

**COMMUNITY
TALK**



SOCIAL FRAMEWORK

A PLATFORM TO UNLOCK THE
INGENUITY OF THE COMMUNITY

May 2017

 STRATHCONA
COUNTY

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INTRODUCTION

The world has changed dramatically over the past ten years, and change itself continues at an ever-increasing pace. As a society, we endeavour to understand the social and community impact of current global and local changes, including the proliferation of virtual connectivity, an aging population, environmental realities, and evolving economies.

It is difficult to predict how these changes, among others, will affect the communities in which we live and the individuals that belong to them. Persistent issues, such as poverty, family violence, mental health, and addictions require the attention of multiple points of government, social serving organizations, families, and communities.

SIMPLY STATED, WE ARE WORKING IN A RAPIDLY CHANGING WORLD WHERE PATHWAYS FOR CREATING SOCIAL AND COMMUNAL WELL-BEING ARE FAR FROM STRAIGHTFORWARD.

What does become clear is that change will persist, and the impacts will be both complex and dynamic.

IF CHANGE IS A GIVEN, THEN HOW DO WE EMBRACE THE OPPORTUNITY AND ORGANIZE OURSELVES TO RISE TO THIS CHALLENGE?

There is an increasing body of research that points us to pay attention to “how” we behave within and among our many social and government systems¹. From education to health, to municipal government, becoming intentional in how we engage, connect, and partner with one another will have a significant effect on our community and our citizens. Traditional, siloed mandates of separate sectors, ministries, and orders of government have served us to a point, yet as our challenges increase in complexity, something different is required from all of us.

From individual citizens to large social serving organization, we can shift our behaviours with each other and those we serve to improve outcomes and have a collective impact.

THIS FRAMEWORK ENDEAVOURS TO OUTLINE A POTENTIAL PATH TO MAKE THIS HAPPEN.

¹ Cabaj & Weaver, “Collective Impact 3.0” Tamarack Institute, 2016.

The Opportunity: A Renewed Focus

In 2007, Strathcona County Council adopted a Social Sustainability Framework. This framework provided some clarity of direction and guided the social priorities of Strathcona County Family and Community Services, among other departments.

The last decade has proven to be a dynamic one for Strathcona County. Like other centres in Alberta, the County's population has continued to grow and diversify. Our community has been impacted by a province-wide economic downturn. As illustrated by this downturn, most challenges today present an increasingly social dimension.

Some of the current issues facing Strathcona County:



Food Bank usage increased by 90% from 2014 to 2016.



In the first quarter of 2017, the unemployment rate in Alberta was recorded as 8.3%, compared to 6.6% nationally.



The number of people on a waitlist for subsidized housing in Strathcona County has increased by 5.5% from 2016 to 2017.



The Primary Care Network saw an increase of 28% in anxiety-related referrals and an increase of 18% in stress-related referrals from 2015 to 2016.



There has been a 14% increase in the number of domestic violence incidents reported to the RCMP.

IN THIS CHANGING ENVIRONMENT, WE HAVE AN OPPORTUNITY TO RE-EXAMINE OUR COMMUNITY'S SOCIAL PRIORITIES.

IDENTIFYING COMMUNITY OUTCOMES

Community Talk

To understand community perspectives and the impact of the recent changes, Strathcona County undertook Community Talk to better understand residents' social priorities and current experiences. Community Talk was the largest public-engagement campaign in the history of Strathcona County. In just over two months, 7,815 citizens shared their thoughts and opinions through an online survey, while 622 individuals attended in-person conversations to provide their insights into the social goals for the County. Community members, businesses, associations, schools, support agencies, and community groups all took active roles in this engagement to determine how together we can best create a supported, safe, and connected community. Community experiences became clear, and themes began to surface from thousands of responses². These themes now form the social framework outcomes and have become a central point around which to align efforts.

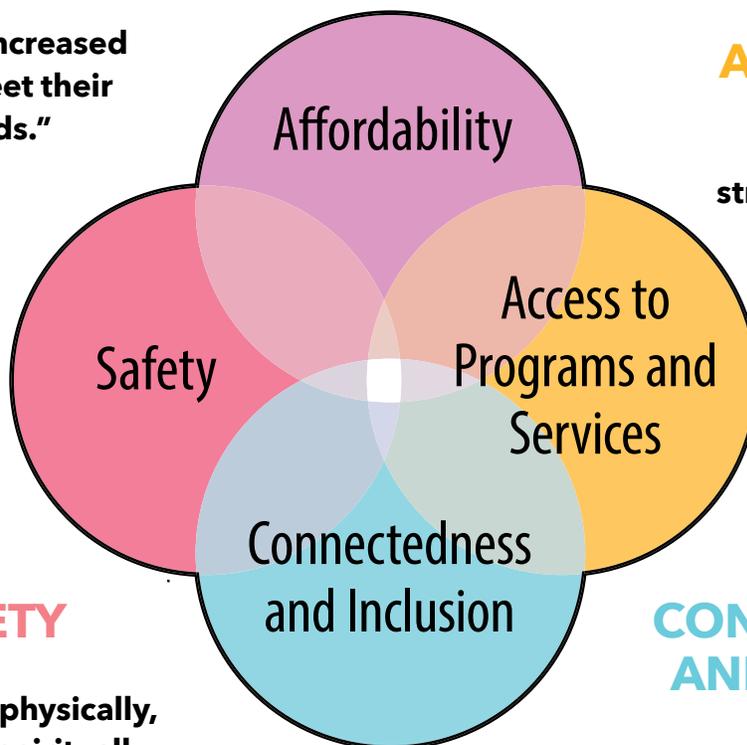
Four community outcomes³:

AFFORDABILITY

"Citizens have increased capacity to meet their basic needs."

ACCESS TO PROGRAMS AND SERVICES

"Citizens have straightforward access to programs and services that are easy to find."



SAFETY

"Citizens feel physically, emotionally, spiritually, and mentally safe."

CONNECTEDNESS AND INCLUSION

"Citizens are connected to one another and their individual differences are valued and respected."

