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SOCIAL INNOVATIONS

LLOYDMINSTER
SOCIAL POLICY FRAMEWORK

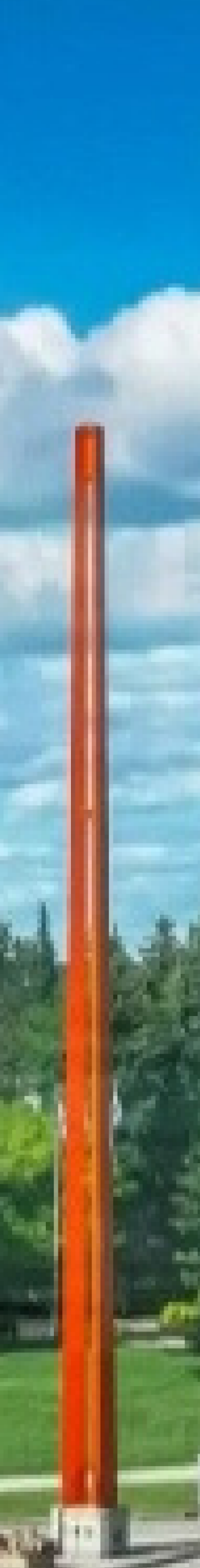LLOYDMINSTER

DECEMBER 2022

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EXECUTIVE SUMMARY

By nature, social development is complex. The interaction of people, families, communities, and systems designed to support social well-being form a complicated web of relationships.

The Lloydminster Social Policy Framework (SPF) is designed to serve as a foundational document to help address complex social issues and challenges, despite ongoing change and community evolution. It is grounded in the social construct of Collective Impact – "a network of community members, organizations, and institutions who advance equity by learning together, aligning, and integrating their actions to achieve population and systems-level change" (Cheuy, S., Weaver, L., Attygalle, L., Chapeau, J., Miokovic, S., 2022, p. 2).

The Social Policy Framework is designed to complement the Lloydminster Charter - a piece of enabling legislation established by the Province of Alberta and Province of Saskatchewan that establishes the City of Lloydminster as a local government and outlines powers and jurisdictional authority of The City and Provinces. The Charter's central purpose is to determine the legal structure and framework to serve "in the best interests of its residents."

While the Charter covers a broad scope of municipal and provincial responsibilities that affect social development, the City is ultimately responsible to provide good government, develop and maintain a safe and viable community, and to foster economic, social, and environmental well-being.

A 'space' exists between legislation, regulations, and rules, and creates a tension for residents within the social realm. The Social Policy Framework (SPF) therefore seeks to bridge the gaps in service provision within the constraints of relevant legislation, and where it is deemed necessary, contemplate critical social policy amendments to achieve social well-being that is in the best interests of City's residents.

The Social Policy Framework (SPF) is grounded in research and community engagement - it reflects the values, principles, strategies, and priorities identified by community leaders, agency and government partners, and community members.

Values	Principles	Strategies	Strategies	Priorities
Equity	Evidence-based	Service Delivery	Monitoring and Evaluation	Access to Health & Social Services
Interdependence	Inclusive	Leveraging Partnerships and Collaboratives		Income Inequality
Innovation	Collaborative	Engaging Community	Roles and Opportunities	Transportation
	Resident-Centric	Political Advocacy and Social Action		Safety & Security
	Accessible	Adaptive Capacity and Resilience	Implementation Model	Mental Health
	Intersectional			Recreation
				Housing and Homelessness

The **values** articulated by the community represent the deep desires of the community, what is held to be true, and what is being aspired to. **Principles** then, are the points of reference or lenses through which the values of the Social Policy Framework are upheld.

The **strategies** identified in the Social Policy Framework were derived through a combination of research and community validation - they represent the actions or activities that can be applied to any priority. Finally, the **priorities** represent the social topics of concern for the community at any given time. Based on the 2022 Community Needs Assessment, seven priorities were identified. These priorities may change over time without necessarily shifting the community away from the SPF values, principles, and strategies.

A model for advancing the Social Policy Framework was created to support implementation and advancement of the community's social values, principles, and strategies. The SPF (Social Policy Framework) Leadership Model contemplates change at three levels - programmatic, systemic, and regulatory.

This form of collaborative effort is necessary within the social realm as many of the supports and services required to maintain well-being fall within provincial jurisdictions. As the City of Lloydminster straddles both Alberta and Saskatchewan, navigation for residents and local service providers can be problematic. The Social Policy Framework seeks to provide a foundation from which collective and coordinated action can occur.

