POPULATION CHANGE
LEARNING COMMUNITY

AVENUES OF CHANGE
GUILDFORD WEST
SURREY
BRITISH COLUMBIA

2017 CASE STUDY

Stacey Rennie
City of Surrey

Andrea Thompson
Avenues of Change

Alison Bledsoe
Consultant
Initial Analysis Report

CONTENTS

A PLACE-BASED INITIATIVE

Over the past decade, there has been a slow but steady increase in the number of "place-based population change initiatives." The goal of a place-based initiative is to bring overall change to a particular geographic area. Rather than implementing a particular stand-alone program or project, the focus has been on identifying particular neighborhoods, and taking a holistic/comprehensive approach to change.

For example, an organization may create an after school program, a food program, a gardening project, a lead paint abatement project, a tutoring program, or any number of individual stand-alone initiatives. And these projects may very well achieve their goals and provide measurable help to participants. But even in success, they do not necessarily change the underlying environment, or the social or service networks. However, in communities across the nation, there have been an increasing number of initiatives that look to developing a comprehensive approach and are investing in a defined place/neighborhood in order to fundamentally transform the entire neighborhood and its residents.

The Avenues of Change in Guildford West is one of these place-based initiatives, with a focus on improving the health and developmental outcomes of young children. The Guildford West neighborhood is one of two initial demonstration sites, in operation since 2013, with funding from both United Way of the Lower Mainland and the City of Surrey, with governance and support provided by a network of public and non-profit agencies as well as local champions.

POPULATION CHANGE LEARNING COMMUNITY

In 2014, representatives from Avenues of Change-Guildford West initiative were invited to participate in the Population Change Learning Community. This community of learners includes groups from areas across the US including the Brownsville Partnership – Brooklyn, NY; Brighter Futures – Hartford, CT; Community Studios – Sarasota and St. Petersburg, FL; Eastside Community - United Way of San Antonio, TX; Growing Together - Tulsa, OK; Magnolia Community Initiative - Los Angeles, CA; the Amani Neighborhood – Milwaukee, WI; Thunder Valley Community Development Corporation – Pine Ridge Reservation, SD; Vital Village Network – Boston, MA; as well as Avenues of Change, Guildford West - Surrey, British Columbia, Canada.

Formed to create an exchange between practitioners, researchers, and funders, the Population Change Learning Community aims to assist site-based practitioners supporting place-based efforts. Members of the Learning Community also include the UCLA Center for Healthier Children, Families, and Communities, the Wisdom Exchange, Boston Medical Center, University of Wisconsin Extension of Milwaukee County, the Federal Reserve Bank of

Boston Working Cities Challenge, the Hartford Foundation for Public Giving, the Community Foundation of North Texas, and the Doris Duke Charitable Foundation. UCLA Center for Healthier Children, Families, and Communities provides coordination and the Doris Duke Charitable Foundation provides the financial support for the Learning Community and provided funding for this case study.

It was through the Population Change Learning Community group exchanges, participating site based teams identified their common struggle to understand what roles and functions are being used to support a community change process, assess how well they are actually performing these functions, and ultimately determine which of these functions are necessary to actually drive positive change. While much has been written about the need for support entities for multi-sector place based endeavors, whether called backbone organizations, integrators, intermediaries, or lead agencies, little has been captured as to how best to organize and deliver on this role.

THE CASE STUDY PURPOSE

It was determined by the Learning Community that efforts to improve outcomes in place-based efforts would be greatly enhanced by sharing the progress and challenges of those who have assumed the support role for place-based endeavors. Site based members of the Learning Community self-selected into a case study design team and/or volunteered to administer the case study within their respective communities.

We recognize that the decision-making process in each place-based initiative is different; the demographics in each initiative are unique; and the range of the specific programs and projects for each initiative vary. However, the goal of this case study for each community is to better understand the practice of how best to respond to the on-going development and delivery of the support and services needed for multi-sector place-based endeavors. And in each case, this study is informed by the collective experience of, and written by, those actually responsible for the place-based work in their community.

The case study was designed to better understand how, and what, the Learning Community members have determined to be the support roles and functions, and how each site has organized to accomplish their work. In order to best understand this, the Population Change Learning Community intended to answer these key questions:

- **What are the roles/functions necessary to support a multi-sector initiative trying to improve a place based population?**

- **What operating or management structures are the most promising for organizing and sustaining this work (delivering on the functions)?**

- **How do we know (assess) if we are effectively delivering on these functions?**

- **How do we effectively resource (human, financial, technical) this support?**

By relying on local stakeholders to share their experiences and perspectives, and make meaning of those insights, the aim was to strengthen our shared understanding of the elements of effectiveness for those supporting multi-sector place-based endeavors.

Through our use of a guided exploration of what has happened and what has been learned from those responsible for supporting a place-based endeavor, the Population Change Learning Community has now generated 9 site-specific case studies.

What follows is a case study of the Avenues of Change efforts in Guildford West. Representatives of Avenues of Change-Guildford West entered into this process with a commitment to ask questions and gather the perspectives of participating agencies, residents, and others, that would allow for a deeper level of understanding of the full range of functions and capacities of support entities for multi-sector place based efforts.

Significant effort was made to gather information from a diverse range of participants. Nevertheless, we acknowledge and recognize that it was not possible to speak with everyone, and as a result it is impossible to represent everyone's views and experiences in our local efforts. We recognize that there are many people within Guildford West and throughout our community who contribute their time, effort, and resources to improve Guildford West and the lives of Guildford West residents.

