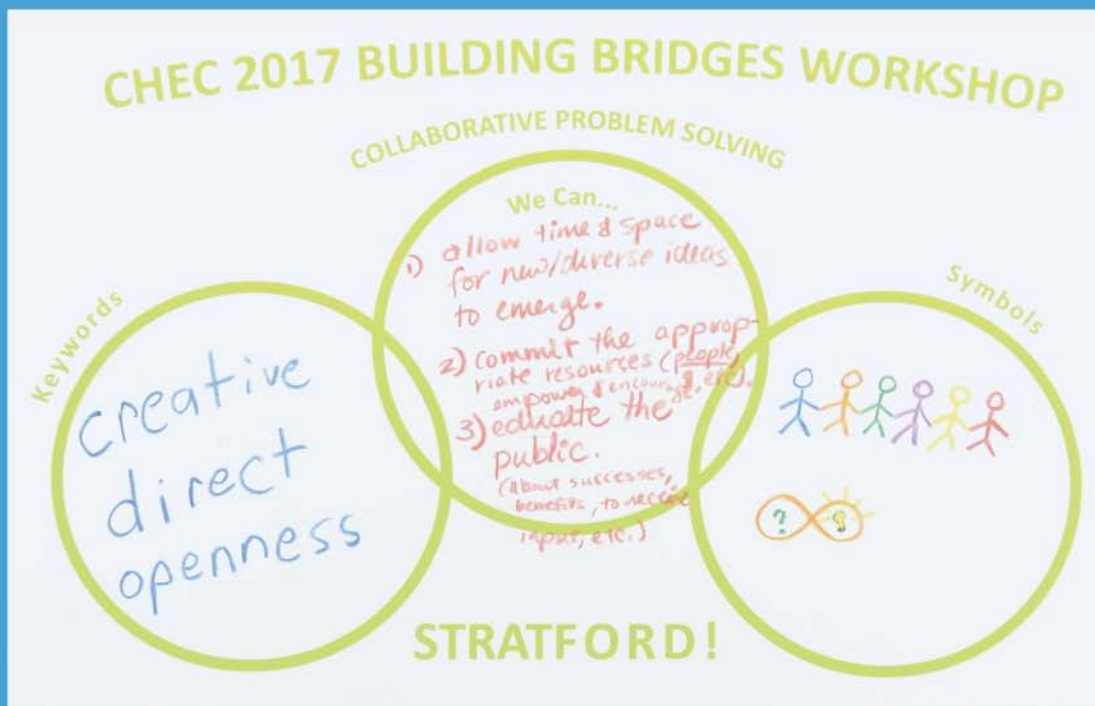


University of Waterloo CHEC Initiative



2017 Building Bridges Workshop Summary Report

UNIVERSITY OF
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Executive Summary

On April 4th 2017, the University of Waterloo Community, Health, Environment, Communications (CHEC) Initiative held its Building Bridges workshop at the Stratford Campus. Citizens, members of Stratford Council, and representatives of community organizations from across Stratford and beyond gathered to exchange ideas and knowledge about collaborative problem solving for community wellbeing.

A panel of three exciting speakers, Bill Davidson (Executive Director of Langs Community Health and Wellness), Sue Coulter (Connectivity Navigator for Carizon Family and Community Services) and David Greer (Constable and Community Mobilization/Mental Health Coordinator for Huron Detachment) gave insightful accounts of their respective experiences with the Situation Table model of collaborative problem solving in the health and social services sectors.

The panel provided the specific focus for the workshop and set an inspiring basis for three roundtable discussions that gave participants the opportunity to talk about

- i. what collaboration means to them;
- ii. the actions they can take to build and sustain a collaborative problem-solving culture, and
- iii. the benefits of collaboration.

The workshop participants worked collaboratively to depict their conversations on a 'CHEC Building Bridges Workshop' image (see the following page for all the images created). With respect to what collaboration means, there was a common concern for good process design and establishing justification for collaborative processes. Participants distilled their ideas down to three keywords, which they wrote on the image.

Participants were asked to write catch phrases on the images to express the actions they would take to build and sustain a collaborative problem-solving culture. Some phrases were abstract in nature (e.g., accept chaos), while others were more concrete (e.g., focus on users' needs). Many of the catch phrases began with action verbs (e.g., create, give, make, meet, pursue, etc.), which underscores the action-oriented nature of collaborative problem-solving.

The responses illuminated the different scales at which the benefits of collaborative problem solving may play out, including personal (e.g., people feel more connected), organizational (e.g., leverage resources) and community (e.g., collaboration continues) scales. In addition, participants emphasized the cognitive benefits of collaborative problem solving (e.g., strength, trust, similarities, etc.).

In this report, we provide a brief description of the workshop theme and the specific workshop focus on Situation Tables. We provide biographies of our panelists, summarize the workshop discussions, and end with next steps, including a description of CHEC's Community Connections Program, which sets out the different ways that CHEC can facilitate connections between citizens, representatives of community organizations and UW faculty and students.