² Community Talk What We Heard report available at www.strathcona.ca/communitytalk.

³ See Appendix #1 on page 16 for detailed descriptions of each outcome.

ALIGNMENT WITH STRATHCONA COUNTY STRATEGIC PLAN

Themes arising from the community responses align well with the Strathcona County Strategic Plan. The Strategic Plan identifies 12 community-wide priority areas that guide priority-driven business planning in the County. The following table demonstrates how the Strathcona County Strategic Plan’s priorities and strategic goals align with the outcomes of the Social Framework.

Strategic Plan: Our Priorities	Social Framework Alignment
<ul style="list-style-type: none"> • Goal #4: Increase public involvement and communicate with the community on issues affecting the County’s future. 	<ul style="list-style-type: none"> • The Community Talk public engagement campaign saw significant public involvement and was an opportunity to identify the issues that impact the County’s social well-being. • Aligns with the Outcome of ‘Connectedness and Inclusion’. • Aligns with the Shift of ‘Do <i>with</i> people’.
<ul style="list-style-type: none"> • Goal #7: Build strong neighbourhoods/communities to support the diverse needs of our residents. 	<ul style="list-style-type: none"> • Aligns with the Outcome of ‘Connectedness and Inclusion’.
<ul style="list-style-type: none"> • Goal #8: Provide a climate of safety for individuals in homes, neighbourhoods and public places. 	<ul style="list-style-type: none"> • Aligns with the Outcome of ‘Safety’.
<ul style="list-style-type: none"> • Goal #11: Ensure facilities and activities are available, accessible and used by residents. 	<ul style="list-style-type: none"> • Aligns with the Outcome of ‘Access to Programs and Services’.

ENGAGING COMMUNITY LEADERS

The outcomes described by community are broad, bridging many sectors and boundaries. To impact these outcomes, the social and community systems that have influence need to work collectively and transparently to act and innovate.

Following Community Talk, a group of system leaders from various disciplines and leadership roles within the community convened to determine how best to improve these community outcomes. The intention is to move from fragmented approaches of addressing needs to an approach that supports coordinated and strategic effort to align planning, service delivery, and horizontal integration. Individuals who have dedicated much of their lives to meaningful change wrestled with the question:

“WHAT IS A NEW WAY OF THINKING AND WORKING TOGETHER THAT WILL HELP ACHIEVE DEEPER, MORE DURABLE, AND SUSTAINED IMPACT?”

In January 2017, the Social Framework Steering Committee was formed to deepen our understanding of what meaningful collaboration on community informed priorities would mean and develop a shared framework to get there.

This group includes leaders from the following sectors:

BUSINESS

- Sherwood Park Chamber of Commerce

COMMITTEES & CLUBS

- Community Living Advisory Committee
- Sherwood Park 55 Plus Club

EDUCATION

- Elk Island Catholic School Division
- Elk Island Public School Division

EMERGENCY SERVICES

- Royal Canadian Mounted Police

FAITH COMMUNITY

- Ministerial Association of Strathcona County (Heartland Alliance Church)

GOVERNMENT

- Government of Alberta (Community and Social Services)
- Strathcona County (Communications, Corporate Planning and Intergovernmental Affairs, Family and Community Services, Recreation Parks and Culture, Transit)

HEALTH

- Addiction and Mental Health Services Alberta Health Services
- Primary Care Network
- Strathcona County Health Centre & Fort Saskatchewan Health Unit

HOUSING

- Heartland Housing Foundation

SOCIAL SERVING ORGANIZATIONS

- A Safe Place
- Chimo Youth Retreat Centre
- Information and Volunteer Centre
- Linking Generations
- Parents Empowering Parents
- Robin Hood Association
- SAFFRON Centre
- The Salvation Army

STRATHCONA COUNTY LIBRARY

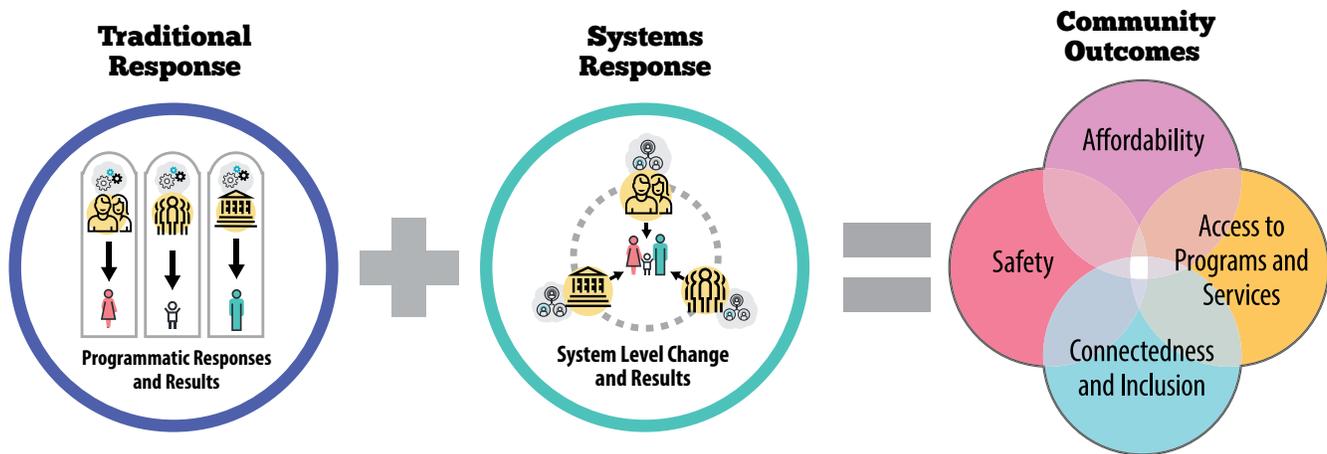
THE NEED FOR A NEW APPROACH

While short-term solutions appear more tangible on the surface, they are not sufficient to address some of our community's more complex issues.

