

# Year 2 Plan (2020-2021)

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## Executive Summary

By the end of 2020-2021, we are looking to grow the SHIFT social transformation ecosystem from 22 funded projects to 40 networked actors by leveraging funding, events, and in-kind support in service of the co-creation of a more just, inclusive, and broadly prosperous Montréal.

Across all program areas, lessons learned from the pilot year provide a strong foundation to build the next iteration of our work. The **funding program** will continue to recruit new people and projects into the SHIFT community by launching an open call for applications, targeting the selection of 8 new projects by the end of 2020. SHIFT will also explore mechanisms for deploying larger strategic investments in projects that are emerging/evolving within the SHIFT community in 2021.

Funded projects will get the opportunity to connect at 4 cohort **events** that will take place throughout the year. The event series will begin with a focus on shared experiences and the creation of small groups/cohorts that will track through subsequent events. Later events will be co-designed with cohorts (i.e., topics, format, speakers, etc.) to ensure that their time together is generative and motivating. Year 2 will culminate with a **public gathering** that will highlight the work that is being done within the SHIFT ecosystem to the benefit of *le grand Montréal*.

Throughout Year 2, project teams from across funding rounds will be connected with **in-kind supports** in the form of brokered collaborations with resources and partners internal and external to Concordia. A number of these resources and partners have already been identified, while others will be explored based on the emergent interests and needs of the cohorts. Each project team will be individually accompanied by a designated staff member throughout the year to enable continuous matching with “just-in-time” support along the project’s trajectory. Through mutually beneficial collaboration and active relationship-building, we will work to seed the ecosystem with a wide range of actors (e.g., public, private, peer intermediaries) who are engaged with SHIFT and identify value in our community and events.

Building engagement within the SHIFT community in 2020-2021 relies on program areas being guided by participatory decision-making **hubs** informed by a robust practice of **evaluation** and reflection, as well as effective **communication** of the learnings, outcomes, and value-add of the work coming out of the SHIFT ecosystem. This approach sees two positions being added to the SHIFT staff: Communications Coordinator, and a Program Evaluation Coordinator. The 5-person staff team, in close coordination with the Senior Director of Community Engagement and Social Impact and the Administrative Assistant for the Office of Community Engagement and SHIFT, will work collaboratively across program areas, lending their expertise to funded projects as well as to one another. In this way, SHIFT’s operations effectively demonstrate our belief in bringing together diverse people to affect change, mirroring the participatory processes that guide all of SHIFT’s work.

## Pilot Year at a Glance

### Summary of Pilot Year activities and accomplishments

#### *Funding*

- Developed and delivered two iterations of application-based funding program
- Distributed \$110,000 to 22 initiatives: 7 in Round 1 (R1) of the Funding & Support program, 15 through the Transformative Responses to Covid-19 (TR) program
- Re-directed Round 2 funding to the TR program
- Won appreciation from applicants, selected projects, and jury members (for SHIFT's demonstrated transparency, staff support, selection process)

#### *In-kind Support*

- Developed and delivered first iteration of accompaniment model
- Provided 50+ hours of coaching support to R1 teams, brokered many relevant introductions within and without Concordia

#### *Events*

- Developed and delivered a residency program and event series; hosted 140+ event participants from across Concordia and Montreal
- Leveraged events to enhance SHIFT's visibility and positioning as an actor within the SI/SE sphere that centers justice and equity

#### *Governance*

- Recruited, through open calls and a selection process, an 11-member Steering Committee (SC) with the mandate to steward SHIFT's vision, mission, values, and ways of working.
- SC composed of a diversity of perspectives relevant to their mandate, including non-voting representatives of the Provost's office and the donor
- Fostered a strong sense of ownership and engagement across SC resulting in rich discussions and a deeper understanding of our definition of social transformation
- Engaged decision-making processes and discussion formats that enabled different voices to be heard and divergent opinions to be addressed

#### *Internal Processes*

- Experimented with and modelled collaborating across difference while building community in managing the SC, the evaluation working groups, and TR review teams
- Engaged community members in participatory processes to evaluate and provide recommendations around governance and programming for Y2 and beyond as part of two working groups led by SHIFT advisors
- Achieved 25% budget surplus due to lean staffing (2.5 FTE vs. 6 FTE in projections) and the pandemic's effects on projected activity

