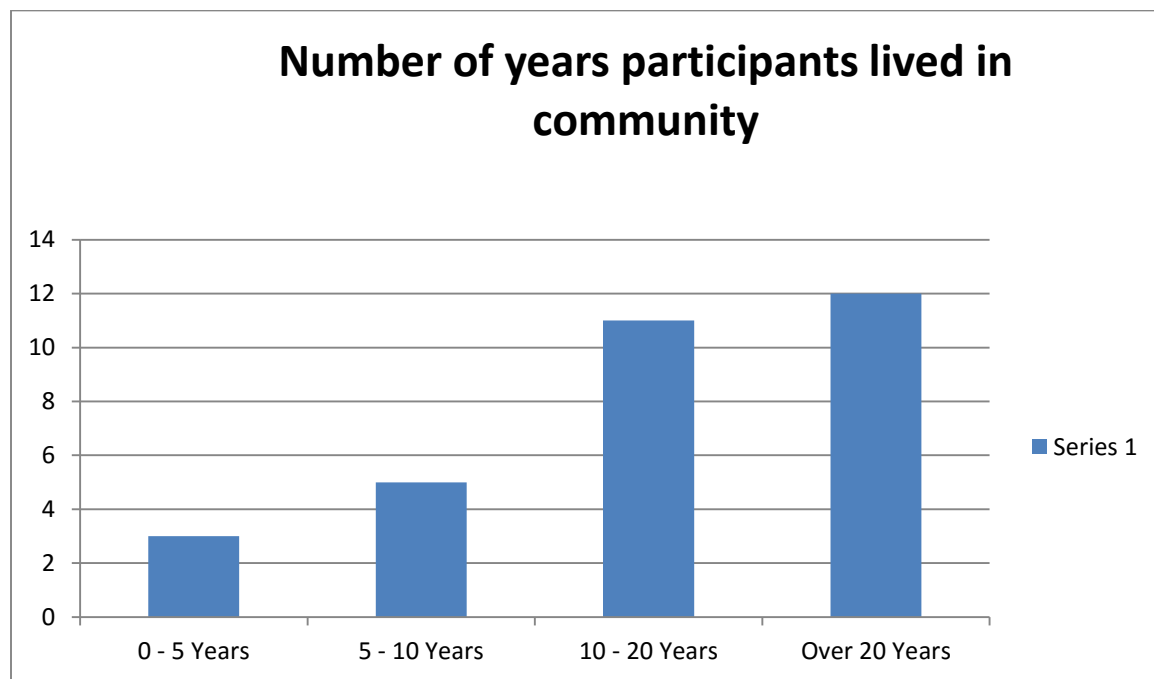
   In Appendix 4, question 7 asks "Why did the participant join their organization?" There

were a variety of reasons with the most common being they wanted to become involved in their

community and wanted to meet other individuals with similar ideas and interests. Networking,

preserving history and giving back to the community were also mentioned. One participant

shared his reason "to allow my wife's art to be exposed to the public," while another had been asked to join the organization and "found the topic to be of interest." Understanding the reason participants joined the organization may be used to help the researcher understand how Shawnigan Lake organizations attract members.

4.3 Identification of Themes

The section is a description of the community's strengths and assets as identified by the groups and then divided into themes when common values and ideas were identified. It also includes how the participants envisioned the future in the community. Again the participant's comments were separated and fit into the five themes identified by the researcher.

Five Themes include:

1. Community Leaders are a Perceived Strength and Asset

2. Arts, Heritage and a Diverse Culture

3. Natural Beauty of Area B: Shawnigan Lake

4. The Ability to Provide a Safe Community for People to Live

5. Access to Health, Retail, Food and Recreational Business in the Shawnigan Lake Village is a Perceived Strength and Asset

4.4 Model of Bridge Over Lake

The following diagram (Diagram 1) of a bridge going over the lake was used to organize the data. One side of the bridge (A) shows the perceived assets and strengths identified by participants in the focus groups, while on the other side of the bridge (B) is the future vision the participants have for the community.

Diagram 1   BRIDGE OVER LAKE

Perceived Assets: A   Future Assets: B

The model (Diagram 1) was conceived while the researcher was discussing methods to

discuss the findings of the data. In the data it was identified that there were several perceived

strengths and assets which could be expanded upon and perhaps create new strengths and assets

within the community. The use of a bridge going over the lake seemed an appropriate metaphor

to describe the perceived strengths and assets helping develop the potential or envisioned future

strengths and assets in the community. The model was drawn on sheets of newsprint and once

the themes had been identified through the color coding model each perceived asset and strength

that is currently active or available in the community was written inside the first circle (A) to the

left of the lake. If that perceived strength and asset was identified as growing or creating a future

strenth and asset, the vision of what could be was written in the second cicle on the right of the

bridge and lake (B). Methaphorically one can envision the idea expanding; actions being taken to

create the new outcome, as the idea works its way across the bridge. It seemed appropriate to use

Shawnigan Lake as the body of water the bridge crosses representing the five themes being

divided into "what is" and "what could be".

4.4 Theme One: Community Leaders are a Perceived Strength and Asset

During the focus group process four types of community leaders were identified:

environmental leaders, political leaders, leaders in heritage preservation and the arts and finally,

community business leaders. The leaders identified were described as having a strong

commitment to the future development of the community. One participant noted that one

particular leader often mentioned how important the "people of Shawnigan Lake" were to

community growth and development. All five focus groups identified many of the same leaders

and all five groups noted that there seems to be a "lack of collaboration or an unwillingness to

work together between many community organizations leaders." This means that the organizing

of community activities or the development of community programs is not always driven by a

team of representatives from community organizations; it may be led by one overpowering

member of an organization. Instead of working together toward a common goal as a team, group

members instead build up resentment toward the dominant team member. However, many of the

participants described a strong desire to increase communication between the various community

group's leaders and members in the hopes of working together for the betterment of the

community.

The environmental leaders identified belonged to one or more of the following

organizations: the Shawnigan Lake Resident's Association (SRA), the Basin Authority and the

"Shawnigan Focus" newspaper. These three leaders were described as "passionate about the

environment" by one participant. Several participants shared that these environmental leaders

and their organizations were instrumental in encouraging the citizens of Shawnigan Lake

community to become involved in the fight to stop the Company; South Island Aggregate (SIA),

from dumping toxic waste into a quarry above the community's watershed. Participants from all

five focus groups noted that the Shawnigan Residents Association called for help from the

community at large to participate in a fundraising campaign to cover costs and community

members stepped up to the plate and helped. One particular community leader was identified by

a participant as "single handily spearheading the fundraising campaign." Group participants also

noted that the, not-for-profit, Basin Society was formed to address this imminent threat and any

further threats to the watershed. The Basin Society was supported by one of the environmental

leaders to secure grant money from the CVRD, to leverage funding costs for continued water

studies and research (where successful applicants receive cents on dollars already within their

budget) and to secure funding for costs incurred in continuing water studies and research. One

participant suggested "there needs to be implementation of local community groups run by

grassroots initiatives that will be supported and continue to evolve allowing the environment to

be the focus of community governance". All five focus groups shared the importance of having

environmental leaders in Shawnigan Lake.

The second type of leader identified was political leadership. One leader that was

identified by four of the five groups as an outstanding community leader is the current Area

Director (Term Length: November 2010 to November 2014). In the last four years the AD

helped obtain the Elsie Miles School property for use by community and helped inspire and start

several Non Profit Organizations (NPO) in order to enhance community life. Two of these new

groups included Inspire (an organization supporting local artists and the visual arts) and the

Watershed Round Table, which later became the Basin Society, which will soon be inaugurated

as the Basin Authority. The Basin Society has been identified as a perceived asset that is moving

towards having greater authority as it crosses the bridge over the lake (see diagram 1) and

develops into an improved asset and strength for the community. The AD also helped bring top

environmental, water quality and environmental, water quality and environmental economic

researchers to the community. The participants cautioned that although political leadership is a

perceived strength and asset that "there is a limited amount the AD can do under the CVRD

structure." Not all participant feedback was positive with one describing a lack of support from

the AD. He stated he feels that "local government does not follow through with support." Other

leaders identified were those involved in organizations which make suggestions that may

influence local governance such as the "Parks Board," SRA and the Basin Society. According to

three participants these are members who have been involved in community planning over the

past years especially those who belong to several organizations.