THE GUILDFORD WEST NEIGHBOURHOOD

Guildford West is an older neighborhood situated in the northern end of the City of Surrey. The City of Surrey is located in the Lower Mainland area of British Columbia. British Columbia is the westernmost Province of Canada, and the Lower Mainland refers to the region surrounding and including the City of Vancouver.
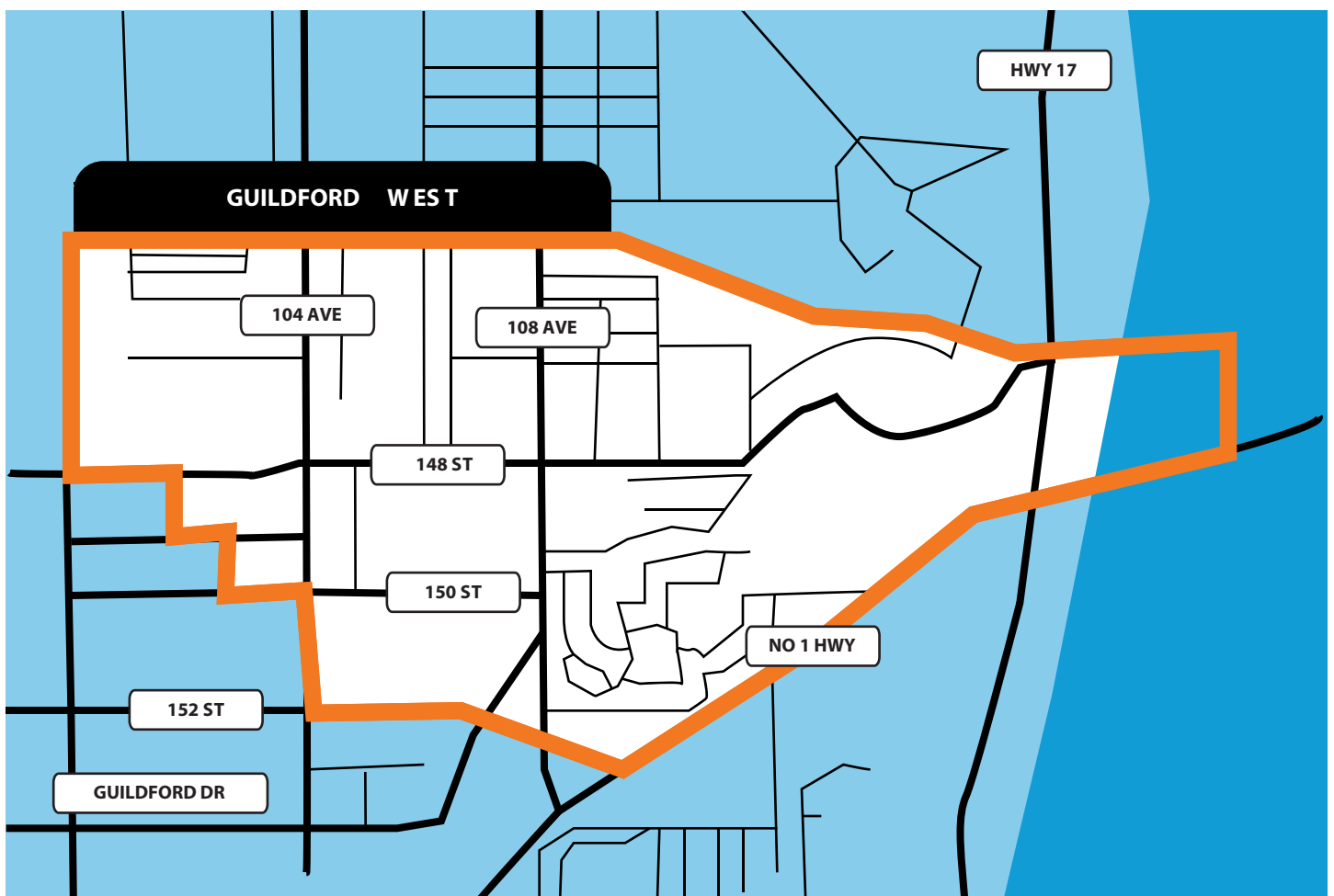
Guildford West is a dynamic and complex neighborhood. It is also important to note that Guildford West is situated on the unceded traditional territories of the Coast Salish Peoples It is bounded on the north by the Fraser River and a major railway line and on the west by a large shopping mall, while main traffic arteries define the east and south boundaries. Spanning approximately 4.6 square kilometres (~1.8 sq miles), the area has five elementary schools and one secondary school. The neighborhood is part of the larger community of Guildford, one of six distinct Town Centres that make up the City of Surrey, which is the fastest growing municipality in the Lower Mainland with the fastest growing school district. As one person noted, "[People] would see [Surrey] probably at its roots a suburb of Vancouver but very quickly, especially within the past decade, becoming a centre in and of itself."

The community of Guildford West is diverse in culture and linguistics, in socio-economic conditions, and in history. It is home to approximately 16,000 people and while it has many long-time residents, it has seen significant growth in newcomer and refugee families over the last decade.

As a network partner noted, "Surrey is such a booming place with the number of new people moving in every month." According to census (2011) statistics, Guildford West experienced 16.7% of its residents moving in the past year. While population growth signals increasing potential, there is a mounting concern about the pace of growth the City is experiencing. This fluidity has added complexity and challenge to those serving Guildford West in terms of planning for sustainability and measuring their impact. As an interviewee explained, "I am seeing an increasing gap between what needs to happen…and the available

infrastructure, political will, funding, to meet those ever changing needs…."

The diversity of languages spoken in Guildford West is becoming increasingly apparent, with Arabic noted as spoken by a growing number of residents, as well as Mandarin, Cantonese, Tagalog, Punjabi, Vietnamese, Korean, Spanish, and Farsi.

A network partner reflected, "I know that a lot of immigrant and refugee families live here, so many newcomer families and just in general, the newcomer families have large families, so lots of children."

With regard to young children, 12% of Guildford West residents are children ages 0-5, and this proportion of the population is growing city-wide. Recent data reflects an average of 480 births per month in the City (Fraser Health birth statistics, 2016), which is ten times the average birth rate in 2012. According to Stats Canada (2006), Guildford West has the highest prevalence in Surrey of children living in poverty at 34%. The Early Development Instrument (EDI) in 2016 showed a 47% rate of childhood vulnerability, up from 43% in 2014.

The status of indigenous children is particularly concerning, with 54% of Aboriginal children 0-6 living in poverty across the city. The indigenous population is exceptionally young in Surrey compared to the wider Metro Vancouver, with a median age of 25.6 years (2016). The only urban Aboriginal organization in Surrey that serves young indigenous children and families is based in the heart of Guildford West, and is a strong asset for the community.

SURREY IS KNOWN AS A DIVERSE, DYNAMIC GROWING CITY. THERE'S ALSO A FLIP SIDE TO THAT AND I THINK SURREY IS STRUGGLING TO STAY AHEAD OF THAT GROWTH.

Baby Event

Young Participant at Baby Event

THE AVENUES OF CHANGE-GUILDFORD WEST STORY

THE OPPORTUNITY

In 2013, the Children's Partnership of Surrey-White Rock (Children's Partnership) was awarded a grant of $400,000 per year by the United Way Lower Mainland to steward a five-year Avenues of Change Initiative in Guildford West. The primary goal is to reduce early childhood vulnerability. The Initiative was to bring together an interdisciplinary group of stakeholders and by calling upon these partners to show up courageously and navigate the complexity and potential of the chosen neighborhood create a systems-level change benefiting young children and families.

The Children's Partnership is a multi-sector planning table committed to research, planning, capacity building, coordination, and resource development. Children's Partnership is funded directly and in-kind through member contributions and is represented by six agencies, including the Ministry of Children and Family Development, United Way of the Lower Mainland, Fraser Health Authority, School District 36, Surrey Public Libraries, and the City of Surrey. The opportunity for Avenues of Change-Guildford West began when United Way Lower Mainland invited the Surrey community to work differently together to improve outcomes for young children and families.

THERE WAS RECOGNITION THAT NO SINGLE ORGANIZATION WAS EQUIPPED TO BE ABLE TO ADDRESS THE FULL SCOPE OF COMMUNITY NEEDS AND THAT BY WORKING MORE EFFECTIVELY, BUILDING A SHARED VISION, AND LEARNING TOGETHER, WE COULD START TO MOVE IN THE DIRECTION OF IMPACTING POPULATION CHANGE IN THE GUILDFORD WEST COMMUNITY.

