

CONNECT TO AMPLIFY

SHIFT's *Connect to Amplify* orientation was chosen at the Year 4 Steering Committee Retreat in June 2023, in answer to the question: *what is SHIFT's role in social transformation?*

Under this orientation, SHIFT will leverage its resources and position to help project teams create and strengthen the relationships required to take the social transformation aspects of their work to the next level. Where possible, SHIFT's programming will be focused and oriented towards supporting this orientation from various angles.

Leaning on its strength in relational impact, SHIFT is moving away from generalized support (administrative or service provision) toward being a proactive partner in systems change: towards multi-level relationship building, convenings, influence to help policy proposals to get adopted into practice, changing resource flows, building the specific capacities required for systems change, etc.

SHIFT recognizes that traditional power holders and institutions are not the only pathway to social transformation, and maintains that this orientation of convening will also support movement and coalitions, building of alternative systems, and intra-sectoral collaboration.

ABOUT THE STRATEGIC PLAN

This strategic plan details SHIFT's objectives within the *Connect to Amplify* orientation. It has three components:

Objectives

Three goals that represent what success looks like for the *Connect to Amplify* orientation at the end of Y7. These objectives are the "guiding stars" of SHIFT's work moving forwards. The fourth and final objective represents SHIFT's ongoing work for stability and sustainability.



Year 5 Outcomes

Under each objective is a set of outcomes outlining how - in the transitional time of Year 5 - SHIFT will begin working towards fully integrating the new orientation



Key Activities

The required steps and new programming in Y5 that need to be taken in order to achieve desired outcomes. A high-level overview.

STRATEGIC PLAN SNAPSHOT

Lateral Convening

At the end of Y7, members of SHIFT's ecosystem have built clusters and/or coalitions to combine and create tools, networks, and knowledge to harness their complementary powers to change systems

Vertical Convening

By the end of Y7, community actors and structural power holders in institutions/industry are working alongside one another toward integrating policies, actions, and alternative models inspired by project teams' work



SHIFT role:
Connecting
to Amplify

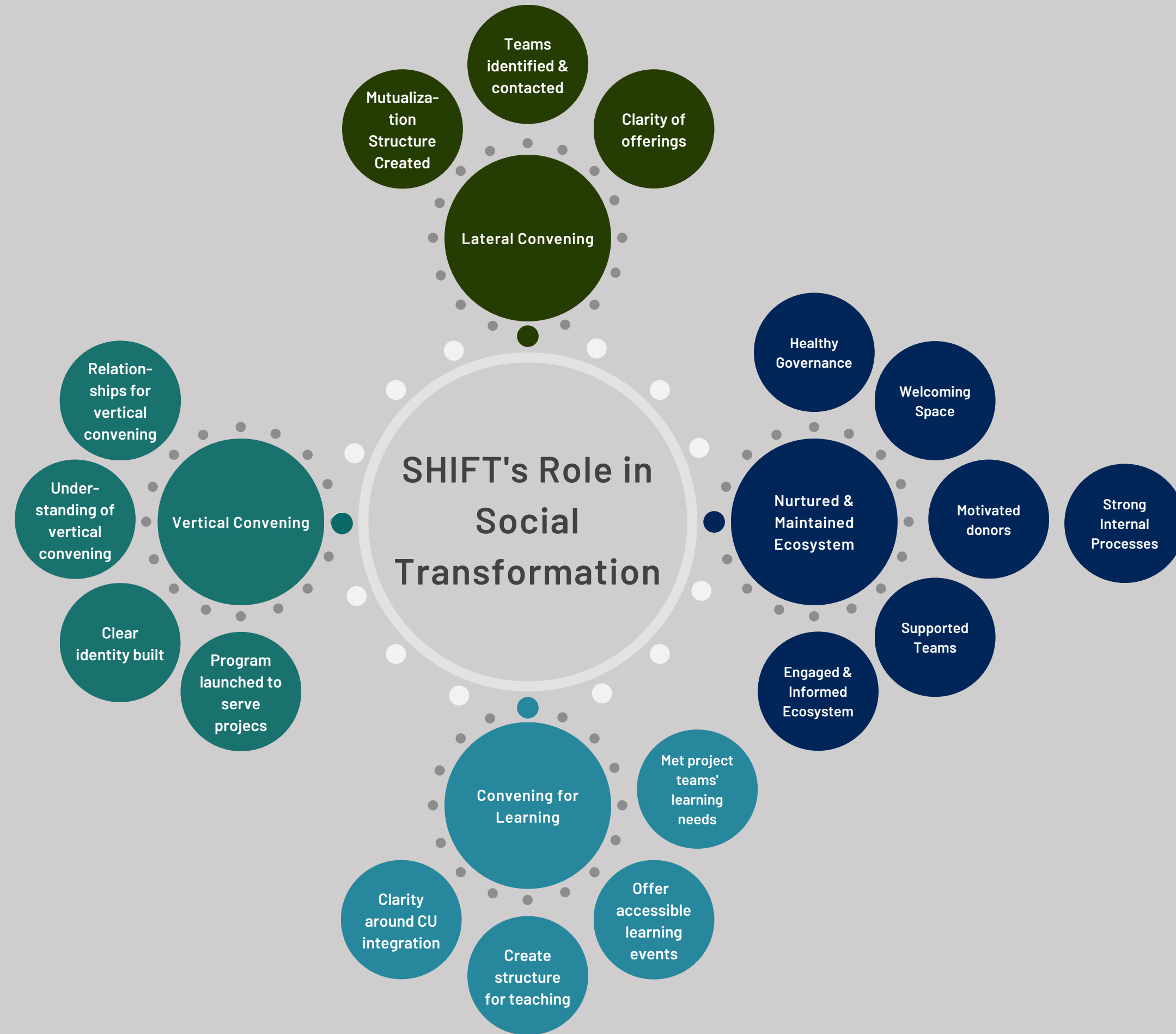
Convening for Learning

At the end of Y7, SHIFT's ecosystem members have an increased understanding of social transformation and their power & abilities to create change within those systems.

Nurtured & Maintained Ecosystem

At the end of Y7, SHIFT's larger ecosystem is adequately informed, engaged, and supported in being collaborators towards social transformation.

Main Objectives with their corresponding Y5 Outcomes



**LATERAL
CONVENING
TO BUILD STRONGER
MOVEMENTS**

ABOUT THIS OBJECTIVE

WHAT

At the end of Y7, members of SHIFT's ecosystem have built clusters and/or coalitions to combine and create tools, networks, and knowledge to harness their complementary powers to change systems.

HOW

SHIFT engages in uniting likely allies through lateral convening both within and across different systems change sectors.

WHY

- Amplifying influence of actors to create systems change
- Mutualization of resources (financial & non-financial)
- Encouraging working together across difference
- Building empowerment and knowledge
- This objective is aligned with SHIFT's politics & approach

YEAR 5 OUTCOMES

SHIFT has clarity about the offerings it can provide around lateral convening (across programs)

Teams not already working in a "cluster" or coalition, but interested in starting one, have been reached out to

SHIFT has created structures to support project teams within/without clusters to mutualize resources around learning for systems change

Pre-existing SHIFT clusters have been identified and reached out to

KEY ACTIVITIES

SHIFT launches a new pilot fund to support coalitions & collaboratives

Organizations accessing trainings (through in-kind support) are encouraged to mutualize learnings with other project teams

Document experiments on mutualized support

Horizons Learning Journey: match new and pre existing funded SHIFT projects through peer mentorship

Work with project teams directly to connect them to other teams and/or units at Concordia that will support sustainability & impact

**COLLECTIVE LEARNING
FOR SYSTEMS CHANGE
THROUGH AMPLIFYING COMMUNITY-
BASED KNOWLEDGES**

ABOUT THIS OBJECTIVE

WHAT

At the end of Y7, SHIFT's ecosystem members have an increased understanding of social transformation and their power & abilities to create change within those systems.

HOW

Through collaborations with community experts, including documenting and sharing learnings from our project team partners, SHIFT has offered learnings that mobilized knowledge around systemic change across and beyond our ecosystem.

WHY

- Increased effectiveness of various actors around systems change (relationship building)
- Changing mindsets (popular education)
- Ecosystem feels more powerful and informed (so project teams do their work better)

YEAR 5 OUTCOMES

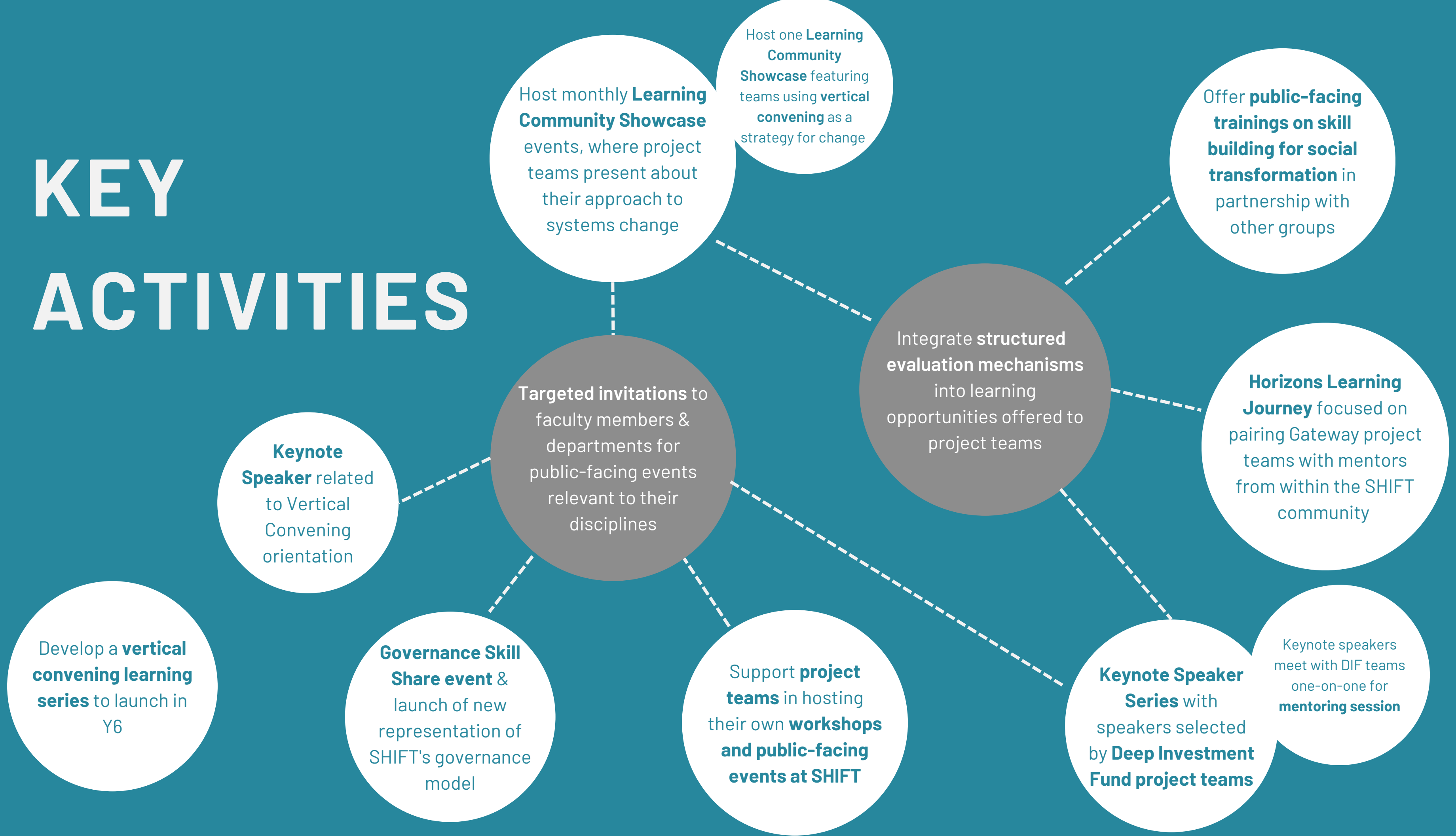
SHIFT has supported & created structured opportunities for teams to be in a teaching role

SHIFT has offered multiple accessible, open-to-everyone doorways to learning about social transformation

SHIFT has tested and evaluated approaches to meeting learning needs of project teams

SHIFT has clarity around a plan to integrate Concordia faculty & courses into social transformation learning

KEY ACTIVITIES



**VERTICAL
CONVENING
TO AMPLIFY GRASSROOTS
IMPACTS**

ABOUT THIS OBJECTIVE

WHAT

By the end of Y7, community actors and structural power holders in institutions/industry are working alongside one another toward integrating policies, actions, and alternative models inspired by project teams' work.

HOW

SHIFT engages in uniting unlikely allies through vertical convening both within and across different systems change sectors. SHIFT facilitates access to levers of power through bridge building and capacity building, and sets up components and ways of working that attend to societal power structures by privileging resources and space being directed to community actors

WHY

- Advancing project teams' visions of systems change. Ex: Growth of alternative models, policy/practices change
- Shifting power dynamics in institutions
- Powerful and informed (around the power they hold and systems they're navigating) project teams
- Community informed institutional and policy change that leads to real world impact

YEAR 5 OUTCOMES

SHIFT has increased its understanding of vertical convening (language, approaches, actors, etc.)

SHIFT is starting to position its identity in vertical convening (iterative process)

SHIFT has built relationships around vertical convening (with project teams, power holders, bridge builders, other relevant stakeholders)

SHIFT has designed and launched a program to support project teams in vertical convening

KEY ACTIVITIES

Vertical convening goals are integrated with learning objectives for a plan of events that are oriented towards building relationships/contacts with traditional power holders (2 public events around vertical convening)

Work alongside interested project teams to experiment on approaches for vertical convening

Identify key allies in bridge building and vertical convening work at Concordia

Researching examples, reaching out to community and institutional actors in Montreal and beyond to learn about their experiences with vertical convening

Hiring and working with a research assistant

Communication strategy that targets power holders (reframe website, launching a LinkedIn)

General brainstorm of key power holders that might be important and clarify the boundaries of these relationships (ex: integration into governance)

Invitations to targeted power holders at specific events and discussions

**NURTURED &
MAINTAINED
ECOSYSTEM**

ABOUT THIS OBJECTIVE

WHAT

At the end of Y7, SHIFT's larger ecosystem is informed, engaged, and supported in being collaborators towards social transformation.

WHY

- Maintaining operations ensures consistent demands on both staff and ecosystem capacity, for a more sustainable Centre
- Ecosystem members are and feel like part of SHIFT's work, meaningfully contributing to our overall mission
- SHIFT's continued monitoring and documentation of its approach works toward a clear future and longevity

HOW

Maintaining regular operations that are anchored in SHIFT's values and structure, while being dynamic and offering multiple avenues for engagement.

NOTE

This objective is not structured under the same criteria as above. This area largely includes those activities and programs that are maintained from previous years, and serve all above objectives. Think of them as our "baseline work".

Key areas are in dark grey, and samples of some of their **contributing activities** are in white.