FRAMEWORK OVERVIEW

A significant underlying challenge facing the community of Lloydminster is the ability to effectively navigate social supports and services given the reality of two provincial jurisdictions. At the individual or family level, residents confront the reality of finding supports and services based on their residence in either Saskatchewan or Alberta, sometimes seeking to find the best advantage. Community organizations appear to deliver programs and services in accordance with the funding parameters of their given provincial funding source and tend to be reluctant to challenge or question those guidelines. The municipality does its best to support organizations by understanding the different opportunities and limitations of the two provincial programs and providing guidance wherever possible.

A collective impact approach to navigation and service delivery will better facilitate improved outcomes for community members while identifying critical areas for systems adjustments and advocacy. The model's central purpose is to support navigation and seamless service delivery at the programmatic, systemic, regulatory, and social policy levels – across organizations, local, and interprovincial government departments.

Navigating and resolving systems barriers to provide seamless service delivery for Lloydminster residents to improve well-being in the community.

Priority Working Group

SPF Leadership Table

Policy Task Force

Priority Working Groups explore and prototype program and service innovations across SPF priorities. Identified policy barriers are referred to the SPF Leadership Table.

The **SPF Leadership Table** is the central coordinating body that seeks to help Priority Working Groups by navigating policy areas and regulations that interrupt seamless access for community members.

The **Policy Task Force** advocates on behalf of the collective to address systems barriers that cannot be resolved by the SPF Leadership Table and therefore referred for assistance.

The Lloydminster SPF Leadership Model is designed to address a single objective – to navigate through and resolve systems barriers to provide seamless service delivery for Lloydminster residents.

To achieve this objective, the model is structured to work at three levels – the programmatic level (Priority Working Groups), the coordinated navigation level (SPF Leadership Table), and the Systems Policy level (Policy Task Force). The SPF Leadership Model seeks to shift the community paradigm from a mindset of legislative duality as a barrier to that of Lloydminster having the unique opportunity to leverage the best of two provincial systems of social policy.

The SPF collective impact model is designed to grow and shift with the community, its priorities, and changing needs. It is quite reasonable to expect that this collaborative model will also identify opportunities and challenges beyond the priority areas and serve to provide rapid assessments and response to changing needs.

VALUES AND PRINCIPLES

Lloydminster is a community with strong conviction, values, and principles. By engaging people and organizations in the community to help develop the Social Policy Framework, the values and principles shape how the community can work together under a shared foundation.

VALUES

Values express the deep desires of a community; what the community holds dear, what the community believes, and what the community aspires to. Values serve as the ultimate expression of what matters most and how it informs social policy. In the Lloydminster Social Policy Framework, three values emerged as most important: Equity, Interdependence, and Innovation.

Equity

Equity can be understood as the importance of being fair and just, and that as people, we do not all start from the same place and must acknowledge and make adjustments to rectify imbalances. In the sense of social policy, this implies two primary factors are met - access and quality.

- Access is the elimination of barriers that prevent the full participation of any individual or group.
- Quality is focused on the needs of the whole community, and providing the right services at the right time, in the right place, and to the right people.

Interdependence

Interdependence recognizes that social issues do not happen in silos and exist across jurisdictions and borders. Challenges that influence well-being such as mental health, addictions, housing, poverty, or community safety are often interrelated and have ripple effects beyond individuals. Families, friends, and community share in the affects of this interdependence.

Innovation

The community of Lloydminster embraces innovation as part of its unique identity, reflecting the need to continue being solution oriented. In the realm of social policy, social innovation is viewed as activities and services motivated by the goal of meeting social needs. Social innovations are the new ideas that emerge from a community to address social needs and respond to complexity in novel ways.

PRINCIPLES

Principles are the points of reference, or lenses, through which the values of the Social Policy Framework are upheld. In other words, principles serve as the pillars used to explore the context of emerging social issues, and frame potential solutions that reflect community values.

Evidence-Based

Understanding social issues from the basis of data and truth affirms the existence, current impact, and potential benefits of emerging solutions.

Inclusive

Inclusion seeks to address issues of access, entry, application, and outcomes that reduce or eliminate unintended consequences for residents. Social policy should not lead to marginalization for any group, individual, or community.

Collaborative

Collaboration requires relationship and trust among community partners and can range in scope from basic networking through to cooperation, coordination, and ultimately collaboration. High levels of complexity can be addressed through shared accountability.