The United Way Lower Mainland pulled together a regional leadership group (the Social Planning and Research Council – British Columbia, the Human Early Learning Partnership, and United Way Lower Mainland) to research potential communities for the Initiative. It was relationship and capacity building in Surrey prior to 2013 that helped to lay some of the groundwork that influenced the United Way Lower Mainland's consideration of, and decision to approach, the Children's Partnership. Avenues of Change builds on United Way Lower Mainland's long history of investment in early childhood development in Surrey. It also dovetails with the City of Surrey Early Years Smarter Cities Initiative, another local effort with a similar commitment to improving health and development outcomes for Surrey's youngest citizens, through a commitment to reflection and decision-making informed by data and analytics.

Guildford West was identified as a potential community pilot site as a result of an analysis of childhood vulnerability rates and social-economic statistics as well as interviews with community leaders and other experts. The Guildford West community was ultimately selected for Avenues of Change because of: (a) the consistent presence of leadership from public, private, and non-profit organizations; (b) an established commitment to improving conditions for young children and their families; (c) a demonstrated history of collaboration and partnership; and (d) an unacceptable level of developmental vulnerability amongst young children.

Another early priority was establishing a local entity to be the primary local steward of the efforts prior to launching action strategies to bring about changes. The Executive Management Committee was established. This committee was made up of representatives from the City of Surrey, Ministry for Children and Family Development, Surrey Libraries, Surrey School District, Fraser Health Authority, Options Community Services and United Way Lower Mainland. The City of Surrey and Ministry for Children and Family Development acted as co-chairs for the initial phase of the Initiative.

The establishment of the Executive Management Committee, and oversight of this committee, illustrates the way the local community worked to develop a support entity for the Avenues of Change as well. The Executive Management Committee was represented by Children's Partnership members and through their co-chairing responsibilities, the City of Surrey and the Ministry of Children and Family Development

POPULATION
CHANGE
LEARNING COMMUNITY

had active roles in the coordination and communication of the Initiative. There was a broader Avenues of Change committee that acted as an early advisory and eventually grew into the Joint Leadership Team. These partners included representation of community agencies and public partners that were involved in site location, initial business plan development, hiring of the project director, consultation and participation during the engagement phase as well as selection of hosts for action strategy contracts. As such, there was an intentional effort early on to involve the full range of early years organizations and institutions in the development of the Initiative.

PHASE ONE: DEVELOPING A BUSINESS PLAN

In order for the Children's Partnership to receive full funding for Avenues of Change – Guildford West, the United Way Lower Mainland required the completion of a Business Plan. The process United Way Lower Mainland laid out for Avenues of Change was to develop an initial pre-business plan that outlined the work that was needed. This was to be followed by a Phase Two Business Plan detailing how the community would be engaged to co-create an action plan.

The Executive Management Committee worked with local service providers in the development of the pre-business plan. This provided an important overview of Guildford West and surfaced some of the challenges that required consideration as we embarked on the next phases of the Initiative.

The Executive Management Committee then used the pre-business plan to post a call for proposals for development of the Business Plan. After reviewing all submissions, the Executive Management Committee selected a consulting team from the local university

to design and conduct a broad community engagement and consultation process, with the hope that this would result in a proposed set of integrated action strategies supported by the underpinnings of a strong social and organizational network.

Community Wishing Tree at Holly Park

The engagement team was selected based on their strong community engagement expertise, strong ties to community, and capacity for sustained collaboration.

The engagement phase ran from April through August of 2014. It included hosting a range of events, as well as using other outreach strategies, to connect with residents, service providers, and community stakeholders.

The Phase One engagement team submitted a draft report to the Executive Management Committee in September 2014, which was meant to serve as the Business Plan for Phase Two implementation of the Initiative. At that time, there were questions raised at the Executive Management Committee that the reports' recommendations had not been sufficiently grounded in an early childhood orientation. One support organization representative explained that the proposal "included 13 suggested strategies – but it was unclear with how they fit with evidence or the community-identified issues."

Prior to submitting the draft report to the United Way Lower Mainland as the Phase Two Business Plan, the Executive Management Committee held meetings with the engagement team to discuss feedback, concerns and requests for changes. The chairs of the Executive Management Committee and the engagement team were then invited to attend a meeting with United Way Lower Mainland and the regional leadership group to offer feedback and share concerns moving forward.

United Way Lower Mainland followed up with written feedback to the Executive Management Committee regarding the drafted Business Plan. Although there was significant praise for the level of resident engagement and quality of the report, there were areas of the report that required changes to meet budget expectations and United Way's funding approval criteria. As a result, a decision was made by United Way Lower Mainland to delay Phase Two (the Implementation Phase), and the Executive Management Committee was asked to revise and resubmit the Business Plan in order to receive funding approval. The Executive Management Committee convened frequent and extensive meetings over the next two months to address the identified areas of concern. The revised plan was submitted in December 2014, and final approval was confirmed in January 2015.

Guildford West Resident

PHASE TWO: IMPLEMENTING STRATEGIES

When the final Phase Two Business Plan was shared publicly in January 2015, the following four action strategies were announced:

1. **Support On the Go: An early years mental wellness strategy that embedded a project staff member in local early years programs to build the capacity of service providers, facilitate referrals, share resources, reduce stigma about mental health, and support parents.**

2. **Early Years Health Promotion Peer Ambassadors: Volunteers trained to share messages about nutrition, physical activity, and screen time with hard-to-reach families**

3. **Early Literacy Peer Ambassadors:**

Volunteers trained to promote early literacy messages and share Milestones Storytime Kits with hard-to-reach families

4. **Early Childhood and Family Check-In: A strategy that went through multiple iterations and ultimately focused on outreach through the delivery of short-term programs and events, with the goal of developing cohorts of families with similarly-aged children.**

Once the Business Plan was publicized, the tensions between the public and community partners became increasingly apparent. Non-profit agencies expressed concerns about the rationale, viability, and potential impact of the chosen action strategies, which was likely compounded by their lack of involvement in the decision-making and budgeting process. In response, the Executive Management Committee met with agency partners individually in efforts to rebuild trust, clarify the process taken and intent, and ultimately work to repair relationships. Executive Management Committee members met with Executive Directors in a very intentional way, working in pairs to invite dialogue, listen, clarify understandings, and explore

ways to move forward together. This led to a series of vision building sessions that surfaced the different experiences from partners.

Ultimately, the newly formed Avenues of Change Advisory Group coordinated a recruitment process to hire a Project Director, who started in August 2015. A Project Assistant was later hired, as well as staff to coordinate each of the action strategies. These staff members were hosted by two nonprofit agencies serving as the Initiative's fiscal hosts.

A retreat was hosted in October 2015, which was co-facilitated by the Director of the Magnolia Community Initiative, an established place-based Initiative in Los Angeles. Network partners recalled, "We all participated in a day session of looking at the vision and the strategies and then asked, 'what would an ongoing leadership group look like and who should be on it?' We established some criteria for participation in a leadership team, began developing systems for coordination and communication, developed a vision statement, and set new timelines for implementation."

Although there were continued developments, there were significant challenges too. When re-

Early Childhood Check-in Graphic Recording

flecting on this phase of the efforts, the Project Director noted, "Contracts were not yet in place, everything was delayed and complicated, and we were still trying to smooth out relationships."