The third group of leaders identified belonged to various arts organizations. Inspire, a

new community organization has set up a gathering place in the village core, which not only

showcases local artist's work but also offers art programs to children and adults. One participant

expressed "I feel there is an enormous gap with the lack of children's programs in this

community" and shared that Inspire members are working hard to create activities geared

towards children. Leaders involved in the various music programs were also identified and seen

as an important community asset. Others leaders identified were those who continue to

contribute to the development of the Shawnigan Lake Museum and other local arts and heritage

projects.

The fourth group of leaders identified was community business owners as not only do

they supply needed retail services, they are also were actively involved in community events.

The SBLA offered their portable skating rink at community festivals, organized Christmas in the

Village, and created the "Scarecrow Trail" as well as built the sign for Cairn Park. The SBLA

support events which include the "Subaru Tri-Athlon "and "Shawnigan Adventures" a fundraiser

for the "Cowichan Valley Caregivers Support Society" and many other community events.

Collaborating with other organizations is important to the business leaders and recently started a

group called "Connections" to provide a venue for one representative from each community

organization to come together to share ideas. So far there have been four meetings and the

group's vision is to continue to grow by increasing the number of representatives and working

collaboratively on the planning of community events and the development of the village core.

One asset that supports the process of Connections is the "Shawnigan Lake Focus" newspaper,

which is a local resource meant to share ideas, promote local business and comment on the issues

that are directly related to the community. One participant noted the Focus "brings people

together and gives community members a voice" while another stated "the focus paper promotes

community and is a catalyst for connections."

4.4.1 Future Envisioning

Across the focus groups several ideas were shared many which highlighted the need for

the leaders of organizations coming together to plan a joint strategic approach to be used in

addressing community issues. Although the data shows this collaboration has begun as recently

demonstrated during the SIA versus CVRD lawsuit, there is still much work to be done. One

participant suggested that sometimes it takes "a crisis to pull a community together" while

another found the potential threat to the watershed "so disturbing that the community was forced

to get involved." The forming of groups like "Connections" and the subsequent linkages that

have begun between the Basin Society and the Ecological Design Panel also show a willingness

to connect. A barrier discussed during a group discussion about Question 5 (Appendix 4), which

asked for feedback describing the relationships between different organizations, one participant

noted "occasionally turf issues get in the way." Another participant explained there seems to be

"some resistance because of personalities who believe they are the voice of an organization

rather than discussing and deciding together." Finally it was observed by one focus group that

often there are more than two groups doing the same function but not in co-operation with each

other. Many participants noted that cooperation occurs simply because certain people are

involved in everything. The focus groups envision the collaborative process becoming part

community planning and organizing.

During the focus group a common theme that emerged was the recognition that the group

suggestions for further social, economic and environmental development would not be

obtainable unless a collaborative approach between multiple groups is taken. Suggestions

towards Social Development includes: working towards incorporation to become a municipality,

fighting for improved transit, a broader development of the village core, pressuring the CVRD

for better bi-law enforcement, and striving towards environmental governance. Economic

Development could be furthered by: growing community economic development by increasing

new businesses to provide money and jobs to the local residents. Suggestions for Environmental

Development included: improving parks, trails and building recreational accesses and services,

promoting the E and N Railway, dealing with social issues such as housing and finally,

increasing the number of citizens involved in community groups and activities. Collaboration

between group leaders to come up with workable plans to meet these goals was suggested by

several participants.

4.5 Theme Two: Arts, Heritage and a Diverse Culture are a Strength and Asset

The research data identified that arts, heritage, and a diverse culture of people living in

the community were seen as strengths and assets. The data showed the diversity of types of

music such as the Marimba Band, African dance and drummers and the work of "Woodruff Music School." A participant shared that the "Woodruff School of Music" raises money through concerts and donates it to community organization such as the "Caregivers Group." The local theater group, "Shawnigan Lake Players" were mentioned as well as student theater groups who had theater productions as part of school curriculum. The non-profit organization, Inspire Arts, was mentioned in all five groups as being important to the development of the presence of artistic development in the community. All five focus groups mentioned that having a central gathering place for art to be showcased is important as well, one participant noted that Inspire "helps bring new people into the organizations of the community." Another focus group participant shared there is an "abundance of local artists in our community who do not participate in the Inspire organization but are still living in the community and work in home based studios." The types of artists mentioned by participants in all 5 groups included woodworkers, painters, writers, singers, actors, photographers and furniture builders.

Shawnigan Lake has a rich heritage and the stories and artefacts depicting the past are being collected and preserved by the Shawnigan Lake Museum Society, not only through the sharing of community collectibles in the museum but through documentation of well researched information about the community's past heritage. One participant shared "we protect the history and remind the community of where we have come from, accurately." This Museum Society meets on a regular basis and has produced the "community events calendar" which provides the community with information on the monthly celebrations which include "heritage day." The museum group is active at this event and runs weaving, spinning and fly tying activities, to remind the community members of the customs and traditions of the past. The group works

closely with the focus newspaper (many members belong to both groups) to promote community activities and share stories of the past.

Finally diversity of ethnic backgrounds, ages, types of volunteer groups and different approaches to lifestyle was indirectly mentioned in the data. Assets like Camp Pringle, the Easter Seals Camp, Caregiver's Group, Acacia lodge, and O.U.R. Ecovillage bring a rich diversity of cultures and lifestyles into the community. Group participants shared that both the OUR ECOvillage and the Caregivers group have international recognition as leaders in community development. Easter Seals Camp allows for those with disabilities to enjoy the lake as well as Camp Pringle, which has introduced thousands of children to the lake over the past 50 years. Mentioned in two of the focus groups were the diversity and culture international students bring to the community when they attend the two local private schools. One participant noted "the Bahai School is really missed.

4.5.1 Future Envisioning

Building of an arts and theater center on the Elsie Miles property was mentioned by several participants. All of the groups would like to see the museum expanded and a library built. Having access to financial grants from the Provincial Government and the CVRD as well as free use of community center space were some of the ideas the focus groups recommended to help maintain groups like arts, music, theater and dance programs and to continue education, artistic displays and performances currently being brought to the village. There was a recommendation for community groups to collaborate with the local schools in the development of arts and theater programs as well as linking with the summer camps which run seasonally in the community. Many of the participants suggested community groups could have a voice during community planning in order to share the ideas and activities that the assorted cultures contribute to the area.

One participant stated; 'It would be nice to have representation from OUR ECOvillage on planning committees" while another participant shared; "the community groups could join together to learn the history and heritage of the area." One other recommendation that was made by three of the five groups is to create the new village design with a theme of recognizing the past heritage such as trains, logging and recreation built into future development plans. Final words from one participant were "Shawnigan could become a tourist destination like Chemainus" (another Vancouver Island town that is known for its painted murals.) The participant then went on to say "The railway could be our theme and we could recreate the atmosphere of the 1930's when Shawnigan was the party destination."