The traditional system, supporting social change through service delivery, has evolved over the last century. Today's resulting service system can be described as a number of *service silos*: a collection of separate programs with discrete objectives offered by different organizations. Each program or organization can have unique requirements, structures, and modes of delivery. Significant resources are required to maintain these separate efforts. From a user perspective, these programs appear on the surface to meet the needs of individuals; however, when attempts are made to access the programs, users can become confused, frustrated, and even exhausted as they uncover duplication, disconnectedness, and inefficient levels of support. It falls upon the users to navigate a system of service silos to receive the supports they need.

In this traditional model, community organizations would continue to develop and adjust programs to align with and contribute to community-level outcomes. While this approach demonstrates a commitment to community priorities, the fragmented efforts and lack of horizontal integration across organizations is not enough to significantly "move the needle" on desired community outcomes.

Meaningful social innovation can occur through bold new directions and a systems approach.



A systems approach recognizes that all social organizations and the individuals within them are connected and form a complex whole. At the organizational level, when agencies are able to consider non-traditional partnerships and forge new interdependent relationships, positive change can happen. Subtle shifts can happen all at once and/or incrementally in key pockets. Zooming out to the systems level, when contributing organizations work together to see beyond silos, they can identify areas for greater, system-wide, collective impact. These become leverage points to drive meaningful change. Organizational and system-level impacts will be the focus for the Social Framework.

"PROGRAMMATIC RESPONSES HELP PEOPLE BEAT THE ODDS; RESPONSES FOCUSED ON CHANGING SYSTEMS UNDERLYING TOUGH PROBLEMS HELP CHANGE THE ODDS⁴."

This approach is presented in the following prototype. A prototype is a learning process that allows a community to move forward on a direction while still co-creating and refining its approach. The prototype includes key features and practices that the Steering Committee believes will create deeper, more durable impact. As an early concept, the prototype is expected to evolve and change over time as learning supports the enhancement and improvement of these key features and practices.



CREATE

⁴ Pittman, Karen. "Scaling the Practice of Possible." Collective Impact Summit 2015. Vancouver, B.C. Keynote Address.

Strathcona County Social Framework Prototype

Together, we strive to create a supported, safe, and connected community by achieving four outcomes:

- **Affordability** - citizens have an increased capacity to meet their basic needs.
- **Access to Programs and Services** - citizens have straightforward access to programs and services that are easy to find.
- **Safety** - citizens feel physically, emotionally, spiritually, and mentally safe.
- **Connectedness and Inclusion** - citizens are connected to one another, and their individual differences are valued and respected.

Our current structures and processes are perfectly designed to achieve the outcomes we are currently experiencing. To achieve new outcomes, we require a "**shift**" in the way we think, behave, and convene as organizations, community groups, and individuals.

Shifts Proposed:

FROM

- **Programmatic responses**
- **Do for people**
- **Incremental, organization-level outcomes**
- **Working in silos**
- **Focus on symptoms**

TO

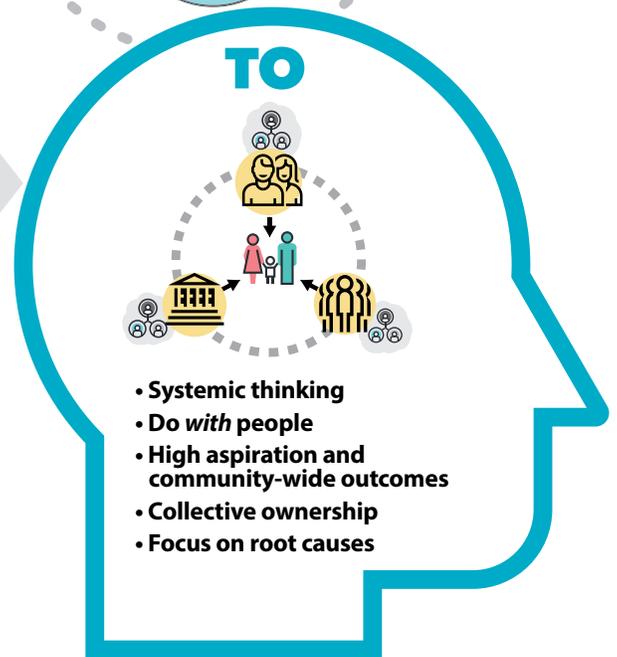
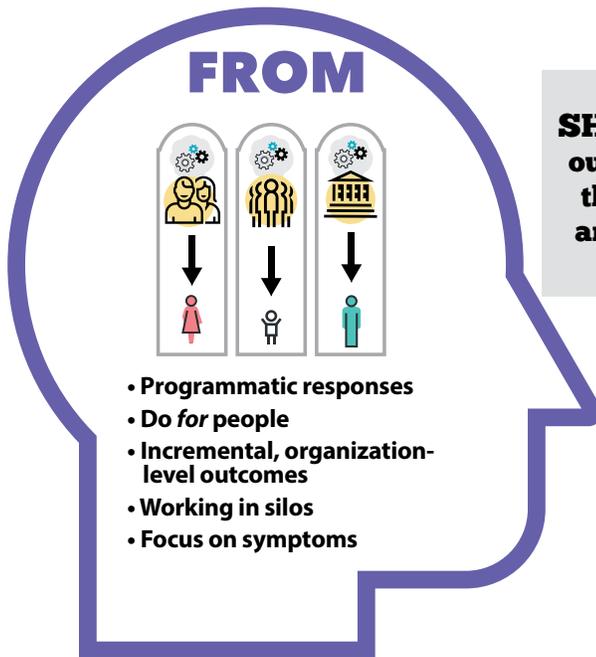
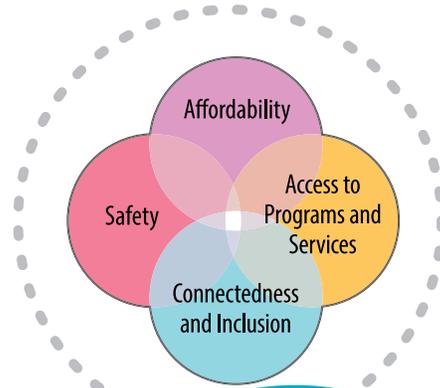
- **Systemic thinking**
- **Do with people**
- **High aspiration and community-wide outcomes**
- **Collective ownership**
- **Focus on root causes**

Working in this new way requires backbone support from one or more organizations, with roles and skills focused on community-change efforts. This backbone function involves hosting processes that allow interested individual citizens and organizations to build networks and relationships around shared outcomes. The backbone organization(s) will ultimately guide the Social Framework vision, create Networks for Participation, harness public will, advance policy recommendations, and establish learning processes.