Resident-Centric

The needs, aspirations, and desires of residents to achieve social well-being remain as the central element of social policy creation and implementation.

Accessible

Eliminating barriers to participation supports equity and provides opportunity for all to benefit. Accessibility in social development refers to all forms of barriers including physical, emotional, spiritual, and economic.

Intersectional

People in Lloydminster do not have singular identities. Intersectionality acknowledges that different identities create different advantages or disadvantages for people. Awareness about how social policies affect different people based on their intersecting identities helps to ensure a deep understanding of social issues from a wide range of experiences before implementing policies or other potential solutions.

STRATEGIES

Strategies are the broad steps and processes available to all community partners to help advance social development and well-being in Lloydminster. The strategies contained within the Lloydminster Social Policy Framework reflect input gathered through the community needs assessment, consultations, research, and literature.

Five strategies include service delivery, leveraging partnerships and collaboratives, engaging community, political advocacy and social action, and building adaptive capacity to enhance resilience.

Service Delivery

The need for new, different, or enhanced services is a reality for municipalities and community partners as communities grow and conditions change. Any variety or combination of direct service provision, contracted services, privatization, or partnerships among government or community partners is valid.

A strategic framework for service delivery requires specific protocols for non-profits, the private sector, and government sector partners to target programming designed to address resident needs. Service delivery frameworks include processes to identify and assess service gaps, and determine organizational capacity for achieving specific program objectives and outcomes.

The Lloydminster Social Policy Framework service delivery strategy is a reminder that not all community partners are equally designed, equipped, or capable of providing direct services. A collaborative, coordinated, and thoughtful approach will ultimately result in the best possible services for residents.

Leveraging Partnerships and Collaboratives

Mutually beneficial relationships between public, private, and non-profit sectors support coordination, collaboration, and network effectiveness in the delivery of social services.

To build effective partnerships and collaboratives:
- Identify key organizations, mandates, and service delivery capabilities that can contribute to cooperative or coordinated efforts
- Categorize entities based on their competitive advantage and areas of expertise
- Establish protocols to define structure, roles, and responsibilities
- Increase relationships and trust between and among partner organizations
- Focus on engagement and partnerships with aligned service delivery strategies and shared outcomes

Engaging Community

Citizen engagement is important to make social policy frameworks more inclusive and equitable, contribute to learning, and hold policy-makers accountable and responsive. The complexity of today's evolving social systems requires greater citizen participation in the development of new programs and organizations to address the emerging and persistent social well-being needs of the population.

Citizen engagement should include people with a variety of types of lived experience with the issues at hand, and involve people with views that represent different ethnocultural, socioeconomic, gender and other forms of diverse perspectives.

Political Advocacy and Social Action

Political advocacy and social action efforts are aimed at changing or creating legislative or regulatory conditions to improve social welfare outcomes and well-being for people - especially those experiencing vulnerable situations.

There are five key elements important to political advocacy and social action:

1. Understanding the contextual factors of the policymaking environment
2. Investing in strategic relationships that develop trust and credibility
3. Gather intelligence on policy opportunities and risks
4. Develop a clear, unified solution focused on advocacy outcomes
5. Employ or develop the skills and traits of policy entrepreneurs - having solutions already developed for emerging challenges that can be rapidly deployed when the right conditions arise.

Building Adaptive Capacity and Enhancing Resilience

Adaptive capacity refers to the social, technical, and strategic capabilities that enable people or organizations to anticipate and respond to change, and recover from or minimize the consequences of environmental or socioeconomic shifts.

Adaptation hinges on two key elements - vulnerability and resilience.

Vulnerability refers to the susceptibility to harm and emphasizes the interaction between social contexts and underlying factors that, when present, place people or organizations at risk for adverse outcomes.

Resilience concentrates on how people and organizations cope with risk conditions and stressful situations by focusing on resources, skills, and potential.

Adaptive capacity is the ability to focus on building resilience and reducing vulnerabilities of communities and individuals within socioeconomic systems. By understanding the dynamics and factors of change within social policy, defining adaptive challenges and opportunities, reducing risk and vulnerability, creating space for social innovation, and building in feedback loops, communities can improve adaptive capacity and become more resilient.