Recognizing that the data development and data agenda component of the Initiative was an unmet deliverable during Phase One, the Executive Management Committee decided to address this gap and include more extensive analysis of the findings of the Early Development Instrument, which was already being implemented locally. This decision initially led to further criticism about the length of time the Initiative was taking to get off the ground. The Executive Management Committee's decision to return to the task of conducting the data efforts required additional time and effort on the part of partners who were already feeling depleted and disheartened because they felt their intentions in reworking the Business Plan were not being taken into account.

A Measurement Working Group was formed, which included the Project Director, representatives from public agencies and non-profit partners, and an external Measurement Consultant. This working group met only a few times and led to the Initiative director, consultant, and one partner from the city working on this component in an isolated way that one network partner described as "off the side of their desk." This team generated a number of deliverables including a community asset map, established data measures and indicators, a parent questionnaire, translations of data collection tools, and trainings.

At this point, the Avenues of Change had come to recognize some of the limitations in measuring impact in the Guildford West neighborhood. There was a growing realization that children may not reside in the neighborhood long enough to have the impacts of the Initiative revealed in the Early Development Instrument, which was the primary measure of early childhood development and vulnerability at the neighborhood scale.

This led to an exploration of additional measures and indicators to evaluate and assess project progress which pushed network members to consider aspects of neighborhood well-being that were likely to influence early childhood well-being, and how these could be incorporated to improve sense of place and belonging for residents. Ultimately, these measures emerged through an iterative development in our theory of change and reflected our shared vision and hopes for Guildford West. One support organiza-

tion member reflected that families in Guildford West "may stay longer when they feel that sense of deep connection to their community and they felt supported."

REGROUPING FOR YEAR FIVE

Beginning in August 2016, Avenues of Change – Guildford West conducted an eight-month strategic planning process. This was initially intended to apply learning as a group through a series of three reflective sessions conducted by an external consultant, but ultimately resulted in a series of approximately a dozen gatherings. Unfortunately, two non-profit organizations chose to discontinue their participation in the Joint Leadership Team during this difficult process, expressing legitimate concerns about the way that planning and decision making was unfolding.

It was also during this phase that the majority of case study interviews were conducted, which further clarified the state of the local efforts, with regard to what support organization functions were being developed, and by whom.

Community Living Room at Holly Park

Sharing Hopes for Community Wellness in Guildford West

CASE STUDY EXPLORATION

INCREASE THE ABILITY OF NETWORK PARTNERS TO IMPROVE OUTCOMES AND PRACTICE A SHARED VISION

The investment of United Way Lower Mainland through a five-year commitment to funding demonstrated a unique opportunity for agencies in Surrey to work differently together. This shift to longer-term grant-making cycles was an exciting response to what research had been telling us about large-scale change efforts, and it created new optimism toward a common vision that we could start to organize around. Interviewees identified both United Way Lower Mainland and the Children's Partnership as responsible for establishing the initial project roles and responsibilities in the early days of the Initiative. An interviewee explained that "it's often through (United Way Lower Mainland) pre-articulation of what they want to get done and how, and we're often invited to respond to those intentions…in the research work, strategy development work and then it steps back once the implementation of activity starts to happen, then it's turned over to those who have expertise in the area."

One network partner explained: "I think there were values and conditions established by United Way and whoever they were consulting with, it was sort of a combination [of] them sharing what their experience was and us sharing what we hoped for the community…"

According to a network partner, network membership was shaped in the early days of the project "through the lens of the Children's Partnership…just by nature of participation

in the Children's Partnership, [public partners] were instantly part of the network once they… formally agreed to be part of this." Another out-of-network partner perceived "having the Children's Partnership step up to be the sort of the initial leader was a milestone."

Another partner notes "it made sense for [the Ministry of Children and Family Development to step in to some sort of a hosting capacity. It was partly a function of both the Ministry and the City [of Surrey] having experience in providing administrative support, hosting type roles for collaborative initiatives, and not charging an administration fee…but then also having very dedicated, devoted staff who will step into leadership roles because they believe so strongly in collaboration and community development."

Support organization representatives detailed being part of the consultation process designed to generate a shared vision, which one person described as "pretty rigorous. All of the stakeholders came together to look at what are the challenges and also the opportunities for a project like this to be implemented in those neighbourhoods."

The shared vision was reflected in the comments of different individuals:

"The goal is to have better outcomes for our children, and if we start early then we can influence some really good healthy choices – in making healthy choices for their whole life span.." "It really was around the poverty and the working family poverty levels that were concerning in that community" (Network Partner).

Others described how the goals and values of the proposed efforts resonated with their organizations:

"This idea of empowering people or supporting people to find ways to support their families, themselves, their community is something that we do, that certainly fits our values." Another noted, "it made sense for us to be involved because we want to have a long term investment in children and families and we know that there is evidence showing that investment in early years pays off." One network partner described "improving outcomes for children at a population level in a particular neighbourhood…from a values perspective, we saw the importance of that" and noted that "it would be the needs of the children and the families that we needed to keep in our sights."

THE ASSOCIATED REPORTING AND FISCAL STRUCTURES AND PROCESSES DID NOT ENABLE THE FULL AND CONSISTENT AUTHORIZATION OF THE PROJECT DIRECTOR IN HER ROLE, LIMITING HER CAPACITY TO TAKE ACTION OR FULLY REPRESENT THE INITIATIVE WHEN COMPETING DEMANDS SURFACED.

Yet, as Avenues of Change – Guildford West continued, new insights were generated regarding the challenges of developing a functional infrastructure for the Initiative. Due to a lack of full clarity in the reporting structures, some

staff and partners experienced the mechanisms for accountability as risky, especially because the responsibility for fiscal hosting rested with an agency that also held funding for Initiative action strategies. Senior management transitions within the fiscal hosting agency contributed to a sense of uncertainty. These transitions surfaced differences in understanding of roles and supervisory relationships, which required further processing among all involved to resolve emerging conflicts.

The decision to divide the fiscal host responsibilities between two local nonprofits may have facilitated broader community ownership of the Initiative. However, this assignment of functions was not without challenges.

MEASURE AND SHARE DATA TO GUIDE THE EFFORT

The analyses of interviews raised questions of how to leverage the existing expertise from organizations and individuals already familiar with data collection to positively impact a shared approach. One member of the support organization noted that the Avenues of Change data efforts were, "in many instances intangible and abstract in nature and therefore more challenging to build the support and interest needed to champion this area."

One network partner stated "All the agencies working in the community are expected to help collect data. I think we're in very early stages, in that even though there's been a lot of discussion to get to this point where there is a tool to use but whether it is the only tool that we use I'm not sure. I'm hoping that we can have something simpler to use with some, a starting point with some people in the community."

One network partner explained that there was limited coordination of data efforts stating, "Whoever is involved in certain pieces of work are collecting the necessary data and reporting it up to the project coordinator. I think there's a lot that's going on, so I might know some of my data but I don't really know the numbers and information that's happening in other parts of the project."

WHILE DATA COLLECTION SEEMS COMMONPLACE TO MOST OF THE INDIVIDUALS INTERVIEWED FOR THE CASE STUDY, SHARED DATA COLLECTION THROUGH AVENUES OF CHANGE WAS SEEN AS STILL EMERGING AND NEW/UNCLEAR.