The Networks for Participation will serve as an entry point for individuals, organizations, and institutions to come together to achieve the Social Framework outcomes. Through these networks, stakeholders will build connections, align individual efforts, and produce new and more effective actions and initiatives.

Timely strategic learning cycles will build the capacity of community partners to work together through a process of learning by doing. Key issues and learning will be identified with corresponding planning, implementation, and evaluation of action plans.

TOGETHER WE CREATE A **SUPPORTED, SAFE, AND** **CONNECTED** COMMUNITY



FIVE KEY BEHAVIOURAL SHIFTS TO ADDRESS COMPLEX SOCIAL ISSUES

To increase the odds of impacting change, the following shifts have been identified as a series of principles and new ways of thinking and working together⁵. Program and mandate-specific responses have provided supports to those in need; however, they are not sufficient to create the lasting County-level impact the community is seeking.

FROM	TO
Programmatic responses	Systemic thinking
Do <i>for</i> people	Do <i>with</i> people
Incremental, organization-level outcomes	High aspiration and community-wide outcomes
Working in silos	Collective ownership
Focus on symptoms	Focus on root causes

Individual social-service programs are valuable because they help individuals increase their well-being. While some examples of organizations and partnerships exemplifying these shifts exist, as organizations work collectively and collaborate in ways that promote this thinking, a new, continuous stream of innovative practices, supportive policies, and strategic initiatives will emerge.

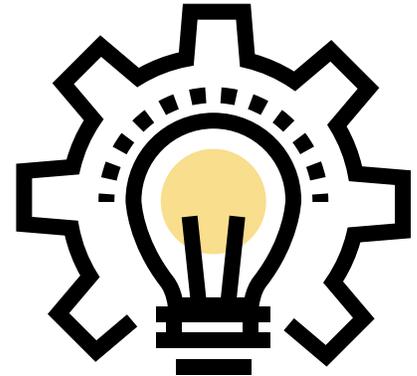
Organizations on their own may not necessarily focus on cross-sector collaboration as part of their core work. To create the environment for such collaboration to take place, a strong support or backbone is required to convene the space necessary for partners to come together.

⁵ See Appendix #2 on page 18 for a detailed description of the five shifts.

THINK LIKE A MOVEMENT

Backbone for Change

It is imperative that organizations explore the boundaries between their specialized organizations and what might be considered a larger, more diverse and powerful, whole-systems effort or movement. Exploration of systems-level change requires new skills and capabilities and strong backbone support. This support will help participants reframe the challenges and systems they are part of to identify innovative and strategic possibilities and responses.



Other jurisdictions that have been successful in collective impact efforts have found that a key to their success is the provision of backbone support⁶. A backbone function involves hosting processes that allow interested individuals and organizations to build networks and relationships around shared priorities, goals and measures.

These processes help participants understand their individual challenges of change while supporting and collaborating with others in pursuit of their shared vision, objectives and measures.

Family and Community Services is committed to supporting and pioneering this backbone support as one of its primary roles⁷ and paying attention to the various dimensions of stewardship.

This entails:

- Accessing new and diverse perspectives.
- Facilitating partners' inner journey of change, including discovery of existing mental models and how they are serving the change we are seeking.
- Facilitating processes for widespread engagement that builds empathy, trust, and taps into the collective intelligence.

⁶ Cabaj & Weaver, "Collective Impact 3.0" Tamarack Institute, 2016.

⁷ Appendix #3 on page 21 outlines the various supports and activities of the Backbone for Change and its corresponding outcomes.

MOBILIZING CHANGE

Building Relationships and Networks for Participation

There is an increasing number of other jurisdictions that are mobilizing community members and organizations in support of desired and collective social outcomes. Organizations in both public and private sectors are challenged to stay connected and in tune with those they serve, as perspectives and practices can become standardized in fields of expertise.



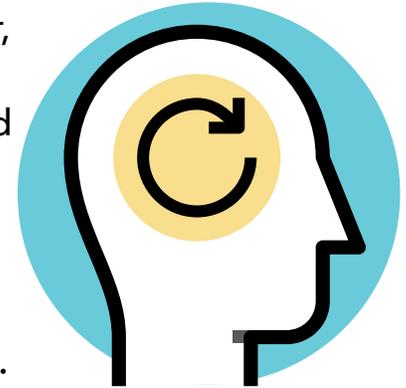
It will become critical for all stakeholders to lead by building distributed networks of relationships across boundaries and leverage the capacity available in relationships and connections to advance outcomes and results. Networks can bring system leaders and individuals with diverse backgrounds together to strengthen social ties, spark ongoing dialogue, inspire mutual learning, and create the conditions for collective action.

Networks for Participation will serve as Strathcona County's entry point for community members to connect with one another and achieve social benefits through alignment and production of new initiatives⁸.

