Vancouver Island Community Led Planning Pilot Project
"There is no power for change greater than a community discovering what it cares about." — Margaret J. Wheatley

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On February 25 & 26, 2019 approximately 25 participants from across Vancouver Island gathered at the Tigh-na-Mara Resort in Parksville to learn more about the Community Led Pilot Project.

Correspondence regarding the pilot began in the Fall of 2018 and was distributed by Indigenous Services Canada (ISC) to Nations who are in or nearing the implementation stage of their Comprehensive Community Plans. Further communication from the Vancouver Island Community Led Pilot Coordinator, Nene Kraneveldt was also distributed during January and February.

The participants began the day in circle and the Gathering commenced with acknowledgement of territory and opening prayer. We moved into a check in where participants identified their needs for ensuring a good return on investment of their time. Common needs identified included:
- Learn more about the Pilot Project
- Inform and co-create future sessions together
- Determine common needs that serve this group and our Regions and
- Find ways to support communities to develop their own tools

We then moved into the data project overview portion of the agenda. Although communities have had the assessment tools since October of 2018 the collection of data was met with concern. Questions were raised and recorded and ISC committed to producing a Frequently Asked Questions sheet to address concerns. While there was enthusiasm to measure the impacts of the project clarity was required for buy-in; specifically who would have access to the data and what would it be used for?

Day Two was focused on sharing engagement tools and hearing from communities. Participants had the opportunity to learn about the Art of Hosting Facilitation style and how this can be of benefit as they engage with their membership. Through learning by doing we were also able to harvest rich ideas on how the communities would like to proceed with future gatherings and how we may support peer learning.

The harvest from the World Cafe and Open Space Technology sessions are pages 10 to 18 and offer great insight and wisdom on how we can proceed with this project with the greatest return on investment for participants.
The Professional and Institutional Development Program received direction to undertake Community-led Planning Pilot Projects in order to demonstrate that by investing in community-led planning and the associated supports that governance capacity is strengthened.

Purpose

The intent of the project is to provide Vancouver Island communities with information on data collection and pilot project implementation and monitor the progress of the initiative using these tools. The spirit and intent reflect that belief that community-driven projects will help advance Nations on their path to self-determination. Project communities determine their own needs and priorities and collaborate with other Nations to achieve their community goals.
Partnership

ISC team members will support pilot project communities in four critical partnership areas:

1. Core Support: proposal support, governance planning support, connecting with other partners and stakeholders.

2. Collecting Data: working closely with pilot project communities, collect quantitative and qualitative data to support the eventual presentation of evidence-based results stemming from the pilot projects.

3. Regional Partnerships: connecting and leveraging regional partners that can support the ongoing development and implementation of regional community development strategies.


Pilot Communities

Pilot communities are responsible for co-developing (with Regional Staff) a pilot project proposal that suits the community/organization governance planning needs that is achievable by March 2020.

The proposal should contain the following:

1. Project Proposal Assessment Form (one form per project)
2. Self-Assessment of the Ten Functions of Governance for the Community-led Planning Pilot Projects (one per community organization involved in the project)
3. Budget of planned expenditures
   a. One per project
   b. The budget must include:
      i. Breakdown by community/organization being funded for the pilot project;
      ii. Funds being leveraged from other sources;
The Gathering brought together a group of approximately 25 diverse community change agents focused on supporting the health, growth and development of their respective communities. Though many had not had the opportunity to familiarize themselves with the pre-gathering materials, they showed up with open hearts and open minds prepared to explore the opportunity presented to them through the pilot project. There was strong support for Nation-to-Nation building both regionally and as a Vancouver Island Cohort.
GATHERING HIGHLIGHTS

Initial questions included who are the right people to be here and how do we get them here? Where and when do we pass the baton from CCP leads to administration and governance leads? Who drives the Comprehensive Community Plan bus; CCP Coordinator, CCP Committee, administration, leadership? Other questions addressed the need for youth engagement and how to host meaningful conversations from high level planning to detail oriented by-laws with our membership? And lastly, how do we create and support leadership development, community decision making processes, community wellness and limiting beliefs?

The need to develop objectives, deliverables and work plans with timelines also rose to the surface. There were equal amounts of enthusiasm and questions. The desire for clear scope and parameters to start the conversations on collaboration on a Nation-to-Nation basis was expressed by many. Concern that the project means more work with limited resources was also identified. Hope for sharing of tools and resources that would “lighten our load” was a priority for the group.

