SOCIAL INNOVATION WORKSHOP SERIES
REPORT

Starting in September 2012, Social Prosperity Wood Buffalo presented a series of four workshops led by facilitators from Social Innovation Generation at the University of Waterloo. These workshops explored four topics in Social Innovation: Social Innovation and Resilience, Engaging Youth for Social Innovation, Social Finance, and Diversity in Communities and Social Innovation.

This report details the creation of the Social Innovation Workshop Series from development to delivery, presenting workshop evaluations and reflections from the project team. It concludes with key learnings and recommendations for future initiatives.

SOCIAL INNOVATION WORKSHOP SERIES REPORT
FEBRUARY 2013

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"No single actor, public or private, has the all-encompassing knowledge, overview, information or resources to solve complex and diversified problems."

- The Copenhagen Center

1. SOCIAL PROSPERITY WOOD BUFFALO PROJECT SUMMARY

The Faculty of Arts at the University of Waterloo (uWaterloo) is participating in a social change intervention in collaboration with the Suncor Energy Foundation (SEF) and stakeholders in Wood Buffalo, Alberta. The five-year project known as Social Prosperity Wood Buffalo (SPWB) is building organizational capacity and using a collective impact approach to mobilize sectors and implement dynamic social innovations to solve complex problems. Our shared vision to improve quality of life in Wood Buffalo has brought together stakeholders from industry, the nonprofit sector, government and higher education. Together, we are developing processes and tools to help the community become more socially prosperous, resilient and sustainable.

2. WORKSHOP BACKGROUND

The conception of this project coincided with Suncor Energy's decision to use its strengths and capabilities as an integrated energy company to actively engage in the creation of strong, sustainable communities. Early success with the collaborative development of a nonprofit shared space facility in Fort McMurray (the Redpoll Centre) prompted Suncor to continue to find innovative ways to strengthen the communities where it operates.

Social Innovation Generation (SiG) was launched at uWaterloo in 2007 to provide practical support for social innovation in Canada. Frances Westley, the JW McConnell Chair in Social Innovation at uWaterloo, along with Brenda Zimmerman and Michael Patton wrote "Getting to Maybe" as part of an ongoing journey to identify and learn about transformational social change patterns. Cathy Glover, director of Stakeholder Relations and Community Investment at the Suncor Energy Foundation, was inspired by the book and identified Waterloo as a hot-spot for innovation.

Professor Ken Coates, a Canadian historian focused on the history of the Canadian North and Aboriginal rights and indigenous claims, was the Dean of Arts as well as an Associate of SiG. Nancy Mattes was seconded from Arts Advancement when they first worked with SEF to design the project. Ken's research interests in northern communities and society aligned well with SEF's interests to develop effective social

change models. Working with SEF and community leaders including Diane Shannon, Executive Director of the United Way of Fort McMurray, the project was approved in November 2010.

Coates engaged several SiG affiliates to work on the project including Carin Holroyd, PhD, SiG and Department of Political Science, uWaterloo and Mark Weber, PhD, SiG and Associate Professor in the School of Environment, Enterprise and Development (SEED) and Accounting and Finance, uWaterloo. All three SiG affiliates travelled to Fort McMurray in June 2011 and participated in a ten-month Action Learning Team process that resulted in the development of the Social Prosperity Framework for Building Prosperous Communities (The Framework).

Although still affiliated with SiG, Coates left the University of Waterloo in July 2011 to become the Canada Research Chair in Regional Innovation at the International Centre for Northern Governance and Development at the University of Saskatchewan. Coates remains a member of the Social Prosperity Steering Committee and is continuing his community-based research on the project. Professor Holroyd has also left uWaterloo and is an Associate Professor in the Faculty of Arts at the University of Saskatchewan. Professor Weber has since moved to the Centre for Business Entrepreneurship and Technology as the Associate Professor of Management and Organizations. Nancy Mattes continues in her role as director of the project.

3. WORKSHOP DEVELOPMENT

INITIAL MEETING, JANUARY 2012

Nancy Mattes met with Frances Westley in January 2012 to discuss the SPWB project and to explore ways that SiG might be involved in the project. Dr. Westley recognized social innovation strategies within the Framework and suggested creating a Social Innovation Advisory Group to work with SPWB to design social innovation workshops that would support those themes. These workshops would be offered in Fort McMurray and could lead to a uWaterloo certificate in social innovation.

FOLLOW-UP MEETING, FEBRUARY 2012

In February 2012, Mattes met with Cheryl Rose, Director of Partnerships and Programs, SiG, to discuss these ideas further. Rather than establishing an Advisory Group as suggested by Dr. Westley, Rose explained that the entire SiG team met to

discuss the SPWB project. Here, they identified a number of potential workshop offerings they could develop to support the project's work.

In addition to the social innovation workshops, Mattes and Rose explored the possibility of arranging one-day consultation meetings with key members of the SiG and SPWB teams to discuss strategies for the project. However, due to very full workloads the SiG team felt that they could not commit to that level of involvement.

WORKSHOP PROPOSAL, MARCH 2012

In March 2012, SiG presented Mattes with a workshop proposal (see Appendix A). The SiG team would be comprised of four individuals who would develop and deliver the workshops, while Dr. Westley would act as lead in overseeing their design, development, and preparation. Based on priorities identified by the community in January 2012 as well as feedback from Kim Nordbye, Project Manager in Fort McMurray, the following four workshops were identified:

1. Complexity, Resilience and Social Innovation
2. Social Finance and Social Innovation
3. Aboriginal Perspectives and Social Innovation
4. Youth and Social Innovation

It was agreed that it was important to introduce the topic of social innovation at the SPWB Learning Conference in June 2012 as a way to set the stage for the fall workshops. Rose and Mattes explored the idea of featuring Dr. Westley in the lecture.

It was suggested that the workshops start with the "Complexity, Resilience and Social Innovation" workshop as the SiG team considered it a good introduction to the main theories and key social innovation tools. The youth and social innovation workshop would be held in October because the timing worked well with a local group of youth-serving organizations who were interested in sharing their efforts to engage local youth. Kim Nordbye suggested that the Aboriginal Perspectives workshop be expanded to address cultural diversity more broadly as there are more than fifty different languages spoken in Fort McMurray and the community needs strategies to embrace diversity and to recognize it as a community asset. Social Planning Supervisor Emmanuel Makia at the Regional Municipality of Wood Buffalo had organized a cultural diversity workshop in the spring and it was thought that a workshop that featured social innovation would provide new ways of exploring this topic.

SOCIAL INNOVATION PRESENTATION, JUNE 2012

Rose attended the SPWB June Learning Conference in Fort McMurray and gave an introductory lecture on social innovation as planned. (See Cheryl's Social Innovation Presentation.) Unfortunately Dr. Westley was unable to participate due to a family emergency. The social innovation workshop descriptions were included in the Social Prosperity Wood Buffalo Update and Action Plan Report and promoted at the conference.

WORKSHOP PREPARATION AND SETTING THE STAGE

In mid-August Mattes met with the four SiG workshop facilitators to provide information about the SPWB project, community context and to set the stage for the fall workshops. It was decided that the number of participants for each workshop would be limited to 30 so that there would be ample opportunity for discussion and group work. The presenters were also interested in understanding who would be attending in order to tailor their presentations accordingly. It was agreed that participant lists would be provided in advance and the project team would identify all those who had attended previous workshops in the series, what sector they were from and which organizations they represented.

Event participants were contacted at least once in advance of each workshop. The email correspondence provided information about the presenters, suggested readings related to the workshop topic and the agenda. This communication tool was the primary source for setting the stage and managing community expectations. Based on feedback from participants, however, email may not have been the best communication tool as many registrants did not read the pre-workshop correspondence and were not prepared for discussion topics.

As SiG worked through the workshop design, they decided it was important to send two facilitators to each session to ensure a higher quality of delivery. The additional facilitator supported the presenter and acted as observer which was quite helpful during debrief sessions.   SiG paid for these additional expenses which demonstrates their commitment and desire to execute a quality workshop series.

CULTURAL DIFFERENCES AND MANAGING EXPECTATIONS

The University of Waterloo has a long history of addressing community needs for the betterment of society. Historically though, conflicting philosophies and practices in academic and practitioner contexts have challenged university-community partnerships. Opposing approaches and cultural differences require that different teaching methods be used outside versus inside the classroom. Although great

progress has been made to enable universities and communities to work more collaboratively together, managing these cultural differences continues to require careful attention. Understanding community context, needs and expectations and having the capacity to meet those needs is critical to success.

The regional municipality of Wood Buffalo is undergoing rapid change and unprecedented growth that is affecting its ability to anticipate and respond to community issues and opportunities. There is a need for dynamic social innovations to change social systems but these concepts are emerging and complex.

Over the past two years SPWB has identified issues within the nonprofit sector, created space for change and developed strategies for building more effective, relevant, resilient and sustainable nonprofit organizations. The social innovation workshops were developed in response to the need for social innovation and designed to share information on how to create conditions for social innovation, including some relevant tools. Those that were familiar with the project were ready for practical application to solve real issues. However, SiG was clear that the social innovation workshops were best suited to deepen understanding about social innovation, and to explicitly encourage community participants to apply this new knowledge to their work on the ground. Although SiG wanted to be as responsive to the community as possible, they clearly expressed that their expertise was on new thinking around the dynamics of social innovation, not the Wood Buffalo Region nor on specific applications.

DEBRIEFING AND REFLECTION POST-WORKSHOPS

After each of the four workshops, the Social Prosperity team spent time with SiG facilitators reflecting on the workshop's successes and challenges. These reflections provided an opportunity to consider how the workshop might have been improved, to discuss which activities worked well and which did not and why, and to think more deeply about what participants wanted out of the workshops and how best to accomplish their goals.

Workshop evaluations were sent out after each workshop and these were shared with SiG facilitators with the intention that relevant comments would inform the structure and delivery of subsequent workshops.

In addition to the formal feedback gathered from survey evaluations, the Social Prosperity team made their own observations and gathered informal feedback from participants in subsequent follow-up conversations.

4. THE WORKSHOPS

As part of SPWB's plan to promote ongoing learning and build community capacity to implement dynamic social innovations and inspire creative solutions, it presented a series of social innovation workshops facilitated by SiG[1]. The following descriptions were used to promote the workshops:

SOCIAL INNOVATION AND RESILIENCE

This workshop will introduce the linked theories of resilience and social innovation that are at the heart of the SiG approach to tackling intractable social problems. Participants will be provided with a variety of tools to help them to reevaluate their own context, and to identify both the barriers to- and possibilities for, meaningful change. This workshop aims to help people make concrete changes to the way they work, and asks them to think of new approaches to the problems they face.