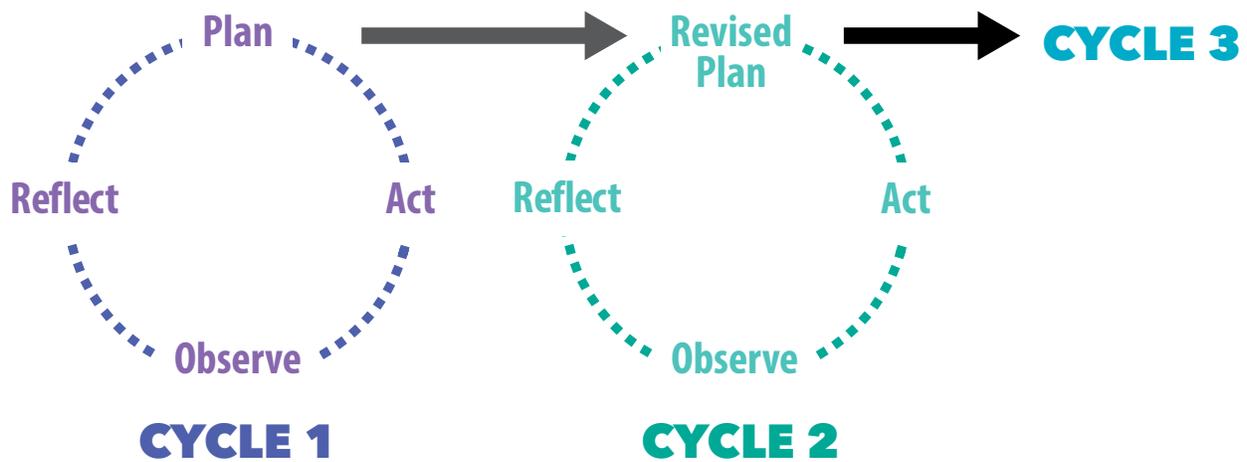
⁸ See Appendix #4 on page 24 for a description of the Networks for Participation.

A YEAR OF STRATEGIC LEARNING CYCLES

While the *why* and *what* of the Social Framework is clear, the *how* of working in this way is not. All those involved in implementing the Social Framework will need to build the capacity to work in this way through a process of learning by doing. This includes how to convene and prototype new approaches that address tough issues such as affordability, an emerging social crisis, or even how to measure whether we are truly changing systems.



There will be timely strategic learning cycles that focus on developing capacity and understanding results. The cycle includes stages of: plan, act, observe, and reflect. Strategic learning cycles are a common practice in larger scale, private organizations and is increasingly used in social innovation processes, such as lean start-ups for social change and rapid results campaigns.



Becoming a learning community - Evaluation as a form of organizational learning.

Within the first year of implementation, Family and Community Services, in collaboration with the Steering Committee, will create an Outcomes and Learning Framework to monitor the results of the Social Framework. This Framework will focus on strategic learning and the creation of systems and processes that support effective monitoring, evaluation and learning practices. There will be clear intention to advance a culture that focuses on individual, group, and organizational learning. Operationally, this will include trialing innovative practices inside of a continuous learning loop that focuses on evaluation and is connected to strategic development. Through this strategic learning process, outcomes that relate to the process, organizations, and community will be identified.

CHANGE STORIES

The Social Framework in Action

The following stories, either existing or newly proposed initiatives, illustrate the Social Framework in action.

Bridging Gaps

Increasing Affordability

What if ... there was a way to combine local efforts to better support those who are fleeing violence and need local housing that is affordable?

A Safe Place, Heartland Housing Foundation, and two local churches are partnering to provide stable, affordable housing while women and their children start a new, violence-free chapter in their lives. A Safe Place provides emotional support to the mother, while Heartland Housing Foundation will lease the home and act as property manager. The churches will provide a rent supplement that will make the home affordable for the family in transition.

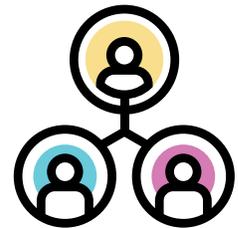


Community Hub

Increasing Access to Programs and Services

What if ... there was a single location in Strathcona County where someone could help you navigate and recommend services and supports that best address your needs? What if you didn't have to re-explain your situation at every stage in your journey?

Strathcona County is exploring a 'community hub' model of services to better meet our community's needs. This one-stop shop could be a physical location as well as a virtual online portal, where social support and information would be available to citizens when and where they need it.



Looking Inward

Increasing Access to Programs and Services

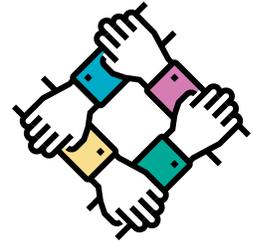
What if ... there was a better way to meet the social needs of our community?

Family and Community Services is exploring how its staff and programming can better integrate with community social agencies to provide the needed backbone structures and social supports for Strathcona County residents. An organizational review will examine how Family and Community Services can best contribute to the four community outcomes of affordability, access to programs and services, safety, and connectedness and inclusion.



Collective Action on Risk

Increasing Safety



What if ... multiple partners in our community could combine efforts and resources to address issues before they escalate?

The *Violence Threat Risk Assessment* model is a community-based approach to safety, made possible through an innovative partnership between Elk Island Public and Elk Island Catholic School Boards, RCMP, and others. This initiative is designed to identify and prevent youth violence *before it* escalates. Partners work together alongside youth to address any concerning behaviours before they escalate to violent ones.

Anxiety Support Group

Increasing Connectedness and Inclusion



What if ... a couple of citizens who have had their own struggles with mental health used their learning and wisdom to support others who are struggling with the same thing?

Dealing with mental health issues can be a lonely and isolating experience, and no one knows this better than people who have experienced it themselves. The Sherwood Park Anxiety Support Group is convened by community members every month to create a network of support. By providing a safe and non-judgmental environment, the support group aims to break the stigma that mental health issues should be kept silent. A local church is providing the meeting space, free of charge, and the group continues to grow in membership.

Fill the Fence

Increasing Connectedness and Inclusion



What if ... community members felt empowered to share messages of inclusion, regardless of position or authority within the community?

Following a mass shooting at a mosque in Quebec City, a local resident felt compelled to spread a message of inclusion in our own community. She took action by encouraging others to post messages of welcome and support on the fence outside the construction site of Sherwood Park's first mosque.

APPENDIX #1

A Commitment to Addressing Four Community Outcomes

The following are more detailed descriptions of the community outcomes as well as an emerging shift in thinking from the Social Framework Steering Committee on what is required to address them.

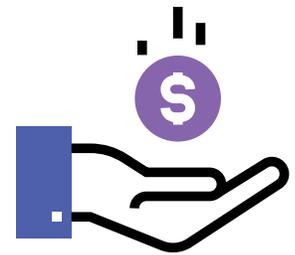
The aim is for the entire community to work together to achieve these outcomes and affect large, system-level changes. These four community outcomes frame and set the overall focus and direction of the renewed social policy for Strathcona County. As the capacity in the community grows, the timing of specific initiatives, resources, and specialized approaches will be collaboratively developed with all interested community partners. It is also important to note this list of outcomes is representative of the community's needs in 2017. It is anticipated these outcome areas will change over time. Together, we will adapt and make changes to the Framework based on emergent issues, new research, and learning as relationships, partnerships, and networks form.

AFFORDABILITY

"Citizens have an increased capacity to meet their basic needs."

THE VISION:

To create a community where all individuals have the capacity to meet their basic needs; where housing, childcare, transportation, education, and recreation are affordable for those who live and/or work in Strathcona County.



ACCESS TO PROGRAMS AND SERVICES

"Citizens have straightforward access to programs and services that are easy to find."

THE VISION:

To create pathways in the social-service system that are easy to navigate with access to a full complement of services, including mental health. The focus will be on providing access to services with ease and understanding as well as for organizations to strive for seamless service delivery. Collaboration between organizations providing these supports will help streamline procedures and ensure that needs are met in an effective manner. Citizens will be able to access programs and services that focus on individual needs. Opportunities to provide a clear and accessible entry point, both in-person and online, for individuals accessing community supports will be developed.



SAFETY

“Citizens feel physically, emotionally, spiritually, and mentally safe.”

THE VISION:

To ensure everyone feels safe in this community and in their relationships. Together, the focus will be on creating a community where bullying and harassment are significantly reduced, and citizens feel free from the threat of physical or emotional harm. Individuals enhance community safety by looking out for each other and ensuring that everyone feels secure enough to express themselves in ways that represent their values, beliefs, and lifestyles. This will result in a strong sense of trust between community members, which will, in turn, increase individual safety.

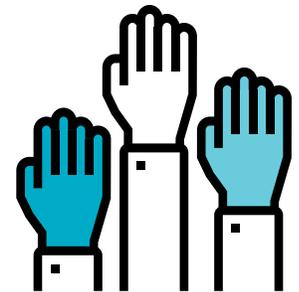


CONNECTEDNESS AND INCLUSION

“Citizens are connected to one another and their individual differences are valued and respected.”

THE VISION:

To create a welcoming and inclusive community where citizens have the opportunity for meaningful connections and every individual is respected. The intent is to create a sense of place where all citizens, regardless of age, gender, sexual orientation, ability, race, religion, or socio-economic status, feel a strong sense of community through their relationships to each other. Diversity is embraced as individual differences are celebrated. Inclusivity will be evident in programs, events, and in organizations where meaningful connections are fostered.

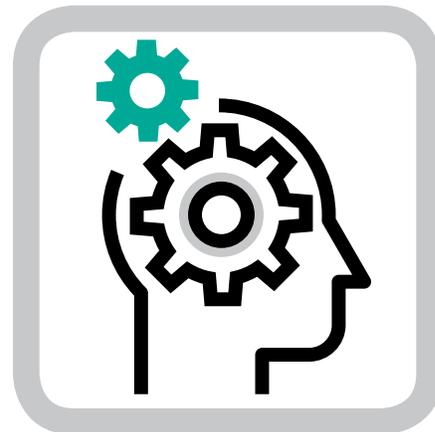


APPENDIX #2

Five Key Behavioural Shifts

FROM focus on programmatic responses TO focus on systemic thinking.

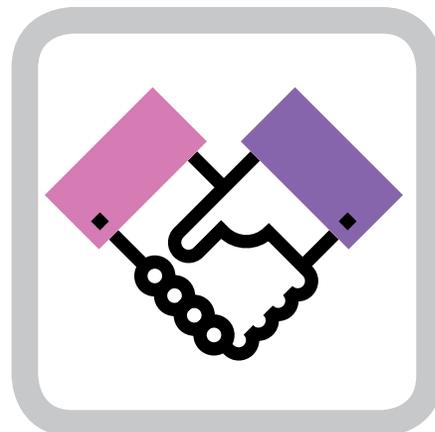
While programmatic responses are tangible and measurable by themselves, they are unable to contribute to the scale of outcomes that is needed. This shift requires citizens to focus on the higher leverage responses that address the systemic factors affecting community outcomes. These include misaligned or dated policies, inadequate or misplaced investments, poor coordination of services, or even cultural biases (e.g. racism). It also includes finding a way to scale up innovative programmatic responses. The stewards and participants of the Social Framework are committed to developing the capacity for greater systemic thinking and action in the County.



FROM do *for* people TO do *with* people.

When well-intentioned organizations or individuals implement a model where they do *for* people, there can be an assumption that they know what is best for that person or group. In making the shift to do *with* people, there is an inherent recognition that people have strengths and capabilities.

This is an acknowledgement that families and the entire community play an important role in influencing decisions that may affect the community. When people are meaningfully engaged, immediate and ongoing benefits occur that reach deep into their hearts and minds, creating a shared ownership for outcomes that are meaningful and enduring⁹.

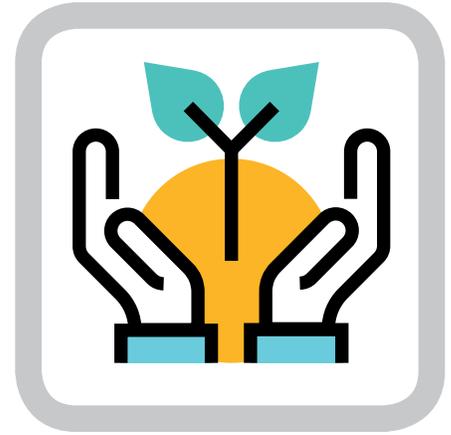


⁹ For more information about the theory of this shift please read: IAP2 spectrum of participation (www.iap2.com) and Bandura's self-efficacy model (Bandura, Albert. Self-Efficacy: 'Toward a unifying theory of behavioral change', Psychological Review, Vol 84(2), Mar 1977.)