The circle expressed gratitude for the opportunity to gather and learn from one another. They stressed it was important to stay connected and put forth ideas to remain connected including; site visits, regional sessions, Facebook group, and a website to hold all the documents and resources. The circle recognized the benefits of working together and experienced immediate gains through the presentation offered by K’omoks First Nation on their Land Code.

Conversations touched on both the strengths and challenges communities face. Challenges ranged from lateral violence, addiction, “angry trolls” controlling meetings and dismantling positive efforts, lack of capacity, lack of interest from leadership to carry the CCP forward, lack of engagement and general state of unhealthy communities. Strengths cited included; learning from other communities, resiliency of Indigenous people in general, hope and opportunity for innovative approaches to implementation of their CCP’s.
Gathering Highlights

The first World Cafe dialogue focused on what are our needs and what are our priorities? This was discussed both through the lens of individual Nations and as a collective of Vancouver Island based Nations.

Healing, Health and Wellness
- Help people heal from trauma from the Residential School
- Healing from trauma “Nothing can happen unless there is healing.”
- Address substance abuse and addictions, mental health and children in care

Capacity Development
- Educating on the past – understanding the wrongs
- Western and traditional knowledge and governance
- Human Resources knowledge

Connection, Collaboration and Engagement
- Intergenerational knowledge sharing
- True community engagement and involving members in how decisions are made
- Community engagement gatherings

Land and Infrastructure
- Finding land to call home
- Affordable housing and pride in community
- Community building

Youth
- How to engage youth
- Youth empowerment

Elders
- Elder's programming

Leadership
- Engaged leadership
- Child Welfare Legislation
- Elected and Hereditary leadership working together

Language and Culture
- Language development and revitalization
- Cultural events and activities to celebrate our milestones

“Your body holds deep wisdom. Trust in it. Learn from it. Nourish it. Watch your life transform and be healthy.” ~Bella Bleue
The second World Café question asked: What areas do we MOST want to focus on? What is the greatest potential that we see/sense in working together? Five themes emerged and are listed in order of priority:

1. Connection and Collaboration – including but not limited to sharing strategies and resources, success stories, tools developed, and gathering on a regular basis
2. Mentoring - Mentorship in planning and at the community level, Elder-in-training and Youth engagement – hear from youth who have been involved in CCP and why? What motivated them?
3. Capacity Development - How do we reach goals and implement the CCP? How to work with traumatized people? (Trauma informed practice using tools/skills/knowledge)
4. Funding - How to be creative with limited funds, identifying funding opportunities and creating economic development opportunities to lead to sustainable revenues
5. Monitoring Progress –Creating an inventory of skills with community and acknowledging strengths/weaknesses were also identified under this theme. And while there was some resistance to use the ISC data tool many felt there was merit to the intent of the tool and with some changes it could be more culturally appropriate and helpful.
Session Title: Elder’s and Youth Contest

Session Host: Sharon M
Participants: Sharon V.V., Kate, Traci, Marissa

Summary of Main Discussion Points:
- Family Groups
- Name it something that triggers good memories for Elder's
- Train youth in videography
- Culturally appropriate to invite face to face and bring a gift
Session Title: Collaboration

Session Host: Marie
Participants: Pam, Jordan, Destini

Summary of Main Discussion Points:
- Networking
- Champion from community - coming together for brainstorming
- Share community ideas
- Share resources

Action Items & Next Steps
- Halalt Collaborative Market Place
- First Nation’s Employment Agency

Session Title: Our Next Gathering

Hosts: Nene & Kate
Participants: Nene, Kate, Sharon, Destini, Marie, Jordan, Jeannie & Paul

Summary of Main Discussion Points:
- Elder’s opening with a Prayer
- Open Invite to community members and youth
- Youth Training and Mentorship (so Youth can take a on leadership roles)
- Elected leader to attend

Assessment:
- Clarity is needed (FAQ in Progress)

Suggestions for Focused Topics:
- Mental Health / Health
- Housing
- Community Engagement
- Community Stories
- Strategic Planning
- Setting Goals
- CCP Mentors and Mentorship Program