There were also challenges in terms of how residents viewed the types of data and how that data was being collected. For one resident, the Initiative conversations were viewed to be from a problems-based perspective when focused on data related to vulnerability while not simultaneously measuring other aspects of child and community well-being. "I think we're mainly focusing on the weaknesses because I feel they, the kids are coming weak into school and so that's sort of the major red light and that's the whole community. So you miss out that there is strength in the community."

With increasing awareness of the importance of data in measuring and achieving improved outcomes for children and families overall, the slow rate of progress was acknowledged as increasingly frustrating. One member of the support organization was direct in stating, "We have one year left of guaranteed funding and we can't say how many Guildford West families have

benefitted from the Initiative. Not a lot of impact to measure, quite frankly."

Perceived expectations of traditional measurement may have also added to misunderstandings. One respondent from a support organization reflected on the importance of selecting the most meaningful indicators to measure, stating, "The goal of measuring the outcomes is to make sure that what we're doing is working - but even there, you know you can be making a profound difference in 3 people's lives, and it might look like your Initiative isn't working because you have 5 people show up. In another one you can have 50 people that show up and they have fun and they go home and you've made no difference, so numbers don't always tell the story."

INNOVATE AND IMPROVE THROUGH ACTIVE PARTICIPATION IN CHANGE EFFORT

Stakeholders talked about the ways Avenues of Change has impacted how they work together. When asked what had made the work meaningful, network partners cited the "network piece" and "community engagement." Various developments in the local efforts were acknowledged as particularly significant in contributing to the overall success of the Initiative.

One network partner discussed the importance of holding their first community event, an official launch of the project in October 2015: "[It] was a big milestone. It was well attended, it was well organized, it was well communicated back to social media and the media attending and then the United Way was very pleased with the event and the attention it got from the local community."

A network partner acknowledged the significance of broader involvement in the active change efforts, saying:

"I think once the agencies became involved it got more real or tangible, but it also felt more like a community and it feels like everyone has a place in it."

By the fourth year of Avenues of Change, various examples of active participation by residents as well as community organizations were identified as significant to the overall change efforts: One network partner described, "a family night where we had a speaker…we provided dinner and child minding and we had families attend…but the families arrived early…they were interested, they were keen" and went on to explain that "even the school principal who said you know, I'm surprised these families came out, I'm thrilled they came out but these are some of the tough to reach families." Another network partner was "excited by the community work" and "the kind of dialogues that were happening." The respondent went on to state, "Too often families are in isolation and so this [community work] is a way to build understanding in the broader community. Those are the pieces that I'm excited to see and to see the people in that community lift the strengths that they already have in the community, so that people feel there's a place to come forward and share some of their skills and abilities with the wider community."

A network member remarked upon the impacts on newcomers with refugee experience. "I think there's been an increase in that kind of intentional participation, it's not passive. It seems as though people are seeking those opportunities" and goes on to explain that "there's been some major stuff happening in that community but this is continuing. It's not been sidetracked in some way so people are still coming out.

Regarding changes in collaborative orientation, one network partner noted that "doing things a bit differently" was a significant development and reason for their continued presence. "[We] do a lot of collaborative planning in Surrey. It's something that we've had to do in response to funding challenges but this feels more intentional to me that the network could become a backbone for the community, in terms of support. We're all communicating in terms of what's needed, how we're going to support those needs. It's less competitive in some ways. The funding or opportunities that might become available for that community will become more intentional too."

A network partner agreed:

" It's not about one agency or one person or one activity. Its such a broad base group and sort of intensive look at what we're trying to achieve."

Another said, "We're having meaningful conversations about how we do work in the community, so it's been a model for being open and transparent about different investment levels and to try and negotiate organizational supplies within it all."

Engagement Event in Guildford West

POPULATION
CHANGE
LEARNING COMMUNITY

At the same time, there is still room for growth. One network partner commented, "Doing this work in a way that engages the residents in the delivery, in the idea, in the work, [and] that it's not the providers providing the information - I don't know if we're quite far enough into the project to say that we've quite hit that mark."

However, at the time of the case study interviews, most respondents were not yet able to identify what they were doing differently — in their own systems — because of their engagement with the Network. Many partners felt that there wasn't a single rigorous theory of change developed early enough and that this may have led to what some partners experienced as an evolving strategy, changes in expectations and confusion regarding roles, partners and requirements for funding.

Avenues of Change offered a testing ground for new ways of working, communicating and making decisions together. There was significant new learning expressed by partners and consensus in that there is still work ahead of us. These opportunities will be important moving forward to ensure we continue to build our capacity for collaborative work.

SUPPORT THE HUMAN ELEMENT OF CHANGE

While the interviews generated insights about all domains related to the development of support functions for place-based initiatives, the case study highlighted particular challenges associated with supporting the human element of change. These challenges first became apparent during the engagement work, which revealed differences in preferred approaches of the engagement team and various partners with regard to communicating the vision and values of the efforts. One member of a support organization described the engagement phase as, "comprehensive and engaging, although it didn't feel authentic. Some felt it was "flashy" – big events, lots of materials, extravagant meals and graphic recorders — it was well resourced and didn't feel grassroots. But representation was fairly universal and cross-cutting."

When the engagement team submitted the draft Phase Two Business Plan, the Executive Management Committee was then challenged to respond in a way that could meet multiple expectations and needs of the Initiative. One Network partner expressed "we wanted to protect the integrity of the work and contributions that had occurred up to that point, and honor community expectations that emerged as part

of our resident engagement efforts." This partner noted "we wanted to contain the work but ultimately we wanted to preserve the opportunity for Surrey to be awarded the Avenues of Change grant by United Way Lower Mainland." As such,

---

THERE WERE MANY PRIORITIES AND ALSO MANY RELATIONSHIPS BEING CONSIDERED – RELATIONSHIPS WITH RESIDENTS, WITH THE CONSULTING ORGANIZATION, WITH PARTNERING ORGANIZATIONS, AND WITH THE FUNDING ORGANIZATION.

Some members of the Executive Management Committee described how they experienced this phase as particularly sensitive, due to unclear mechanisms for feedback and a lack of clarity regarding who had authority to guide and approve the final plan.

One member of the support organization noted that when the United Way of Lower Mainland provided the opportunity to rewrite the Business Plan, the Executive Management Committee became intensely focused on meeting the various expectations and tight deadlines, and in doing so had limited communication with the broader network and community. "I think a lot of it had to do with capacity and what was available at the time. I just think of that time that the business plan had to be redone, there wasn't a formal sit down of 'okay who can do what?', it was just a sit down of who was there, that's my recollection of it and there's such a time crunch that there wasn't time to be reaching out, it was just digging in."

Face Painted Dancer at Holly Park

Sharing Stories at Holly Park

In doing so, the Committee failed to communicate clearly to stakeholders the status of the project and reasons for delay. The absence of this information created conditions for misunderstanding, skepticism, and mistrust among stakeholders more broadly, and led to significant strain on relationships among partner organizations.