4.6 Theme Three: Natural Beauty of Area B: Shawnigan Lake

A list of natural assets sprung forth from the focus groups. At least three participants from each group mentioned the following assets and strengths and why they were important to the community. The assets and strengths that were identified as places where community members and visitors spend time in order to enjoy the natural beauty and solitude that is offered are:

1. Shawnigan Lake and the surrounding Water Shed

2. The Quarry

3. The Kinsol Trestle

4. The Trans Canada Trail

5. Various Provincial Parks

6. The CVRD regulated Parks and Boat Launches

7. The Government Wharf

8. Trees and Nature

9. Clear clean water

The participants went on to describe why these assets and strengths are important mentioning they represent why people choose to live in Shawnigan Lake. There were some strong emotions as participants shared their thoughts on how important the area's natural beauty was to their reasons to why they live in Shawnigan Lake. Comments such as "the lake is what defines us" and "I moved here to raise my kids in a beautiful rural area" support the passion felt by group participants. Most participants made a point of sharing the fact that the lake is our drinking water source as well as a much loved recreational area. Swimming, boating and fishing are activities that would cease to happen if the lake is not kept a focus of the community. The community center offers recreational programs that are dependent on this asset such as summer swimming lessons in the lake. The "Subaru Triathlon" draws participants because of the ability to ride, run and swim in a beautiful and welcoming community. Several fishing derbies occur over the spring and summer and one of the local private schools use the lake for their rowing program both for training and regattas. Hiking, exploring, bike riding, camping and summer cottage rentals are dependent on the local natural beauty. A participant summed up the love of the lake and surrounding area by stating "we are fully aware of our ecological assets in which we can spend time and enjoy."

4.6.1 Future Envisioning

Community members participating in this project felt strongly that the ambiance of a rural community be preserved. Suggestions for the future include from simply connecting the Quarry to the Kinsol Trestle to the development of a complex plan to "reforest of all clear cut lots using biodiversity and non-mono crops to encourage resilience." One group felt a "land trust fund" would allow the community to purchase land as it becomes available. Other "vision suggestions" included community gardens and greenhouses, improved parks both local and

provincial, green space in the village core; and trails around the lake with emphasis on the community supporting environmentally friendly modes of transportation such as cycling.

One comment that describes the commitment to move towards a stronger environmental governance of the area was "natural capital is becoming a priority over the economy." One group felt strongly that the current community based research being done by an environmental economist from Brock University would help define what the natural beauty of the area is worth. This group would like to see this type of research continued and for local governance to support the valuing and development of the area's beauty when looking at community economic development.

4.7 Theme Four: The Ability to Provide a Safe Community for People to Live

This theme emerged as it was noted by all groups the importance of having a police force and fire department in the community. Although there is only police in the community during the day and the fire department is volunteer group, participant's felt these services contributed to maintaining a safe community. Safe access to public schools was important and the community members interviewed felt the school bus system was a necessary and important asset. All group members loved having a village core with local retail businesses, recreational and health care services. However, there was major concern with the road systems within the village core. Parking is unsafe as community members have to back out directly onto a main road due to limited parking offered in the village. The lack of sidewalks and crosswalks was voiced by all community focus groups. "We can't even get our crosswalk lines painted" exclaimed one group participant. This participant went on to say "Will it take a tragedy to get this done?" All group members agreed that a lot of work could be done to improve the safety of the community.

Participants of the focus groups appreciate having a safe drinking water source in the community as well as both paid personal and volunteers who monitor the water and make sure it stays safe to drink. Having Res'eau WaterNET research team a team who help meet clean water demands in small rural communities through collaborative research and a team of University of Victoria scientists studying the water in the lake is seen as a definite asset.

4.7.1 Future Envisioning

Group members came up with many ideas to build a safer community. One group felt a 24-hour police presence was necessary in the community as well as keeping the Fire Department a volunteer organization; however, continue to fund a community based fire protection plan that will develop as the community grows. It was also suggested that there be a frequent community bus service around the lake using smaller buses in order to help people get to and from the Village and other communities safely. Another vision would be to see safer routes for school children and other pedestrians around the lake. One community members suggested a boardwalk or sidewalk from the Village to the Shawnigan Lake Beach Estates. One person suggested putting a bridge across the lake from the Government Wharf to Mason's Beach. Sidewalks were identified by all focus groups as a necessary part of the community as well as painting the crosswalks with oil based paint. The village center could use more lighting, and a separate pedestrian and traffic flow system.

When it comes to the Shawnigan Lake Watershed there was a unanimous concern about creating a community plan to keep the drinking water safe and the lake healthy, so that future generations can enjoy the area. A participant shared "we need to do surface and ground water studies and we need to include the CVRD planning department and all staff who specialize in ecological matters." All groups agreed that the recent threat to the water shed has helped the

community to become involved, informed and educated to help them understand the reasons why the community needs to maintain a safe drinking water supply. Many community members are upset that the CVRD and the SRA have had to launch a half a million dollar law suit in order to have the permit for a toxic waste facility within the watershed withdrawn. Once again, local governance was brought up to address these types of concern. In the case of the SIA, the CVRD turned the permit down and the Provincial Government overrode that decision and granted the permit. "This would not happen if we were a municipality" said one participant and many other group members in each of the focus groups came up with similar concerns. They also believe self-governance is the answer to protecting the watershed. One group member expressed concern that the newly formed Basin Society does not have the authority to make a difference in how land is developed and this puts the watershed at risk. Another participant noted "How can we protect our ecological systems if we have no voice"?

Another area of safety concern is the disposal of sewage. A group participant shared that there were "large traces of ibuprofen and birth control pills found in lake water analysis" leading this participant to believe septic systems are leaking into the lake. Many of the participants want strict bylaw enforcement for septic tank and septic field management. Another concern was to make sure that community based and scientific based research continues to happen. A participant noted; "The University of Victoria has been studying the lake as a source of drinking water for the last 15 years" and "the results of this research need to be shared with all community members.

4.8 Theme Five: Access to Health, Retail, Food and Recreational Business in the Village

Many of the focus group participants identified the convenience of having small grocery stores such as Masons and Aiken and Fraser as important and are frequented often to pick up last

minute needs. Some group participants shared they are trying hard to shop locally at the new meat store and deli and other shops. The local coffee shop and bakery were identified as not only a place to get coffee and a snack but a gathering place for community members. The local restaurants including the Chippery, Steeples, the Galley and Gathering Place, and the West Arm Grill provide meals for locals to enjoy without leaving the community. Three groups appreciated having a cold beer and wine store and a pub with a free shuttle bus to get patrons safely home. One group identified the local Legion as an asset not only because of the affordable meals but the music nights and other events sponsored by its members. The pharmacy, gas station, yoga studio and local dance company were all identified by individual participants as important community services.

All groups mentioned the recent purchase of Elsie Miles School and property by the CVRD and their thoughts on how to develop this property. This property is seen as an asset which could become the center of the community offering a number of services given it currently adjoins the community center property, also identified as a community asset that is seen as essential. Both children and adult programs including sports, fitness, community activities, after school care, education, teen groups and arts are programs that were identified as a few of the services offered. Also mentioned was the availability of health care with care provided by the physicians at "The Shawnigan Lake Family Practice" as well as local dental, chiropractic, and physiotherapy and massage services. One participant noted "it is so nice to have a doctor in town and saves so much of my time."

4.8.1 Future Envisioning

Many suggestions were shared about the future of village development. The creation of a village center on the Elsie Miles School property with a local CVRD regional office or a

municipal office was suggested by all five groups. The museum would be incorporated into this

town center. The community center would be expanded to include a theater, arts programs,

library as well as numerous other ideas. The village businesses would fill all of the buildings in

the community with an emphasis on pedestrian friendly design. There would be invitation for

other new businesses to start up. The participants commented on the Sager, Magee and Dickson

property development proposal, which includes a grocery store and farmers market. This

development is currently being stalled by the Ministry of Environment for the past twenty years

(the site was Shawnigan Lake's historical and unofficial dump site); however, focus group

participants would like to see the business permit approved.

Future development of medical services includes an increased number of family

practitioners, dentists, physiotherapists and chiropractors being welcomed into the community.

One of the groups felt strongly that the landlord who owns all of the empty retail space in the

village could look at lowering his rents to attract business. A parking lot, development of the E

and N Railway Station, hotels, restaurants and increased recreational businesses were all

suggestions to enhance community economic development bringing both dollars and jobs into

the community. Another important suggestion was a tourist information booth in the village to

share community business and other information to visitors.