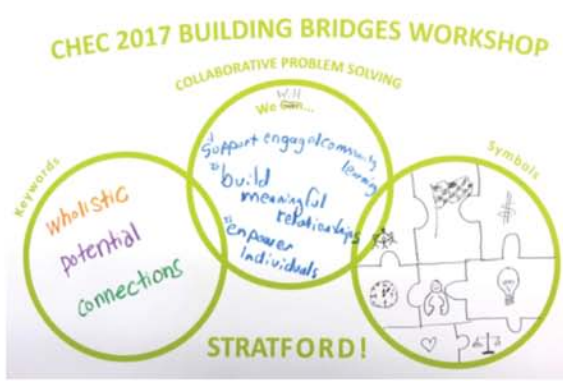
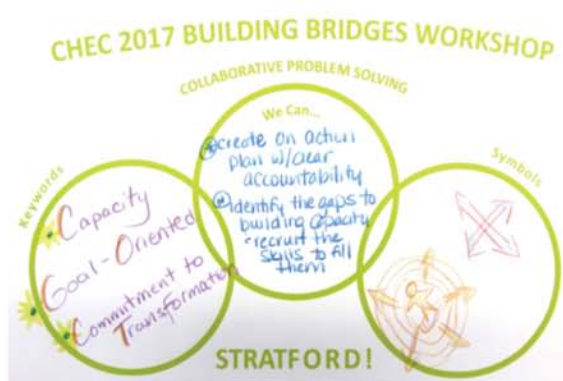


Table of Contents

1. Introduction	1
2. Workshop Theme: Collaborative Problem Solving for Community Wellbeing	2
3. Specific Workshop Focus: Situation Tables	3
4. Summary of Discussions	5
4.1 What does collaborative problem solving mean to you and/or your organization?	6
4.2 What actions can we take to create and support the kind of collaborative problem solving culture reflected by the three keywords in your image?	9
4.3 How will we benefit (or have we benefitted) from taking action to create a collaborative problem solving culture?	11
5. Next Steps	11
Appendix A – Workshop Agenda	14
Appendix B – Workshop Participants	15
Appendix C – Raw Workshop Notes	17

1. Introduction

The University of Waterloo Community, Health, Environment, Communications (CHEC) Initiative is a multi-disciplinary research entity supported by the faculties of Arts, Environment, and Applied Health Sciences. We facilitate and support collaborative, university-community research projects that benefit communities as well as fields of practice and scholarship. Our focal community is the City of Stratford and our strategic goals play out in Stratford and surrounding communities (St. Marys, Perth County, Bruce County, Huron County) – and beyond.

Over the past three years we've embarked on many Stratford-based research projects dedicated to a diverse range of community development matters. Our understanding of Stratford's community concerns and CHEC's role in the community has been enhanced by the projects we continue to support as well as the workshops that we've hosted in Stratford.

Our first 2014 Stratford Stakeholder Workshop enriched our understanding of the community's challenges, strengths and assets. In the winter of 2015, we held a series of discussions attended by UW faculty and representatives of Stratford community organizations. These discussions planted seeds for future research partnerships in the areas of health care, indicators of wellbeing, public policy, and digital media. In June 2016, we hosted a luncheon at Stratford Campus to celebrate the research projects that emerged in part from these events.

One overarching topic that surfaced from these events is collaborative problem solving. During our 2014 workshop, we learned that Stratford community organizations have embarked on many collaborative initiatives to address community issues. Our 2015 discussion series provided part of the basis for our collaborative, Stratford-based research partnerships. These experiences inspired the theme of our 2017 Building Bridges Workshop: collaborative problem solving for community wellbeing.

Our Building Bridges workshop provided space for Stratford community stakeholders to gather and exchange ideas and knowledge about (a) what collaboration means to them, (b) the actions they can take to build and sustain a collaborative problem-solving culture, and (c) the benefits of collaboration. Our aim was to deepen existing, collaborative working relationships and inspire new partnerships and governance networks around Stratford community concerns.

And so, bright and early on April 4th 2017, representatives from community organizations in Stratford, members of City of Stratford Council and staff, and other guests from Kitchener-Waterloo and beyond gathered to explore the theme of collaborative problem solving. The event began with brief presentations by Clarence Woudsma, CHEC Director, Associate Professor and Director of the School of Planning; and Tanya Markvart, CHEC Director of Research and Programming.

Things really got going when a panel of three speakers, Bill Davidson, Sue Coulter, and David Greer, gave exciting accounts of their respective experiences with the Situation Table model of collaborative problem solving in the health and social services sectors. The panel provided the

specific focus for the workshop and set an inspiring basis for the discussions, which concentrated on the broad theme of collaborative problem solving. For a complete workshop agenda see Appendix A.

In the sections that follow, we explain the broad theme and specific focus of our workshop, including an introduction to our speakers. We summarize the roundtable discussions, including the discussion questions, process, and findings. Finally, we end with ideas for next steps, which may be pursued in part through CHEC's Community Connections Program.