Potential Speakers:
- Dana
- Success Stories Musqueam, Westbank
- Nuu-chah-nulth Housing Project

Next Gathering
Date: Maybe April or May
“What I try to tell young people is that if you come together with a mission, and it's grounded with love and a sense of community, you can make the impossible possible.” — John Lewis

Session Title: Engaging Members with Confusing / Dry Issues (i.e. Election Code)

Session Host: Frances
Participants: Monty, Shelly, Margaret, Jeannie, Paul, Kelly

Summary of Main Discussion Points
- Gorilla advertising
- Fishing metaphor – pulling in the nets...
- Use a topic that members are passionate about
- Leadership learning, Lunch & Learns (cultural)
- Funny pictures and sayings to start
- Need a strong Chair of the meeting – agree to stay on topic
- People that are destructive, a lot to learn and stay on topic to get home on time (redirect conversation back to topic)
- Opening – everyone has 30 seconds to say what do I need to let go of to be here?
- Use timers (music)

Action Items & Next Steps
- Form a Planning Committee to help brainstorm ideas
- Questionnaire in plain language (use plain language dictionary)
- Summary of high points
- Volunteer Planning Committee (diverse group)
- Facilitating – outside facilitators
- Phone people in each area
- Pay people to help
- Membership cards at June meeting
- Children at school to bring home information for their families
- Teach children about the subjects to take home to their parents
- Keynote speakers to draw people to meetings
- Talks – Red X to inspire people to be here
What are our **GREATEST!** Capacity dreams/needs? And what are some of the common/collective priorities that surface?

**Reserve base**
- Trying to bring people together
  - Reinstate culture
  - To help people heal from trauma from residential school, etc.
- We only gather when someone passes away
- Work towards have a healthy & happy environment again
- Could have a quarterly gathering to celebrate
Priorities:

- Mental health/wellness/healing
- Community engagement/gatherings
- Finding land to call home
- Bring in back preserving culture
- Unification
- Land base
- Address social media → Lateral violence
- Elders programming
- Youth centre
- Elected/hereditary leadership working together
- Increasing staff members – succession? Of members; into Sr positions; skill development
- Intergenerational knowledge sharing
- Safe and welcoming space for elders – laughs and tell stories together
- Language development & revitalization for all people; children, youth, adults
- Healing from traumas
  - Substance abuse
  - Mental illness
  - Residential schools
  - Foster care
  - Violence
- Wellness & healing -> catalyst for change
- Opportunities to get together and connect
- Language and culture – losing Elders
- True community engagement and involving members in how decisions are made; visioning; youth; elders
- Community Recognition
• More Champions
• Economic development – On & off reserve
• Unity
• Peace
• Education – language
• Reconnecting to culture
• Understanding – ourselves & others
• Health – mental & physical health
• Housing affordable/pride
• Taking responsibility
• Independent – no Government funding
• Youth empowerment
• Child welfare legislation
• Pride
• Economical structure within communities
• Self-governance – structure, education, justice
• Education
• Educating on the past – understanding the wrongs
• Language – knowledge
• Self-identity
• More funding for programs/services - Funding! Funding! Funding! Funding!
• Own justice system
• Space – office space
• Capacity all together
• Western & traditional knowledge & governance
• Funding – one hat per person
• HR knowledge
• Coping mechanism – self-ca
WORLD CAFE

Opportunities continued...

- Emotional wellness/health
- Healing the trauma (nothing can happen until there’s healing)
- Housing & Subdivision
- Community building
- Kitchen
- Office space
- Healthy community & General health
- Barriers to employment due to poor health
- How to engage youth (teenagers)
- Addiction
- Safety
- More participation in community events

Priorities
- Healthy events
- Engaged leadership
- Health
- Poverty

“Without a sense of caring, there can be no sense of community.” — Anthony J. D’Angelo
What are you noticing? What did you notice?

- Housing
- Funding strategy mastermind
- Mentorship
- Success stories & stories of strength
- How/ways to stay connected between – VI CCP FB Group
- Strengthening language & culture
- More trauma informed ways of doing our work
- Similarities – similar issues
  - More Elder time
  - More historical ways and revitalize
- Culture
- Putting power back with Elders
- Ways we can support our Elders in their healing
- Annual gatherings

- Community gatherings
- Lunch
- Talks
- Share knowledge and resources
- Opportunity to share ideas, commonalities
- Strong gender demographic
- Have this work summarized and sent out; opportunities to stay connected or make connections
- Reinstatement of Traditional Governance systems
- Buddy system/Mentor – bring community member in the event and learning
- Networking share culture, knowledge, tools
- How you get past the mistrust
- Working together to

“Education is for improving the lives of others and for leaving your community and world better than you found it.” - Marian Wright Edelman
What are you noticing? What did you notice?

