

# COMMUNITY CHANGE INSTITUTE

CITIES OF THE FUTURE  
CO-CREATING TOMORROW



#CCI2017



## The Policy Dilemma

Finding Voice for  
Cities of the Future



#CCI2017  
[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)



**Workshop Overview**



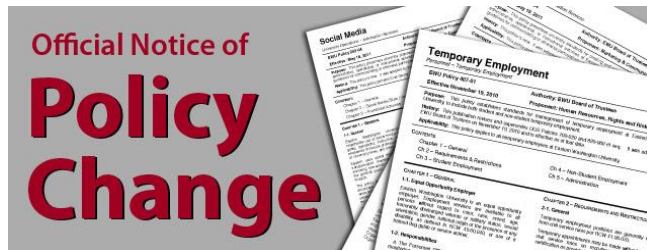
**OVERVIEW**

1. Share your own policy change or impact experience – What worked? What didn't work?
2. Understand the difference between policy goals and policy impact
3. Learn about the six theories of how policy change happens
4. Develop your policy evaluation strategy
5. Bring it home – How do we co-create cities of tomorrow through a policy lens?

**Table Discussion**

**In Groups of Two or Three**

Share a concrete example of (a) a policy that your community change group is trying to change and (b) the outcome(s) you hope will emerge if the policy does change.



## Building toward Policy Change

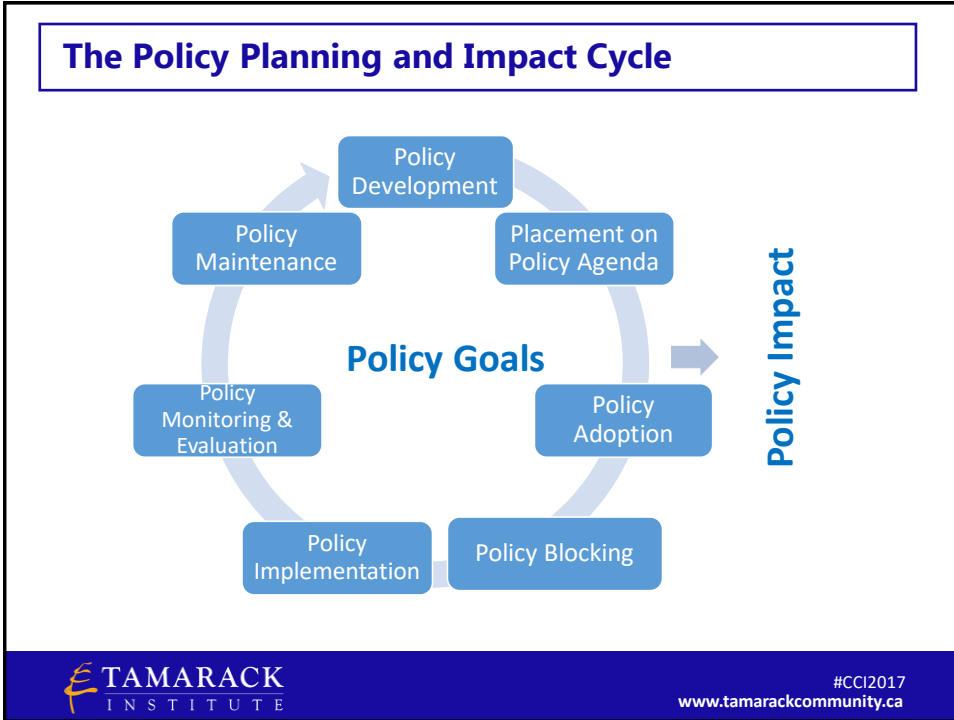


## Policy Impacts & Policy Goals

**Policy Impacts** – the big change and benefits being sought for people, services or systems as a result of a policy change or policy goal (e.g. improve the way that health care services are provided, a safer community for young children).



**Policy Goals** – what the advocacy strategy is trying to achieve in the policy arena. Issues at different strategies in the policy process require different types of goals.



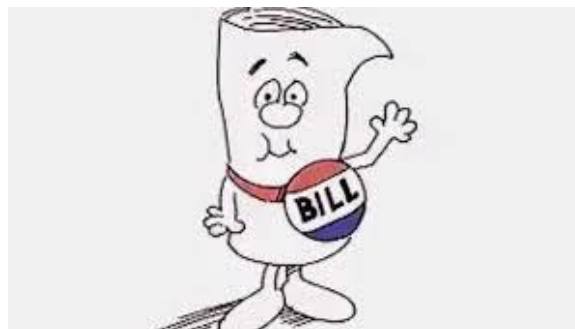
<b>Policy Goals</b>	
<b>Policy Development</b>	Creating a new policy proposal or policy guidelines.
<b>Placement on the Policy Agenda</b>	The appearance of an issue or policy proposal on the list of issues that policymakers give serious attention.
<b>Policy Adoption</b>	Successful passing of a policy proposal through an ordinance, ballot measure, legislation, or legal agreement.
<b>Policy Blocking</b>	Successful opposition to a policy proposal.
<b>Policy Implementation</b>	Proper implementation of a policy, along with the funding, resources, or quality assurance to ensure it.
<b>Policy Monitoring and Evaluation</b>	Tracking a policy to ensure it is implemented properly and achieves its intended impacts.
<b>Policy Maintenance</b>	Preventing cuts or other negative changes to a policy.

## Table Discussion

What type of policy goal do you have to achieve your desired impact?



## Theories of Policy Change



## Pathways for Change



This brief lays out six theories grounded in diverse social science disciplines and worldviews that have relevance to advocacy and policy change efforts. The brief is not meant to be comprehensive; rather it introduces and illustrates theories and approaches that may be useful to advocates, funders, and evaluators

[http://orsimpact.com/wp-content/uploads/2013/11/Center\\_Pathways\\_FINAL.pdf](http://orsimpact.com/wp-content/uploads/2013/11/Center_Pathways_FINAL.pdf)

## Six Theories or Policy Change Pathways



Large Leap Theory



Coalition Theory



Policy Window



Messaging & Frameworks



Power Politics



Grass Roots

## 1 Large Leaps



### How Change Happens

- Like seismic, evolutionary shifts, significant changes in policy and institutions can occur when the right conditions are in place.

### Useful When

- Large-scale policy change is the primary goal
- Strong capacity for media advocacy exists

## 2 Coalition



### How Change Happens

- Policy change happens through coordinated activity among a range of individuals with the same core policy briefs.

### Useful When

- A sympathetic administration is in office
- A strong group of allies with a common goal is in place or can be formed

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## Policy Windows



### How Change Happens

- Policies can be changed during a window of opportunity when advocates successfully connect 2 or more components of the policy process: (a) the way a problem is defined, (b) the policy solution to the problem, and (c) the political climate surrounding the issue.

### Useful When

- Multiple policy streams can be addressed simultaneously (e.g. problem definition, solutions or climate)
- Internal capacity exists to create, identify, and act on policy windows

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## Messaging & Frameworks



### How Change Happens

- Individual's policy preferences or willingness to accept them will vary depending on how options are framed or presented.

### Useful When

- The issue needs to be redefined as part of a larger campaign or effort
- A key focus of the work is on increasing awareness, agreement on problem definition, or an issue's alliance



## 5 Power Politics



### How Change Happens

- Policy change is made by working directly with those with power to make decisions or influence decision making.

### Useful When

- One or more key allies is in place
- The focus is on incremental policy change (e.g. administrative or rule change).