4.9 Conclusion

The model (Diagram 1) was inspired by the community's love of the lake. The lake was

mentioned repeatedly in all five of the focus groups, "It is what defines us" were strong

emotional words from a participant. The participant's may have had a difference of opinion on

the leadership, governance, events, structure of village community plan, use of Elsie Miles

building, trails development and future business development however, when it came to

describing lake all participants had the same idea. The lake was the focus in the leadership theme

as something to fight to keep clean and use to its fullest potential, as something the community

needs to protect under natural assets, as an inspiration for the arts and a source of the

communities heritage, to keep as a safe drinking water source and to be the center of business

development with recreational activities and the natural beauty attracting tourists to the area.

Hence, the lake is the focal point of the model (Diagram 1) and the protection of the lake and

surrounding watershed must be considered as the community develops. The majority of

participants want to see the community grow and develop in an environmentally respectful way.

An example of how assets can cross the bridge and become a greater strength for the community

is the process of developing the Elsie Miles property. There were differences in how the property

should be developed; however; however, all five of the focus groups wanted to see a village

center developed with a theme. These differences will be worked out as the development ideas

move across the bridge and the perceived asset (the Elsie Miles property) goes from design ideas

to construction and becomes what the community envisioned. The same process will occur as the

different identified strengths and assets grow and change with the community. The crossing of

the bridge may take a long time and include multiple discussions, funding and referendums in the

case of incorporating into a municipality or a short time if group participants are able to move an

uncomplicated idea forward from suggestion to completion. An example this would be the SBLA

purchasing a sign to welcome visitors to Shawnigan and share local business information. Time

spent on the bridge is a necessary process for gathering information, overcoming the barrier of

how to include a representation of community voice, debates about the issue, securing funding

for projects and determining how to achieve a desired outcome which the majority of community

member's would support.

The findings show a group of community organizations who want similar outcomes but are in the initial steps of learning how to collaborate. This challenge must be gently nurtured with movement from some of the longstanding community organizations reaching out to the newer organizations by asking them to have input into community plans. How to achieve this group collaboration process, which will enable ideas to move across the bridge and assets and strengths to develop, will be addressed in the following discussion and recommendations chapters in this report.

CHAPTER FIVE: Discussion

5.0 Discussion

The discussion compares and explores themes that arose from the findings of the study

with the literature review. The five themes that were identified in the data analysis included the

need for local leadership, the importance of arts, culture and heritage, the ambiance of the area,

the need for a safe community to live, work or travel within and the need for retail and support

services. The discussion will examine these identified strengths and assets in relation to what the

community organizations see is "working well" and the vision of what could be. The discussion

will also examine barriers to participatory community development and the process of

community change, as identified in the literature. Further to this, the discussion will look at both

methodologies, Asset Based Community Development (ABCD) and Appreciative Inquiry (AI),

which were the guiding methods in the organization of the focus group format and discussion.

This chapter of the paper will also compare the strengths-based community development

literature to the study findings in order to identify if the data could be a useful tool to support a

community-driven campaign to work towards improving current governance to include the voice

of the people. The comparison of findings will include a review of how the information gathered

describes the usefulness of the CVRD and whether or not the OCP philosophies are congruent

with the vision of the community's future development.

The research question for this project is: *"What do community members of Shawnigan*

Lake perceive to be the assets and strengths of the community?" The themes identified by the

focus groups identified issues that participants were passionate about, such as protecting the lake

and the watershed. Much of the data is congruent with the literature, which relates how important

it is to harness the community's energy and passion in order to help the community move

forward to a healthier place. Self-governance and looking at the physical structure or footprint of

a community with the intent of involving community members in the decision-making process to

improve and enhance the community was also identified in the themes. This contrasts with

current governance by the CVRD, which allows developers to basically do what they wish

without many guidelines and without enforcing bylaws, which gives lee-way to home owners

allowing them to have sub-standard sewage. The research identifies many assets and strengths in

the community that have been underutilized. The data suggests that community involvement can

help build on the strengths and assets and address some of the long standing problems in

Shawnigan Lake in order to fulfill the visions outlined by the focus groups. There were

similarities between the data and literature particularly when looking at the challenges

community members face when trying to find solutions to complex issues that will move their

community forward.

5.1 Comparison of Findings to the Literature Review

Studying community development is an established process in Canada that was

introduced post WW2 to address social issues and inequities within Canadian communities

(Brown and Hannis, 2008). As social roles developed and expanded, the collaborative process of

community development began to take shape. Community development now embraces planning,

organizing citizens to help with planning, and providing services to all members in the

community with a focus on individualizing areas within each province thus allowing citizens to

put their own special mark on their community. Shawnigan Lake, located in South Cowichan

Regional District, is currently governed by the CVRD. It is a community populated with both

permanent residents and summer residents who come to the lake to recreate. This unique

situation has challenged developers to include all people in attempting to introduce development

and services. To complicate matters further, there is only one paid employee in the Shawnigan

Lake (Area B) with an understanding and commitment to Shawnigan Lake's unique situation of

having a watershed, while the rest are volunteers who donate their time to the same cause. This

distinguishes Shawnigan Lake from all the other areas as it brings with it complex issues around

water protection and water safety. Additionally, there are other employees who work for CVRD

such as park maintenance, bylaw enforcement as well as many other service providers under

contract. The OCP is the ideological plan for this area, which describes the vision for the

community's future, and was completed in conjunction with two other South Cowichan areas,

Cobble Hill Area C and Mill Bay, Area A. However, neither of these communities rely on their

drinking water watershed in the same way as Shawnigan Lake. Interestingly, the OCP was not

identified as an asset in any of the focus groups even though it is the community document that

lays out the local process and guides the future of the community's development. When

questioned to why the OCP may have been left out of the conversations, Area Director Bruce

Fraser suggested that it may be due to fact that the development of the OCP involved a few select

community members who decided what issues were important on behalf of the entire

community. This means the OCP may not have been seen as a useful tool for managing

Shawnigan Lake's future development (personal conversation with Bruce Fraser, July 2014).

The OCP development has been generally driven by experts from a top down approach, which

Green and Haines (2012) remind us does not include participatory action from community

members. The members of this project's focus groups are all active participants in the

community; therefore, the OCP may not be a viable source of information for them. The data

revealed information which showed the community members in Area B would like to see self-

governance either through incorporation or some other method where locals have greater say in the future development of Shawnigan Lake.

Most focus group members had strong opinions on leadership, economic development, the environment and the "Village Core". Many of the group's suggestions were based on upgrading existing resources and reinventing the village design to be a safe and welcoming center for all to enjoy. The strong group voices were mainly from citizens that had lived in the community for over ten years; however, new community members (those who have lived in Shawnigan Lake for less than five years) shared their love for the community but were not quite sure how the strengths and assets could be developed. Often, new people and those who are marginalized in the community have trouble bringing their voice to the table. Moore (2013) reminds us that it is important to remember that when addressing the future development of a community, there needs to be a common vision and a sense of belonging for all community members, a respect for diversity of different backgrounds, and equal opportunity for all community members including those from different backgrounds. The focus group participants identified this as a problem when trying to find new members for their organization, emphasizing the difficulty they had in attracting new members and the fact that group members often belonged to several groups; however, they were determined to continue to recruit and welcome all by not only having a presence at community events to meet new potential members but also by advertising their need in the local paper. Social inclusion of all members of the community will help the local governance further develop public policies, attitudes and institutional practice that are inclusive and welcoming to all members in the community (Moore; Sen, 2000).