It’s so much! CCP! Work and overwhelming – self-care! Learning! Hosting!

• TURN UP THE VOLUME ON INTEGRITY & HOPE
• All nations share common struggles -
  Realize we are not alone, clarity of issues + first steps forward – reaching our goals
• Increase BIG PICTURE awareness
• So many Pilots aren’t built “BY US – FOR US” – We don’t want to follow along
• Shared tools & resources

• Successes & mistakes
• Youth – Bring our Youth Councils
• Connection
• Space
• Healing
• Engage
• Hold-up
• Opportunities
• Mental health & strategies
• Elder healing & for all generations - Intergenerational work

How?
• Building understanding with our members
• Communicating roles, what we do, what this work is to our members, admin, leadership & beyond
"We want our next generation to have better"....
Vancouver Island Community-Led Pilot Project Gathering Attendees
Vancouver Island Community-Led Pilot Project Overview
APPENDIX
Open Space Technology

What is an Open Space Technology meeting?

Open Space Technology has been defined as:

- a simple, powerful way to catalyze effective working conversations and truly inviting organizations -- to thrive in times of swirling change.
- a methodological tool that enables self-organizing groups of all sizes to deal with hugely complex issues in a very short period of time.
- a powerful group process that supports positive transformation in organizations, increases productivity, inspires creative solutions, improves communication and enhances collaboration.
- the most effective process for organizations and communities to identify critical issues, voice to their passions and concerns, learn from each other, and, when appropriate, take collective responsibility for finding solutions.

The goal of an Open Space Technology meeting is to create time and space for people to engage deeply and creatively around issues of concern to them. The agenda is set by people with the power and desire to see it through, and typically, Open Space meetings result in transformative experiences for the individuals and groups involved.

What is Open Space Technology best used for?

Open Space Technology is useful in almost any context including strategic direction setting, envisioning the future, policy making, conflict resolution, morale building, consultation with stakeholders, community planning, collaboration and deep learning about issues and perspectives.

When is Open Space Technology the best meeting format to use?

Any situation in which there is:

- A real issue of concern
- Diversity of players
- Complexity of elements
- Presence of passion (including conflict)
- A need for a quick decision

Open Space will work under all of these circumstances. It is only inappropriate when the outcome of the meeting is predetermined or if sponsors are not prepared to change as a result of the meeting.

What outcomes can I expect from an Open Space Technology Meeting?

Chris Corrigan
www.chriscorrigan.com
(604) 947-9236
Open Space Technology meetings can produce the following deliverables:

- Every single issue that anybody cares about enough to raise will be "on the table".
- All issues will receive as much discussion as people care to give them.
- All discussion will be captured in a book, and made available to the participants.
- All issues will be prioritized.
- Related issues will be converged.
- Responsibility will be taken for next step actions.

In meetings of one and a half or two and a half days duration, all of these deliverables will be achieved with deep conversation and commitment to action. Meetings of a shorter duration will have many of these positive effects, but typically in meetings of a day or less, there is more emphasis on conversation and less on action.

**How does an Open Space Technology meeting work?**

Open Space operates under four principles and one law. The four principles are:

1. Whoever comes are the right people
2. Whatever happens is the only thing that could have happened.
3. When it starts is the right time
4. When it's over it's over

The Law is known as the Law of Two Feet:

*If you find yourself in a situation where you are not contributing or learning, move somewhere where you can.*

The four principles and the law work to create a powerful event motivated by the passion and bounded by the responsibility of the participants.

**What does Open Space look like?**

A meeting room prepared for Open Space has a circle of chairs in the middle, letters or numbers around the room to indicate meeting locations, a blank wall that will become the agenda and a news wall for recording and posting the results of the dialogue sessions.