## Pilot Year Learning → Year 2 Innovation

Lessons learned in SHIFT’s pilot year ground Year 2 innovations

	<b>Pilot Year Learning</b>	<b>Year 2 Innovation</b>
<b>Funding</b>	<ul style="list-style-type: none"> <li>To ensure a diverse applicant pool, application language and process must be simplified and communication about funding opportunities must be strategically amplified</li> <li>Significant investments (greater than \$5,000) require an understanding of initiatives beyond that obtained via open written submissions.</li> <li>Scale of funding we have offered so far (\$3,000 - \$20,000) is not a draw for researchers</li> <li>The funding program is not well suited to support the development of new university courses or research projects that focus on tangible responses to community needs, which require longer-term relationship development and timelines adjusted for curricular planning.</li> </ul>	<ul style="list-style-type: none"> <li>2-phase application process for investments larger than \$5K to enable deeper knowledge of applicants</li> <li>Strategic investment pathway for existing/emerging collaborations within the SHIFT ecosystem</li> <li>Exploration of alternative engagement pathways for teaching and research (e.g. academic fellow, research partnerships)</li> <li>Simplified application language and process</li> <li>Increased staff expertise and capacity for communications</li> </ul>
<b>In-Kind Support</b>	<ul style="list-style-type: none"> <li>Individualised accompaniment is more suited to SHIFT goals (building community and supporting project trajectories) than are traditional reporting requirements</li> <li>Teams are challenged to articulate their support needs without a clear set of offerings from SHIFT</li> </ul>	<ul style="list-style-type: none"> <li>Each funded project team accompanied by a dedicated staff member</li> <li>Mutually beneficial partnerships developed with actors within and without Concordia that establish clear pathways for support</li> </ul>
<b>Events</b>	<ul style="list-style-type: none"> <li>Open, public-facing events are an effective way of communicating about SHIFT’s values and objectives and positioning SHIFT in relation to other actors in the SI / SE ecosystems</li> <li>Events can serve as an entry point to the SHIFT community if they showcase engaging content of interest to the larger “social transformation community”</li> <li>We need sufficient staff capacity for post-event follow-through to fully capitalize on the potential of events</li> </ul>	<ul style="list-style-type: none"> <li>Increased staff capacity for event planning, management, and follow-up</li> <li>Events designed both to connect the existing SHIFT community and to serve as a gateway to new members</li> </ul>

<i>(continued)</i>	<b>Pilot Year Learning</b>	<b>Year 2 Innovation</b>
<b>Governance</b>	<ul style="list-style-type: none"> <li>• Heavy staff investment is required to host conversations that allow for productive interactions and decision-making across diversity; potential for the model to require less staff investment over time as cultural practices are strengthened</li> <li>• Although approving major operational decisions was part of the SC’s mandate, it was very difficult to provide sufficient information to enable informed operational decisions on all of SHIFT’s program areas in the time allotted for SC meetings</li> <li>• In order for SC to focus on long-term strategy, governance-managing staff need capacity to develop and advance a relevant agenda</li> </ul>	<ul style="list-style-type: none"> <li>• SC maintains the bulk of its overall responsibilities but transitions away from approving major programmatic decisions toward a greater focus on SHIFT’s overall strategy and mission</li> <li>• Program hubs organized around SHIFT’s major activity streams and composed of staff, SC members, and community members become the principal locus of major programmatic decisions</li> <li>• Increased staff capacity for strategic direction and governance management</li> </ul>
<b>Internal Processes</b>	<ul style="list-style-type: none"> <li>• In order to effectively evaluate SHIFT’s impact on the social issues addressed by funded projects, we must ensure that evaluation activity supports funded projects in understanding their own impact</li> <li>• There needs to be time built into yearly planning for mid-term assessments of goals and activities to enable course correction</li> <li>• There is strong leadership capacity in the team, but insufficient capacity to manage all dossiers; in particular, more capacity is needed around communications, events, evaluation, and strategic direction</li> <li>• Many lessons learned from the pilot year are rooted not in data but in qualitative inference; evaluation processes are lacking the structure and strategic leadership needed to fulfill our mandate as a transparent learning organization</li> <li>• Engaging short contracts to cover key internal roles requires a heavy onboarding investment that is difficult to amortize over a limited time frame</li> </ul>	<ul style="list-style-type: none"> <li>• Two new full-time, long-term hires to provide strategic leadership around: <ol style="list-style-type: none"> <li>1. Communications: Charged with leading and coordinating SHIFT events, managing communication channels, and developing SHIFT’s public positioning and media relationships</li> <li>2. Program evaluation: Charged with leading and coordinating evaluation of SHIFT program streams and governance structure, knowledge mobilization, and identifying opportunities to more closely intertwine SHIFT’s work with the academic side of Concordia</li> </ol> </li> </ul>