One of the barriers identified by the groups was a lack of collaboration and a lack of community inclusiveness when addressing community problems. The participants shared that

they rarely worked collaboratively with other organizations and that often one member of an organization felt their personal views represented the voice of the whole organization. According to the perspective of the AD, volunteer organizations often disagree with each other in how a community problem should be addressed. This results in one group isolating from another. McKnight and Kretzman (1993) as well as Cooperrider and Whitney (2005) suggest a need to work on group inter-engagement, which may require breaking down old resentments and redeveloping a willingness to work together regardless of opposing views. Working out "turf" issues and breaking down power systems within groups can be a difficult task; however, when this process is successful, the outcome of joint projects can lead to a vibrant, alive and highly functional community where people want to live (Block, 2008). When community groups work together as suggested by Mcknight and Kretzman and also Cooperrider and Whitney, there is a chance to move community to a place of strength which cretaes an opportunity for change to occur. This was evident in all five focus groups when they mentioned that the SIA environmental crisis forced community to groups to work together to save the watershed. Groups were able to put aside old hurts and collaborate to raise money for the legal battle. This example of community resilience, driven from a grassroots approach, encouraged citizens to have a voice in how they want their watershed managed. Thus, we can draw from this example the thought that if the community of Shawnigan Lake had greater say in how the land in the area was used, it would lead to greater community well-being and participation in local issues.

The data indicated the importance of the natural beauty of the lake and the necessity for it to continue to provide safe drinking water supply. Community members were adamant and unified that the watershed be protected, not only as their drinking water, but also for the lifestyle the lake affords. When this was threatened by the reality of toxic waste in the quarry above the

watershed, the community responded and demonstrated their ability to be resilient. Resilience is

an important part of the sustainability of a community, and often appears during times of crisis.

Shawnigan Lake community organizations and individuals showed amazing resilience as they

banded together to launch a legal campaign in response to the contaminated soil permit. Green

and Haines (2012) remind us that community sustainability is dependent on the three E's:

economics, environment and equity. In order for these to remain in balance and to be helpful

within a community there must be a working relationship between individuals, communities, and

political institutions such as the provincial government. The data showed that the community

envisions continuing to work together to protect the environment. This outcome is congruent

with the work of Green and Haines and also Black and Hughes (2001) who suggest that when

community organizations can effectively challenge the power division in local and regional

governments, the chance of community change becomes greater. Black and Hughes suggest that

this type of collaboration between community members is an example of strength. Although the

data identified that in the past there was a lack of co-operation and trust building between the

different community organizations, it also shows that change is imminent to Shawnigan Lake.

One example is the "Shawnigan Lake Community Research Day" held in April 2014. This

activity brought together leaders from different groups who listened to each other throughout the

day, while several researchers presented their environmental and social research projects. When

various group members asked questions about specific research, the audience began to realize

their concerns about the safety of the watershed; the surrounding environment and the future of

their community were similar. One of the major points emphasized in the literature review was

that harnessing social capital in a community can help the community face stressors, promote

strength and identify community resilience and capacity (Green and Haines; Putnam, 2003).

Magis (2010) emphasizes that when a community has a say in how the land in the area is used, it

leads to greater community well-being and community cohesiveness. The community members

present at the research day event became aware that by engaging in collaborative relationships

with Shawnigan Lake citizens towards a common goal, outcomes would benefit the whole

community. This point was emphasized when one participant noted during a focus group,

"Unless we work together to save our watershed and other natural resources, we will be unable

to exist as we have become used to".

The desires for the future of the Shawnigan Lake community were clearly identified by

the answers and envisioning questions asked in the focus groups. Cooperrider and Whitney

(2005) propose that the AI process of the "dream stage" (or "envisioning"), helps community

members recognize that change and inquiry occur simultaneously. Community developers are in

the unique position of helping community members make meaning from their stories, honoring

the past, and encouraging individuals to enter into the change process. It was evident there was a

strong desire to create a village center that would not only house local governance, the museum,

and library, but it would also provide space for the arts to be recognized with a theater and

gallery. It was important to the participants that there would be ample room for the community's

festivals to be held and shared. As the researcher evoked from participants their hopes and

dreams for the community the change process began (Cooperrider and Whitney). Among the

common themes identified by the groups, there were also common barriers: a lack of funding

from the CVRD to build a new village center, a lack of financial support to develop resources,

and a lack of paid community members to help coordinate a unified approach to future

development. Mcknight and Kretzman (1993) say that holding community round tables can help

to address barriers because it can give each organization and individual a chance to contribute to

the conversation. Using a unified voice, organizations and individuals could together lobby local government for funding, which could support their vision for the creation of a new village center.

Conclusion 5.2

The literature review and responses from the participants in this study seem to indicate that there are many strengths and assets in the area of Shawnigan Lake, some which need to be protected, some which need to develop and grow and some which involve a restructuring of old ideas with new thoughts. The participants believe the community would respond well to an ABCD approach. An ABCD approach helps the community build on the strengths and assets identified in this report, including the idea to look for a way to have greater community voice at the CVRD table. The participants clearly stated they want to be asked for their opinions when development ideas are introduced to the area. The participants appreciate the AD's invitation to come to round tables and join in workshops and would like to see this carry on when a new AD takes over.

The need for community organization collaboration was identified both in the literature review and by the participants in the focus groups. There is great potential for this to happen with the start of the Connections group within the business community. Involving new members and those who have a hard time attending community functions is a possibility that was entertained by the participants. An Appreciative Inquiry approach not only values the time and work the participants of this project gave to the researcher and the community, but it is a method that can help a community mould community member's ideas into reality.

CHAPTER SIX: Recommendations

This section identifies options the AD of Shawnigan Lake may wish to consider when discussing future planning and development of the area. These recommendations are based on the responses of the participants in the study and findings from the literature review. The five community organizations involved in the study have articulated specific ideas identifying assets and potential growth of these assets.

The research question for this study is*: What Do Community Members of Shawnigan Lake Perceive to be the Assets and Strengths of the Community?* The objectives of this study included:

1) Identifying perceived strengths and assets of the area.

2) Identifying common perceptions of strengths and assets between different community organizations.

3) Looking for connections between community organizations.

4) Determining future ideas and visions for the community.

The recommendations will explore these objectives and answer the research question. There is a potential for this study to be used as a guide in future development of the Shawnigan Lake area; therefore the views and thoughts of the participants could lead to greater community participation in the planning and implementation of new ideas incorporated into the current OCP.

The recommendations could also be used when addressing the need for the community to have greater involvement in the governance of the area and may influence the direction the community takes in reaching the goal of self-governance. The majority of participants are in favor of change terms of future development as long as it is done from an environmentally sensitive approach. The majority of participants would like to break down the barriers causing the lack of collaboration

between organizations in order to follow through with the envisioning stage of the report. There is a strong commitment from participants to build on the perceived strengths and assets identified as well as the many suggestions for improving the community. Below are the broader recommendations, which convey the desire to build upon the identified assets. They are in no particular order but are considered to be appropriate in a packaged approach to addressing the practical dimensions of the research question.

Recommendation One: Community Development Team for Area B (Shawnigan Lake)

It is recommended that Shawnigan Lake, (Area B) have a regional CVRD office which provides space for the Area Director and a small team to work from. The members of the team have been identified as a planner, a bylaw officer, a biologist and an administrative assistant. Such an expenditure could be funded by the CVRD through local tax dollars if a referendum proved public support. Currently, the CVRD are being forced to take a firm position and consider Areas A, B and C as having similar needs and problems. The development of a local office could encourage grassroots thinking, which in turn could lead to increased community involvement. A potential barrier to having an AD office and staff would be people's perception that is is an unnecessary expense and a waste of taxpayer's money. Addressing this barrier could result in shifting historically upheld paradigms. As well, the data in this research could be used to persuade community members of the long-term benefits for the community as well as the benefits of creating the foundation and mechanism to address certain regulations inherited by senior government. This model could be used in the interim of full incorporation if that is the desired goal.