FROM incremental, organization-level outcomes TO high aspiration and community-wide outcomes.

When faced with a complex issue, organizations might often become responsible for separate yet interdependent aspects of a broader issue. Organization-level outcomes are important to the quality and success of any program; however, the larger impact to broader outcomes or more complex social issues may not be observed. This can lead to a siloed approach.

High aspiration and community-wide outcomes support organization-level outcomes as one part of a larger system of learning. Connections to the broader level of community-wide outcomes are given notable attention. When organizations make the shift and ensure they are also making the connection to community-wide outcomes, there is a greater ability to make a profound difference. The Social Framework identifies the outcomes of Affordability, Access to Programs and Services, Safety, and Connectedness and Inclusion as the key areas of focus for the community's collective energy¹⁰.



FROM working in silos TO collective ownership.

In order to achieve the identified outcomes, it is important to acknowledge that no single person, organization, or level of government can accomplish this in isolation. Complex issues, such as poverty or mental health, have multiple numbers of stakeholders involved and there is not a single, clear, or correct solution. If these were simple problems, then a single individual or organization could easily identify and implement a solution that would work. However, complex problems need a different approach as they require community collaboration in an attempt to address complex social issues. As the community makes the shift towards working together, research indicates there will be a higher commitment to action, more relevant and effective solutions, more effective use of resources, and a focused application of knowledge and expertise^{11 12}.



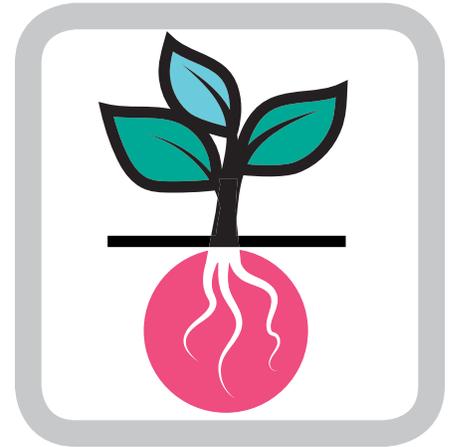
¹⁰ For more information about the theory of this shift please read: Kania & Kramer, "Collective Impact" Stanford Social Innovation Review, Winter 2011 and Cabaj & Weaver, "Collective Impact 3.0" Tamarack Institute, 2016.

¹¹ Why collaborate, and why now? Fact sheet Accessed from: https://www.aracy.org.au/publications-resources/command/download_file/id/231/filename/Advancing_Collaboration_Practice_-_Fact_Sheet_2_-_Why_collaborate,_and_why_now.pdf.

¹² For more information on solving complex problems read: Snowden & Boone, "A Leader's Framework for Decision Making" Harvard Business Review, November 2007.

FROM focus on symptoms TO focus on root causes.

One of the fundamental principles of problem solving is to identify and resolve the root cause and/or systemic factors underlying any problem. It is often easier to focus on symptoms or individual issues, but in doing so, the inherent problem will still persist. Understanding causes of issues or framing a problem to identify their root causes requires systems analysis and drawing from different world views to examine cultural values and collective archetypes that persist beneath the perceived problem. The natural inclination to assume or project a solution is often the way programs are developed. Dedicated time in a collaborative environment to address causes of issues is required to make this shift.



INNOVATE

APPENDIX #3

Roles to Support the Backbone for Change

The Social Framework will be sustained by backbone support from one or more organizations. Family and Community Services will initially create and manage the backbone support as an intermediary body that will see to the day-to-day collaboration and assist transformative processes across sectors.

The roles that form several dimensions of the backbone support include:

Social Innovation (or systemic design) studio space, team and approach

Activity

- Support a new way of working that informs both thinking and doing. (i.e. Problem framing, systems mapping, exploring new opportunities, etc.)

Short-Term Outcome

- Partners will learn a new approach, sparking curiosity.

Intermediate Outcome

- Partners become open to a fundamentally new way of doing things through small, collaborative projects.

Guide Visioning & Strategic Foresight

Activity

- Bring Steering Committee and Networks for Participation together to develop a collective journey of change and strategic direction.

Short-Term Outcome

- Partners share a common understanding of the need and desired results.

Intermediate Outcome

- Partners' individual work is increasingly aligned with the Social Framework's common agenda.

Support Networks for Participation

Activity

- Encourage Steering Committee and network members to connect, align, and produce at formal meetings and in-between sessions.

Short-Term Outcome

- Partners increasingly communicate and coordinate their activities toward common goals.

Intermediate Outcome

- Partners collaboratively develop new approaches to advance the four outcomes and exemplify the shifts.

Establish Outcome & Learning Processes

Activity

- Support continuous learning on the technical side by aggregating and analyzing data, finding trends, and reporting back to groups (i.e. monitoring).
- Establish outcomes-mapping support and evaluation capacity for organizations.
- Process feedback of the overall Framework initiative and reporting.

Short-Term Outcome

- Partners understand and appreciate the value of sharing data.
- Partners begin to redefine internalized evaluation processes.

Intermediate Outcome

- Partners increasingly use data to adapt and refine their strategies.
- Partners begin to establish learning processes that connect to broader community outcomes.
- Organizational learning takes place.

Harness Public Will

Activity

- Manage external communications to maximize the impact of the collaborative's work. This ensures that the collaborative speaks as one entity when appropriate, coordinates with partners to ensure independent communications are aligned with the collaborative's agenda, and maintains and develops relationships with funders.
- Maintain a portfolio of examples that surface from the Networks for Participation to showcase the actions that follow the Framework.

Short-Term Outcome

- Community members are increasingly aware of the issue(s).

Intermediate Outcome

- Community members feel more empowered to take action on the issue(s).