ENGAGING YOUTH FOR SOCIAL INNOVATION

This workshop will help participants to reveal their own assumptions about whether or not local young people have a role to play in a prosperous Wood Buffalo. It will employ a variety of tools, including system mapping to highlight the general state of a young person's interactions within the local community and non-profit sector. This system sight will allow participants to more fully recognize existing barriers and opportunities for young people to act as local community leaders for social change at a variety of scales.

SOCIAL FINANCE AND SOCIAL INNOVATION

This workshop will focus on ways in which organizations can access financial resources beyond grants and donations. We will outline the legal forms that organizations can take – such as for-profit, not-for profit and co-operative forms - and the financing opportunities each of those structures allow. The goal of this workshop is to clarify the opportunities and constraints that social entrepreneurship and social finance provide organizations.

DIVERSITY IN COMMUNITIES AND SOCIAL INNOVATION

This workshop will focus on tools and strategies for embracing diversity and diverse communities within Wood Buffalo. With a particular emphasis on Aboriginal peoples and communities, this workshop will look at the obstacles and opportunities available to communities seeking to engage the broad range of individuals and groups that exist within Wood Buffalo. Participants will be encouraged to use a social innovation approach to integrating diverse perspectives and groups into a common community.

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[1] Social Innovation Generation at the University of Waterloo (SiG) is a national collaboration addressing Canada's social and ecological challenges by creating a culture of continuous social innovation. sig.uwaterloo.ca

4.1 SOCIAL INNOVATION AND RESILIENCE

Presented on Monday, September 24, 2012 by Ola Tjornbo, McConnell Fellow at SiG.

PARTICIPANTS BY SECTOR

- Nonprofit
- Government
- Business

0%
19%
19%
62%
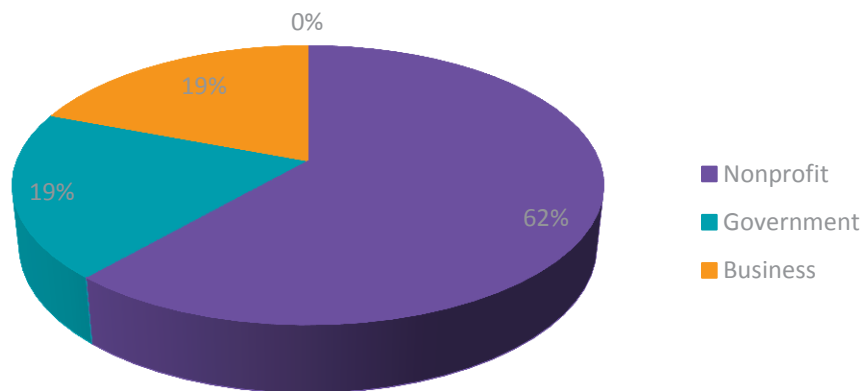
WORKSHOP OVERVIEW
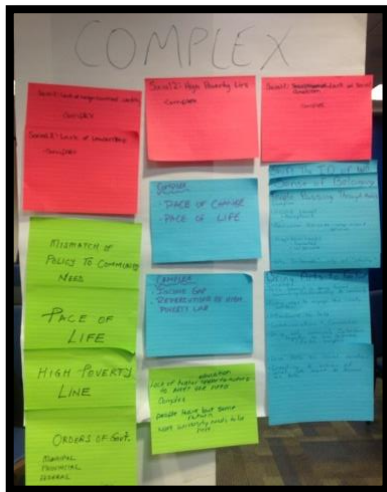
This workshop introduced the linked theories of resilience and social innovation that are at the heart of the SiG approach to tackling intractable social problems. The characteristics of social innovation, systems thinking, and complex problems were presented to help participants reevaluate their own context and identify both the barriers to- and possibilities for, meaningful change.

Participants were asked to identify community issues and to use information provided in the lectures to classify these issues as simple, complicated, or complex. The Scales Tool was then used to parse out problems into macro, meso, and micro scales in order to find appropriate opportunities for intervention.

Click to see the full Social Innovation and Resilience presentation.

TOOLS INTRODUCED[2]

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[2] For more information about tools introduced at this workshop, download A Guide to Social Prosperity Tools at http://socialprosperity.ca/guide-social-prosperity-tools-1

The Stacey Matrix
Scales

COMMUNITY RESPONSE AND REFLECTIONS

This workshop provided an introduction to the concepts of social innovation, complex systems, and resilience. These concepts can be quite dense, and overall this day was the most academic and lecture-intensive of the four workshops.

Participants were engaged during group activities and brainstorming sessions, but there was a sense of frustration in the room stemming from the fact that much of what was being discussed had already been explored at other community events. Repetition and lack of movement forward is a constant concern raised by workshop and event participants in Fort McMurray. Participants have attended many sessions exploring community issues at various levels and feel it is important for workshop facilitators to understand the issues in advance. However the SiG facilitator still felt strongly that it was necessary to bring the group to a common level of understanding by exploring the issues again before getting to the real work of the day. The participants' frustration was highlighted to SiG facilitators after the workshop and it was recommended that they spend more time exploring specific problems and less time surfacing general community issues.

In addition, instructions for small group brainstorming sessions could have been clearer, and it would have been helpful for participants if instructions had been included on the PowerPoint. It is easy for work in small groups to get derailed, so it is also helpful for facilitators to reiterate instructions more than once and to take an active role stewarding small groups to complete the activities.

Participants saw value in breaking a problem into its simple, complicated, and complex elements and seemed to enjoy the scales exercise in which they explored the macro, meso, and micro influences on an issue. Discussions were animated and the workshop seemed to provide a meaningful opportunity to explore pressing community issues in a new way.

WORKSHOP EVALUATION

41% of attendees completed the formal evaluation. The full evaluation can be found in Appendix B.

SOCIAL INNOVATION AND RESILIENCE

Category	Very/Satisfied
Facilitator	82%
Workshop content	82%
Workshop topic	82%

Legend: Very/Satisfied, In the Middle, Very/Dissatisfied
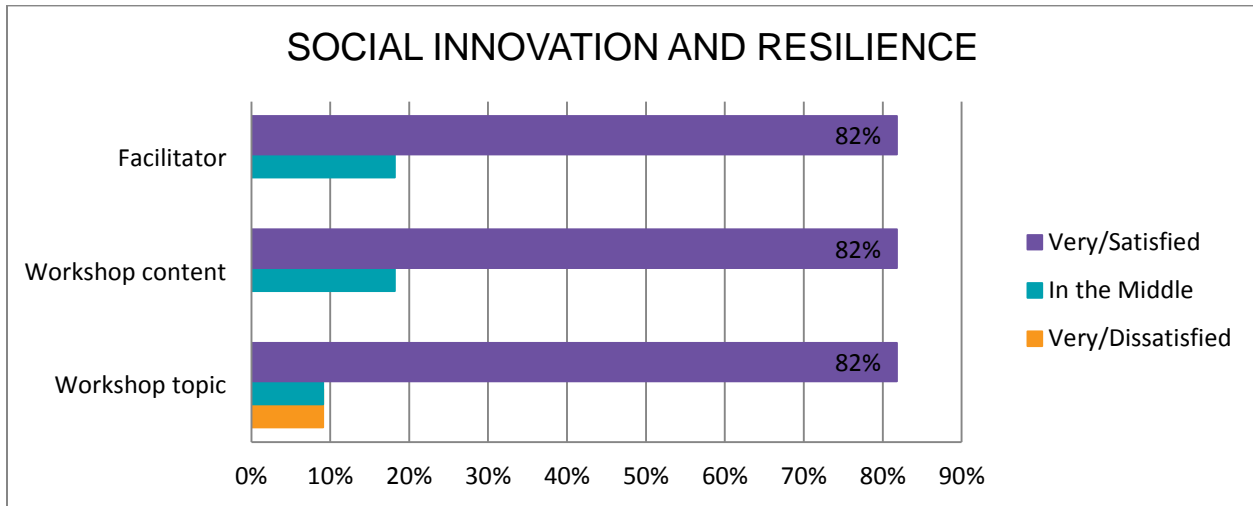
Comment Highlights:
a) I didn't the workshop as relevant as I'd hoped. It seemed to be quite a bit of repetition from previous discussions we've had.
b) This was a great workshop. I am able to take my learning and transfer this learning to what I do.

SOCIAL INNOVATION AND RESILIENCE

Statement	Very/Satisfied
Inspired new ideas and/or goals for my organizations.	55%
Allowed me to make new connections and strengthen my network.	73%
Provided enough opportunity to ask questions and clarify ideas.	73%
Provided useful tools that will help my organization to be more innovative.	64%
Helped me to understand social innovation and resilience.	55%

Legend: Very/Satisfied, In the Middle, Very/Dissatisfied

Comment Highlights:
a) The facilitators were very good, but I found that we seemed to be covering the same topics as past workshops. The same issues were being discussed over and over again.

4.2 ENGAGING YOUTH FOR SOCIAL INNOVATION

Presented on Wednesday, October 17th, 2012 by Anita Abraham, Manager, Knowledge Mobilization at SiG.

PARTICIPANTS BY SECTOR

- Nonprofit
- Government
- Business
- Other

WORKSHOP OVERVIEW
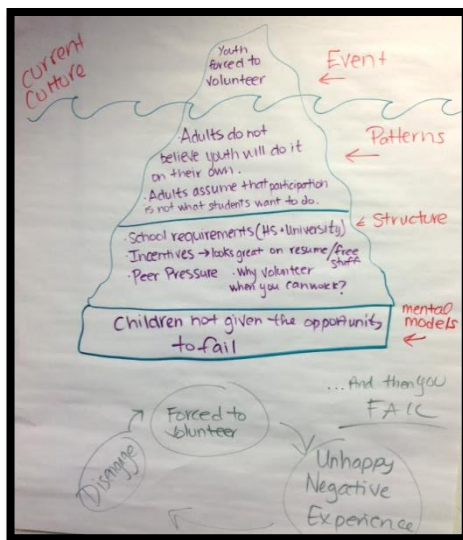
This workshop used the iceberg model, the causal flow diagram, and wicked questions to explore important issues in Wood Buffalo's youth sector. A surfacing exercise asked participants to write out things they thought were important to know about youth in Wood Buffalo on sticky notes and then to cluster these to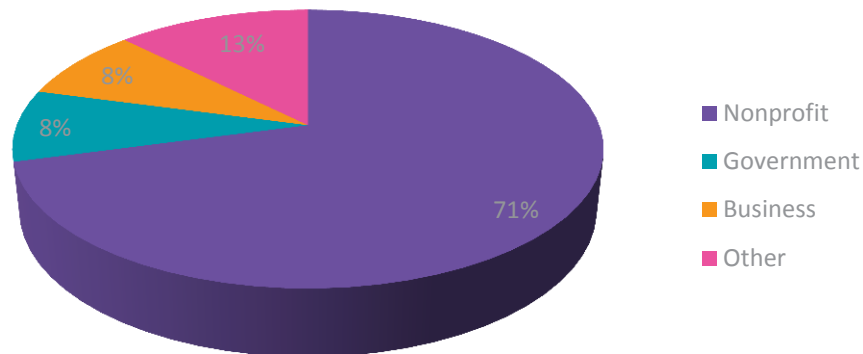 identify themes. The characteristics of complex systems and the importance of systems thinking were presented in a short lecture.