The AD's role includes managing the team ensuring it is cost effective solution to the current governance structure, which could creatively bypass the need and lengthy process to incorporate. Incorporation could create a significant tax increase to families as Shawnigan Lake which has 88 percent residential tax base. The creation of a local office could be implemented in a timely fashion to address the ever-growing ecological concerns and realities of the community. The benefit of having long-term thinking and long-term planning could lead to long-term continuity of programs and, therefore long-term achievement. Community members need to be able to enjoy the ambience of the area, with access to safe drinking water, ecological sound sewage systems, solid waste disposal and safe roadways. It is recommended to have an ecological governance to guide the direction of community development which could include a trail system that connects with other trail systems around the lake, green housing developments and business developments. The AD would ensure the governance team is educated in how to use the OCP as a guideline, a living document, where flexibility could be possible to overcome any environmental short-comings or rigid ideologies. The AD will communicate and share information with the main office of the CVRD. The AD will oversee the following positions:

Subtheme A: Planner

A green planner would look at ways for the community to grow in an environmentally sustainable way. The planner would be involved in creating a safe community by addressing the current issues occurring in the village core to maintain the strength of having a welcoming business area. Currently, the crosswalks are not painted and there is a lack of sidewalks, safe parking choices and available parking. Sidewalks may eventually come with incorporation (sidewalk creation and maintenance is not within the jurisdiction of the CVRD) or local planning with a regional governing office. The planner would monitor the development of a village core, review

development applications and liaise with local business people to encourage recreation and tourism as a viable environmentally friendly business development.

The planner would support the team to ensure future development is achieved with ecologically sound proposals to ensure the stability of Shawnigan's pristine environment. Projects like Elkington Forest (an ecologically-based housing development that has allocated 15 percent for land-use and 85 percent left as nature and the restoration of old growth trees) are possible and act as an appropriate and much supported model for all development applications. The planner will work with the Improvement District (fire department) by providing funds to develop an ongoing fire protection plan that grows with the community.

Subtheme B: Bylaw Officer

A full-time bylaw enforcement officer would prioritize the need for increased and regularly monitored septic system requirements. A full-time community bylaw officer in conjunction with a biologist and planner could systematically address the problems that reduce the quality of Shawnigan Lake's drinking water. For example, aging septic systems are a major problem because they allow any number of chemicals and toxins to leach into the lake. Hiring a local staff could mean implementing a program by which all septic systems are monitored, evaluated and rated by a qualified professional on a yearly or bi-annually basis. Rigid septic tank inspections could help keep the community's water source safe. One suggestion is to create a tax levy for all homeowners using septic rather than sewage systems that could be reimbursed after a system passed inspection. Additionally, there is a need to better maintain assets such as parks and public areas by providing washrooms and proper-function receptacles. The bylaw officer would be required to replace the current complaint-based model with a proper objective monitoring-based

bylaw compliance model. This would include the bylaws that monitor dogs, smoke and burning, events, foreshore apportion and all other CVRD bylaws.

Subtheme C: Biologist Ecologist

A biologist/ecologist could review potential impacts to the watershed when new development is proposed. They would monitor the ecological integrity of the lake. The lake is the drinking-water source for Shawnigan Lake residents and is regularly accessed for recreational use. As such, there is a need to fully understand the diversity of vulnerabilities experienced by a watershed. It is a hard balance to keep the lake healthy for both a recreational and a drinkable water supply; the complexities this brings to the lake cannot be overstated. The biologist/ecologist would ensure that the drinking water drawn from the lake remains safe to drink. This would involve working collaboratively with Island Health who currently monitors the drinking water safety. The biologist/ecologist would work with the community not only through community organizations but also by conducting an education program. This would help residents understand the importance of maintaining a safe septic system, learn how to keep the water source safe and learn what chemicals not to pour into drains and gardens that may leach into the lake.

Subtheme D: Administrative Assistant

An administrative assistant could support the AD in his work, manage appointments, maintain files, be available to greet community members and manage the office. The administrative assistant would also be available to the planner, bylaw officer and biologist/ecologist to provide support for the projects they are involved in. They would also maintain a library with the documentation written about the area. This will include maps, models, research projects and studies that have been done on the area.

Recommendation Two: Provide a Safe Community

A community plan needs to be developed which is includes all of the areas that relate to safety and well-being of community members and visitors. There are three subthemes to include in the plan.

Subtheme A: Police Protection

There needs to be a Police Officer in the community 24 hours and increased staff during the summer to deal with the recreational issue of partying and unsafe vehicle use both on and off the lake. The police officer services are provided by the RCMP. It is recommended that the AD continue to and meet with the RCMP to discuss service needs.

Subtheme B: Fire and Ambulance Protection

The CVRD needs to continue supporting the Improvement District (Shawnigan Lake Volunteer Fire Department); however, it is recommended that the department books are the responsibility of the CVRD to track economic expenses. The AD and team need open to frequent communication with the Improvement District Board to allow ideas to be exchanged and to ensure the community needs are met. This would include ensuring First Responders and Fire Services are being met. BC Ambulance service needs to have paramedics and response vehicles within close range of the area.

Subtheme C: Road Safety in the Village

It is recommended that the community planner evaluates the safety of the village traffic stream and pedestrian traffic flow. Along with the other team members submit a report to Ministry of Highways to have the stressors such as lack of painted crosswalks, lack of sidewalks and unsafe parking addressed. From a local perspective the planner if unsuccessful with the Ministry Of Highways could organize a grassroots organization to paint crosswalks, provide alternate solutions

to the on-going safety needs in the community. Road maintenance of all roads particularly the access roads to the Trans-Canada Highway needs to be a priority. Lighting in the village is recommended.

Recommendation Three: Collaboration between Organizations

Community organizations will continue to collaborate with each other, building on the relationships they have begun to establish. It is recommended that these organizations strive to include all citizens of Shawnigan Lake not only by inviting and welcoming them to community planning sessions, but also by providing information on the nature and responsibilities of the organization. This can be achieved through local media such as the Shawnigan Focus or use of social media such as the Shawnigan Lake Facebook page.The community organizations will continue to work collaboratively to find a way to bring parents of young children, those who are new to the community and those who represent marginalized populations into the conversation and activities. Through a greater diversity of participation and perspectives, full representation would make it possible to take action on what is truly important for the community.

Recommendation Four: Development of the Village

The Elsie Miles Property could be used to house the new local governing team office. Once this office is established, the community could begin to look at planning to have a multi-purpose arts and cultural center connected to the current recreation center. This new center for the community would include space for an expanded community museum and library in addition to space for private and public systems to enrich the dance, art, and music to further the diversity of the community. It is recommended that the community continues with its work on the Master Plan for development that was begun during the last three years. In the plan, there have been six core projects chosen to move forward with the intent that there will not be tax dollars used. An example

is the community garden proposal and extension of the community center. It is recommended to expand the Village Development Council to have representation from local business owners and local politicians, as well as members from each community organization. This will allow a variety of community groups to bring their voices and opinions to the development table. Again, a reminder that marginalized groups such as those who are hard-pressed with small children, work and time restraints somehow be incorporated into the planning despite not always being able to participate. Social media could be used as a tool to access this group through a web or Facebook page. This will allow a variety of community groups to bring their voices and opinions to the idea development table.