## Y2 Strategy Statement

*Grow the SHIFT social transformation ecosystem from 22 funded projects to 40 networked actors by the end of 2020-2021 by offering catalytic funding opportunities, events that convene and inspire, and in-kind supports that connect and enrich, brokered through an engaged and participatory model of decision-making that allows actors to shape how SHIFT transforms Montreal.*

This strategy statement is rooted in SHIFT's Vision and Mission:

### **SHIFT's Vision**

To be a transformative collaboration ecosystem where diverse people, communities, and organizations work together to address major societal challenges and create a more just, inclusive, and broadly prosperous Montreal.

### **SHIFT's Mission**

1. Connect diverse people, institutions, ideas, and expertise in order to catalyze transformative societal impact
2. Facilitate impact-oriented participatory research and experiential learning
3. Provide training, support, and strategic guidance for existing and emerging initiatives focused on social and institutional transformation at Concordia and beyond
4. Host a welcoming and dynamic space where students, staff, faculty members, and community members can network, skillshare, and collaborate on challenges that exist both inside and outside of the university

## Key Terms

References to the **SHIFT Community** imply those who would self-identify as connected to SHIFT: staff, steering committee members, funded project teams, active partners.

References to the **SHIFT Ecosystem** imply the SHIFT Community + the broader spectrum of actors relevant to social transformation efforts across Concordia and the Montreal landscape (e.g. researchers and scholars, private sector, government, institutions, intermediaries, social enterprises, community organizations, etc.). Members of the SHIFT Ecosystem may not necessarily self-identify as part of it.

## Y2 Components

### I. Funding – a more tailored approach to catalytic financing

#### *Summary of Y2 approach*

In Year 2, SHIFT Funding will be comprised of **two distinct components**: an **application-based open call**, designed to attract new people/projects/teams to the SHIFT community, and a **relationship-based invitation**, designed to make larger, strategic investments in projects that are emerging/evolving within the SHIFT community. **We will give out \$270K in total**, increasing the amount of funding provided to initiatives from the SHIFT ecosystem by \$165K.

#### *Design considerations and constraints*

- The funding program serves as an entry point into the ecosystem, drawing in people whose work would be a good fit for the SHIFT community, which then allows us to connect them with each other, with our partners and with other resources at Concordia
- Once people are inside the ecosystem, more projects and possibilities will spontaneously emerge or become feasible because of the relationships and supports that exist
- There is a natural limit to how many people/projects we can fund because we need to be able to follow through on building ensuing connections and relationships
- Additional funding opportunities will need to exist in the future to support the projects and possibilities that emerge out of the ecosystem itself

#### *Implementation overview*

In Fall 2020, the **open call** looks to capitalize on some of the work already done in preparing for Round 2 of the Funding & Support program during the Pilot Year (postponed because of the pandemic). It incorporates lessons learned from the TR funding program and the Program Evaluation working group to continue iterating/improving SHIFT's application-based funding program. It will support projects at a variety of development stages and funding levels to both be adaptable and increase our understanding of where SHIFT's support is best suited. The **open call will deploy \$120K**, which will be available to 3 projects @ Idea stage (\$5K each), 3 @ Implementation stage (\$15K each), 2 @ Impact stage (\$30K each). For Implementation and Impact stage applications, we will explore a two-phase process to gain a more complete understanding of the initiatives being proposed, to better support applicants, and to begin relationship-building. We will thus be able to continue to attract new teams to the SHIFT community, while ensuring that we do not exceed our capacity for high-quality integration and in-kind support.

In Spring 2021, the **invitation/relationship-based** funding process will provide larger amounts of funding (strategic investments) to 2-3 socially transformative projects that have deep Concordia and community



connections. This process will be designed to launch at the beginning of the Winter semester, and will be an experiment with another mode of financial support to increase understanding of how best to reach SHIFT's desired outcomes by creating incentives to develop deeper connections between Concordia teaching/research and socially transformative efforts that are more community-based. **The invitation will deploy \$150K** in support of 2-3 projects (max \$75K/ project) already engaged in the SHIFT community and/or demonstrating a high degree of alignment and potential with regard to SHIFT's priorities.