Facilitate Supportive Policies

Activity

- Monitor policy news and changes relevant to the collaborative's work, report back to the collaborative on policy wins and obstacles, and help determine opportunities for the collaborative to have influence on policy decisions.

Short-Term Outcome

- Policymakers are more aware of and supportive of the initiatives and issues.

Intermediate Outcome

- Policy changes increasingly align with the Social Framework outcomes.

Mobilize Funding

Short-Term Outcome

- Funding activities secured to support initiative activities.

Intermediate Outcome

- Philanthropic and public funds are increasingly aligned with the four outcomes.

APPENDIX #4

Networks of Participation

BUILDING CONNECTIONS

Members of the Networks for Participation will be provided with the opportunity to connect with their peers for joint learning and mutual support. Venues will be provided where citizens can share ideas, build relationships, and receive mutual support on local initiatives. There will be the opportunity to attend networking events and to listen to presentations from expert speakers on key topics. Networks for Participation will also facilitate networking relationships, provide opportunities for peer learning, and be a place where partners can access shared resources, such as research.

ALIGNING COMMUNITY EFFORTS

There will be space and processes available for members to align their efforts in addressing complex challenges. Networks for Participation members will have the opportunity to share insights and collaborate on opportunities to make progress on the most challenging issues the community faces, such as affordable housing. Opportunities will exist for members to work together to identify key leverage points or areas where a small shift will result in considerable changes.

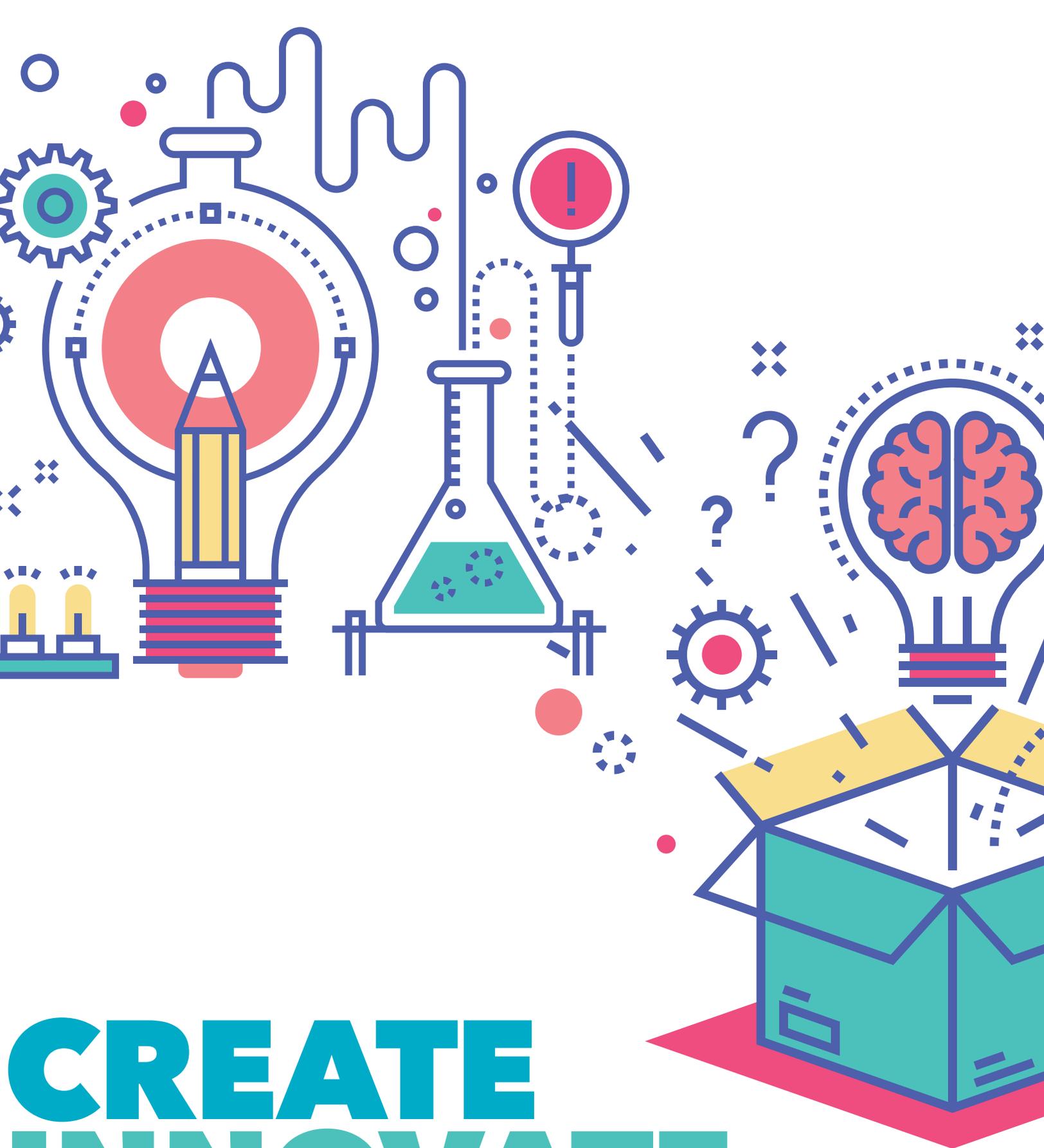
A function of the Networks for Participation will be to help frame complex issues in a coherent fashion so that potential partners will be able to easily align their efforts to one or more of the four outcomes. One of the ways this will be accomplished is through providing tangible and concrete illustrations to the community on how members align their own actions to the Social Framework outcomes and shifts.

PRODUCTION OF NEW INITIATIVES

Networks for Participation members will be provided with concrete, high-value support to develop innovative practices, policy proposals, and high-impact initiatives. Network members will receive support as they create new initiatives that not only focus on any of the four outcomes, but also provide immense benefits to their own individual organizations. Project managers will be available to support network members in the creation of new initiatives, all the way from concept development to implementation. There will also be the opportunity for network members to connect with policy makers and to develop their own skills in policy development.



COLLABORATE



CREATE
INNOVATE
COLLABORATE