Recommendation	Possible Activities	Barriers Addressed	Timeframe	Desired Outcome
Begin to look at having a CVRD Office in area B with a small team which includes planner, biologist, bylaw officer and administrative assistant	Area Director: Heads team Meets with community members Attends CVRD regional meetings Supports the work of the team, troubleshooting, presenting local issues to CVRD at regular meetings Liaise with B.C. Provincial Government on issues such as roads, provincial parks and contaminating social relocation of contaminated soil.	Use of tax dollars to build and hire workers may not be accepted as a viable option by community members	Begin following next civic election in Nov. 2014	A well-managed community development plan with bylaw enforcement being a priority. A fair and equitable system for the residents of Shawnigan Lake.
Provide a safe community	Increase police fire coverage. Put forth a plan for safe village traffic flow and parking	Lack of communication and co-operation from the Improvement District Board of Trustees	On-going	A safe community for residents and tourists. Protection from fire and crime. Summer management of road ends and other party spots which have been known trouble spots during the

				summer. Decrease drinking and boating on the lake
Collaboration of organizations	Continue with Connections organization bringing the groups together to work collaboratively to move the community forward	Lack of communication and collaboration between community groups due to status quo	ongoing	Integration instead of fragmentation with healthy relationships between the leaders and the groups they represent
Development of the Village	Continue the work begun in the last three years around extending the recreation center and develop further the museum and arts and music organizations		On-going	Ongoing collaboration between governance, developers and community partners

CHAPTER SEVEN: Conclusions

This report investigated what members of community organizations in Shawnigan Lake perceive to be the communities' strengths and assets. The findings and recommendations of this report will begin to address the themes regarding future community development of the Shawnigan Lake area. In combination, these themes create an opportunity for Shawnigan Lake to encourage development which is environmentally friendly. The themes also suggest the need to protect the lake and the watershed, address the need for a safe community and encourage a grassroots-driven plan for the Village of Shawnigan Lake. The report particularly addresses the need for community group collaboration and the need to create a space for continuing community conversations. These conversations could lead to actions that change the local governance structure to not only allow the OCP to become a realistic guiding document for future development but to also pressure the CVRD into providing the staff to address issues such as mitigating septic contamination of the lake, maintaining a safe pedestrian friendly village core and encouraging development permits that fit a community with an environmental governance. Having performed the task of identifying strengths and assets and a vison for future development, this research suggests that further research should take place on developing an OCP specific to Shawnigan Lake and creating local governance.

CHAPTER EIGHT: References & Appendices

References

Alexander, C. (2004). *The nature of order: Book one*. Berkley: Center for Environment and

Structure.

Berkowitz, B., & Wadud, E. (2003). Identifying community assets and resources. In *Community

tool box*. University of Kansas

Block, P. (2008). *Community: The structure of belonging*. San Francisco, California: Berrett-

Koehler.

Brown, J. D., & Hannis, D. (2008). *Community development in Canada* (2nd ed.). Toronto,

Ontario: Pearson Canada Inc.

Campbell, Scott. (1996) *"Green Cities, Growing Cities, Just Cities? Urban Planning and

the Contradictions of Sustainable Development."* Journal of the American Planning

Association, 62 (3): 296-313.

Canadian Council on Social Development. (2000). *Social Cohesion in Canada: Possible

Indicators Report Prepared for the Social Cohesion Network, Department of Canadian

Heritage and Justice* (http://www.ccsd.ca/pubs/2001/si/sra-543.pdf). Washington, DC:

Government Printing Office.

Carey, L. J. (Ed.). (1970). . *Community Development as a Process*. Columbia USA: University

of Missouri Press.

Coady International Institute. (2002). From client to citizen asset-based community development

as a strategy for community-driven development. *Occasional Paper Series*, 1990.

Coady International Institute. (2002). Round table on assets, livelihood and governance.

Retrieved from http://www.docstoc.com/docs/29536588/Round-Table-Introductions

Cooperrider, D. L., & Srivastva, S. (1987). Appreciative inquiry in organizational life. *Research in organizational change and development* (pp. 129-169). Stamford, CT: CT:JAI Press.

Cooperrider, D., & Whitney, D. (2005). *Appreciative inquiry: a positive revolution for change*. California: Barrett-Kohler Publishers.

Cooperrider, D., Whitney, D., & Stavros, J. (2008). *Appreciative inquiry handbook* (2nd Ed.). Brunswick, Ohio: Crown Custom Publishing, INC.

Crawford, P., Kotval, Z., Rauhe, W., & Kotval, Z. (2008). social capital development in participatory community planning and design. *Town Review Planning*, *79*(5), 534 -549.

Cowichan Valley Regional District (2014). *Offical community plan*. Retrieved from http://www.cvrd.bc.ca/index?nid=263.

Gibson, A. (1967). *Green branches and fallen leaves: The story of a community Shawnigan Lake 1867 to 1967*. Sidney, B.C. Manning Press

Fraser, B. (2014). *A wonderful fairy tale*. Retrieved from http://fraserfor shawnigan.ca.

Gittell, R., & Vidal, A. (1998). *Community organizing: Building social capital as a development strategy*. Thousand Oakes, California: Sage Publication.

Glaser, B. G., & Strauss, A. L. (19667). *The discovery of grounded theory Stratgies for qualitative research*. Chicago, USA: Aldine Publishing Company.

Goss, S. (2001). *Making local governance work*. London: Macmillan.

Green, G. P., & Haines, A. (2012). *Asset building & community development* (3ADed.). Thousand Oaks, California: Sage Publications.

Hickey, S., & Mohan, G. (2004). *Participation: from tyranny to transformation? Exploring new approaches to participation in development*. London: ZED Books.

Homan, M. S. (1994). *Promoting community change: Making it happen in the real world*.

     Belmont, California: Brookes/Cole Publishing Company.

Khan, M. E., Anker, M., Patel, B. C., Barge, S., Sadhwani, H., & Kohle, R. (1991). The use of

     focus groups in social and behavioral research: Some methodological issues. Retrieved

     from

     http://courseweb.edteched.uottawa.ca/nsg6133/Course_Modules/Module_PDFs/FocusGr

     oups.pdf

Kitzinger, J. (1994). The methodology of focus groups: The importance of interaction between

     research participants. *Sociology of Health and Illness*, *18*(6), 103-121. Retrieved from

     http://dx.doi.org/

Kretzman, J. P., & McKnight, J. L. (1993). *Building communities from the inside out: A path*

     towaADfinding and mobilizing a community's assets. Chicago, Illinois: ACTA

     Publications.

Kreuger, R. A., & Casy, M. (2000). *Focus groups: a practical guide for applied research*

     (3ADed.). Thousand Oaks; CA: Sage Publicaions.

Lotz, J. (1971). *The people outside*. Canadian Center for Anthropologic Research: University of

     St. Pauls.

Magis, K. (2010). Community resilience: An indicator of social sustainability. *Society and*

     Natural Resources, 410-416.

Mathie, A., & Cunningham, G. (2005). Who is driving development? Reflections on the

     transformative potential of asset- based community development. *Canadian Journal of*

     Development Studies, *26*(6).

Mohr, B., McLean, A., & Silbert, T. (2003). Beyond discovery & dream: Unleashing the change

      through the design phase of an AI intervention. *AI Practioner*, May 1-3.

Moore, M. H. (1995). *Creating public value: Strategic management in government*. Cambridge

      MA: Harvard, UP.

Morgan, D. L. (1997). *Focus groups as qualitative research* (2nd ed.). Thousand Oaks,

      California: Sage.

Owen, H. (1997). *Open space technology: A user's guide*. San Francisco, CA: Berrett-Koehler.

Proehl, R. A. (2001). *Organizational change in human service*. Thousand Oaks, California: Sage

      Publications, Inc.

Putnam, R. (2001). "Social capital: Measurement and consequences". *ISUMA: Canadian Journal

      of Policy Research*, *2*(3), 41-51.

Saegert, S., & Winkel, G. (1996). Paths to empowerment: organizing at home. *American Journal

      of Community Psychology*, 517-550.

Sen, A. (2000). *Development as freedom*. New York: Anchor Books.

Smith, M. K. (1996 -2006). Community work, the encyclopedia of informal education. Retrieved

      from www.infed.org/community/b-comwrk.htm.

Treloar, L. (2012). *A Collection of Articles on the History of Shawnigan Lake*. Unpublished

      manuscript.

Wallerstein, N. (1992). Powerlessness, empowerment and health. Implications for health

      promotion programs. *American Journal of Health Promotion*, *6*(6), 197-205.

Warren, R. (1978). *The community in America*. Chicago: Rand McNally.

Wenger, E. (2004). Knowledge management is a donut: shaping your knowledge strategy with

      communities of practice. *Ivey Business Journal*, *Jan/Feb, 2004*, 1-8.

Weyman, & Fussell (1996). The value of local knowledge and the importance of shifting beliefs

in the process of social change. *Community Development Journal*, *31*, 44-53.