### *Year 2 objectives*

- Execute one open call for application-based funding and gather data about its efficacy
- Experiment with one other funding mechanism and gather data about its efficacy
- Attract 8 new project teams to the SHIFT ecosystem with smaller (\$30K or less) financial contributions
- Invest strategically in 2 to 3 high-potential projects with larger (\$50K or more) financial contributions
- Clarify the funding program's purpose and the type of projects we are hoping to support
- Create a more streamlined application experience tailored to the designated funding level
- Engage a diversity of SHIFT community members in the selection processes
- Ensure that Selection Jury members have the skills and information they need to make funding decisions that align with SHIFT priorities
- Execute a selection process that provides timely responses (within 8 weeks), but is also realistic in terms of the effort involved for all parties

### *Intended outcomes*

- Increase the quality and relevance of information received through the application process
- Increase alignment between funded projects and SHIFT priorities, facilitating the integration of new projects into the SHIFT community
- Attract key people involved in social transformation work from diverse perspectives in Montreal to be part of the SHIFT ecosystem
- Create connections with projects that either already are or can be integrated into experiential learning and/or impact-oriented research opportunities

## II. Events – Celebrating the Creation and Dissemination of Shared Knowledge

### *Summary of Y2 approach*

In Year 2, SHIFT will hold two kinds of events, each meant to build energy and enthusiasm and to create dynamic spaces for learning within the SHIFT ecosystem. We will convene our community through: 1) a small number of **learning community events**, which will facilitate our funded initiatives' ability to learn about one another's work and develop a sense of belonging in the SHIFT ecosystem; and 2) a public **SHIFT gathering**, guided by the work occurring within our ecosystem, which will enable SHIFT community members to engage across different stakeholder groups. **We will hold 4-6 events** throughout Year 2 and will prioritize strengthening our ability to disseminate the learnings that have been surfaced and developed within the growing SHIFT community.

### *Design considerations and constraints*

- Capturing and sharing the outputs/takeaways from an event are key to maximizing its impact
- Event co-design requires extensive commitment to dialogue and exchange between SHIFT and co-presenters/designers; where this is not possible, it is preferable for SHIFT to articulate clear requests around themes and content
- We are entering this process as a learning opportunity, with many built-in mechanisms for feedback and the goal of refining our approach to events over time
- We are hoping to leverage events to get current and future project teams excited about the potential that working with academic leaders can unlock for their projects at a systems level, and vice-versa
- Open, public-facing events have been an effective way of communicating about SHIFT's values and objectives, and positioning SHIFT in relation to other actors in the SI / SE ecosystems
- Events can serve as another entry point to the SHIFT community, by showcasing engaging speakers / topics / workshops that are of interest to the larger "social transformation community"

### *Implementation overview*

In Fall 2020, all funded project teams will be invited to the opening of the **learning community event series** where we will employ a facilitation plan that enables networking and exchange, with a focus on the social transformation component of their work. The first event will focus on shared experience, and on developing the small groups that will form the backbone of the learning community experience. Each subsequent event will be divided between engaging with a "draw factor" (e.g., training, speakers, etc.) and time spent in their small groups, sharing updates, and exploring themes that emerge through conversation. Each event will end with an opportunity for feedback and direct input on future topics. The Winter semester learning community events will follow the same model, with increased focus on skill-building and topics where academic expertise can be of benefit. Finally, there will be an internal evaluation and review of the programming before planning for Year 3 events.

At the end of the Winter term, we will host a **public gathering** to enable SHIFT community members to engage across different stakeholder groups, organised around themes related to SHIFT's definition of social transformation. This event will also mirror SHIFT's definition of social transformation by being deliberately grounded in community and shaking up the ways in which folks are typically convened to share knowledge. Over the course of a day, there will be workshops hosted by external actors on themes that have surfaced through the work of project teams, an academic convening spotlight / panel discussion to examine socially transformative research practices, and a key-note-style speech for a collective experience. Throughout the year, approaches to convening will be explored in collaboration with the SHIFT ecosystem so that we can introduce innovative elements such as a self-organizing / unconference component, as well as an effective manner of creating space to showcase funded project teams (at their discretion and in line with their capacity and interest).