In order to address the emerging concerns, the Executive Management Committee took steps to develop a number of communication pieces to clarify the status and stage of development of the Business Plan for all stakeholders. This period marked the beginning of what would eventually transition the stewardship for the Avenues of Change from the Executive Management Committee to the larger community network.

It became clear that the competitive process of calling upon community partners to submit applications to serve as Fiscal Agents or to implement the Action Strategies outlined in the Business Plan only exacerbated existing power imbalances between public partners and community agencies. One of the comments that resonated with many community organizations and landed hard with the public organizations was when an individual representing a nonprofit organization explained that they had felt like they were being asked to sit at the "children's table" - as consultants but not true partners.

One network partner expressed an understanding of the reasons certain organizations took up power to begin, and acknowledged how it changed through Phase Two, noting there was "a little bit of pressure at the formation of the application to get things in line. So there was a strong statutory organization like the City, HELP, and Ministry for Children and Family Development taking a real leadership role in that initial development — we had to go through some growing pains to get to a place where community organizations were equal at the table in some way."

The challenges during this phase were at times painful. As one interviewee noted, "Before [the hiring of the director] I think there was a time when there -- wasn't good communication, there was some accusations, people weren't very interested in working together. It was more around finding what's wrong instead of finding what's right. . . . [previously] Surrey has had really strong, caring relationships across organizations, whether it's an agency or a board of trade or a city . . . so I think this Initiative tested that."

A support organization representative described how it became apparent at this point that "The Avenues of Change process had been initiated with a structure that may have amplified some of the inequities partners had experienced in the past and not something the committee examined or readdressed until well into Phase One of the project. However, this was an important element in understanding what we needed to move forward, and informed how governance was structured as we moved into Phase Two implementation." It was concluded that through this phase, "Everyone came to realize, 'There is a need to have more equal power and decision-making'."

This shift in collective awareness was deeply significant. A network member noted that "reconciling that disconnect between the Children's Partnership and the network of agencies who are critical to this work . . . was a turning point . . .

THE FACT WE COULD GET BACK ON THE SAME TABLE AND ALIGN OURSELVES AND REMEMBER WHY WE WERE DOING THIS, THAT WAS A TURNING POINT.

As individuals reflected on the Avenues of Change while it was heading into its fifth and final year of funding from United Way Lower Mainland, there was frequent acknowledgement that it has experienced some significant challenges since its inception. One network partner noted that everyone "has struggled or held back or questioned or thought about their participation." The respondent went on to state, "I wouldn't say there's any one group or any one organization that's held back . . . I really think we've all at times been there."

Another network partner noted that, "you also need to hear the critical things that are sometimes hard to hear." A support organization representative noted that Avenues of Change seemed to activate and amplify issues that existed in the community before the Initiative was established, and described the problems as relating to "this weird nonprofit industrial complex kind of thing." Reflecting on network members' responses to one organization's recent decision to discontinue their involvement in the Initiative, she said "It was so disheartening to me, losing that partner from the table, Now we can't even say 'at least we're all showing up."

Attending to diversity

While Avenues of Change was shifting in paradigm from a program /service delivery - oriented approach to a collective impact and systems level change approach, issues began to surface around equity and inclusion. The group realized they needed as a collective to create safe space to have difficult conversations and plan together how to move forward with new insights and perspectives.

There were some who believed optimal diversity has been achieved. As one network partner commented, "I think at the front-line level there's diversity to the peer ambassadors and family check in there's certainly sensitivity to that and

staff that come from diverse cultural backgrounds." An interviewee responded to questions about diversity by saying, "I think there's the right approach now to ensure engagement, authentic participation. So yeah, I think we've gotten there."

Others did not yet believe there was sufficient diversity. A support organization representative said, "When I look around the table whenever we meet, I don't see a lot. The community agencies work with diverse populations, but I don't see that diversity quite reflected on the planning tables." Also "We don't have anyone sitting at the table who's from the community and we don't always have an aboriginal voice, we don't have a refugee voice…there are voices that are missing I think."

While it was pointed out that the diversity of front line staff in local programs more closely mirrors the diversity of the Guildford West neighbourhood, groups identified as under-represented in the network include childcare providers, individuals who identify as Aboriginal, and residents. Furthermore, it is important to note that those interviewed for the case study did not include mention of traditional territory in their statements about Guildford West's distinct history, which might suggest a need for increased cultural awareness and competence within the overall network.

Managing relationships within the network
Some people identified ways in which the support organization has been helpful facilitating the network's capacity to manage relationships. One network partner commented, "I think there have been efforts made where they needed to acknowledge the difficult conversation or check back in with people to make sure they're okay with something that came up" and went on to explain that "it's been over such a long period of

time that most of us sort of feel like it should be getting easier but it doesn't necessarily."

A support organization representative remarked:

"There have been times when we've had to address some disappointments and challenges but I think we've grown as individuals, as organizations, and we've built really strong relationships amongst each other."

Another acknowledged the need at times "to share some courageous words" with stakeholders. They noted a pattern of "diverting blame" and "side conversations" that were often difficult to surface during meetings, calling the process often "messy." The network partner reflected "we've said we are working on systems change, but keep reverting back."

Some respondents questioned the wisdom of the support organization taking up the role of helping everyone to reflect on and manage emotions that are part of creating change. One network partner commented: "I'm not totally sure whether there's an acknowledgement that managing change and emotions around change is an active piece of work" and further reflects "I'm not even sure if the project should do that. I'm not even sure that's the role."

Ongoing challenges with the established infrastructure and the continuous need for clarified authority to support effective decision-making and implementation, called into question the extent to which authentic collaboration and collective decision-making could actually occur. As one support organization representative wondered, "is distributive leadership actually possible in this kind of complexity?"

Nonetheless, positive changes were perceived. One network partner spoke about noticing shifts "in how people are working collaboratively… there's a different level of openness in how we are discussing things so that's been sort of interesting as well, a little invested beyond ourselves, so the shifts are fun to see."

For another network partner, the Initiative structure was the primary reason for sustained involvement. "I think it's the way that this project is structured where you've got iterative stuff happening all the time, things change, new partners, new things, new learning, you change it, you go back, so there's movement all the time". At the same time there were still questions as to the pace of moving the Initiative forward.

USE NETWORKS TO SUSTAIN, SCALE AND SPREAD

As the Initiative moved into the implementation phase, real-world challenges to sustainability and the scaling of the efforts were revealed. Barriers to participation among organizations became apparent, including time available to commit to the collective efforts, and the realization that this barrier is experienced differently depending on the capacity and size of the organization.

ONE ADAPTIVE STRATEGY THAT EMERGED RELATED TO FLEXIBILITY IN TAKING UP NEW AND DIFFERENT ROLES WITHIN THE INITIATIVE AS A WAY TO STAY INVOLVED, AND FINDING OTHERS TO TAKE UP THE ROLES BEING VACATED.

Staff of several organizations involved in Avenues of Change-Guildford West described using this strategy, and a network partner described it in terms of commitment: "You don't just walk away from the table (and that can happen), you can walk away and send someone else from your team."

Another identified barrier to sustainability related to communication difficulties. A member of the support organization noted, "Maintaining engagement requires strong communication, and landing on the best methods for getting information out, read, and understood by people in a timely manner continues to be a struggle for the effort." It was noted that this too may relate to the time constraints that differ across organizations.

Despite these challenges, partners continued to stay engaged and "coming to the table." When asked what had made the work meaningful, one network partner shared that collaborative planning and a chance to "[do] things differently" were reasons for their continued involvement. Others identified a variety of supports for sustained involvement, including contractual obligations, regular reporting structures, perceived investment, and increased engagement opportunities, as well as the indirect benefits of collective efforts, and the potential of scale and spread of impacts.

Across stakeholders, it seems that a sense of purpose was strengthened through the ability to strengthen relationships with each other. One member of a support organization shared that "the energy and the enthusiasm that people brought, that was very interesting, and very validating."

Witnessing and hearing about changes in the lived experience of children and families living in Guildford West was also identified as a way of re-connecting with a sense of purpose. When asked

about an experience that energized them about the Initiative or gave them hope, one network partner explained it came from "a parent volunteer who was involved with the project."

An increasing number and diversity of residents and organizations seem to be getting involved in the efforts. One network partner commented, "We're engaging community residents, as well as businesses and others, so there is more momentum and a growing engagement of other players."

Other network partners responded to questions about the scale and spread of the Initiative efforts by noting developments among fellow partners:

"I think the schools are certainly on board. [T]hey have a great understanding of the work and they're seeing more possibilities for what can be done and I know when I email them about an event that's happening they're paying attention to it."

A support organization representative noticed changes in the orientation of both network and out of network partners, saying "They don't directly benefit from the interventions, but they know that the learnings from this can be spread out, can be scaled out." One network partner described that "we're all 'in it together' kind of thing – rise up and sort of inspire each other for the greater good, so it's been very inspiring work." Even still, sustaining, scaling and spreading can be challenging due to the dynamic nature of people joining and leaving the efforts. In terms of impacts of change, many respondents indicated that Avenues of Change has resulted in increased engagement, as well as increases in existing partner involvement, that there have been extended impacts on other work within their organization and that there is a sense that the voices of people in the community are being heard and that they are more connected and safe.

Communications

A number of individuals interviewed for the case study spoke to the significance of communications in promoting the development of Avenues of Change – Guildford West, with comments ranging in focus from very tangible details to overall community conditions and dynamics. One resident indicated that the network communicates with the community through posters. "I usually, if I see posters, I love reading posters. That's mainly how I get information, posters."

One network partner noted that social media is "happening regularly." Another network partner mentioned their communication plan and that the communication tools they have developed are "simple tools in some ways to reach people, so it's just growing. I think it's more on task in that way. Social media stuff I think is critical."

At the same time, barriers related to coordinated communications, as well as technology access and capacity, were noted by respondents. One network partner commented, "I'm not sure if all of those pieces has been made clear and communicated clearly." One support organization representative remarked on the limited access to technology for some families, which influences communications regarding the Initiative and is especially apparent in relation to schools. "I think the schools in that area are very cognizant of the fact that not all the families in the area have the availability of technology, so they use it but they don't use it exclusively."

Another network partner indicated that within their organization, they do not "have departments that take care of that. It requires program people to take on some of it because it's got to be from their work . . . but how do you sustain that then long term?"

While technology can be effective in sharing information between partners and for admin-

POPULATION
CHANGE
LEARNING COMMUNITY

istrative support, one network partner believed that the type of work involved in the Initiative requires less virtual interface and more face-to-face interactions ." Communication proved to be an ongoing challenge for the project in terms of maintaining communication between partners, as well as raising awareness with the larger community. Partner organizations that had champions able to spread the word and align communication to existing programs and service proved promising.

One support organization respondent remarked, "[W]e're promoting the asset map online, so whenever we get a notice of discharge from the hospitals for newborns … our clerks sort of zone them, and when they've identified that these families are from Guilford West then they notify the nurse, and then the nurse talks about the project and connects them to different resources."

Communication between network members also revealed shifts. The majority of respondents of the case study indicated that there was a mix of strength and challenge-based communication. For one network partner, they found that over time and through more effective communication, the tone of the conversations changed noting that their most recent experiences were more, "strength based."

Creating a Learning Community
With regard to the ways Avenues of Change – Guildford West facilitated the development of a local learning community, one person from the support organization noted, "Some of that happens naturally in meetings, when people are sharing and have ideas to share." For most individuals interviewed for this case study, collective learning is seen as an emerging opportunity, rather than an established practice. Reasons offered for why the Initiative is still early in its development of a learning commu-

nity predominantly related to time, energy, and priorities.

As one out of network partner commented, "I think we've treated learning and evaluation as 'We'll get to those', we know we want to be developmental in our approach, we know we want to be part of a learning network, so I think we're a little bit late in paying attention to that."

For others, simply going through the process of working in a different capacity as partners served as a support for learning. One respondent from a support organization stated

---

WHEN WE WERE RECRUITING WE WERE ACTUALLY CO-DESIGNING THE ROLES AND RESPONSIBILITIES. WORKING IN A DIFFERENT CAPACITY AS PARTNERS WAS A HUGE LEARNING OPPORTUNITY FOR ALL OF US.

One respondent from a support organization believed that even those organizations where there may not be direct benefit from the Initiative and its interventions "know the learning from this can be spread out, can be scaled out so I think there's a lot of interest and willingness of community agencies to work together to learn with each other." However, barriers to sustain partner involvement included time commitments and communication difficulties. "I think there are people who might have wanted to be engaged but I think the level of time and commitment required has caused people to fall off."

Child at Play in Park

AoC Street Sign

CONCLUSION

This case study offered an opportunity for rich learning about how we have been undertaking the Avenues of Change – Guildford West, as experienced and described by people who have been involved from a variety of perspectives. It is offered as an open and honest reflection on our efforts, with the recognition that the greatest opportunities for learning are often revealed in the space between the best of intentions and the real-world consequences of our decisions and actions. As expressed in the comments of various local partners and participants, we acknowledge that we have encountered tremendous challenges over the past five years, as we have joined together around Guildford West to fully activate the neighborhood's capacity to change systems, and to transform the overall community.

The case study revealed network members may not have fully anticipated the degree of complexity in the change effort work of Avenues of Change. Although we were able to build a shared vision, the efforts made to support the human element of change may not have been enough to hold that vision long enough, or steadily enough, for everyone to continue to see themselves in it over the long term. Analyses of the case study interviews suggest that some of the challenges experienced through Avenues of Change may have been due to limited clarity in the origins of the work, the vision and goals, as well as roles and membership. This may have challenged how partners and community could identify tangible accomplishments and impacted capacity for sustained involvement.

However, respondents also revealed aspects of seeing improvements in these areas and may serve as an opportunity to re-think the nature of reporting and communication within the

Initiative. Learning, technology, and shared data collection were also seen as emerging opportunities. At the same time, Avenues of Change will need to be mindful of the potential barriers that can challenge efforts in these areas.

The realities of shared data and measurement challenged our early ambitions for this work and demonstrated a need for improved communication and involvement in this area. Avenues of Change struggled with dividing its efforts between action strategies and systems level efforts and this stretched partners and project staff capacity and in many ways impacted clarity and understanding of our direction and ultimate goals as an Initiative.