Wong, L. P. (2008). Focus group discussion: A tool for health and medical research. *Singapore*

Medical journal, 49 (3), 256-261

Woolcock, M. (*2*001,). The place of social capital in understanding social and economic

outcomes. *Canadian Journal of Policy Research*, 2(1), 11-17. Retrieved from

http://www.oecd.org/innovation/research/1824913.pdf

Appendices:

Appendix 1

Looking for Participants for Research Project Flyer:

Dear Member of Community Organization,

My name is Christine Westland. As a Graduate student in the Masters of Arts in Community Development in the School of Public Administration at the University of Victoria, I am required to complete a final project.

This purpose research project's purpose is to provide research on Community Strengths and Assets for my client, Bruce Frazer, Shawnigan Lake Area Director. This research seeks to identify peceived social strengths, physical structures, support services and community inclusive activities through the eyes of community volunteer group members. I would like to hear from you.

If you belong to a community organization and would like to participate in this project please contact Christine Westland at 250 743 9338 or cwestlan@uvic.ca

I look forwaADto hearing from you.

Christine Westland BSN MA (C)

Appendix 2

Recruitment Letter

Shawnigan Lake Regional Area: Community Assets and Strengths as seen Through the Eyes of Community Members

Dear Potential Participant,

You are invited to participate in a study entitled "Community Assets and Strengths as seen through the Eyes of Community Members" that is being conducted by Christine Westland, a Graduate Student in the School of Public Administration at the University of Victoria.

This research project is in response to a request from Bruce Fraser, Shawnigan Lake Area Director who would like to know what community organizations perceive to be the assets and strenghts of their community. Your feedback may help future planning of both residential and business sectors of Shawnigan Lake. You are being asked to participate in this study because you belong to a Shawnigan Lake community organization. If you volunteer to participate in a focus group, you will discuss ten questions during a meeting lasting from 1 to 3 hours. Would you have time to attend a focus group and talk about your views of the strengths and assets in Shawnigan Lake? The focus group you attend will be limited to only members of the organization you belong to. The purpose of the focus group is to gather information about the strengths and assets of the Shawnigan Lake community as perceived by individuals belonging to your organization.

If so please contact me at 250 743 9338 or by email at cwestlan@uvic.ca.

Respectfully,

Christine Westland

Appendix: 3 Written Consent Form

Participant Consent Form

Perceived Assets and Strengths of Shawnigan Lake

I invite you to participate in a study entitled Shawnigan Lake Regional Area: Community Assets and Strengths as seen through the Eyes of Community Members that is being conducted by Christine Westland.

My name is Christine Westland, and I am a graduate student in the School of Public Administration at the University of Victoria. You may contact me if you have further questions by email at cwestlan@uvic.ca and phone at (250) 743 9338.

As a graduate student, I am required to conduct research as part of my Master of Arts in Community Development. It is being conducted under the supervision of Dr. Lynne Siemens. You may contact my supervisor by email at siemensl@uvic.ca.

Purpose and Objectives
The purpose of this research project is to identify the perceived community strengths and assets in Shawnigan Lake. From the gathered data, Bruce Fraser (client) will have a better understanding of the participants'' views of their community. The client will be better able to shape the growth of Shawnigan Lake once he knows its perceived strengths and assets. As well, the participants will benefit from the process itself as they learn each other's views and help to consolidate them.

Importance of this Research
Research of this type expands understanding of the community members' involvement in the shaping and growth of Shawnigan Lake. It will directly benefit the people who live, work and recreate in the community as they bring their voice to the topic of perceived strengths and assets.

Selection of Participants
You are being asked to participate in this study because you are a member of the Shawnigan Lake Community and have self-identified as an interested member of a community group. The community group you belong to may have been identified by Bruce Fraser Area Director or you may have volunteered to participate in the study in response to the flyer sent out. The researcher may visit your community organization to explain the project and to recruit participants. The researcher will also explain the project at a community round table meeting. The researcher may hand you a flyer (appendix 1) or a recruiting letter (appendix 2) to invite you to participate in either of these settings.

What is involved?
If you consent to participate in this research, you are committing to attend one focus group session of 1-3 hours at a venue decided by the leaders in the organization you belong to. At that session, you will see and hear 10 questions, and discuss them one at a time. The researcher will record this discussion. To ensure confidentiality you will be assigned an alphabetical letter which will identify your recorded comment(s).

Inconvenience and Ongoing Consent
Your participation is voluntary, so you may leave the focus group at any time. However, any data collected up until then may be used in the project without identifying your name.

Risks
There are no known or anticipated risks to you by participating in this research.

Benefits
Your feedback may help future planning of both the residential and business sectors of Shawnigan Lake.

Voluntary Participation
Your participation in this research must be completely voluntary. If you do decide to participate in the one focus group, you may leave the session at any time without any consequences or any explanation. However, the data collected up until then may be used in the project without identifying the participant by name.

Researchers Relationship with Participant
The researcher is a community member, however due to the nature of the research this will not influence any outcomes or privacy issues.

Anonymity
Anonymity will be provided as personal identifiable information will not be used in the research report.

Confidentiality
The procedures for recruiting or selecting participants may compromise the confidentiality of participants. Confidentiality cannot be assured during the data collection phase of the research, due to the group participation, during which your responses will be public to other participants and observers. Furthermore the nature and size of the sample from which the participants are drawn make it possible to identify individual participants.

Dissemination of Results
It is anticipated that the results of this study will be shared with others by
a) Dissemination to the client organization in print and digital editions
b) Publication on the University of Victoria website, as a graduate project.

Disposal of Data
Data will be kept exclusively on the researcher's laptop computer, password secured. Paper data will be kept in a locked filing cabinet, in a locked office at the researcher's home.

You may contact me by email at cwestlan@uvic.ca or phone at 250 743 9338. You may also contact my supervisor, Dr. Lynne Siemans, by email at siemensl@uvic.ca. You may verify the ethical approval of this study, or raise any concerns you might have, by contacting the Human Research Ethics Office at the University of Victoria (250-472-4545 or ethics@uvic.ca).

Your signature below indicates that you understand the above conditions of participation in this study, that you have had the opportunity to have your questions answered by the researchers, and that you consent to participate in this research project.

_____   _____   _____

Name of Participant *Signature* *Date*

A copy of this consent will be left with you, and a copy will be taken by the researcher.

Appendix 4

Perceived Assets and Strengths of Community of Shawnigan Lake Interview Questions.

At each point of contact with the researcher, you will be asked to if you wish to continue to participate. Your participation is voluntary, so you may leave the focus group at any time, without explanation or consequence. However, any data collected from you up until then may be used in the project, without identifying by name.

DESCRIPTION OF THE INTERVIEW QUESTIONS DESIGN
The questions here were generated from a discussion between Bruce Fraser, Shawnigan Lake Area Director and the researcher.
The questions will be administered by the researcher at a convenient time for each group.
.

QUESTIONS:

Questions to Assess Community Assets and Strengths

1. What social, economic or environmental community structures, supports or activities do

   you identify as strengths in the Shawnigan Lake Community?

2. How have you participated in or used the assets and strengths that you have identified in

   Question 2?

3. Can you identify any current local government support (financial, facilites or other)

   provided for further development of the Shawnigan community that may increase

   available asests and strengths in Shawnigan Lake?

4. If there was sufficient funding for ongoing community devlopment what would be your

   priorites for new or continuing projects to support community growth and development?

5. What other social, economic or environmental assests and strengths do you think should

   be developed or enhanced that would help the community of Shawnigan Lake to develop

   and grow?

Questions to Determine the Role of Particpating Community Organizations in Developing and Enhancing Community Assets and Strengths

1. How long have you been part of the Shawnigan Lake community?

2. When did you join your community organization and why?

3. Is it easy to become involved in community organizations in Shawnigan lake. If so, why? If not why?

4. Do you think the organization you belong to contributes significantly to the community's strengths or assets, and if so, in what way?

5. What if any has been your experience of collaborating with another organization in Shawnigan Lake to meet a need or goal?