## 6 Grassroots

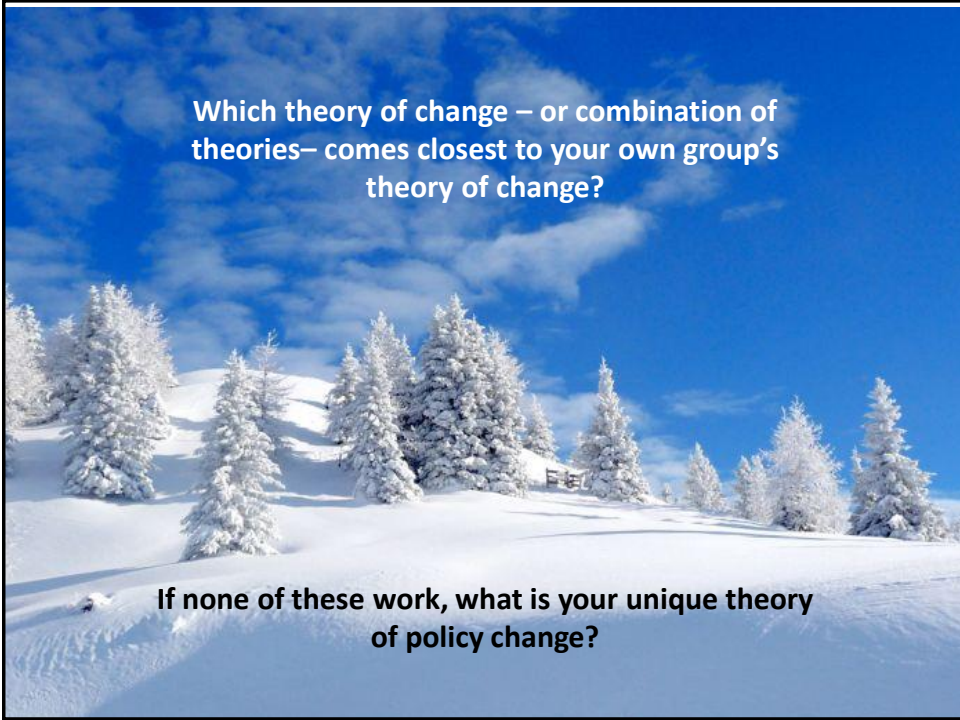


### How Change Happens

- Policy change is made through collective action by members of the community who work on changing problems affecting their lives.

### Useful When

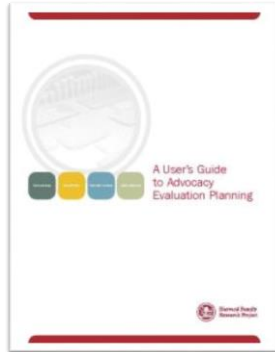
- A distinct group of individuals is directly affected by an issue
- The advocacy organization can and is willing to play a "convenor" or "capacity building" role rather than a "driver" role.



**Building an Evaluation Approach to Policy Change**



## Resource: A User's Guide to Advocacy Evaluation Planning



The tool helps users:

Identify how the evaluation will be used and who will use it to ensure the evaluation delivers the right kind of information when it is needed.

Map the strategy being evaluated to illustrate how activities lead to policy-related outcomes.

Prioritize the components that are most essential for the evaluation to make sure the evaluation is resource-efficient and manageable.

Identify measures and methods that signal whether advocacy strategy elements have been successfully implemented or achieved.

## Which measure works for you?

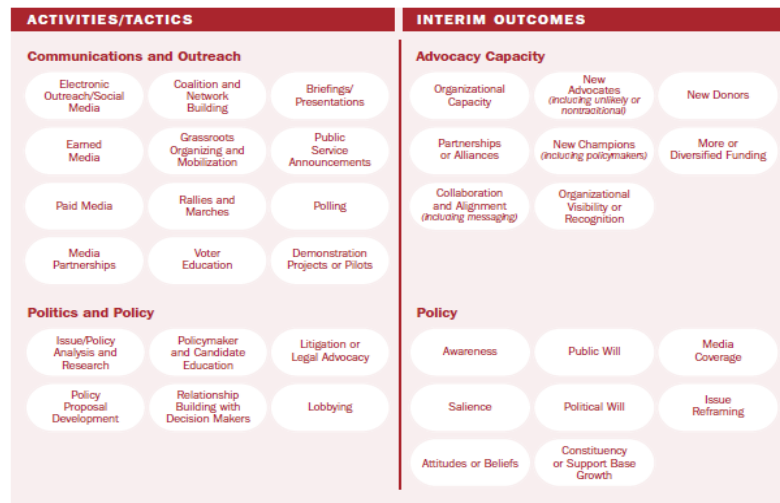
**Impact Measures** – demonstrate what will happen after a policy goal is achieved (i.e. effects for program, systems, or populations).

**Policy Goal Measures** – signal whether goal goals have been achieved.

**Activity/Tactic Measures** – measures of effort indicate what and how much advocacy activities or tactics produce or accomplish.

**Interim Outcomes Measures** – signal progress toward the achievement of policy goals.

## Types of Indicators



## Popular Methods

Surveys/Interviews – gather stakeholder perspectives of feedback.

Document Review – explore the frequency, type and quality of reference to policy issues from key stakeholders.

Observation – participation in advocacy meetings or events to gain first-hand experience or data.

Polling – interviews with a random sample of stakeholders to gather data on knowledge, attitudes of behaviours.

Focus groups – facilitated discussions with advocacy stakeholders (usually 8-10 per group ) to obtain reactions, opinions, or ideas.

## Popular Methods continued

Case Studies – detailed descriptions and analyses (often qualitative) or individual advocacy strategies and results.

Policy Tracking – monitor the progress of policy proposals in the policy making process.

Network Mapping – explores the connections between people, groups and institutions as well as the strength of those networks.

Media Tracking – monitors the frequency, tone, quality and content of media coverage of an issue over time.

## Table Discussion



How do we co-create  
cities of tomorrow  
through a policy lens?

THANK YOU!

# GET EVENT RESOURCES

Access all event resources including PPTs and handouts.

[www.cci2017.sched.com](http://www.cci2017.sched.com)



# STAY IN TOUCH

To access tools, resources, webinars, and to stay up to date with the latest in community change, visit:

[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)



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