2. Workshop Theme: Collaborative Problem Solving for Community Wellbeing

People are by nature collaborative and the idea of collaborative decision making or problem solving can be traced back to prehistoric times. Contemporary explanations of collaborative problem solving attribute its emergence in the public sphere in North America to roughly the 1960s, with such champions as Jane Jacobs, journalist, author, and activist who strongly advocated for the inclusion of citizens' voices in New York City neighbourhood planning.

The concept of collaborative problem solving represents a reaction to the perceived failures of conventional (i.e., centralized, hierarchical, departmentalized, expert-driven) approaches to decision making, which tend to exclude minority voices, less powerful interest groups, and local knowledge of public issues. In contrast, collaborative processes constitute a shift towards more inclusive, decentralized, and deliberative forms of decision making and power sharing among interested and affected citizens and responsible authorities.

Practitioners and scholars have explored many interesting – and sometimes contentious – questions about collaborative problem solving. For example, there have been ongoing discussions about how to design 'good' collaborative processes, the differences between 'strong' and 'weak' collaborative processes, and whether collaborative processes are appropriate for all types of decision making in the public interest.

It is beyond the scope of this report to summarize the different camps that have emerged around these discussions. CHEC's Building Bridges Workshop focused on the benefits of collaborative problem solving that have been demonstrated by practitioners and scholars and around which there is some consensus. These benefits include the following, among others:

- Enhanced legitimacy or 'buy-in' of decisions;
- Enhanced success in implementing plans, policies, and programs;
- New more inclusive governance networks;
- Increased trust;
- Increased fairness in considering the interests of minorities and less powerful interest groups; and
- More innovative solutions that can address complex issues.

To briefly explain, because collaborative forms of decision making are more inclusive of the range of people affected by a decision, they may enhance the legitimacy of decisions and, in turn, support the successful implementation of plans, policies and programs. Over time, collaborative forms of problem solving may increase trust among the different actors involved and provide the basis for new, more inclusive governance networks. In addition, the inclusion of interested and affected stakeholders in decision making may increase the fairness of decision outcomes, especially with respect to the distribution of impacts, costs, and benefits.

Finally, because collaborative problem solving brings together people with local and expert knowledge as well as expertise from different relevant disciplines, it may lead to innovative solutions that are more capable of addressing complex socioeconomic and environmental problems.

Over the years, many different forms of collaborative problem solving have emerged. For example, participatory budgeting gives citizens a direct say in how a local government should spend its capital budget. The Canadian Model Forest Network represents a collaborative framework for community-based sustainable forest management. The City of Kingston included citizens in all stages of its strategic sustainability planning and established a not-for-profit organization to work with citizens to oversee the implementation and monitoring of the plan's goals.

Our Building Bridges Workshop concentrated on Situation Tables as one locally present form of collaborative problem solving. Our panel of presenters talked about different aspects of this phenomenon, drawing from their personal experiences. In Section 3, below, we define Situation Tables and summarize the panel presentations.

3. Specific Workshop Focus: Situation Tables

Situation Tables are a multi-disciplinary, inter-organizational, collaborative approach to addressing situations of elevated risk in a community. The goal of the tables is to connect individuals dealing with mental health, addictions, homelessness, family dysfunction and other problems with social and health services that meet their immediate needs. They are comprised of standing committees with consistent membership (from police services, other justice services, mental health services, children and youth services, school boards, hospitals, emergency shelters, housing, and others) that meet weekly.

The Situation Table model emerged in Saskatchewan in about 2011 when the Prince Albert Police Service facilitated partnership development with community organizations in order to forge a more coordinated response to manage situations of elevated risk among vulnerable members of the community.

Since 2011, Situation Tables based on the Prince Albert model have been initiated across Ontario, including North Bay, Sudbury, Rexdale, Halton Hills, Cambridge, North Dumfries, Kitchener, and Guelph.

As previously mentioned, three panel presenters generously gave their time and expertise to talk about the Situation Table phenomenon in Waterloo Region, Stratford, Perth County, and Huron County. On our panel were

- Bill Davidson, Executive Director of Langs Community Health and Wellness Centre;
- Sue Coulter, Connectivity Navigator for Carizon Family and Community Services; and
- David Greer, Constable and Community Mobilization/Mental Health Coordinator for Huron Detachment OPP.

Below, we provide a brief biography for each presenter.

Bill Davidson, Executive Director, Langs Community Health and Wellness



Bill Davidson has been the Executive Director of Langs since 1985. He was instrumental in establishing the Langs and North Dumfries Community Health Centres, Community Diabetes Program, Youth Drop-In Centre, and most recently the Community Hub in 2012 and Connectivity Table in 2014. The Langs model has received significant attention in the last year and the organization has been visited by close to 50 cities representing over 100 different community groups across the province. As an active volunteer, Bill was a recipient of two commemorative medals and an award from the Cambridge Chamber of

Commerce to recognize his work in the community.