Essentially an Open Space meeting proceeds along the following process:

1. Group convenes in a circle and is welcomed by the sponsor. The facilitator provides an overview of the process and explains how it works.
2. Facilitator invites people with issues of concern to come into the circle, write the issue on a piece of quarter size flip chart paper and announce it to the group. These people are "conveners."
3. The convener places their paper on the wall and chooses a time and a place to meet. This process continues until there are no more agenda items.
4. The group then breaks up and heads to the agenda wall, by now covered with a variety of sessions. Participants take note of the time and place for sessions they want to be involved in.
5. Dialogue sessions convene for the balance of the meeting. Recorders determined by each group capture the important points and post the reports on the news wall. All of these reports will be rolled into one document by the end of the meeting.

6. Following a closing or a break, the group might move into convergence, a process that takes the issues that have been discussed and attaches action plans to them to “get them out of the room.”

7. The group then finishes the meeting with a closing circle where people are invited to share comments, insights, and commitments arising from the process.

An Open Space Scenario

Open Space is a powerful way to get people working FAST. In 2.5 days, this is what usually happens...

**Opening**...people sitting in a circle, many of whom who have never sat in a circle, so this is a little strange, but there is a sense of anticipation, and certainly as the sponsor begins to introduce things and the facilitator begins to walk around the inside of the circle people are challenged to make something new. The level of excitement rises.

**Agenda setting**...folks create an agenda that uses the whole facility as a meeting space, that centres on small invitations to convene intimate dialogue sessions, or that asks questions of the assembled masses, to attract expertise to a topic, to figure out how to move things forward.

**The Marketplace**...the agenda items are out, the invitations have been issued and one wall of our meeting room is covered with topics, arranged by time and place. We have an agenda. People are invited to go to the wall, mill around, decide what to attend, which discussions to contribute to, which opportunities to learn from. It's chaotic and loud, but people are beginning to sink their teeth into what's on offer.

**Day One dialogue**...it starts slowly but warmly. Small groups gather. People meet each other, toss ideas out, poke around the edges of assumptions, find natural allies. Conversations convene and disperse, and notes are entered into laptops and collated into a real time book of proceedings. If we are posting online and there are people out in cyberspace, they will begin to pick up the thread of the conversations there, and extend them in asynchronous time.

**Day One Evening**...people are tired, but charged up. There is inspiration in the room and the dialogue is humming out on the Net. There is a sense of possibility that something really interesting might be happening. The anxiety from the morning is gone, replaced by curiosity and a emerging sense that things are changing. Evening news features some feedback but also dinner plans, hopes for the next day, thanks yous and challenges.

**Day Two**...a few more topics are proposed in the morning news session, some overnight dreams and insights are shared but then people quickly get down to work. Dialogue deepens quickly and people are surprised by how projects begin to take shape, how assumptions shift and new connections are made at deep and powerful levels.

**Day Two evening**...tired again and hopeful that something concrete can come of it all. Looking forward to bed. Net still humming with activity, book of proceedings is printed out, with discussion from online added to it, and copies are made for everyone.

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Chris Corrigan  
www.chriscorrigan.com  
(604) 947-9236
Day Three...facilitator introduces this day as focusing on action planning. Thick books of proceedings are sitting in the middle of the circle. You have done this. You have produced these 150 pages of conversations, notes, sketches of the future. Today is the day to get it out of the room. To let passion guide your direction and use your responsibilities and abilities to attract the resources we need to make it happen.

People go away for an hour and read the book and consider their responses to it. What patterns do I see? Which projects beg to be undertaken? What can I do? What WILL I do? It's quiet and introspective. Small hushed conversations may begin but mostly people are really asking themselves what they are now capable of doing.

We open the space again and this time we invite action. We invite projects to come forward and we invite people to work on them and create the commitments that take them out of the conference setting and back to the real world. There is no more time to rehash the issues...the time to implement is now.

Action groups meet, convening around the tasks that people volunteer to champion. Conversations are recorded and the invitation is put back on the net to attract others to the projects. People come back into the closing circle to report on their work and are surprised and delighted at how deep and how easy it has been to initiate change. A closing circle ends the ritual and people say their farewells.

After the conference, the work BEGINS. Now we have to find ways to continue to connect people and support the projects that have started. We provide them with places and methods to communicate...blogs, wikis, conference calls, meeting spaces, follow ups in OpenSpace OnLine. People leave with a job to do, self-designed, self-assigned, supported by the sponsor of the meeting and assisted by workgroups both large and small.