Participants were then asked to create an iceberg model and a causal flow diagram based on one of the themes identified in the surfacing exercise.

This was followed by a lecture explaining how complex problems can be framed in terms of a series of paradoxes or 'horns of the dilemma' and how space for innovation emerges when attempts are made to reconcile the paradoxes.

The small groups were then asked to develop 'wicked questions' relating to the youth issues that had been identified throughout the day. These wicked questions

sought to reconcile the paradoxes presented as 'horns of the dilemma,' broadly asking "how can we continue to have (value 1) while at the same time having (value 2)."

Click to see the full Engaging Youth for Social Innovation Presentation.

TOOLS INTRODUCED[3]

Iceberg Model
Causal Flow Diagram
Using Horns of the Dilemma to Form Wicked Questions

COMMUNITY RESPONSE AND REFLECTIONS

This workshop was a high-energy event. Being domain-specific, it attracted participants who were mostly practitioners working in youth-serving agencies.   Their passion and enthusiasm about their work showed in the energy they devoted to the group activities throughout the day.

Participants saw value in the Iceberg Model, which helps you to look below the surface of an event to the broader patterns, structures, and mental models that influence its emergence and that can provide leverage for change. By the end of the day, the group had identified a promising set of wicked questions and there was momentum to continue exploring potential solutions to these questions.

It remained important for facilitators to be even more proactive in reminding participants of the instructions for the small group work so that they did not miss a meaningful opportunity for learning. However, this workshop saw an improvement as instructions were presented in easy to understand language on the PowerPoint. Participants clearly enjoyed the opportunity to network with others working to improve the lives of youth in Wood Buffalo.

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[3] For more information about tools introduced at this workshop, download A Guide to Social Prosperity Tools at http://socialprosperity.ca/guide-social-prosperity-tools-1

WORKSHOP EVALUATION

46% of attendees completed the formal evaluation. The full evaluation can be found in Appendix C.
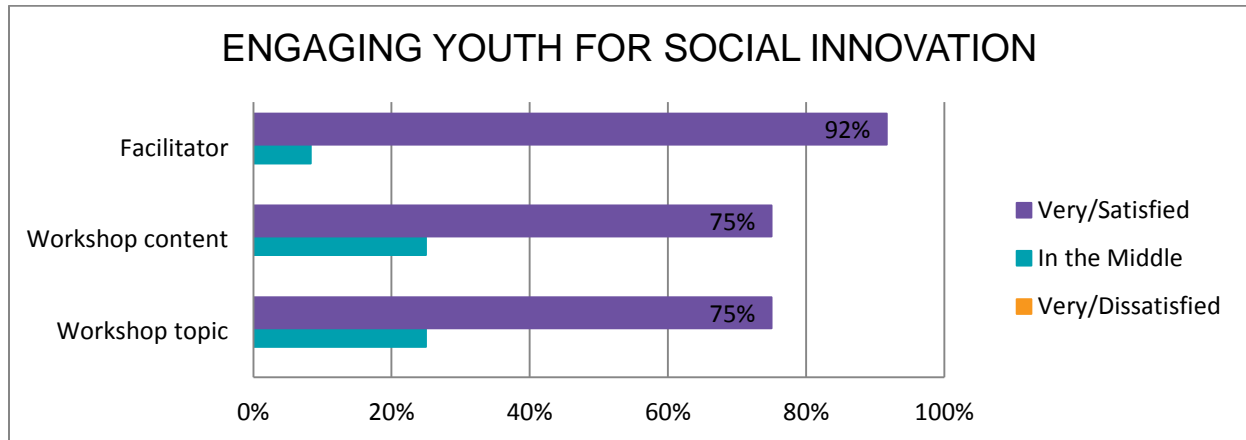
Comment Highlights:

a) Awesome Job! Anita was fantastic!!!
b) too didactic and the exercises were not well explained nor were they dealt with very well in terms of there applicability to the work place.
c) As an event -planner, I would say that the workshop was well planned and presented. Presenter, pace, space, food, and time management. Other than the agenda, I wish we had a hand-out for the presentation (Power-Point).
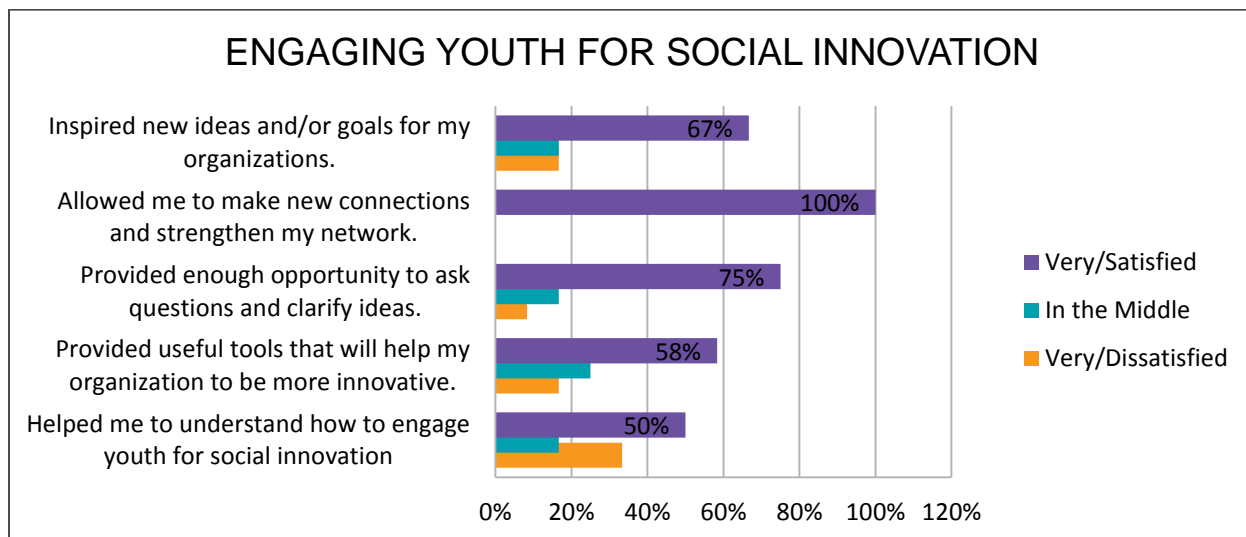
Comment Highlights:

a) In my opinion the workshop got participants thinking but offered no call to action
b) the session was great for networking purposes but didn't really help with much else.
c) Attending the workshop will help change my perspective in dealing with the youth. I came out with tools and new ideas that will help my organization grow.

4.3 SOCIAL FINANCE FOR SOCIAL INNOVATION

Presented on Tuesday, November 27th, 2012 by Sean Geobey, McConnell Fellow and PhD Candidate at SiG.

PARTICIPANTS BY SECTOR

- Nonprofit
- Government
- Business
- Other

WORKSHOP OVERVIEW

This workshop explored emerging tools for social finance including social impact bonds, microfinance, community bonds, crowd funding, and social return on investment. The day began with a brainstorming session to identify key stakeholders in order to gain insight into the strategic context in which particip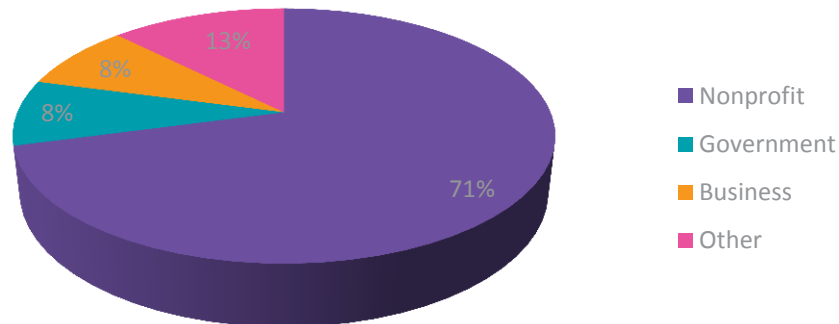ants were working. Participants were then asked to identify their financial stakeholders, exploring what stakeholders stand to gain by supporting their programs as well as what risks they face. A short lecture introduced social finance and set the stage for an exploration of the social finance tools. The lecture explored the legal forms of for-profit, non-profit, and charity as well as the vehicles available to each to access capital.

Small groups were given one social finance tool to present and were asked to consider when this type of financing would make sense, when it wouldn't make sense, and when it could be useful in Wood Buffalo. Each social finance tool was then presented by Sean in greater detail, including examples of successful and emerging initiatives.

The afternoon was spent exploring Social Return on Investment in small groups. Participants were also asked to consider possibilities for using the social finance tools in their organization's current programming.

Click to see the full Social Finance for Social Innovation Presentation

TOOLS INTRODUCED[4]

Social Impact Bonds
Microfinance
Community Bonds
Crowd Funding
Social Return on Investment

COMMUNITY RESPONSE AND REFLECTIONS

The introduction to basic social finance tools provided valuable information, but it might have been more useful to discuss one case study per tool in greater depth. Participant questions throughout the day indicated an interest in learning how to operationalize the social finance tools. They wanted to know specifically how one might go about establishing a community bond or beginning a crowd funding campaign. However, differing levels of basic understanding about social finance in the room made it difficult to gauge how much detail was appropriate to present.

The first half of the day in which the group discussed social impact bonds, microfinance, community bonds, and crowd funding had more energy than the second half of the day which explored social return on investment. Not all participants were in a position in their organizations to be able to draw on all the information needed to make a meaningful determination of social return on investment, making the afternoon exercise difficult and frustrating for some.

In retrospect, more time should have been spent brainstorming ways that the social finance tools could be applied in Wood Buffalo and less time on the stakeholder mapping exercise which did not yield particularly useful insights.

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[4] For more information about tools introduced at this workshop, download A Guide to Social Prosperity Tools at http://socialprosperity.ca/guide-social-prosperity-tools-1

WORKSHOP EVALUATION

48% of attendees completed the formal evaluation. The full evaluation can be found in Appendix D.