At the same time, we are heartened and inspired by the positive developments and the shifts in our community's orientation to collaboration and change, which have corresponded with the development of the Avenues of Change.

By contributing this case study as one in the series to be published by communities participating in the Population Change Learning Community, we now have an opportunity to deepen our learning together with place-based efforts in other sites across the US. This Avenues of Change case study will also be supplemented by an evaluation to be conducted by an external consultant through Dialogues in Action in the summer of 2017, which will provide findings and recommendations about the Initiative's leadership infrastructure and project management.

In the fall of 2017, there will be further opportunities to share and apply the learnings of the past five years, as the community moves forward together in Surrey - not only in relation to the

particular neighborhood of Guildford West, but also in relation to other place-based initiatives in the City (such as the two Early Years Centres) and broader Surrey-wide collaborative planning efforts. These opportunities to work across mandates and in the spaces between organizational boundaries can continue to deepen our learning and show us where change is possible.

It is through these continued collective efforts and learning together that we hope not only to reduce childhood vulnerability, but ultimately to bring about the thriving of all children, families and neighborhoods in our community of Surrey.

ACKNOWLEDGMENTS

We would like to sincerely thank interviewees for volunteering their time to participate and share their experiences. While we did gather information and perspectives from a diverse range of participants, we recognize that those we did speak with are a small group that may not fully represent the full range of views and experiences of all of those who participate in our local efforts. We acknowledge there are many people within our community who contribute their time and effort to improve the lives of everyone living in Guildford West.

METHODOLOGY

Several individuals who have been integrally involved in the conception, design, and implementation of the Avenues of Change-Guildford West conducted the case study. This team entered into this process with a commitment to ask questions and gather perspectives of participating agencies, residents, and other partners, that would allow for a deeper level of understanding of the full range of functions and capacities of support entities for multi-sector place based efforts.

For the purpose of this work, interviews were conducted with 14 community stakeholders including five network partners, two residents, three support organization representatives, and four out-of-network partners. Interviews were conducted by Avenues of Change and support organization staff and interviews were transcribed by the Social Planning and Research Council of BC (SPARC BC). An external consultant to Avenues of Change created an initial summary document and the final case study narrative was written by representatives on behalf of the Avenues of Change, with feedback and editing by the Population Change Learning Community Support Team.

POPULATION CHANGE LEARNING COMMUNITY

Purpose

- Create a learning environment that accelerates learning and progress, and builds camaraderie and shared purpose, across various sites and communities working to improve population outcomes within their respective geographies.

- Connect Community/Initiative Teams with researchers, innovators and problem solvers (from various sectors) to further inform the learning process, overcome barriers and improve local actions.

- Identify and improve the necessary capacities to be successful in this work - including the organizing strategies, operational structures and measurement system needed to achieve population level success.

Learning Areas

- How did we create the conditions that lead to positive change?

- Are we getting better results?

Case Study Design Process and Approach

The goal of the case study is to better understand the practice of how best to respond to the on-going development and delivery of the support needed for multi-sector place based endeavors, informed by the collective experience of those actually responsible for the place based work. Local teams entered into this process with a commitment to ask questions and gather the perspectives of participating agencies, residents and others, that would allow for a deeper level of understanding of the full range of functions and capacities of support entities for multi-sector place based efforts.

While what was learned through the sharing of our experience in this role, and from the stories of those involved with us, is intended to benefit each local effort, we believe the case studies can also contribute to other's collective efforts on behalf of children, youth, families and communities. To that end, the Population Change Learning Community has adopted a two-phase approach for the case study process.

In phase one, we sought to document the collective experience of those actually responsible for and involved in the local place-based work. Each case study is intended to be a feedback source for those sites participating in the Population Change Learning Community. The process provided the opportunity for those involved to reflect on and make sense of their individual and collective action. The findings from each locale allow us to articulate the on-the-ground experiences of the support entity, or entities, that provides one or more support functions. By relying on local stakeholders to share their experiences and perspectives, and make meaning of those insights, the aim is to strengthen our shared understanding of the elements of effectiveness for those supporting multi-sector place based endeavors. Through our use of a guided exploration of what has happened and what has been learned from those responsible for supporting a place-based endeavor, the Population Change Learning Community has now generated 9 site-specific case studies.

In phase two, these 9 site-specific case studies serve as source documents with which to collectively analyze place based work. Sites within the Population Change Learning Community participate in other well recognized place based efforts such as Promise Neighborhoods, StriveTogether, Working Cities Challenge, IHI SCALE initiative, Purpose Built Neighborhoods, United Way, Avenues of Change in British Columbia, Mobilizing Action for Resilient Communities (MARC), among others. Each of these endeavors have been informed or influenced by at least one, if not many more, theories or frameworks on how to change at a neighborhood or community level. By applying some of these different theories or frameworks on how to drive community or systems change, this subsequent analysis of the collective work of the 9 sites will provide new perspectives for the sites within the Population Change Learning Community to deepen their learning, as well as provide information and insight on the support role to the larger field of population based community initiatives.

For more information regarding this Case Study or the Population Change Learning Community, please contact Alexis Moreno, Case Study Coordinator at alexisgeemoreno@gmail.com or Patricia Bowie, Population Change Learning Community Project Lead at patriciabowie@me.com.

DOMAINS EXPLORED WITHIN THE CASE STUDY

INCREASE THE ABILITY OF NET-WORK PARTNERS TO IMPROVE OUTCOMES AND PRACTICE A SHARED VISION

Information was gathered about:

- Impetus for working together
- Initial goals
- Membership criteria and member roles/responsibilities
- Network coordination
- Development of a shared vision and guiding principles
- Necessary knowledge and skill sets
- Decision making processes

MEASURE AND SHARE DATA TO GUIDE THE EFFORT

Information was gathered about:

- Local insights generated through data
- Motivations for using data
- Data sharing processes
- Use of data
- Additional data needed
- Resident involvement in data-related efforts

INNOVATE AND IMPROVE THROUGH ACTIVE PARTICIPATION IN THE CHANGE EFFORT

Information was gathered about:

Information was sought about how and what changes, improvements and innovations happened throughout the effort:

- Major phases and developments
- Most significant changes
- Detecting a need for change
- Taking initiative to make a change
- Moving through a change process
- Roles of partners and missing partners
- Results of change efforts
- Inventions and innovations
- Enablers and inhibitors of change

SUPPORT THE HUMAN ELEMENT OF CHANGE

Information was gathered about:

Information was asked about the different aspects of working collectively and the various resources and tools used to support the effort:

- Relationships
- Diversity
- Asset vs. problem orientation
- Conflict Resolution

- Managing emotions
- Leadership
- Funding
- Technology

USE NETWORKS TO SUSTAIN, SCALE, AND SPREAD

Information was gathered about:

Information was sought about the ways the effort has been sustained and the ideas or actions scaled or spread throughout the network and the community:

- Spreading the vision
- Scaling the efforts
- Spreading the efforts
- Sustaining or perpetuating the efforts
- Specific role of the support/operating entity in scaling, spreading, and sustaining
- Functioning as a Learning Community
- Networking beyond the local community