Monitoring and Evaluation

Monitoring and evaluation helps improve performance and achieve intended results. As part of a management system, an appropriate basket of benchmarks that reflects relevance, efficiency, effectiveness, sustainability, and impact provides decision-makers and management with concrete data and information upon which to make sound decisions and continuously improve program performance.

A rigourous monitoring and evaluation plan includes:
- Baseline data to describe the problem or situation, including subjective and objective measures of social well-being,
- Indicators of the processes, policies, and program outcomes for each priority area,
- Processes to measure and monitor progress toward established standards and targets with stated timelines and milestones, and
- Engagement strategies with strategic partners to understand available data and perceptions of change.

Systematic reporting with more qualitative and quantitative data collection on the progress of outcomes within an evaluation framework will ensure that credible and reliable performance data are being collected to successfully support an evaluation in terms of relevance, efficiency, and effectiveness.

Roles and Opportunities for Ongoing Involvement

While the Social Policy Framework was developed under the supervision and leadership of the City of Lloydminster, the engagement process revealed early on that the document and resulting SPF Leadership Model is a **community framework**.

Consistent with this understanding, the resulting roles and opportunities for ongoing engagement can serve as reference points for any government department, community group, local organization, business, or industry seeking to engage in social development.

It should be noted that there is some cross-over between roles and strategies within the Social Policy Framework. **Roles** can be interpreted as the actions that might be undertaken by different participating organizations, and the **strategies** further describe how these actions might be delivered.

It is important to remember that not all roles always fit all organizations. Strategically, there will be times or situations when it is more appropriate for one organization to take on a role than another based on a calculated advantage. The collective impact approach can help to bring those discussions and decisions to the forefront based on the strategic opportunity to advance the common agenda.

Education and Awareness
Sharing timely, accurate, and purposeful information to help people, families, and organizations achieve growth and development, behavioral change, and critical thinking.

Navigation
Includes information sharing, mapping, accurate referrals, and support for clients by troubleshooting options available to them.

Planning
Assessing the community environment, performing research, setting objectives, and determining appropriate steps to achieve those objectives. Coordinated planning can achieve elevated results by leveraging assets.

Facilitation
An active form of engagement that may include convening or coordinating groups of people to help build capacity, knowledge, and depth of commitment. Facilitation helps to generate results that might not be otherwise realized.

Policies and Regulations
Organizations can define program parameters, supports, and services through the use of policies and regulations fully aware not to limit access or introduce new barriers to participation.

Financial Investment
Resources are important to the provision of programs and services and can be achieved by leveraging new sources, shifting existing resources, or leveraging opportunities.

Advocacy

Producing well articulated and supported arguments by using strong data and rational to represent perspectives with the intention of seeking change.

Communication

Vertical communication is the upward and downward flow of information to influence change and understanding. Horizontal communication enhances trust, cohesion, and cooperation.

Evaluation and Monitoring

Includes developmental and summative evaluation, quantitative and qualitative measurements, and both internal and external sources.

Implementation Model

The Lloydminster SPF Leadership Model is grounded in the concept of Collective Impact – a concept for systems-level change that first appeared in the Stanford Social Innovation Review (2011) authored by John Kania and Mark Kramer. Especially helpful when dealing with complexity, the Collective Impact model has been used significantly by communities over the past decade. Much of the original concept has remain unchanged.

While the true Collective Impact cites five conditions (i.e. common agenda, shared measurement, mutually reinforcing activities, continuous communication, and backbone support), the Lloydminster SPF Leadership Model has added 'convening' as an important factor requiring attention to be most effective.

Convene	Common Agenda	Shared Measurement	Mutually Reinforcing Activities	Continuous Communication	Backbone Support
Identify individuals, groups, and organizations in the community having a vested interest in the priority areas.	Start with a shared vision for change to ensure focus and clarity.	Determine indicators and outcomes for success to hold stakeholders accountable to the end results.	Different stakeholders will perform different functions – all coordinated to maximum value.	Openly sharing successes, opportunities and challenges will build trust and feed momentum.	Facilitation and administrative skills are critical for collective impact initiatives – the mortar or glue.

Summary

The Lloydminster Social Policy Framework provides a model, strategies, and foundation to better assess emerging social issues, collaboratively build and implement solutions, and evaluate their impact on community wellbeing. It is not prescriptive in nature and provides adaptable tools that enable rapid and effective response to emerging social needs in a way that demonstrates the community defined values and principles. It has been developed to support the community navigate the dual jurisdictional reality of life in Lloydminster and move the needle forward on social wellbeing.