SOCIAL FINANCE FOR SOCIAL INNOVATION

Comment Highlights:

a) I found the topic slow to start and the instructor used too much technical language. It became difficult to follow at times.

b) I appreciated that the instructor was very professional, well dressed and knew his subject.

c) Gave food for thought but lacking a way to operationalize the information> How does this fit in with what we are doing now? How can we transition or pilot new financing strategies?

SOCIAL FINANCE FOR SOCIAL INNOVATION

Comment Highlights:

a) I do not feel I really learned anything that I can really apply. The only thing it did was raise awareness that these types of social finance tools exist. However I am confused as to their application and usability.

b) Very well done, thank you.

4.4 DIVERSITY IN COMMUNITIES AND SOCIAL INNOVATION

Presented on January 30th 2013 by Katharine McGowan, Post-Doctoral Fellow at SiG.

PARTICIPANTS BY SECTOR

- Nonprofit
- Government
- Business
- Other

68%
21%
7%
4%
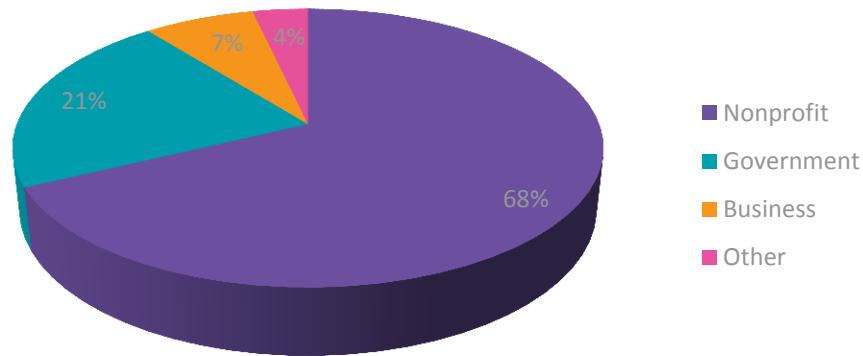
WORKSHOP OVERVIEW

This workshop focused on how cultural diversity can increase community resilience and create space for social innovation. Participants were asked to identify milestones that shaped their relationship to cultural diversity on national, local, and personal scales, and then worked in small groups to identify and present themes at each scale as well as themes that emerged across scales. A short lecture then introduced the concept of resilience and explored how diversity can lead to resilience and innovation, providing examples and introducing the concepts of bricolage and moditionality. Participants were asked to create a vision for Fort McMurray in 2025 based on something from the previous timeline exercise.

In the afternoon, three common lenses through which people often view diversity were presented: competition, contact, and learning. Small groups were asked to

consider cultural diversity in Wood Buffalo from each of these lenses and to present their findings. They were then asked to consider when one of these lenses contributed to creating an innovative process, program, or policy and when it could.

Click here for the full Diversity in Communities and Social Innovation Presentation.

TOOLS INTRODUCED

Lenses

COMMUNITY RESPONSE AND REFLECTIONS

This workshop had the highest registration rate of the series, suggesting that the topic of cultural diversity resonates strongly in Fort McMurray. The timeline exercise helped to surface important milestones related to cultural diversity on national, community, and personal levels. In retrospect, the design of this exercise could have been made clearer to elicit more meaningful results. For instance, going into more detail about how to identify trends and to construct a narrative would have been helpful. In addition, for this particular workshop the project team could have made a greater effort to reach out to Wood Buffalo communities outside Fort McMurray as well as cultural organizations within Fort McMurray to ensure that participants were more representative of Wood Buffalo's overall population.

In this workshop there was a clear desire for more tangible outcomes and to move from discussion to action. The part of the day that could have potentially had the most impact came at the very end, when people were asked to identify how the competition, contact, and learning lenses could contribute to creating innovative processes, programs, or policies. By this point in the day, however, the energy in the room was waning and the activity did not generate the level of ideas that it could have.

WORKSHOP EVALUATION

48% of attendees completed the formal evaluation. The full evaluation can be found in Appendix E.

DIVERSITY IN COMMUNITIES AND SOCIAL INNOVATION

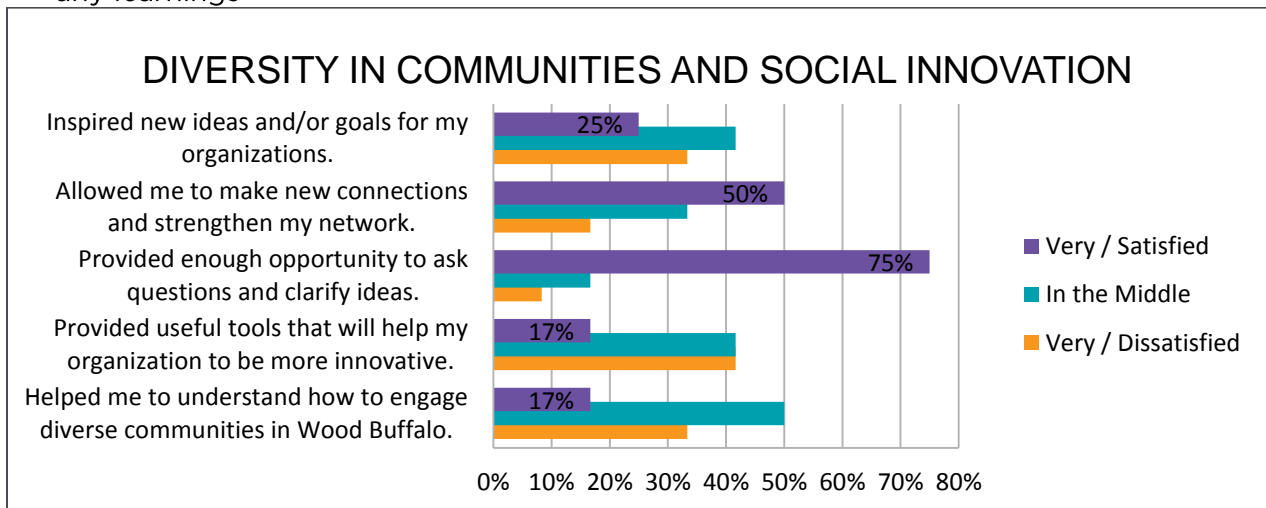|	Very / Satisfied	In the Middle	Very / Dissatisfied
Facilitator	92%		
Workshop content	75%		
Workshop topic	82%		

Comment Highlights:
a) While I think the topic was good and the activities were beneficial; I would have enjoyed more tangible outcomes.
b) The workshop was interesting and opened the door to thinking differently about our community. The participants were very helpful and contributed great information.
c) -workshop wasn't grounded in participants' experiences or needs -no materials provided for take-aways; this would increase the likelihood of people reviewing the material and any learnings

DIVERSITY IN COMMUNITIES AND SOCIAL INNOVATION

	Very / Satisfied	In the Middle	Very / Dissatisfied
Inspired new ideas and/or goals for my organizations.	25%		
Allowed me to make new connections and strengthen my network.	50%		
Provided enough opportunity to ask questions and clarify ideas.	75%		
Provided useful tools that will help my organization to be more innovative.	17%		
Helped me to understand how to engage diverse communities in Wood Buffalo.	17%		

Comment Highlights:
a) I would consider the whole event to be successful, Katharine was great, Food was great and the participants were all well engaged into the exercises that the facilitator asks us to do. Would love to be part of this workshop again. thank you
b) -lack of actual training, explanation of the tools or debriefing their experience with the tools -I don't think the objectives were realistic
c) There was no tools presented. Nothing that I took away on how to improve cultural diversity in relationships or the workplace. All talk and no action. I feel the presenter was very engaging, just did not stay on point.

5. KEY LEARNINGS

1. **This community wants action[5]:** Workshop evaluations for all the social innovation workshops described a general desire to move away from discussion and into action. Participants want tangible outcomes and have a strong appetite to work together to solve the issues that emerge during these learning days.

2. **There is an inherent tension held in the dissonance between the constraints of SiG and the reality of Wood Buffalo.** The work of SiG is based on years of research, which proved to be both a benefit and hindrance. SiG was quite explicit regarding the constraints of this kind of intervention and what they were capable of doing. They offered a lens for looking at the issues and asking questions differently. They believe the citizens of Wood Buffalo are the experts in their own community context, and what they could offer was a new approach in how they frame the issues.

3. **One-day workshops do not satisfy the community's desire for action:** Getting to meaningful action in a one-day workshop may not be a realistic expectation. However, running one-day workshops creates momentum around an issue and can generate frustration when avenues for solving identified problems are not provided. This reinforces Social Prosperity Wood Buffalo's observation that one-day workshops are no longer the best strategy for intervention.

4. **When you run a workshop for the first time, things don't always go as planned:** All four social innovation workshops were developed specifically for this series. In retrospect it was easy to see where greater clarity around ideas and instructions was needed. However, this is difficult to anticipate before trying out an exercise in a group.

5. **Concepts and theories need to be presented in clear language:** Social innovation is a complex and emerging field, and SiG is the academic branch of Social Innovation Generation. As such, much of the information provided in the workshops was academic in nature. To achieve common understanding and to avoid alienating participants, ideas need to be presented with the audience in mind and illustrated with examples.

6. **There was significant (reciprocal) learning on the part of SiG and Social Prosperity Wood Buffalo regarding how to best prepare the community for this kind of learning opportunity**. Participants were asked to register

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[5] In an effort to address community requests for information on how to apply the tools, Social Prosperity Wood Buffalo created "A Guide to Social Prosperity Tools". This easy to follow document provides a summary of all the tools that have been introduced through the Social Prosperity Wood Buffalo project to date. Each tool includes a short description, explanations on how to use the tool as well as additional resources. A Guide to Social Prosperity Tools is available on the Social Prosperity website.

based on descriptions of workshops that were written and posted in May. By the time the workshops were designed and ready for delivery, in some cases, they had changed significantly from that description. While SPWB tried to manage the expectations of participants, not everyone read the advance materials.

7. **It's important to prepare the facilitators for community expectations and experience.** While the SiG team was briefed on the project and community context they felt that they had not been properly informed about what had been taught to the participants before. This oversight might have been prevented if both teams had discussed what information could be shared and more time had been set aside for the briefing.

8. **It's equally important to prepare the community for the workshop topics and to set the stage for a successful learning experience.** The SiG team had submitted a number of questions that they wanted to have responses to from all participants prior to each workshop to help give them a sense of experience, context and interest. Unfortunately these questions were not included in pre-workshop correspondence due to some confusion amongst the SPWB team on who was tasked with pre-workshop contact. Based on their experience with the community, however, the SPWB team felt that the chances of getting responses from all attendees would have been greater if the questions had been included in registration process. Unfortunately the questions were not received in time for the registration process.