### *Year 2 objectives*

- Design and facilitate 4 cohort events through the end of Year 2
- Co-design and host a SHIFT community gathering
- Reflect on and disseminate the outputs/takeaways from the cohort events and gathering
- Convene multi-stakeholder conversations at the intersection of community and academic expertise around topics of interest / value to funded project teams

### *Intended outcomes*

- Encourage dialogue, sharing of ideas and cross-pollination between people working on the same issue from different paradigms, or the same type of project in different places
- Center other voices in the social entrepreneurship / social innovation ecosystems
- Support knowledge exchange, skill sharing, and collective learning around themes related to social transformation
- Provide concrete examples of SHIFT values and demonstrate what we mean by "social transformation" (SHIFT identity / brand)
- Facilitate avenues for university-based knowledge to add value to funded project teams (knowledge mobilization)
- Use events, in addition to funding sources, as entry points to the SHIFT community

### III. In-Kind Support and Partnerships – Seeding an Ecosystem

#### *Summary of Y2 approach*

In-kind support is designed to populate and catalyze our transformative collaborative ecosystem. By engaging across sectors (e.g. public, private, peer intermediaries), we will develop an understanding of the landscape of potential supports available to project teams and create channels for connecting actors with one another. In order to optimize and potentiate the non-financial support available to the SHIFT community, we will develop a **continuum of in-kind support**. Conceived as a relationship that develops and becomes enriched over time, in-kind support begins with a **baseline level** that is fairly consistent across projects and provides a standard array of resources. As more nuanced project needs emerge, an **intermediate level** of support will connect projects with specific delivery partners.

#### *Design considerations and constraints*

- Projects reap maximal benefit from highly customized support
- Highly customized support requires that quality relationships be built and sustained with the project teams and a highly varied array of partners / providers of in-kind supports
- In-kind support and partnership development are (human) resource- intensive; decreasing that intensity can help to avoid bottlenecks or unintentional gatekeeping due to capacity or the perception of privileged relationships
- In addition to brokering in-kind support through relationships, we also have funds allocated toward products and services for projects

#### *Implementation overview*

Providing **baseline support** begins with the project teams' introductory meeting with SHIFT staff to assess project status, needs, and desired level of engagement. It continues throughout the year with minimum quarterly check-ins with a designated staff member. At this stage, supports are focused on making relevant introductions to other projects, organizations, individuals, and/or researchers and scholars; providing visibility through the communication channels accessible to SHIFT (e.g., social media, relevant university publications, etc.), and ensuring (as relevant and possible) infrastructure access. To support the project team experience, SHIFT staff will pursue opportunities to network and connect with potential partners both internal and external to Concordia.

As recurring themes and needs emerge through the work done by project teams, **intermediate support** will facilitate or fund promising collaborations (e.g., connecting a project in need of business model coaching with the JMSB small business consulting bureau and/or PME-MTL). Regular meetings with SHIFT staff will define a partnership development pipeline, which will help to ensure that relationships are being seeded and nurtured ahead of when they might need to be activated in support of projects. As these supports are being developed, we will examine questions of reproducibility and scalability of this level of support, as well as whether connections between different actors are sustainable in absence of ongoing support from SHIFT staff.

### *Year 2 objectives*

- Deliver excellent customized baseline support to 22 funded projects and those funded this year
- Develop and evolve SHIFT project onboarding/ accompaniment process
- Develop 3-5 generalized resource guides around common needs (list of organizations that we can contact and notes on their offerings/ support pathways)
- Develop 3-5 reproducible intermediate support pathways (if a high-potential project has X need, we connect them with Y partner for Z service)
- Deliver excellent customized intermediate support (i.e., require staff time to frame/ broker and/or additional financial investment) to 3-5 projects

### *Intended outcomes*

- Seed relationships with representatives of SHIFT's less active ecosystem sectors (1-2 each from private, public, SI/ SE) through meaningful opportunities to engage with projects and the broader SHIFT community
- Build thriving community across projects and ecosystem partners, forging new and impactful collaborations across difference
- Evolve strong value propositions towards funded projects and SHIFT's key stakeholder groups within and without Concordia
- Better understand what works and what doesn't, particularly around ROI of resource allocation

## Communications - Tuning SHIFT's Voice and Growing the Conversation

### *Summary of Y2 approach*

SHIFT communicates in order to illustrate our vision, mission, and values, with the intent of drawing new people into, and deepening the engagement of, our community. SHIFT's collaborative nature makes clear and compelling communication especially essential to our work, with its importance in Year 2 expanded by our present inability to host a physical space. While SHIFT lacked staff capacity and expertise for communications in its pilot year, Year 2 will see strategic leadership applied to this critical function.

### *Design considerations and constraints*

- Communication is key to achieving the objectives set for our core components (e.g., if we don't clearly communicate what we are looking for and get the message to the desired audience, we will not increase the quality and diversity of funding program applications that we receive).
- Communicating well about our work after it happens is essential to continuing to define who we are and contributing to a transformative ecosystem
- Communication needs strategic leadership from start to finish; by not integrating a communications component into work plans from day one, we miss critical opportunities
- Our messaging must comply with Concordia brand standards and use institutionally sanctioned tools/processes

### *Implementation overview*

Communications Coordinator hire is slated for October 2020. Until this hire is integrated into the team, responsibilities for maintaining basic communications operations (newsletter, social media, website) will continue to be divided amongst existing staff. Once onboarded, the Communications Coordinator will take strategic leadership of all communications efforts, with an emphasis on clarifying and amplifying SHIFT's messaging across channels in order to grow and strengthen our community.

### *Year 2 objectives*

- Maintain high level of engagement with the SHIFT newsletter
- Update the SHIFT website so that it contains accessible, succinct, up to date content in both French and English
- Produce and share summaries/videos/take-aways after each event
- Increase opportunities for two-way community engagement via social media
- Effectively elevate the story of our funded projects and their social transformation efforts
- Increase the number and diversity of people who identify as being part of the SHIFT community (in collaboration with all other programming streams)
- Enhance the fit of applications received by the funding program by clearly explaining intent and eligibility restrictions and making sure the call for applications is widely spread

### *Intended outcomes*

- Develop a clearer SHIFT narrative (who we are, what we do, and why) that tells a compelling story that reaches beyond the funding that we provide and draws people into our community
- Use communications tools to make SHIFT's work visible and more accessible
- Maximise potential for impact of each of SHIFT's core components by documenting and sharing out learnings from across SHIFT
- Provide a lens for people to think about their own work in terms of "social transformation"; make the term more comprehensible /and accessible

## Governance - Guiding SHIFT's Evolution

### *Summary of Y2 approach*

In Year 2, SHIFT will introduce **Program Hubs** to its governance model as the principal sites of strategic decision-making for major work areas/topics, with initial hubs organized around: Funding, In-kind Support and Partnerships, Events, and Evaluation. Each hub will be coordinated by a SHIFT staff member and will bring together a selection of SHIFT community and ecosystem members who are interested in committing their expertise to the hub.

Steering Committee members will also have the opportunity to engage directly with the hubs, acting as **Liaisons** to help align the work of individual hubs with SHIFT's overall strategy. The **Steering Committee** then becomes a place for engaging with strategic questions that affect all areas of the organization, steering the long-term orientation of SHIFT, and understanding the larger social transformation landscape within which SHIFT seeks to operate. With this model, the **number of SHIFT community members engaged in decision-making will at least double** by the end of Year 2.

### *Design considerations and constraints*

- The pilot year SC model was designed to be temporary
- SHIFT is invested in continuing to navigate non-hierarchical approaches to governance and community ownership
- Operational decisions should prioritize the input of those directly impacted by or involved in their implementation
- Operational decisions must be informed by SHIFT's strategic priorities
- Asking the SC to make operational decisions that are being implemented in an immediate- to short-term time frame creates a sense of being asked to "rubber stamp" rather than meaningfully guide or govern the work
- The ability to meaningfully participate in operational decisions requires a level of operational knowledge that can detract from the SC's mandate to steer the long-term orientation of SHIFT
- Strategic decisions and future resource allocation should be informed by both current operations and dynamics within the larger social transformation landscape

### *Implementation overview*

In Fall 2020, SHIFT staff will draft a list of desired skills, expertise, and perspectives to compose the initial iteration of each hub and will recruit 3-4 hub members from current SHIFT community and ecosystem members. It is expected that not all perspectives will be represented at the hub's creation; as the work evolves, each hub will be responsible for recruiting and integrating new members in line with the hub's needs. Prior to recruiting hub members, the SC will have the opportunity to shape and validate the terms of reference for the hubs.



