



Designing a Way to Evaluate Safety, Cleanliness and Inclusion Initiatives

Project Update – June 13, 2022

Outline

- Purpose
- Context
- Methodology
- Rationale
- Progress to Date
- Next Steps
- Project Importance

Project Purpose

- Design a way to evaluate the City's safety, cleanliness, and inclusion initiatives.
- Why?
 - Align diverse perspectives
 - Guide decision-making and resource allocation
 - Ensure continuous improvement to advance efficient and effective service delivery
 - Inform advocacy
 - Share learnings and support other municipalities

Context

- Concurrent health emergencies
- Multiple jurisdictions and agencies involved
- Prince George is a service hub for the North
- Significant City investment to mitigate impacts
- Varying degrees of knowledge and understanding
- Urge to be responsive often drives a technical solution to an adaptive challenge

Technical Problems vs. Adaptive Challenges

Technical Problems

- Easy to identify
- Often lend themselves to quick and easy solutions
- Often can be solved by an authority or expert
- Require change in just one or a few places; often contained within organizational boundaries
- People are generally receptive to technical solutions
- Solutions can often be implemented quickly – even by edict

Adaptive Challenges

- Difficult to identify (easy to deny)
- Require changes in values, beliefs, roles, relationships & approaches to work
- People with the problem do the work of solving it
- Require change in numerous places - usually across organizational boundaries
- People often resist even acknowledging adaptive challenges
- Solutions requires experiments and new discoveries; they can take time to implement and can't be implemented by edict

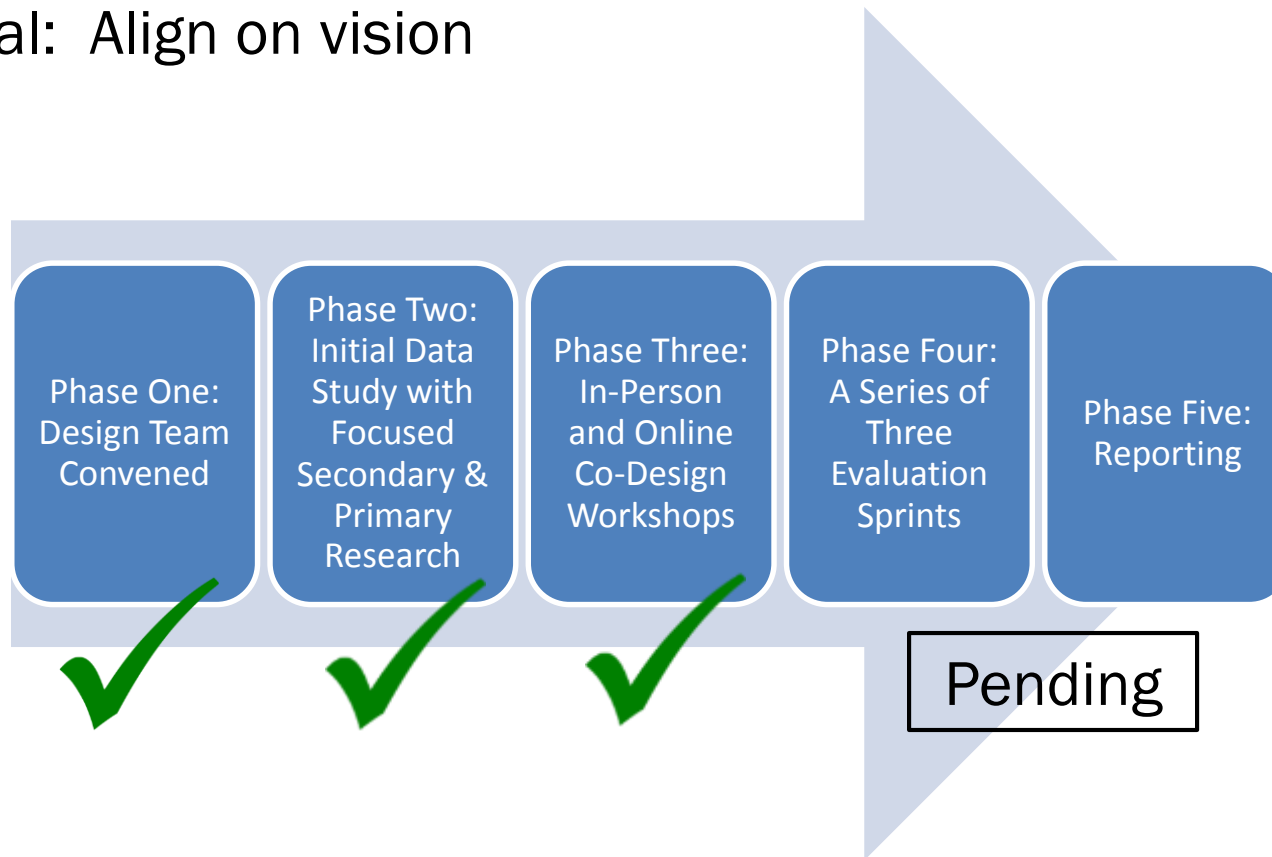
SOURCE:

https://ncs.uchicago.edu/sites/ncs.uchicago.edu/files/uploads/tools/NCS_PS_Toolkit_DPL_Set_B_TechnicalProblems.pdf

"The single biggest failure of leadership is to treat adaptive challenges like technical problems"

Methodology

Goal: Align on vision



Rationale

- Enables a shared definition of the key issues, their prevalence, and how they are changing over time
- Convening diverse perspectives provides an opportunity to look at issue holistically
- Facilitated sessions cultivated and strengthened relationships across the system, creating shared ownership of the outputs (the evaluation framework)
- Multiple participant voices reflect the complexity and diversity of the issues
- Champions who can deploy the evaluation sprints are identified and capacity is built to continue the work

Progress to Date

- “North Star” – Shared Vision Created

Everyone is seen as a member of the community, deserving of social connection and support, where everyone feels safety, purpose, and a sense of belonging. We envision a community where everyone can say, “I am a proud member of Prince George and am responsible for its future”.

Progress to Date

- **Four Over-arching Change Targets Identified**
 - *Improved efficiency, accountability, and effectiveness of services*
 - *Increased quality, access, and appropriateness of service programs*
 - *Increased social connection and inclusion of diverse groups*
 - *Strengthened collaboration across sectors and service providers*

Progress to Date

- **Target Beneficiaries Identified**
 - *Families and youth*
 - *People with mental health issues*
 - *Indigenous peoples*
 - *People at risk of homelessness*
 - *Unsheltered peoples*
 - *Downtown businesses*
 - *Visitors and residents of downtown*
- **Development of Indicators to Evaluate Progress (within over-arching change targets) is underway**

Next Steps

Evaluation Sprints launching in late June

- Series of three sprints to test and refine the evaluation framework
- Six elements
 - Scope (evaluation methodologies)
 - Actors (whom involved and how)
 - Data (quantitative and qualitative)
 - Communications & Reporting (ensure utilization)
 - Cultivation of Evaluation Capacity
 - Change Logic and Targets (what is being evaluated)

Change Logic and Targets

- What is being evaluated?

City Interventions

- *What is the mission of the intervention?*
- *Who are the target groups that are served?*
- *What are the activities of the intervention?*
- *What are the service delivery and change targets?*
- *How much activity was delivered?*
- *Is anyone better off? How do we know?*
- *What have we learned? What new ideas do we have?*

Change Logic and Targets

- What is being evaluated?

Issues

- *Are we addressing the problem statements? How?*
- *Are we working with the target groups? What other groups are we targeting?*
- *What intermediate change outcomes are being met for each issue and target group? What are the gaps?*
- *What are the systemic barriers to change? What are our strategies for addressing barriers?*



Change Logic and Targets

- What is being evaluated?

Evaluation Framework

- *Was the evaluation effective?*
- *What were the difficulties in collecting the data?
Analyzing it? Using it? Communicating it?*
- *What can we improve to get a better
understanding of what change needs to happen?*
- *How can we better translate the evaluation
outcomes into systemic change?*

Project Importance

- Align diverse perspectives
- Guide decision-making and resource allocation
- Ensure continuous improvement to advance efficient and effective service delivery
- Inform advocacy and aligned projects
- Demonstrates innovation and municipal leadership
 - ✓ Share learnings and support other municipalities