9. **Evaluations should be sent to the facilitating team** in advance as an effective way to communicate the intention of the day and to ensure it is being evaluated appropriately and in a way that is most meaningful and helpful.

6. WHAT WOULD WE DO DIFFERENTLY NEXT TIME?

1. **Market the Social Innovation Workshop Series as a mini-course leading to a certificate of completion:** Participants would attend all four workshops, minimizing the number of surfacing/brainstorming exercises and allowing participants to build on their knowledge throughout the workshop series. Over the four workshops, participants could learn the tools, explore the issues, and have more time to develop solutions and agree on action plans.

2. **Market the Social Innovation Series as lectures as opposed to workshops:** Given the theoretical nature of much of the information presented during the workshops, it might lend itself better to a lecture format as opposed to workshops. This would play to the strengths of the SiG presenters and would attract participants who were there to learn new concepts and theories.

3. **Engage SiG in an entirely different way: Identify one pressing social issue, engage local experts and invite selected people from all sectors who care about the issue to participate in a dialogue to address the problem using appropriate social innovation tools.** Engage a trained facilitator to convene the discussion using social innovation and other tools as appropriate. Conduct community-based research in advance so that when the group is gathered together, they will have reviewed the facts, local context, social innovation concepts/ tools and research report so that the discussion can be informed and social innovation tools can be applied to identify appropriate action steps and/or implementation plans. Apply the [Collective Impact model](#)[6] to achieve a greater impact and engage a backbone organization to support this effort.

4. **Engage SiG to develop a workshop series by choosing a domain area and developing a community of practice.** Building on the previous point, without doubt, there was the most cohesion and energy in the room when participants were a part of the same domain area. By delving more deeply into how they can influence the system where they are seems to be the strongest approach forward. A domain area would need to be chosen that has significant interest but not polar opposite approaches embedded within it. Then a group of participants would go through a series of workshops that would highlight the social innovation tools and thinking strategies as a way to practice the tools but also as a way to get to the place of taking action. For example, the group who attended the session on youth and resilience came up with a set of very strong wicked questions by the end of the day. Those questions opened up the space for future workshops to focus on how other strategies and tools

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[6] Collective impact initiatives, multisectoral collaborations that act together to achieve a common set of goals, can achieve systemic change more effectively than nonprofit organizations working alone. Using Cincinnati's Strive partnership as an example, John Kania and Mark Kramer, Social Innovation Review, 2011, present the value of collective impact initiatives along with five key elements of success.

could be used to further their impact and influence within the system and consequently could also build a very strong community of practice and advocates around a particular issue and approach. This could act as a nice model to replicate and scale as time passed and would build capacity within the sector in a very intentional way.

7. NEXT STEPS

1. Social Prosperity Wood Buffalo will use the social innovation tools presented during the SiG Workshop Series to address complex problems in Wood Buffalo. In the coming months, the Social Prosperity Wood Buffalo Steering Committee will determine how best to incorporate these tools into the ongoing work of the project.

2. Participants from the workshops are invited to use A Guide to Social Prosperity Tools to incorporate the social innovation tools into their work. A Guide to Social Prosperity Tools brings together many of the tools that the project has introduced since 2011, providing useful tips on how they might be used in Wood Buffalo. The Guide is intended to help networks, organizations, and individuals apply the learning from Social Prosperity Wood Buffalo workshops. It is available on the Social Prosperity Wood Buffalo website at: http://socialprosperity.ca/guide-social-prosperity-tools-1.

3. As the community of Wood Buffalo identifies complex social problems they hope to address, Social Prosperity Wood Buffalo will continue to explore ways to engage Social Innovation Generation to further support this work.

APPENDIX A: SOCIAL INNOVATION WORKSHOP PROPOSAL

SOCIAL INNOVATION WORKSHOP PROPOSAL

Social Innovation Generation is now recognized as a unique intervention in Canada, supporting the creation of conditions to support social innovation. The SiG collaboration remains committed to long-term goals that focus on complex, whole systems approaches; our central activities focus upon research, education and training, advocacy, and collaboration. Led by the Chair in Social Innovation, Dr. Frances Westley and its Director, Cheryl Rose, the SiG@Waterloo team holds particular expertise in applying new knowledge into the design and delivery of resources.

These education vehicles can help leaders learn about social innovation and apply their understandings to collaborative action for significant change in communities.

The faculty and fellows of SiG@Waterloo propose to design and provide onsite delivery for a series of workshops on social innovation dynamics focused on a collection of specific topics.

These workshops would be specifically designed to incorporate social innovation and their impact in support of the strategies identified in the Social Prosperity Wood Buffalo Framework for Building Prosperous Communities:

1) Invest in people through education and skill building in order to create agents of social change;
2) Increase leadership capacity to enable leaders to address complex social problems;
3) Increase nonprofit organizational capacity through workshops and in-house training.

The design and preparation for delivery of the Social Innovation Workshop Series will be overseen by Frances Westley and will involve the direct participation four (4) SiG@Waterloo team members (in addition to Westley) who hold specific, deep expertise on the topic areas. Workshops will be developed on themes chosen from the following list:

- System Mapping for Social Innovation
- Complexity, Resilience and Social Innovation
- Scaling Initiatives for Social Innovation
- Social Media and Social Innovation
- Social Finance and Social Innovation
- Social Innovation and Health Systems
- Aboriginal Perspectives and Social Innovation
- Environmental and Social Resilience
- Youth and Social Innovation
- Historical Perspectives on Social Innovation
- Social Innovation and the Environment
- Social Innovation and Mental Health

WORKSHOP DESIGN AND DELIVERY PREPARATION TIMEFRAME:

Workshop design and delivery preparation will involve some training and orientation of SiG team members (faculty and graduate students) to ensure high quality and consistent workshop delivery. It will also involve time to gain a solid understanding of the Wood Buffalo project as well as the community context. The design and preparation phase will occur between April – July 2012.

A total of three (3) days of the SiG team's time is required; we have scheduled these 3 days within current project timeframes and feel confident that with an April start, full design and delivery preparation can be complete by the end of July 2012.

Once workshops have been designed and the full SiG team of experts prepared for consistent, relevant, high quality delivery, we will be able to offer a series of one-day, specially designed workshops by a professional team, all experts in social innovation. The workshops will be offered onsite in Wood Buffalo upon request and on a schedule that suits the community – a minimum of four (4) to be confirmed over the next one year period.

Workshops delivered in subsequent years to be determined by interest and impact evaluated by Social Prosperity Wood Buffalo.

APPENDIX B: SOCIAL INNOVATION AND RESILIENCE WORKSHOP EVALUATION

SOCIAL INNOVATION AND RESILIENCE EVALUATION

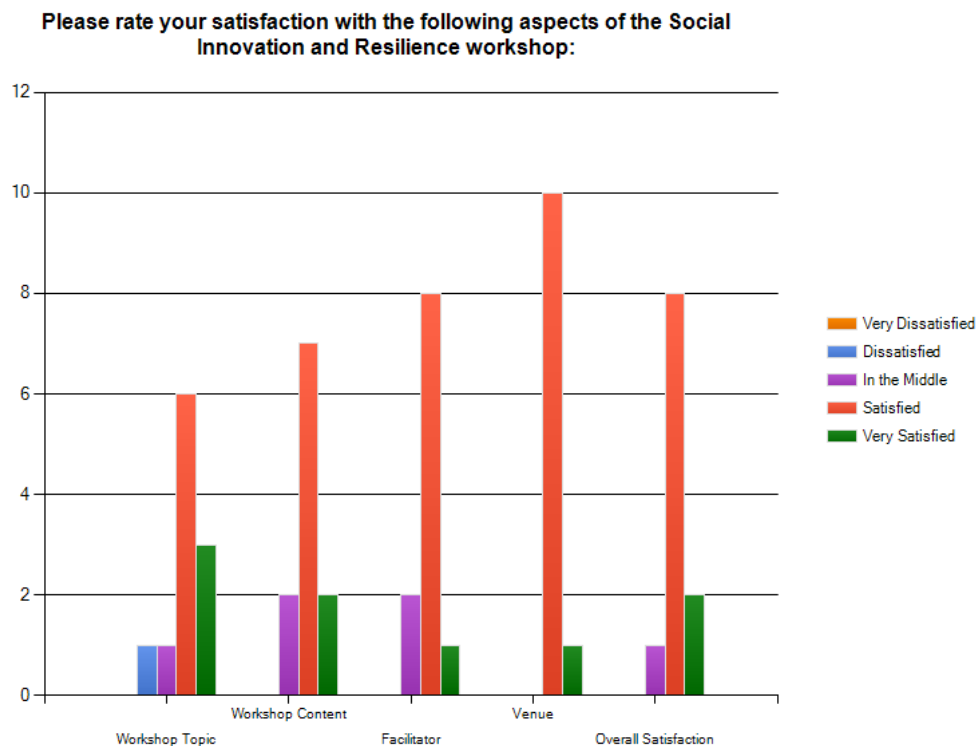Facilitated by: Ola Tjornbo for SiG@Waterloo, September 24th 2012

Fort McMurray Attendees: 27
Waterloo Attendees / Guests: 7
Total Attendees: 34
Percentage of Attendees who Completed this Evaluation: 41%

Q1:

Please rate your satisfaction with the following aspects of the Social Innovation and Resilience workshop:

Comments:

a) Found the facilitator to be rather flat, perhaps a little unsure of himself
b) I didn't the workshop as relevant as I'd hoped. It seemed to be quite a bit of repetition from previous discussions we 've had. I expected a more indepth account of the capacity survey results.
c) The workshop was very good and interactive.

d) This was a great workshop. I am able to take my learning and transfer this
learning to what I do. I would like

Q2:

The Social Innovation and Resilience Workshop:
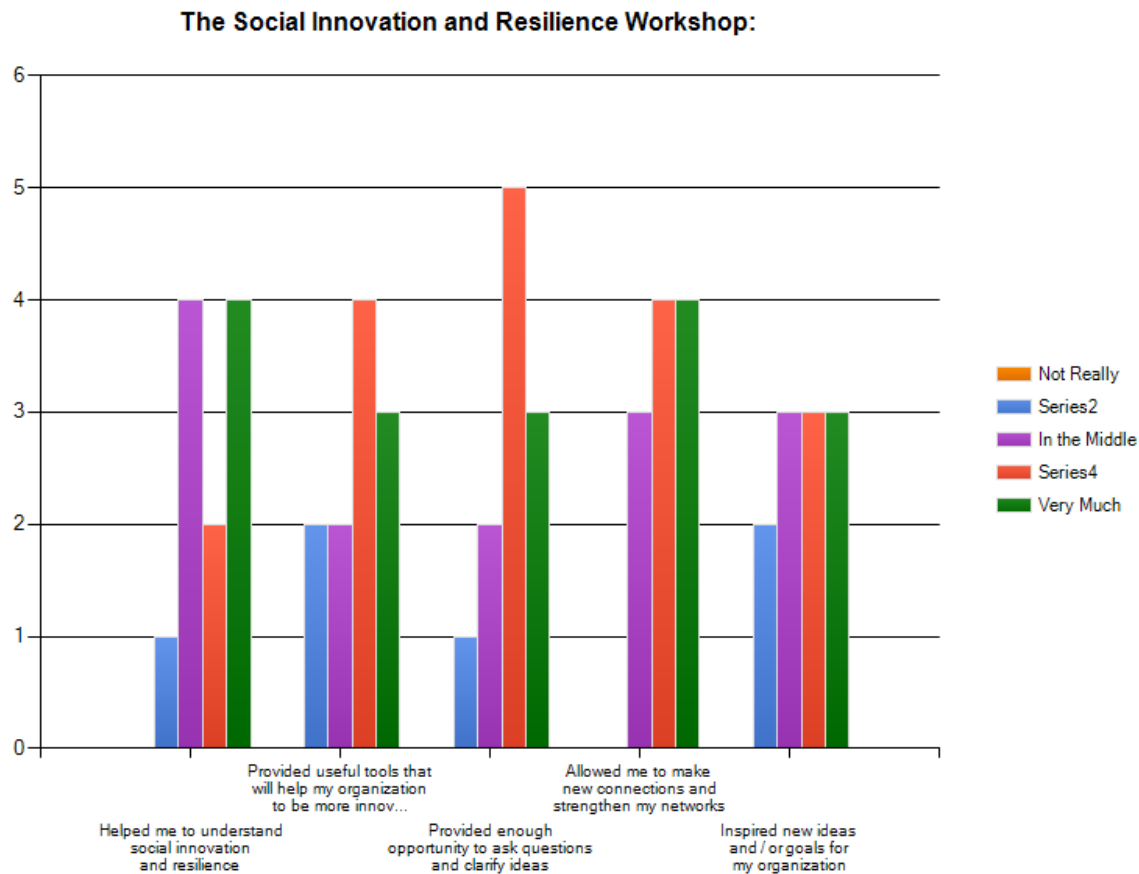
Comments:

b) To be fair, missed part of the day, which took away from the personal value for
me.

c) The facilitators were very good, but I found that we seemed to be covering
the same topics as past workshops. The same issues were being discussed
over and over again.

d) I am not sure about networking, because some people are so conservative and
very comfortable in their zones.

Q3. The most useful aspects of the Social Innovation and Resilience workshop were...

a) The open discussion of common issues: complex, complicated and simple.

b) The Stacy Scale - deciding how Simple, Complicated or Complex the problem is.
c) Tools for issue categorization: simple, complicated, complex. Macro, Meso, Micro
d) Putting theory into practice with real time problems within my community.
e) The table topics were the most useful aspect of the workshop for me.
f) The tools and discussion and working through some issues.
g) The mini brainstorming session, it was great to bounce ideas off of others.

Q4. The Social Innovation and Resilience would have been more useful if...

a) I had been able to commit to the whole day.
b) Enough information but not too much
c) More focus on solutions.
d) More community was involved eg. faith based organizations and aboriginal representation
e) New members were allowed to introduce themselves and talk a little bit about their organization and what they do.
f) I can't think of anything off the top of my head - every aspect was great from the venue and food to the content to length of day.
g) less time was spent in the morning on identifying the issues...these issues have been identified before via SPWB and other channels...
h) The audio system was working better, couldn't always hear what people were saying.

Q5. I could have used more information about...

a) I would have liked to hear more about the capacity survey results.
b) The nonprofit survey. Would have been value is setting back a couple of hours to review what questions were in the survey and provide results related to some of the issues identified from the session. Perhaps worked through an issue as a group with a commitment to take some action.
c) I like the fact that information can be transferred immediately. I am very happy that most of the information is accessible within a reasonable amount of time. Networking has a much smoother flow at SPWB events. I believe this is due to the fact that there are no booths available to interact with as in most conferences. Without the distraction of doing five things at once allows participants to create communication and strengthen relationships. Great Job!
d) social innovation

APPENDIX C: ENGAGING YOUTH FOR SOCIAL INNOVATION WORKSHOP EVALUATION

ENGAGING YOUTH FOR SOCIAL INNOVATION,

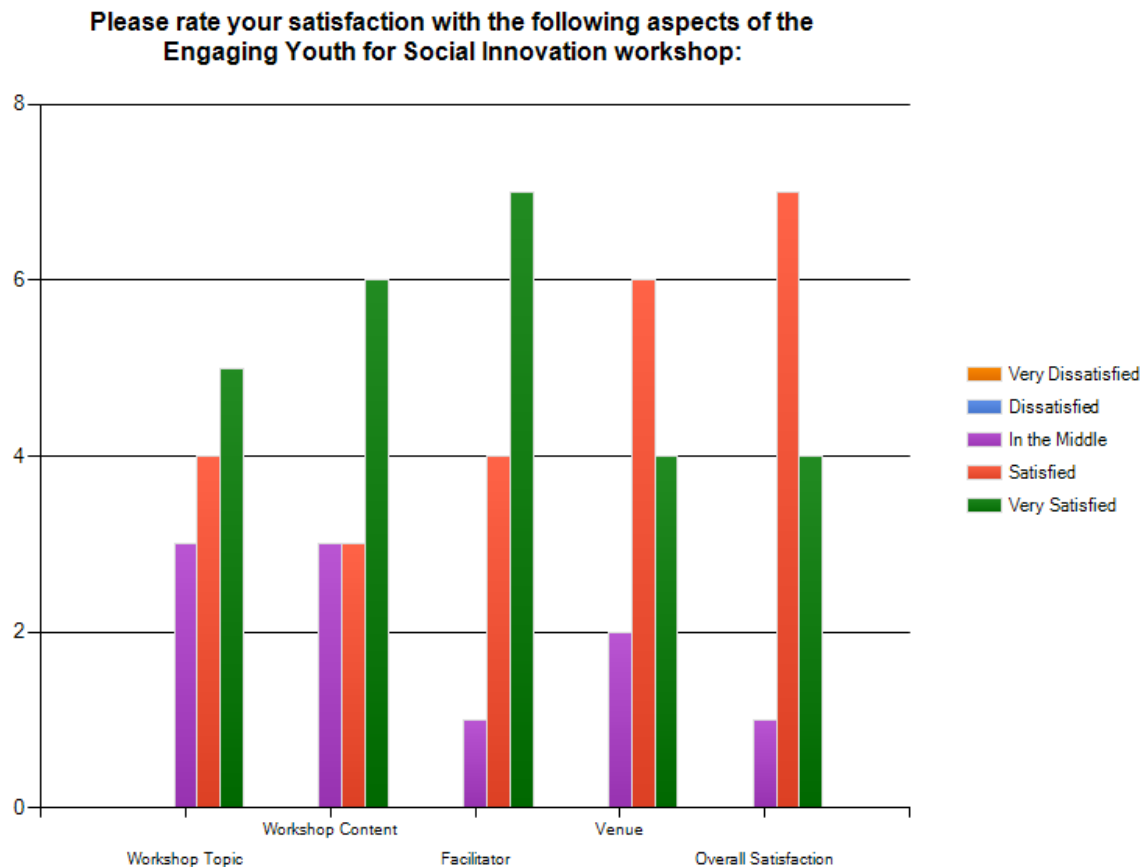Facilitated by Anita Abraham for SiG@Waterloo, October 17th 2012

Fort McMurray Attendees: 26
Waterloo Attendees / Guests: 3
Total Attendees: 29
Percentage of Attendees who Completed this Evaluation: 46%

Q1:

Comments:

d) Awesome Job! Anita was fantastic!!!
e) to didactic and the exercises were not well explained nor were they dealt with very well in terms of there applicability to the work place.

f) As an event -planner, I would say that the workshop was well planned and presented. Presenter, pace, space, food, and time management. Other than the agenda, I wish we had a hand-out for the presentation (Power-Point).

g) very informative, I wish I would have attended session one!

h) Excellent workshop- although, I missed the morning session (explaining) the Iceberg, by reading the posts and other information left from the morning, I was quickly able to gain insight into the Iceberg concept.

Q2:

The Engaging Youth for Social Innovation Workshop:
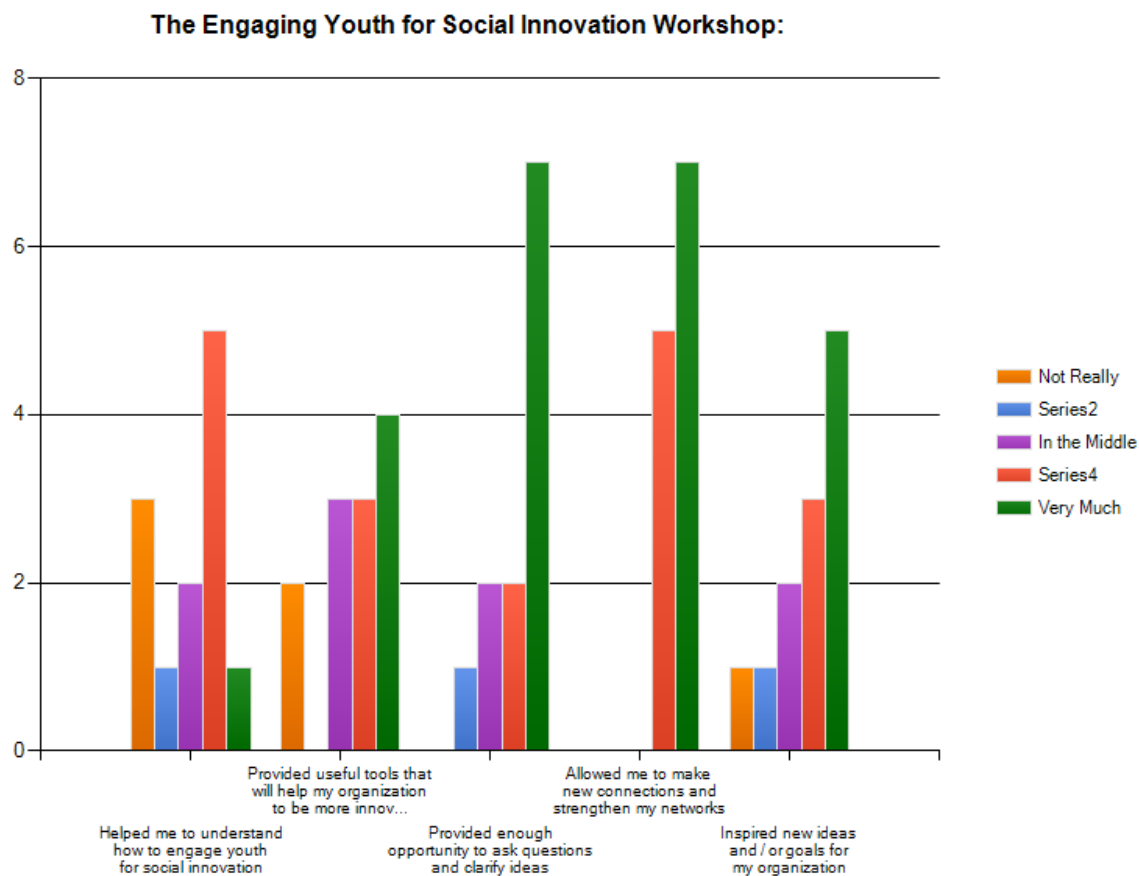
Comments:

d) In my opinion the workshop got participants thinking but offered no call to action

e) the session was great for networking purposes but didn't really help with much else.

f) Attending the workshop will help change my perspective in dealing with the youth. I came out with tools and new ideas that will help my organization grow.

g) Inspiring with some as it the exercises helped them rethink their current methods and design new ideas into reality

Q3. The most useful aspects of the Engaging Youth for Social Innovation workshop were...

a) The honest attempt to structure disconnected youth to causes. I am left wondering if tradition or too swift a change is failing transiting humanity from one age to another?

b) Hearing Anita's presentation. Interacting with other youth agencies. Coming up with POSITIVE solutions. I was so happy that this session took a POSITIVE stance, rather than the all-too-familiar negative outlook on our community. Bravo.

c) networking a new way of looking at problems

d) I really enjoyed how the facilitator allowed us to determine our own issues both positive and negative in fort Mcmurray, and then encouraged us to determine our own solutions to the issues. Although we came up with solutions it was the guidance and words of the facilitator that made is all possible

e) Networking and learning about the community

f) Iceberg tool-

g) To discuss Youth opportunities and needs - To know how many people/organizations working for Youth in the community

h) Understanding the youth in light of the current trends, their environment and the systems sorrounding them. 40 Assets Iceberg

i) I really like working on the Wicked Questions and the process around doing that

j) Theory to help me work understand a different approach in problem solving.

k) The Brainstorming Sessions after introducing concepts. Especially since we had to sit with people that we either didn't know or don't see that often as our circles don't often form the Ven Diagram of our community.

Q4. The Engaging Youth for Social Innovation workshop would have been more useful if...

a) Not so much of if than of just additional perspectives to the inquiry. How much of disription is twenty four hours shift in seven days fifty two weeks a break away from people as social beings. Is there future following this approach without resting community from hard values of self engagement for enrichment continuosly? Is humanity in danger of self destruction? I thought that here to beyond these questions need examining too.

b) key decision makers and change agents were also at the table as opposed to the usual non-profit faces.

c) I think it was useful. I do not think there was any part that was not useful.

d) There had been information about how youth feel and data from their perspective beyond the doc that was presented at the end.

e) -Some leaders in innovation that currently work with Youth had been part of the workshop

f) We had the victims participating, considering there were lots of experts gathered together.

g) The day when from Youth to more general issues in Fort McMurray

h) Simply listed some trends and methods of engagement or principles of engagement.

i) It was very helpful.

Q5. I could have used more information about…

a) Survey models on engagements simple and user friendly for business results in none profit sector.

b) youth specific programs that already exist regarding social innovation and how we could implement those sorts of programs here. I'm not about re-inventing the wheel.

c) as above

d) Lists of all youth organizations within the community for easy reference and refferrals.

e) The next step who to move from Wicked questions to action

f) Social innovation workshops or conferences or University Modules on engagement and connecting to youth for social innovation. THANK YOU

g) nothing to add.

APPENDIX D: SOCIAL FINANCE FOR SOCIAL INNOVATION WORKSHOP EVALUATION

SOCIAL FINANCE FOR SOCIAL INNOVATION

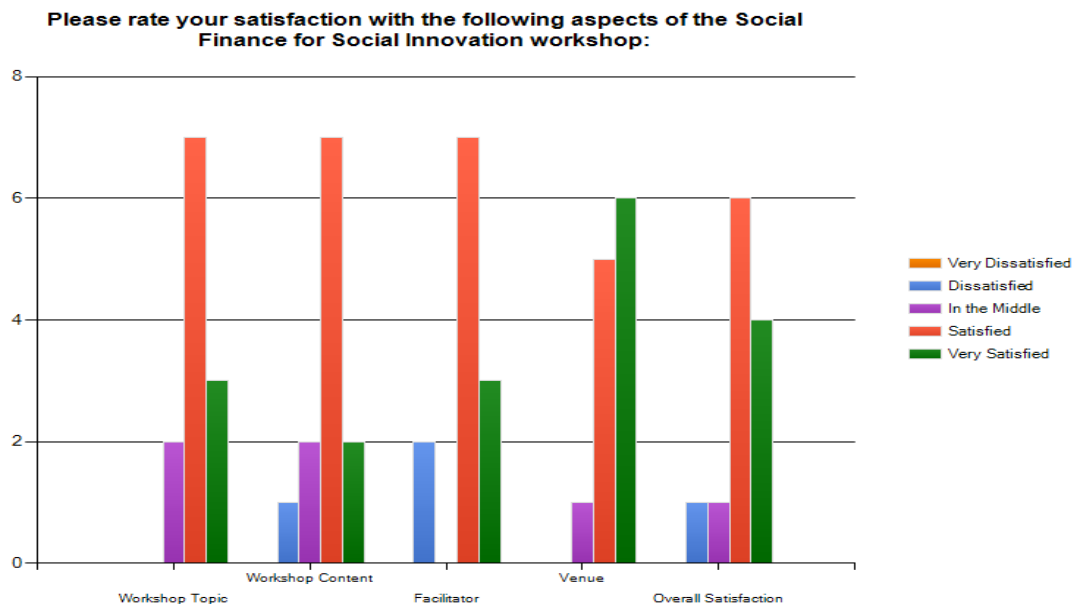Facilitated by Sean Geobey for SiG@Waterloo, November 27th 2012

Fort McMurray Attendees: 25
Waterloo Attendees / Guests: 3
Total Attendees: 28
Percentage of Attendees who Completed this Evaluation: 48%

Q1:

Comments:

    d) Well-planned event.
    e) room configuration difficult - having chairs where your back is toward the front
    f) I found the topic slow to start and the instructor used too much technical language. It became difficult to follow at times.
    g) I appreciated that the instructor was very professional, well dressed and knew his subject.
    h) The networking during this event was very useful as were the topics covered in the 2nd half of the day. I found the pace to be extremely

slow, too much time was given to complete the exercises, we were long done and talking about other topics when we got around to sharing our information, also the lunch breaks and scheduled breaks dragged the day. Additionally, the wording of the content was

vague, long and difficult to understand, as were the facilitator's explanations. There were a lot of non profit financial idioms used that made the meaning vague. It sounded as if there was lot of effort put into sounding smart, however, it obscured the meaning and ended up taking much longer than needed to explain relatively simple concepts. The hand out and ppnt's need to be reworked to be made simple and understandable. Anyone from any industry should be able to read the material and understand it during the first reading, it it they can't - it is not well written.

i) It is a very complex subject, gaining some understanding is helpful. For most not for profits the need to get expert advice will always be a better option. no one can be specialised in all fields. It may be nice to compliment a system like this with where to go for a professional consultation

j) Gave food for thought but lacking a way to operationalize the information> How does this fit in with what we are doing now? How can we transition or pilot new financing strategies?

Q2:

The Social Finance for Social Innovation Workshop:
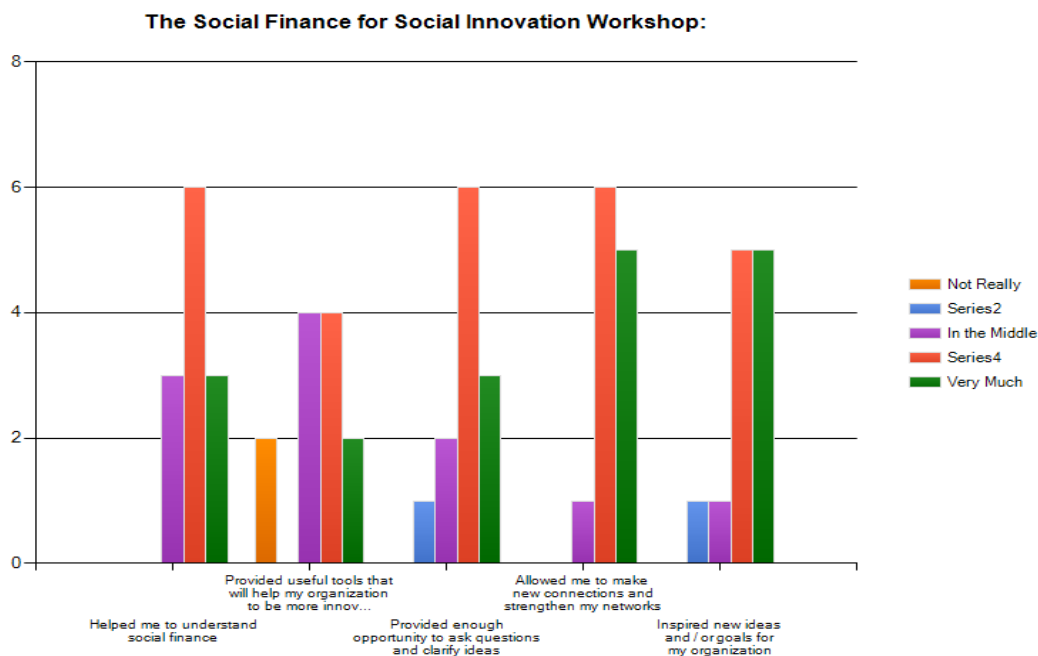
Comments:

c) I liked the idea of picking cards for networking opportunities.
d) I do not feel I really learned anything that I can really apply. The only thing it did was raise awareness that these types of social fiance tools exist. However I am confused as to their application and usability.
e) Very well done, thank you.
f) some understanding which is helpful

Q3. The most useful aspects of the Social Finance for Social Innovation workshop were...

a) new options, but unfortunately not something my organization can use at this time. In the future, we maybe able to use the crowd-funding.
b) Local connections and finance sources
c) Learning about different social finance opportunities available for social entrepreneurs here in Fort McMurray. Identifying stakeholders, knowing what they stand for and satisfying their needs before applying for funds.
d) Focus on identifying outcomes and measuring outcomes.
e) Networking and meeting new people.
f) Critical need to focus on sponsor needs rather than on you needs. Show sponsor how sponsor can benefit their organization.
g) Networking and learning some new social finance systems.
h) overall insight to what this is all about
i) new ideas, new contacts

Q4. The Social Finance for Social Innovation workshop would have been more useful if...

a) options that are usable in our community.
b) We had been furnished with the terms and conditions, i feel we would be in a better situation to determine the most ideal tool.
c) Some pre-reading material might have been helpful. Also, it would have been more useful for me if we could have focused on one specific Ft. Mac organization and walked through both sides fo the hand-out with this single entity focus.
d) The topics were explained a little better and perhaps a better break down of the evaluation. It seemed the goal was to think about measuring the results of the non-profit sector but there was little time actually spent helping us understand this resource.
e) More time was needed to discuss and work on SROI to ensure all participants got it.
f) shorter, clearer meanings, more concise, clear explanations.

g) there was a built in way to translate into action - next steps.

Q5. I could have used more information about...

a) Repayment terms, short or long term.
b) At this point in time I'm not sure. I will be doing my own follow-up research.
c) Felt like the self teach was a bit challenging as we didn't know and if you were not a table with someone who had some knowledge, you didn't get to understand fully. Know at the end of day a couple of the individuals didn't understand social bonds at all.....I happen to be a table that helped me understand them.
d) private consultations - what these would cost. This kind of financing is not an easy matter
e) case studies, examples of actual SROS, interview clips of stakeholders (funders) showing how they view and evaluate social initiatives/investments. How do the different funding strategies fit in with our current model? Will social financing replace or compliment government (local, provincial, federal) and business support for social programs?

APPENDIX E: DIVERSITY IN COMMUNITIES AND SOCIAL INNOVATION WORKSHOP EVALUATION

DIVERSITY IN COMMUNITIES AND SOCIAL INNOVATION

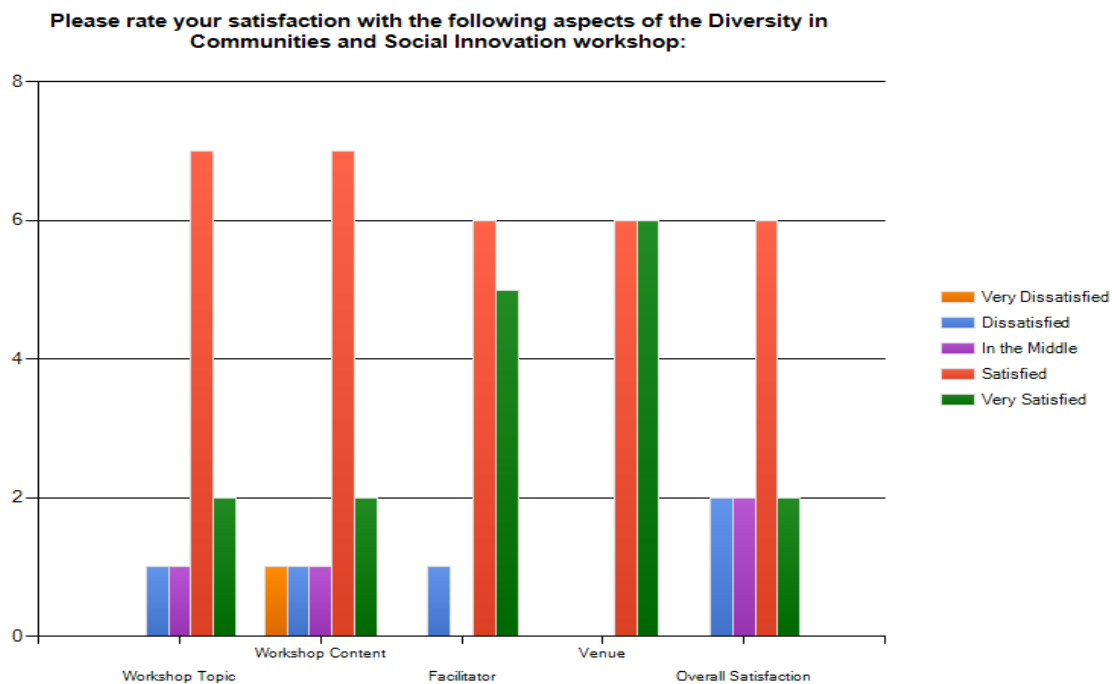Facilitated by Katharine McGowan for SiG@Waterloo, January 30th 2013

Fort McMurray Attendees: 25
Waterloo Attendees / Guests: 3
Total Attendees: 28
Percentage of Attendees who Completed this Evaluation: 48%

Q1:

Please rate your satisfaction with the following aspects of the Diversity in Communities and Social Innovation workshop:
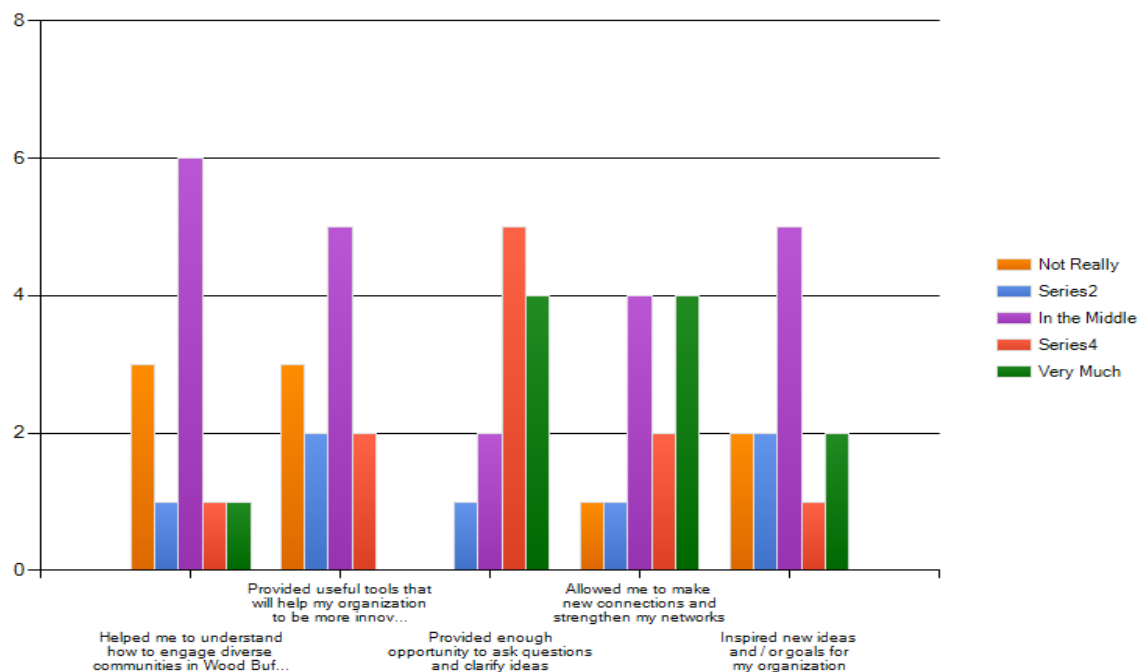
Comments:

d) While I think the topic was good and the activities were beneficial; I would have enjoyed more tangible outcomes.

e) The workshop was interesting and opened the door to thinking differently about our community. The participants were very helpful and contributed great information.

f) -workshop wasn't grounded in participants' experiences or needs -no materials provided for take-aways; this would increase the likelihood of people reviewing the material and any learnings

g) I was hoping for a bit more of a focus on the aboriginal population.

h) I came for the topic and thought there was going to be a focus on engaging the aboriginal community but there was nothing discussed about that at all.

i) There was a very small amount of core content that was stretched into a full day session with no tangible or realistic goal other than more discussion. We don't need discussion we need action and tools for action and there wasn't any of this during the seminar. The group who attended all work in non profit and have for many years, and the material was very rudimentary. Additionally, the questions the facilitator asked were vague and confusing, and the assitant didn't help to clarify she only added to the confusion.

Q2:

Comments:

d) I would consider the whole event to be successful,Katharine was great, Food was great and the participants were all well engaged into the exercises that the facilitator asks us to do. Would love to be part of this workshop again. thank you

e) -lack of actual training, explanation of the tools or debrefing their exerence with the tools -I don't think the objectives were realistic
f) There was no tools presented. Nothing that I took away on how to improve cultural diversity in relationships or the workplace. All talk and no action. I feel the presenter was
very engaging, just did not stay on point. Exercises using sticky notes on the wall tend to eat up more time than useful.
g) This was the same non profit group with the addition of 1-2 new people as we have had in previous workshops, so no new networking connections were made. There also wasn't any content or tools within the seminar to show people how we can work together to create change or forge partnerships or to tools to bring organizations together to create change. I'm tired of all the rah rah Fort Mac is the best place ever theme that is brought forth at these sessions - there is room for growth and yes there are opportunities, but lets face it, this place has a very long way to go to be a truly attractive place for people to live. Right now, it is a good place to work because of the high wages, but not a great place to live.

Q3. The most useful aspects of the Diversity in Communities and Social Innovation workshop were...

a) that in encourage participants to be active, rather than just mere audiences who listen to the facilitator.
b) I liked the history component and trying to find connections.
c) Getting together with colleagues and making new connections with both agencies inside/outside of the region.
d) networking and exchange of ideas
e) -met some new people -found out what others are doing
f) Defining moditionality and bricolage Lens exercise
g) Topics provided food for thought/reflection.
h) Nothing about this particular one was particularly useful.
i) Sorry, it wasn't useful.
j) Finding the common thread in perspectives to our city

Q4. The Diversity in Communities and Social Innovation workshop would have been more useful if...

a) There were more outcomes as a go forward.
b) We had discussed specific tools for reaching out to the aborigional community to determine how we can strengthen a partnership of understanding each other's future needs.

c) there had been specific examples of how the lenses could be implemented in an nfp.
d) Additional tools to take away and/or a call to action.
e) More discussion on aboriginal population.
f) The topid had of stay on point and if there was tools and ideas presented.
g) Some actual issues and solutions could be discussed

Q5. I could have used more information about...

a) Leadership program that focuses on leading a diverse members of the group/organization
b) First Nations- spending more time dispelling some common minsunderstandings. EX. Why if saying 'Fort Mac' offensive to some.
c) Aboriginal relations
d) Same as above.
e) aboriginal communities.
f) We need really pragmatic movers and shakers to work with our groups, not Ph.D's who love theory and have no business/practical experience.
g) Intergenerational and intercultural success stories