The hubs will launch at the beginning of 2021. They will prioritize consent-based decision-making, where approvals can be given with no concerns or minor concerns and voting only be utilized when a proposal is deemed to run counter to SHIFT vision, mission, or values. Wherever possible, raised concerns will be built into ongoing evaluation of the effectiveness of decisions made.

The SC will be kept apprised of the decisions made at the hub level and the work that is happening within SHIFT. The work of the SC through the end of Year 2 will be to examine long-term, strategic questions that affect all areas of the organisation (e.g., What do we want Years 3 and 4 at SHIFT to look like based on the intersection of current and emergent trends and our work from Years 1 and 2?), and to review decisions made by the hubs for continued alignment with overall strategy and mission.

### *Objectives*

- Create 4 hubs (around the following work areas: Funding, In-kind Support and Partnerships, Events, Evaluation)
- Double the number of SHIFT community members participating in decision-making
- Recruit and on-board 3 members per hub
- Involve SHIFT community members in decision-making where it is most meaningful to have a diversity of perspectives
- Create multiple locations of decision-making, so that more SHIFT community members can participate in governance

### *Intended outcomes*

- Increase SC members' sense of empowerment in terms of making decisions within their purview
- Ground staff work in SHIFT community perspectives
- Expand and share SHIFT's knowledge of participatory governance practices
- Create a positive experience for SHIFT community members wherein they experience ownership and pride in SHIFT's work and feel their contributions are valued
- Strategic programming decisions are informed by careful thought and productive debate amongst a small group of highly informed participants (4-6 individuals)

## Human Resources

Over the past year, SHIFT staff has engaged a de-centralized and collaborative approach to decision-making and service delivery. This approach leverages staff leadership and talent, but presents challenges linked to the volume of work relative to the size of the team. During the pilot year, key practices such as evaluation, knowledge mobilization, and strategic communications were often deprioritized in the rush of externally imposed deadlines driving outward-facing program components (e.g., funding program, residency and event series, governance management).

In Year 2, we will increase capacity on the team while maintaining the above-mentioned spirit of collaboration by hiring two additional full-time staff positions on renewable one-year contracts. These positions will provide strategic leadership and execution around communications and program evaluation, bringing their expertise to both the SHIFT team and the broader SHIFT Community.

The positions will be hired and on-boarded through the end of 2020 and will be working interdependently with their colleagues in 2021. In this staffing configuration, tasks fall into 4 tiers: team responsibilities, which are shared by all full-time SHIFT staff (e.g., direct support to portfolio of funded teams); program leadership areas, specific components of programming driven by the vision and energy of an individual staff member; cross-program support, wherein individual staff are designated to offer support to a program leadership area outside of their own; and strategic responsibilities, which are tasks that support the broader running of SHIFT but cannot readily be collectively held

## Final Remarks

It is with great enthusiasm that we present our plan to leverage funding, events, and in-kind support in service of the co-creation of a more just, inclusive, and broadly prosperous Montréal.

The changes being introduced in Year 2 are derived from the lessons learned from the pilot year, as well as feedback and insights from our Steering Committee. We are looking to:

- Introduce a strategic investment component to the **Funding program** while maintaining our open-call in order to catalyse projects that are ready for the next stage while continuing to recruit high potential teams.
- Offer two levels of **In-kind support**; one that is fairly universal and helps teams to get started on the right foot, and the other that is more in-depth and identifies pathways of support that rely on SHIFT having strong relationships with key actors within the ecosystem.
- Convene the SHIFT community starting with regular project team cohort **Events** and culminating with a public gathering.
- Continue to invest in and evolve our **Governance** model through the creation of Hubs to direct operational decision-making and liberate the Steering Committee to dedicate their energy to strategy and stewarding SHIFT's mission.
- Enhance our capacity to understand and communicate the full breadth of the impact of our work by recruiting two team members who will provide expertise and support in **Communications** and **Program evaluation** to both the SHIFT staff team and the SHIFT community.

We believe that these changes honour the work that has been invested in SHIFT by the entirety of the SHIFT community and position us to pursue our work with integrity in coherence with SHIFT's vision for social transformation