Sue Coulter, Connectivity Navigator, Carizon Family and Community Services



Sue has worked at Carizon Family and Community Services for 14 years, 12 years as Clinical Intake Manager and is currently the Connectivity Navigator. Prior to that, she worked at the Volunteer Action Centre and Anselma House. Centre and Anselma House (now part of Women's Crisis Services Waterloo Region) in several roles including Executive Director. Sue has worked and volunteered in the social profit sector for over 35 years. She has a BA from the University of Waterloo, a Volunteer Management Certificate from Humber College and has studied in the Not for Profit Management program at the

University of Guelph.

David Greer, Constable and Community Mobilization/Mental Health Coordinator for Huron Detachment



Provincial Constable David Greer began his career in policing in 2010 when he began working an Ontario Provincial Police Officer with Caledon Detachment. While stationed in Caledon, David was a front line general duties officer. In 2015 David transferred to his current location with Huron Detachment. Since his transfer, he has taken the position of Community Mobilization and Mental Health Coordinator, and become the Chair of the Huron Perth Situation Table. David sits on many committees and actively works with community agencies to

bring supports to community members in need.

Each presenter drew from his/her personal experiences with Situation Tables. Bill, for example, was instrumental in bringing the Situation Table model to Waterloo Region. He spoke about the challenges in establishing and maintaining a Situation Table, including privacy issues and the measures that members of Situation Tables can take to appropriately address them. Sue is currently Chair of the table for Kitchener-Waterloo. She spoke about the Situation Table decision-making process and the courage and dedication needed to make the process effective. Dave is Chair of the table for Huron and Perth Counties. He spoke about how being on the Situation Table affected his approach to dealing with at-risk individuals.

Bill, Sue, and Dave emphasized the power of Situation Tables to change the way that health, social, and police service providers respond to individuals in times of crisis. All three presenters told personal stories about the demonstrated positive impacts of this form of collaborative decision making. Sue, for example, spoke about how Situation Tables bring to light important contextual details that should influence interventions to bring about positive outcomes. Bill spoke about the gratitude expressed to him by people whose lives were fundamentally changed due to the collective efforts of Situation Tables. Similarly, Dave described how his approach to law enforcement shifted when he realized that it may be more effective for an individual to receive appropriate, much-needed social and health services as opposed to being punished for an offence.

Our panel presenters set the stage for three invigorating roundtable discussions about the broad theme of collaborative problem solving for community wellbeing. In Section 4 below, we summarize the notes from the discussions.

4. Summary of Discussions

Through roundtable discussions workshop participants explored the following questions about collaborative problem solving for community wellbeing:

- i. What does collaborative problem solving mean to you and/or your organization?
- ii. What actions can we take to create and support the kind of collaborative problem solving culture reflected by the three keywords in your image?
- iii. How will we benefit (or how have we benefitted) from acting to create a collaborative problem solving culture?

There were eight discussion tables with 5-7 participants at each table (see Appendix B for a full list of workshop participants). Each table was asked to choose a note taker and presenter. On each table was a 'CHEC 2017 Building Bridges Workshop' image on which participants wrote keywords, action statements, and drew symbols (see page ii for all images created).

The first question asked participants to distill their respective conversations down to three keywords that reflected their definition of collaborative problem solving. After participants shared their keywords with the entire group, they passed their respective images to the table to their right. The second question asked participants to distill their conversation down to two

or more catch phrases beginning with, “We can...”. After sharing, participants passed their respective images to the table to their right. The final question asked participants to draw two symbols that represented two of the greatest benefits of collaborative problem solving.

4.1 What does collaborative problem solving mean to you and/or your organization?

In Appendix C, we provide the unedited discussion notes for all the questions. The notes from the discussions about this question were edited for clarity, compiled and organized according to the following themes: creative and critical thinking, outcomes of collaboration, process principles, use of resources, and other. Below the discussion notes are provided in alphabetical order per theme.

a) Creative and critical thinking:

- Allows for creativity and critical thought process
- Breaking down silos
- Challenge to creative thinking: silos are all too common, some leaders like silos
- Change with and lose mentality and look to shared goals
- Client-centered cooperation
- Commitment to long term strategic changes that change the way we do business
- Convincing Board of Directors that collaboration is positive and impactful
- Creative thinking outside the box
- Expand (thinking) beyond organizational focus and beyond survival mode
- Institutional inertia is a challenge
- New perspectives
- Shift paradigm: if money is saved in the system then money is lost in next budget
- Supports divergent thinking

b) Outcomes of collaboration:

- Better outcomes
- Better service
- Better solutions that help you achieve mandate
- Building buy-in at staff level and building connections to governing body
- Building capacity
- Build trust
- Buy-in, resource, and infrastructure committed to broader collaboration, overcoming challenges of full plates
- Circle of support
- Connecting with other agencies
- Connection
- Enhance visibility and reach of work of member organizations
- Enhanced network connections, knowledge and info exchange

- Enhancing relationships
- Everyone benefits
- Figure out what people need
- Helps clients collaborate together, get over barriers, have resources, guide for collaboration
- Helps identify people who are without a voice
- Increased knowledge sharing creates better solutions
- Individualized plans vs. groups
- Loss of identity when collaborating
- Loss of power
- More opportunities for support
- Multiple-level relationships
- Network
- Partnerships
- Process saves us, especially if it is allowed to evolve
- Prevention
- Results (producing a result is a tremendous success)
- Sharing problems
- Synergies
- Tangible actions and accountability, clear roles and responsibilities
- Trust

c) Process principles:

- Arriving at a common definition of a problem through open communication and diversity of opinions to see the bigger picture
- Asking the right questions
- Being open to challenges to individual thinking
- Being open to change
- Build potential in everyone
- Common purpose about problems and solutions
- Communicating
- Community of professionals support each other
- Desire to work together
- Diversity
- Ego-less
- Equal value
- Everybody wins and if someone loses, it's not working
- Having an internal and external support system
- Having relevant people at the table
- Healthy and safe space to work through differences and conflict
- Holistic care and support
- Honesty

- Inclusivity
- Include people with mental health/developmental disabilities
- Lack of ego
- Many perspectives to move 'rocks' up the hill
- Multi disciplinary in nature
- Need to be open minded and open to working together
- Need to have an open dialogue
- Need the right people around the table
- Nonjudgmental
- Openness (people have to be willing to work together)
- Process should be iterative – framework that is flexible
- Release of privacy
- Respect
- Results oriented
- Safety
- Selflessness
- Support for all, peer support
- Sharing of resources and learning
- Solution based
- Strength-based
- Trust is important around the table
- Willingness to try and adapt and learn as we proceed

d) Use of resources:

- Each organization needs resources to participate fully and yet many are resource challenged
- Efficient use of resources
- Freeing money to do more work through collaborative efficiencies
- Important to recognize when something is out of scope or beyond your capacity and resources

e) Other:

- Collaborate to do research that matters
- Engage with orgs that want to solve problems through technology
- Evaluation is key to tell stories and impact and you need both to tell a full, changing story
- Study collaborative initiatives and individuals

Most of the notes were related to process principles and outcomes of collaboration problem solving. This suggests a common concern for good process design and establishing justification for collaborative processes. Participants also emphasized the cognitive dimension of collaboration, as revealed by the notes listed in the 'Critical and Creative Thinking' theme. Here, the idea that collaboration requires creative thinking 'outside the box' was emphasized.

4.2 What actions can we take to create and support the kind of collaborative problem solving culture reflected by the three keywords in your image?

The notes from the discussions about this second question were edited for clarity, compiled, and organized in alphabetical order, as below.

We can...

- Accept chaos and imperfection
- Accept the messiness of problem solving in a collaborative way
- Agree on a clearly defined process supported by all in the collaboration
- Apply a teamwork mentality
- Approach with kindness
- Ask for help
- Ask if it is working. What is success?
- Ask the right questions, be curious, clarifying moments, and drill down
- Avoid blaming silos
- Avoid getting stuck in an attitude and getting stuck in a quick fix
- Avoid recreating the wheel
- Be creative and find new ways to work together
- Be not afraid to sound 'stupid'
- Be participatory
- Be passionate about our work and focus
- Be willing to be vulnerable (open about what you may not do well)
- Build relationships
- Combat individual self interest
- Connect with our community
- Create a common mission
- Create a concrete plan for action
- Create a culture of safe space
- Create a vision through a policy framework
- Create clear action items and tactical objectives
- Define and move forward with common goals
- Design and trust an iterative process
- Document the history, reason for being, succession planning
- Empower staff
- Ensure that all are informed can share
- Ensure that everyone is on the same level and leaves titles at the door
- Ensure that genuine leadership of organizations is on board
- Ensure that the right people are at the table (might need to be front-line staff)
- Experiment with new approaches
- Fearlessly share
- Figure out how to make solutions work

- Find new starting points within nonlinear processes
- Focus on users' needs
- Give permission to be flexible because it's difficult to be innovative within rigid protocols
- Give permission to make mistakes and learn, embrace failures, and share lessons learned
- Go beyond our own bubbles
- Have accountability to goals and maintaining momentum
- Hold each other accountable
- Hold no preconceived judgements
- Identifying gaps to fill and skills needed to fill them
- Improve quality of life for all
- Keep it simple
- Learn from successes and failures
- Make a difference to create change
- Meet people/clients/organizations where they are
- Provide a safe environment that fosters trust to discuss solutions outside the box
- Pursue collective learning and research
- Reach out and empower community
- Recognize personal bias
- Recognize that failure and invention go hand in hand
- Share
- Show up
- Start to make collaborations part of our core missions
- Support and engage community learning
- Take an interest in learning about other agencies to find out what they can do
- Take initiative to create change/make a difference
- Trust in the delivery and completion of actions and commitments
- Trust that process will bring clarity
- Understand the perspectives of others
- Understand other organizations perspectives, decisions, systems, processes
- Understand the nonlinear ecosystems of complex problems
- Unpack the layers of complicated situations which require collaborative problem solving
- View challenges as a complex ecosystem, not a linear problem solving process
- Welcome new and diverse ideas, encourage, explore, support, engage, be willing, allow space, make it a priority, make time, and educate the community

The workshop participants generated a diverse range of catch phrases. As the above list shows, some phrases are abstract in nature (e.g., accept chaos and imperfection, trust the process will bring clarity, understanding the perspectives of others), while others are more concrete (e.g., focus on users' needs, take initiative to create change, show up, etc.). In addition, many of the catch phrases begin with action verbs (e.g., create, give, make, meet, pursue, start, support, take, understand, etc.), which underscores the action-oriented nature of creating and maintaining collaborative problem-solving processes.

4.3 How will we benefit (or have we benefitted) from taking action to create a collaborative problem solving culture?

The notes were edited for clarity, compiled and organized in alphabetical order, as below.

The benefits of collaboration are:

- Collaboration continues with its own life force once impacts are recognized
- Collectiveness
- Collective wisdom
- Efficiency and effectiveness
- Expertise brought to the table to solve problems
- Greater return on investment
- Harder to be dismissive of other organizations when you work with them
- Improved understanding/education
- Less devaluing of what others do
- Leverage resources
- People feel more connected
- Quality of outcome is superior
- Recognize complexity
- Relationship building
- Shared trust inside a protected circle
- Space for openness
- Strength in experiences
- Strength in numbers
- Team approach
- The more collaborative we are the more collaborative we become
- Trust
- Unbreakable
- We see how we are all wrapped around/joined together asking questions
- We see how we are the same or have similarities we can build on
- You don't judge when you learn

The responses illuminated the different scales at which benefits to collaborative problem solving may play out, including personal (e.g., people feel more connected), organizational (e.g., leverage resources) and community (e.g., collaboration continues) scales. In addition, participants emphasized the cognitive benefits of collaborative problem solving, e.g., strength, trust, similarities, and understanding.

5. Next Steps

While our Building Bridges Workshop provided space for citizens and representatives of community organizations to come together and share ideas about collaborative problem

solving, CHEC Initiative can provide ongoing support for new research partnerships and projects about pertinent community development concerns. During the workshop, some participants expressed an interest in extending the Situation Table model to other aspects of community development. We encourage conversations about this potential and welcome inquiries about how CHEC might facilitate and support a Situation Table related to one or more community concerns in Stratford and beyond.

During the workshop, we explained that CHEC can facilitate connections between members of the community and UW faculty and students through our Community Connections Program.

CHEC's Community Connections Program

Our Community Connections Program brings citizens and representatives of community organizations together with University of Waterloo faculty and students to engage in collaborative research projects that benefit communities as well as different fields of practice and scholarship. CHEC staff may facilitate university-community research partnerships and projects in a number of ways. For example,

- a representative of a community organization or a faculty member may contact CHEC to discuss a research interest and research capacity needs; or
- CHEC staff may contact a representative of a community organization or faculty member to discuss a potential research partnership.

Most CHEC-facilitated research projects require Research Assistant capacity. Depending on an organization's or citizen's research capacity, CHEC may facilitate the following:

- A fully funded Research Assistantship (graduate level) or Co-op placement (graduate or undergraduate) where the student works in partnership with the community organization, with faculty supervision.
- A Research Assistantship (graduate level) with substantial funding from an external granting organization.
- A Research Assistantship (graduate or undergraduate) with an honorarium.
- An experiential learning experience that a student (graduate or undergraduate) can use towards his/her degree requirements.

In addition, CHEC staff may facilitate opportunities for representatives of community organizations to connect with a course in which a group of students complete a research project about a particular topic.

Finally, the most research-intensive way of engaging with CHEC is by collaborating with faculty on a research project where faculty bring funding from an academic funding organization or other external organization to support a Research Assistant and cover project-related expenses.

Near the end of the workshop, participants filled out a questionnaire about which of the above described services would be most appealing to them and/or their respective organizations, considering capacity issues such as time, funding, and staff resources. We learned that there is great potential to follow up with our Stratford stakeholders with respect to engaging a funded Research Assistant, volunteer Research Assistant, and a group of students in a project-based course.

Soon, CHEC staff will follow up to explore the potential for exciting new research partnerships and projects! It all begins with a conversation. If you have an idea for a project and are interested in discussing how CHEC might connect you with relevant University expertise, contact Tanya Markvart, CHEC Director of Research and Programming:
tmarkvart@uwaterloo.ca

Appendix A – Workshop Agenda

8:30 – 9:15am: Networking breakfast and registration

9:15 – 9:30am: Opening presentation

9:30 – 10:00am: Panel presentations (Bill Davidson, Sue Coulter, David Greer)

10:00 – 10:30am: Question and answer period with panelists

10:30 – 10:40am: Break

10:45 – 11:55am: Roundtable discussions x 3

11:55 – 12pm: Closing remarks

Appendix B – Workshop Participants

Amanda Willie	Stratford Perth Community Foundation
Andrew Williams	Huron Perth Healthcare Alliance
Bill Davidson	Executive Director, Langs Community Health Centre
Bonnie Henderson	City of Stratford Council
Brad Hernden	City of Stratford, Recreation & Marketing
Brandy Berthiaume	Choices for Change
Brindan Baskaran	OMAFRA, Agriculture and rural economic development advisor
Carys Wyn Hughes	Community Living Stratford and Area
Clarence Woudsma	CHEC Director and Associate Professor/Director, School of Planning, University of Waterloo
David Greer	Constable and Community Mobilization Coordinator, Huron OPP
Don Cowan	Centre for Community Mapping
Drea Kerr	Stratford Perth Community Foundation
Emma Blackler	Partners in Employment
Fred McGarry	Centre for Community Mapping
Geoff Love	City of Stratford Active Transportation Advisory Committee
Graham Bunting	City of Stratford Council
Heather Kane	Perth District Health Unit
Helen Dowd	Township of Perth East Council
Jane Brenneman	Community Living Stratford and Area
Janet Jackson	Perth District Health Unit
Jessica Cave	Bridges to Belonging Waterloo Region
Jill Kolb	Waterloo Wellington Local Health Integration Network
Jody Brown	City of Stratford Staff
Julia Merritt	Stratford Public Library
Justyna Pyzowska	City of Stratford Resource Consultant
Kathryn Jastremski	University of Waterloo School of Environment, Resources and Sustainability
Kathy Vassilakos	City of Stratford Council
Leanne Perreault	Administrative Officer, Centre for Digital Media, UW Stratford Campus
Meghan Marshall	Perth Community Futures Development Corporation
Mimi Price	Stratford Perth YMCA
Mirjam Schut	Facile Perth Board
Nancy Orr	Macorr Holdings
Nancy Summers	Perth District Health Unit
Pat Weir	Development Services Ontario
Richard Hamilton	OMAFRA, Agriculture and rural economic development advisor
Robin Spence Haffner	Choices for Change
Sara Edge	Ryerson University
Sarah Farwell	Waterloo Wellington Local Health Integration Network

Sheila Clarke	Canadian Federation of University Women Stratford
Stephanie Moffit	Choices for Change
Sue Colter	Connectivity Navigator, Carizon Family and Community Services
Tracey Van Kalsbeek	Stratford Perth Community Foundation
Tracy Allan-Koester	Perth District Health Unit
Tracy Birtch	United Way Perth-Huron Social Research and Planning Council
Trevor McGregor	Community Living Stratford and Area
Vicki Lass	OMAFRA

Appendix C – Raw Workshop Notes

Question 1: What does collaborative problem solving mean to you and/or your organization?

- Good (more effective) use of resources
- Allows for creativity and critical thought process
- Supports divergent thinking (thinking outside the box)
- Being open to change
- Having relevant people at the table
- Equal value
- New perspectives
- Partnerships
- Support for all, peer support
- Community of professionals support each other
- Asking the right questions
- Agreeing on what the problem is
- Can reveal who is not at the table
- Having an internal and external support system
- Challenges: loss of power
- Arriving at a common definition of a problem through open communication and diversity of opinions to see the bigger picture
- Better solutions that help you achieve mandate
- Tangible actions and accountability, clear roles and responsibilities
- Buy-in, resource and infrastructure committed to broader collaboration, overcoming challenges of full plates
- Healthy and safe space to work through differences and conflict
- Enhance visibility and reach of work of member organizations
- Enhanced network connections, knowledge and info exchange
- Network
- Trust
- More opportunities for support
- Inclusivity
- Sharing of resources and learning
- Holistic care and support
- Diversity of needs
- Build potential in everyone
- Expand beyond organizational focus and beyond survival mode
- Prevention
- Potential
- Connection
- Communicating
- Desire to work together

- Release of privacy
- Move towards prevention
- Connecting with other agencies
- Figure out what people need
- Creating thinking outside the box
- Results (producing a result is a tremendous success)
- Individualized plans vs. groups
- Openness (people have to be willing to work together)
- Mental health/developmental disabilities
- Better service
- Better outcomes
- Synergies
- Use of resources efficiently
- Lack of ego
- Creative, innovative, outside the box thinking
- Circle of support
- Building capacity, enhancing relationships
- Solution based
- Nonjudgmental
- Strength-based
- Connectivity and multiple-level relationships
- Helps identify people who are without a voice
- Sharing problems
- Have to be collaborative, work with many groups
- Need to have an open dialogue
- Helps clients collaborate together, get over barriers, have resources, guide for collaboration
- Engage with orgs that want to solve problems through technology
- Study collaborative initiatives and individuals
- Collaborate to do research that matters
- Build trust
- Making connections
- Need the right people around the table
- Trust is important around the table
- Breaking down silos
- Common purpose about problems and solutions
- Being open to challenges to individual thinking
- Each organization needs resources to participate fully and yet many are resource challenged
- Increased knowledge sharing creates better solutions
- Need to be open minded and open to working together
- Institutional inertia is a challenge
- Multi disciplinary in nature
- Important to recognize when something is out of scope or beyond your capacity and

resources

- Commitment to a long term strategic changes and changing the way we do business
- Freeing money to do more work through collaborative efficiencies
- Shift paradigm: if money is saved in the system then money is lost in next budget
- Builds capacity and everyone benefits
- Loss of identity when collaborating
- Change with and lose mentality and look to shared goals
- Convincing Board of Directors that collaboration is positive and impactful
- Building buy-in at staff level and building connections to governing body
- Evaluation is key to tell stories and impact and you need both to tell a full, changing story
- Silos all too common, some leaders like silos
- Sharing
- Results
- Ego-less
- Selflessness
- Client-centred cooperation
- Inclusiveness
- Diversity
- Trust
- Willingness
- Honesty
- Engaged
- Safety
- Respect

Q2: What actions can we take to create and support the kind of collaborative problem solving culture reflected by the three keywords in your image?

- Understand others' perspectives
- Approach with kindness
- No preconceived judgements (no bias)
- Understanding other organizations perspectives, decisions, systems, processes
- Don't blame other silos
- Recognize personal bias
- Create mission, define common goal
- Teamwork mentality
- Go beyond our own bubbles
- Be willing to be vulnerable (open about what you may not do well)
- Ask for help
- Genuine leadership of organizations needs to be on board
- Ensure the right people are at the table (might need to be front-line staff)
- Move forward with common goal. We can find a common goal.

- Need to ask if it is working. What is success?
- We can go beyond our won bubbles
- We can have the right people at the table
- Provide a safe environment that fosters trust to discuss solutions outside the box
- Give permission to be flexible because it's difficult to be innovative within rigid protocols.
- Give permission to make mistakes and learn, embrace failures and share lessons learned
- Nothing is wrong. The goal is to build and define how to make solutions work
- Everyone on the same level, leave titles at the door
- Make a difference to create change
- Take initiative to create change/make a difference
- Create a vision through a policy framework
- Be passionate about our work and focus
- Connect with our community
- Empower staff
- Take interest in learning about other agencies to find out what they can do
- Collective learning and research
- Agency (safe environment, training)
- Reach out and empower community
- Support, engage community learning
- Build relationships
- Share
- Showing up
- Focusing on users needs
- Designed for experience design
- Hold each other accountable
- Asking the right question, being curious, clarifying moments, drilling down
- Keep it simple
- Document the history, reason for being, succession planning
- Participatory
- Trust in delivery and completion of actions and commitments
- Identifying gaps to fill and skills needed to fill them
- Open communication ensuring all are informed and have the ability to share
- Clear action items and tactical objectives
- Create a concrete plan for action
- Accountability to goals and maintaining momentum
- Creativity and finding new ways to work together
- Agree on clearly defined process supported by all in the collaboration
- Process should be iterative – framework that is flexible
- Process saves us and especially if it is allowed to evolve
- Process is efficient and utilizes resources more efficiently
- Start to make collaborations part of our core missions
- Mandated to work collaboratively but need to allow core business supports not just off the

corner of our desks

- Combatting individual self interest
- Improve quality of life for all
- Find new starting points, non linear, unpacking the layers of complicated situations which require collaborative problem solving
- Accepting the messiness of problem solving in a collaborative way
- Like difference in food chain vs. food web, view challenges as a complex ecosystem, not a linear problem solving process
- Trust process will bring clarity
- Getting stuck in an attitude and getting stuck in quick fix
- Willingness to try and adapt and learn as we proceed
- Can understand the non linear ecosystems of complex problems
- We can accept chaos and imperfection
- We can design and trust an iterative process
- Meet people/clients/organizations where they are
- We can fearlessly share!
- We can welcome new and diverse ideas, encourage, explore, support, engage, be willing, allow space, make it a priority, make time, and educate the community

Q3: How will we benefit (or how have we benefitted) from taking action to create a collaborative problem solving culture?

- Collectiveness and space for openness
- Relationship building
- Trust
- Repeat and deliver, don't recreate the wheel, learn from successes and failures
- Leverage resources, collective wisdom, expertise brought to the table to solve problems
- Many perspectives to move 'rocks' up the hill
- Quality of outcome is superior, greater return on investment
- Table image: always open as there are no chairs, round and welcoming, long as a journey, a gathering place
- Tree image: roots are the foundation that reaches out, leaves are in the shape of hearts
- Community mapping: strengths of agencies coming together
- Shared trust inside a protected circle
- Complexity
- Team approach
- Strength
- Unbreakable
- Create a culture of safe space
- Strength in numbers
- Improved understanding/education
- Efficiency and effectiveness

- Everybody wins and if someone loses, it's not working
- Failure and invention go hand in hand
- Willingness to try
- Experimentation in approaches
- Don't be afraid to sound stupid
- Strength in experiences
- Open minded/open heart
- Stable communities even when work with individuals
- More collaborative we are the more collaborative we become
- People feel more connected
- We see how we are the same or similarities we can build on
- Harder to be dismissive of other organizations when you work with them
- Less devaluing of what others do
- You don't judge when you learn
- We are all wrapped around/joined together asking questions
- Inclusivity
- Collaboration continues on its own life force once impacts are recognized