Further resources

Open Space Technology: A User’s Guide by Harrison Owen
This is “the book” on how to conduct Open Space Technology meetings. It is available in large bookstores, or online from indigo.ca. If you can’t find the book, you can download an older version of the guide for free from Harrison Owen’s website at http://www.openspaceworld.com/users_guide.htm.


Inviting Organization: evolution is now and open space by Michael Herman. This book forms the backbone of the material covered in the practice workshop. It is available for free at: http://www.globalchicago.net/ost/invitingorg/index.html.

Tales From Open Space by Harrison Owen. This was first ever collection of Open Space Technology stories and case studies. The original book is out of print, but again, you can download it for free at http://www.openspaceworld.com/tales.htm.

Chris Corrigan
www.chriscorrigan.com
(604) 947-9236
**Open Space Technology Notes** by Michael Lindfield. This is an extensive paper, written following a training Lindfield did with Harrison Owen in 1994. It works well as a compliment to the User’s Guide and contains much practical information about facilitating Open Space Technology and working with the grief cycle.

http://www.openspaceworld.org/tmnfiles/lindfield.htm

For further inquiry, reading lists relating to Open Space Technology can be found at the worldwide Open Space website at:


**Ongoing Support**

If you choose to learn more about Open Space Technology, I invite you to become a member of the world wide community of Open Space practitioners. There are a number of websites, email lists and other resources out there for you. Here are some of the best:

**OSLIST** is the international Open Space Technology practitioner email list. This is an incredibly supportive community of 350 or so practitioners from all over the world who are always eager to answer questions and play with ideas. You can subscribe to the list at: http://listserv.boisestate.edu/archives/oslist.html

**World Wide Open Space** is the central online resource for Open Space Technology practitioners. It is located at http://www.openspaceworld.org

**Open Space World Network** is a wiki web which you can use for free to host proceedings, make notes or use in support of Open Space Technology meetings you are facilitating. http://www.openspaceworld.net

**Michael Herman’s Open Space Resources.** Michael’s own collection of resources can be found at http://www.globalchicago.net/wiki/wiki.cgi?OpenSpaceTech

**Chris Corrigan’s Open Space pages.** My own website has a number of resources and an Open Space weblog updated several times a week with articles, quotes and other online findings of interest to Open Space Technology practitioners. It’s at http://www.chriscorrigan.com/openspace

Finally, if you ever need to contact me, please call (604) 947-9236 or email at chris@chriscorrigan.com
Gathering Feedback
Tigh-na-mara Seaside Resort, Parksville, BC
February 25-26, 2019

Thank you for participating in the BC Planning Pilot Gathering. Please take a few minutes to provide your feedback. Your comments and ideas will help us improve future workshops.

Name: ___________________________  First Nation: ___________________________
Phone: ___________________________  Email: ___________________________

1. How much experience do you have with community planning (circle one)?

   New to planning  Familiar with planning  Experienced with planning

2. Please rate the following by circling one number

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<th>Below Average</th>
<th>Average</th>
<th>Good</th>
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General Comments

1. What struck you as interesting, new, or meaningful during this workshop?

2. Please provide comments and/or suggested improvements about the session (including topic suggestions for future workshops, length of session, dates of session, impact of speakers, etc.).
3. What is one change that you can make in your practice or one idea that you will put into practice as a result of the gathering?

4. What part of the gathering should be changed to improve learning?

5. You took time out of your busy schedule to be here. How good a use of time was this gathering for you?

6. What do you think about the length of the gathering?
   
   Too Long  Too Short  Just Right

7. How often would you like to meet going forward?

   Monthly  Every Two Months  Every Three Months  Other: __________________________

8. What topics would you like to see covered at future gatherings?

9. The venue was just right for this kind of gathering.

   Totally disagree  Disagree  Neutral  Agree  Totally agree

10. What venue suggestions do you have on Vancouver Island for future meeting venues (or would you prefer to return to the same place)?

11. How did you feel before coming to this gathering?

   Totally stressed out  Somewhat stressed  Okay  Pretty calm
   Totally Grounded

12. How do you feel at the end of this gathering?

   Totally stressed out  Somewhat stressed  Okay  Pretty calm
   Totally Grounded

13. Please share any final comments: