

WE ARE

ALWAYS

BECOMING

**SHIFT CENTRE FOR SOCIAL TRANSFORMATION
CONCORDIA UNIVERSITY
IMPACT EVALUATION
2022-2024**



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Executive Summary can be found in the Summary & Findings document

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PURPOSE

SHIFT engaged in an impact evaluation starting in its fourth year (Fall 2022) and ending in Fall 2023, with analysis and report-writing taking place in the first four months of 2024. The evaluation, called *We are always becoming*, sought to understand SHIFT's direct, relational impact on our many diverse stakeholders. We asked, "How has being in relationship with SHIFT - either as a governance member, an intern, a funded partner, or a combination of those - brought new learnings, widened your network, or supported your socially transformative impact?"

ABOUT THIS REPORT

The full report *We are always becoming: SHIFT Impact Evaluation* is laid out to take the reader on the journey with us through how we lived the evaluation, rather than using a traditional report model that distinctly splits the methodology from the data and findings. It is written in the same format as our logic model, through each phase. This is meant to honour the spirit of our evaluation in two ways:

1. In our approach, data and activities were tangled through the methodological design, and we decided in this report not to untangle them, but to present things as we discovered them.
2. This Evaluation process utilized storytelling as its main methodology. We wanted the report to tell our story of collecting stories, to continue the chain from the stories we heard, so readers can live alongside it.

We published three documents as part of this evaluation: the full report, Summary & Findings document (containing Executive Summary, Findings/Archetypes, and Recommendations), and a visual methodologies explainer.

INTRODUCTION

SHIFT's Internal Impact Evaluation (IIE) began in Fall 2022 with the initial design of the logic model, approach, and key definitions and resources that would inform the evaluative metrics.

RESEARCH & EVALUATION CONTEXT

SHIFT sits at a complex intersection of institutions, between philanthropy (as a “funder”), academic (as a “university office”), incubator (as a “”), and with the community. Given this, we wanted to create an impact evaluation methodology that could accurately measure, describe, and honour the nuanced aspects of our work.

“Traditional” impact evaluation for the more institutional and funder side of our work would have us look at questions like, how many people were impacted by our funding - for example, asking our partners to collect their own data on people reached, and us then using that to demonstrate impact. However, SHIFT's funding programs comprise only 25% of our total budget and are a sliver of our work, and this model would effectively centralize funding as our *prime activity* rather than a piece of a larger puzzle. Similarly, evaluation models that would have us look at, for example, the “growth” of those we partner with (ex: incubator model) would not account for the slow and intentional process of systems change, and would value quantity, innovation, and “flash” over quality of relationships and work. These models, and models like them, take the heart out of collaboration with community, and embolden large institutions to claim ownership over the social transformation efforts of the teams on the ground.

So, we turned to community & social services impact evaluations for inspiration. To conduct this evaluation while maintaining our values of humility, reciprocity, collaboration, and being able to effectively honour the social transformation work our partners are conducting, a research method that centered their voices was an obvious choice. The IIE therefore pulled from a storytelling methodology, specifically finding inspiration in Indigenous evaluation models. Examples of inspirational documents:

- Johnson Research Inc. 2016. [Honouring Reconciliation in Evaluation](#) Workshop Manual.
- [Indigenous Evaluation Models](#) Workshop. 2016. Presented by: Eastern Region Training and Technical Assistance Centre. Presenter: Candi Carmi.
- Future Cities Canada. 2022. [Indigenous Approaches to Program Evaluation](#).
- Michelle Firestone, Teyohate Brant, Jessica Syrette. 2019. [Mino Kaanji Goodwin: Program Evaluation](#). Collaborators: Well Living House, Na-Me-Res, Anishnawbe Health Toronto.

BRIEF SHIFT CONTEXT

Started in 2019, the [SHIFT Centre for Social Transformation \(SHIFT\)](#) at Concordia University in Montreal aims to create 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 does this through our four main mission elements:

- Connecting diverse people, institutions, ideas, and expertise in order to catalyze transformative societal impact;
- Facilitating impact-oriented participatory research, and experiential learning
- Providing training, support, and strategic guidance for existing and emerging initiatives focused on social and institutional transformation at Concordia and beyond; and
- Hosting 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.

on top of those ecosystem members who make up the interns and/or partner teams & organizations that we fund, we use a participatory governance model to engage an even wider number of Concordians and community actors in making decisions about our strategy, vision, and operations across our five governance bodies (Steering Committee and four program-specific Hubs). This wide and diverse ecosystem of industry professionals, university staff and faculty, students, and community workers/organizers were all consulted as part of SHIFT's Impact Evaluation.

SHIFT has only undertaken two other major evaluation projects. The first in June 2020 was a program evaluation of SHIFT's pilot year, which informed the second iteration of SHIFT's funding and support programs. The second was an evaluation of the governance structure over 2023, which resulted in a new visual model that was presented in Spring 2024. Although not necessarily evaluative, SHIFT has done research throughout its lifespan, including in Fall 2023, when SHIFT conducted interviews to collect information from external stakeholders about priority areas for institutional convening under the new strategic orientation.

PHASE 1 - APPROACH

NAMING

SHIFT aims to always be working in ways that are collaborative, participatory, and anchored in a shared power approach. Our work is continually recognizing the complexity of systems, the non-linear nature of change, and the importance of rich contextual experiential learning. SHIFT is in a constant state of learning, growth, and change - adapting our operations and our services overtime to both external factors (political changes, university changes) and the needs of our stakeholders. The methodology used in this evaluation was reflective of these approaches; taking them a step forward to a deeper reflection and analysis from which to learn.

SHIFT's IIE was designed to follow four principal approaches. These approaches were arrived at based partly in the research (particularly with respect to the importance of stories, participation, and qualitative over quantitative metrics), as well as SHIFT's values and work styles:

Narrative & Qualitative

Focused on a storytelling methodology, prioritizing understanding the experience of SHIFT's work and impact over numbers & statistics

Participatory & Relational

Making relationships central to the methodology and operations of the evaluation, including bringing different stakeholders together to form relationships with one another

Iterative & Fluid

Not only allowing but encouraging the structure, goals, and understandings of the evaluation process to change as new knowledges and perspectives emerge

Self-Reflective & Capacity-Building

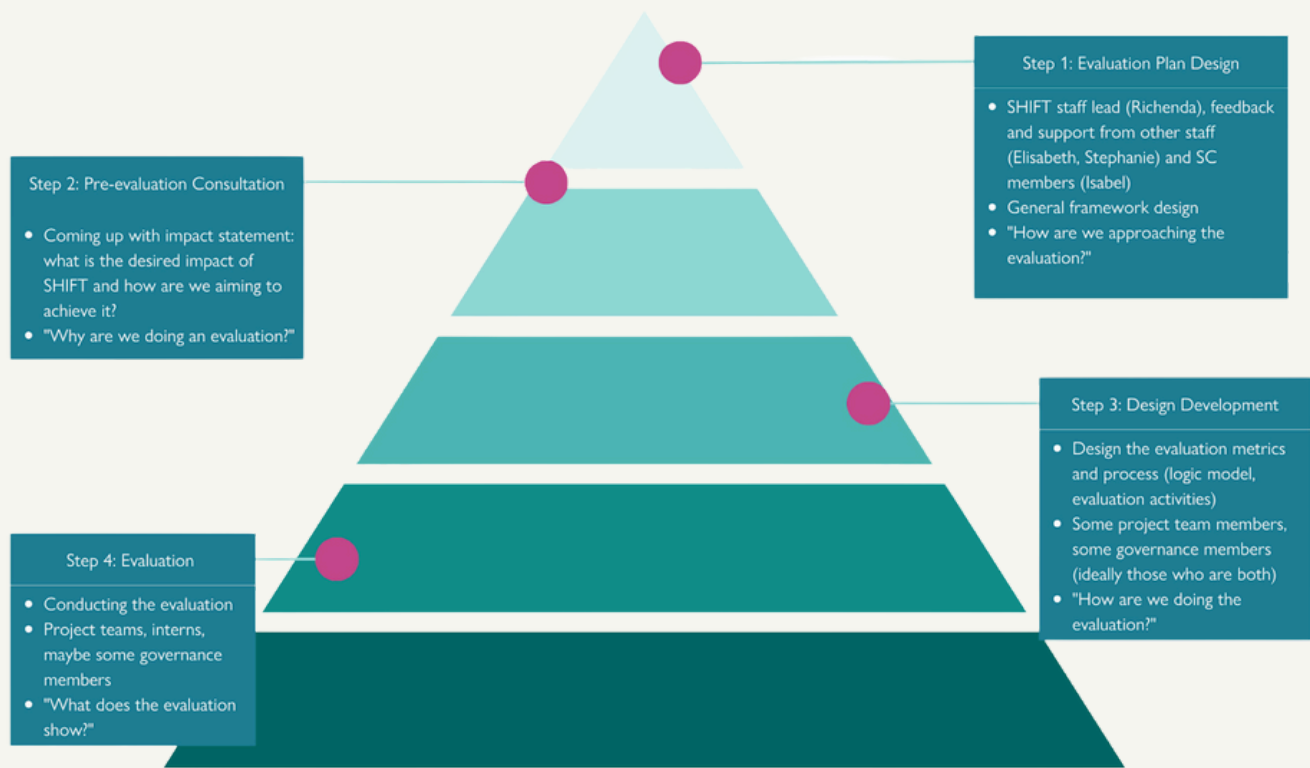
Taking time for SHIFT staff and evaluation participants to reflect on what they share and hear, particularly creating space for slowness and emergence over urgency

Rather than critique, viewing the outcomes of the evaluation as opportunities for learning, growth, and improving SHIFT's capacity

Based on these key approaches, the IIE was then given the name ***we are always becoming***. This name was given to designate both the approaches to the evaluative process, and the spirit of SHIFT's internal expectations, goals, and intended outcomes. Through this name, we attempt to communicate that we see SHIFT as a body in a constant state of learning, growth, and reinvention as we respond to emergent community needs. Through the IIE's key approaches, we aimed to anchor that same spirit into how we measure and examine our potential impacts.

INTERNAL EVALUATION LOGIC MODEL

We are always becoming was designed with four phases in mind, each one providing the learnings that would “cascade downwards”, to refine and make changes to the phases that follow. The triangle shape designates the number of stakeholders participating in each phase:



This Logic Model design shows the evaluation’s original vision, but not the actual activities planned: although the evaluation process roughly followed the same format as in this first Logic Model, following the Key Principles dictated an intrinsic fluidity and potential for change, which meant that the activities themselves changed overtime.

DEVELOPING IMPACT QUESTION

SHIFT doesn’t work directly with Montrealers through the provision of services. Instead, we support the supporters: providing environments and opportunities (ex: resource allocation, workshops on governance) to build and strengthen implementation of socially transformative work. As such, when our staff team sat down with a few members of the Steering Committee to discuss what “impact” meant to us, it became clear that the most measurable and appropriate evaluation approach was to examine the *direct, relational impacts* that SHIFT works to have on social transformation actors. Our hope is that those direct relationships with social transformation actors (ex: community workers) will then support them in working towards SHIFT’s vision of contributing to a more inclusive and prosperous Montreal: this, we would define as SHIFT’s *indirect impact*, which isn’t specifically measured through the evaluation.

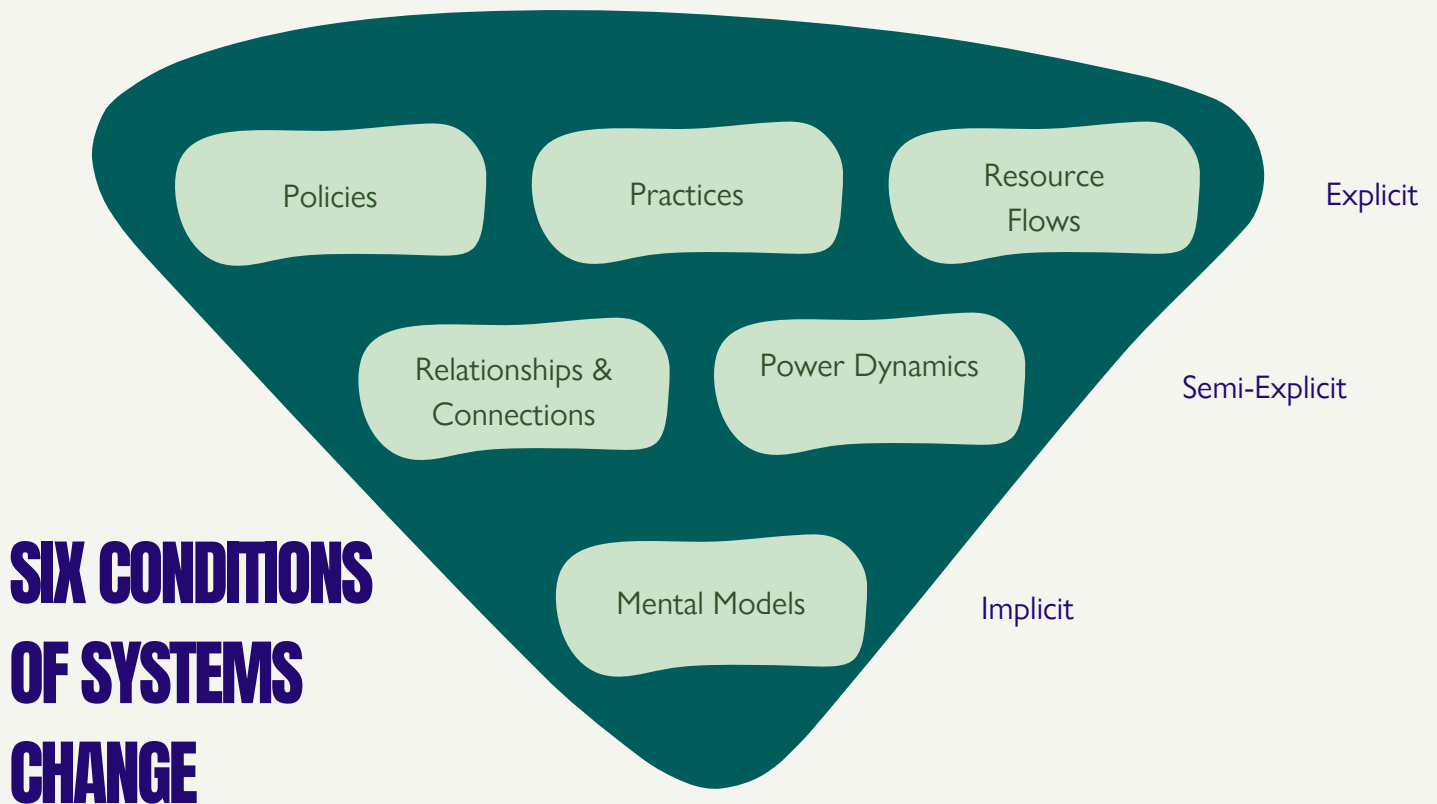
PHASE 2 - PRE-EVALUATION CONSULTATIONS

We are always becoming began engaging SHIFT's community members in the participatory design of the evaluation process in fall of 2022. Specifically, at this stage we invited stakeholders to help us define our impact hypothesis: what assumptions about SHIFT's work we would measure the data against.

The first activity of the Evaluation immediately diverted from the original Logic Model, opting to – instead of convening an adhoc Hub (group of community & ecosystem members) right away – do one activity with SHIFT's Steering Committee and another with Funded Partners. After discussions amongst the staff, we felt that it made sense to start with the Steering Committee as they are the governance body that makes large-scale, strategic decisions for SHIFT and has a deep understanding of its goals and approach. We therefore decided that the Steering Committee would be an appropriate starting point for the evaluation process.

STEERING COMMITTEE MEETING: NOVEMBER 2022

We used the Six Conditions of Social Change from social impact consulting firm FSG (watch full webinar [here](#)) as a framework from which to begin exploration of SHIFT's impact with the Steering Committee. These six interdependent conditions "hold a problem in place" and are areas requiring investment to create social systemic change. They were chosen based on the suggestion of Isabel Heck, Steering Committee member.



This framework was explained to the Steering Committee at the start of the activity, along with SHIFT's definition of direct, relational impact. Then we sent our Steering Committee members into pairs to delve more deeply into how they might have experienced impacts (based in the Six Conditions) through their implication with SHIFT over time – and subsequently, how those impacts might have changed their ways of being in community & social change work.

They were asked the following prompt questions to spark discussion:

1. What's the most important element that brought you to SHIFT?
2. Using The Six Conditions of Systems Change, what impacts has SHIFT had on you or your work (your job, a place you volunteer, or an informal setting where you are co-creating with others)? Try to select 2-3 questions each (from the entire list) as jumping off points:
3. Structural: has something you learned from SHIFT inspired structural change in a place where you work?
4. Have you made changes to/thought differently about policies (formal) or practices (informal)? This could include governance & labour.
5. Have you made changes to/thought differently about the way resources flow? This could include financial resources, human resources, space resources, educational resources.

1. Semi-Structural: has something you learned from SHIFT had an impact on the relational aspects of a place where you work?
 - a. Have you made new connections with people who you've collaborated with, or might be interesting to collaborate with?
 - b. Have you deepened or shifted relationships with anyone in the broader community?
 - c. Have you made changes to/thought differently about the power dynamics and how power is shared in a place where you work?
2. Transformational Change: Mental Models
 - a. Have you, or people you know, experienced a change in your perception of how social transformation, Concordia, or community work operates - and what their goals should be?

This activity with the Steering Committee served two purposes: a first moment to gather data that would be integrated into the evaluation analysis later in the project, as well as finding commonalities, patterns, and highlights that would create the Impact Hypothesis.

WHAT WE LEARNED

All Steering Committee members said that they “learned about” or furthered their knowledge of alternative power structures and power sharing throughout their time at SHIFT. More specifically, members highlighted the recruitment process for new governance members, and SHIFT’s “step-up, step-back” process (annual meeting where members decide if they want to stay on or leave the Steering Committee) as moments for learning around creating more space for contributions from and integrating a wider range of stakeholders.

Steering Committee members also cited the connections made as one of the strongest takeaways from their relationship with SHIFT. Members representing funded partner organizations felt that the connections made facilitated “mutually beneficial networks” and potential collaborations to strengthen their work.

Finally, members (particularly those that came from the community sector or student body at Concordia) felt that they had experienced a change in perspectives on institutions. Compared to their previous view of educational institutions as “opponents” to social change, they said that with SHIFT anchored at Concordia University, they learned to see potential for it as an ally to work together on social change projects. Various members noted reinforced feelings of agency to work and advocate within the system through a stronger understanding of institutional power dynamics and the university’s structure.

HOW THIS INFORMED THE NEXT STEP

Based on this first activity conducted with the Steering Committee, the evaluation team developed a set of three key strengths and two key gaps in SHIFT’s relational impacts. The strengths were representative of the experiences of Steering Committee members, based on the stories they told us of how SHIFT had had a direct impact on them and their work. The weaknesses were representative of areas that the Steering Committee themselves highlighted as lacking in SHIFT’s work when they reflected on SHIFT’s original strategic vision or the areas of SHIFT’s stated mission & vision that the Steering Committee simply did not address. These would constitute our central question; the basis of our “Impact Hypothesis” that the evaluation would be investigating to “prove, disprove, or understand”:

OUTCOME:

IMPACT HYPOTHESIS

STRENGTHS

1. Restructuring work & integrating distributive power in decision-making
 - a. Knowledge sharing and exemplification of SHIFT's participatory governance model,
 - b. Creating opportunities for contemplation as to how different power structures could be implemented into various work settings.
2. The power of building relationships outside of specific (sub)sector(s)
 - a. Facilitating ongoing processes between diverse people and institutions by having students, faculty, and non-Concordia affiliated individuals working together under a non-hierarchical umbrella.
 - b. Creating space for shifting ideas of Concordia university as an opponent; to instead a potential ally
3. Navigating institutional spaces & ensuring best practices
 - a. Creating comfortable spaces by breaking down any barriers that may come between participation and broadening the understanding of existing power dynamics.
 - b. Empowering individuals with the ability to more comfortably navigate an institutional space.

GAPS

1. Affecting policy and institutional advocacy
 - a. Formation and implementation of new internal policies concerning power and governance models within involved organizations and Concordia University,
 - b. Creation of public policy addressing of inequity, injustice, and unsustainability through a social transformation framework
 - c. Positioning of SHIFT as a consultant and/or analyst for public policy.
 - d. Encouraging other institutions, funding bodies, and organizations to distribute resources (financial, human) differently and/or towards social transformation. For example: funding processes (participatory grant-making), to non-registered grantees, to movement-based groups.
2. Cultivation of multi-disciplinary curriculum and research
 - a. Active support of degree programs and courses that do not easily fit in other departments/faculties
 - b. Building connections between individuals across departments and member associations concerned with social transformation

FUNDED PARTNER CONSULTATIONS: MARCH 2023

The second round of consultations were short, multi-purpose small group meetings with representatives from some of our funded partner teams.

For the consultations we spoke to 5 people, representing 4 groups in fields such as: agriculture, mental health for marginalized communities, and institutional sustainability. Before going into these sessions, we reflected on and researched the ways that reciprocity could look and tangibly be felt throughout the Evaluation process. We asked ourselves: what are participants getting out of this? What promises can SHIFT make about how the data from the evaluation will be used and integrated? What is the “impact” of impact measurement? How do we measure the impact this reflection has in turn had on us? How are we hearing and learning?

Looking back at our key evaluation principles of reciprocity and participation, we understood that the inherent power dynamics between funder-fundee would potentially pose a challenge for some evaluation participants to feel fully at ease providing criticism. We hoped that developing commitments, while simultaneously taking a first step into understanding partners’ perceptions of SHIFT’s indirect impact would help us understand how to best spend inherent power dynamics moving forward.

The Partner Consultations allowed us to get deeper into our hypothesis, generate new data that would be used throughout the evaluation process (ex: understand where funded partners are and are not feeling supported), and receive feedback on the series of draft commitments we had already developed based on research.

We asked them the following questions:

- What would it feel like for your relationship with SHIFT to be successful?
- What would make you feel more open to giving criticism and honest opinions in an evaluation of SHIFT’s work?
- What would help you build affinity in a session; how would you want conversations to be structured?
- What would your ideal outcomes from this process be?
- What would make you feel like you were listened to?
- Please review our draft commitments and provide feedback

WHAT WE LEARNED

From the partner team consultation sessions, we learned:

1. The importance of being able to clearly articulate that the evaluation was a process internal to SHIFT, and not that SHIFT was seeking to evaluate their projects.
2. The methodology we were hoping to use made sense, with people saying that sharing circles with open-ended questions would be their preferred structure of conversations.
3. The importance of considering the emotional toll that sharing may take for some people; ensuring that we were valuing the participants and process just as much, if not more, than outcomes.
4. Teams would like to see specific pathways of the learnings and changes that will/have come to SHIFT because of the Evaluation in the final report.

OUTCOME: EVALUATION COMMITMENTS

CREATING TOGETHER

Taking the lead from participants' ideas and ideal relationship with SHIFT and applying this to designing our evaluative processes.

Participants are in the driver's seat with staff, finding alignment and gaps in understanding around SHIFT's mission, vision, and activities

LEARNING TOGETHER

Establishing together a basis of trust that breaks down the power dynamic and builds a relationship that encourages trust and honesty and minimizes any felt need to withhold

MOVING FORWARD TOGETHER

An explicit pathway demonstration of the changes that occur because of the evaluation process, "demonstrating direct change from what we saw in the evaluation to the change"

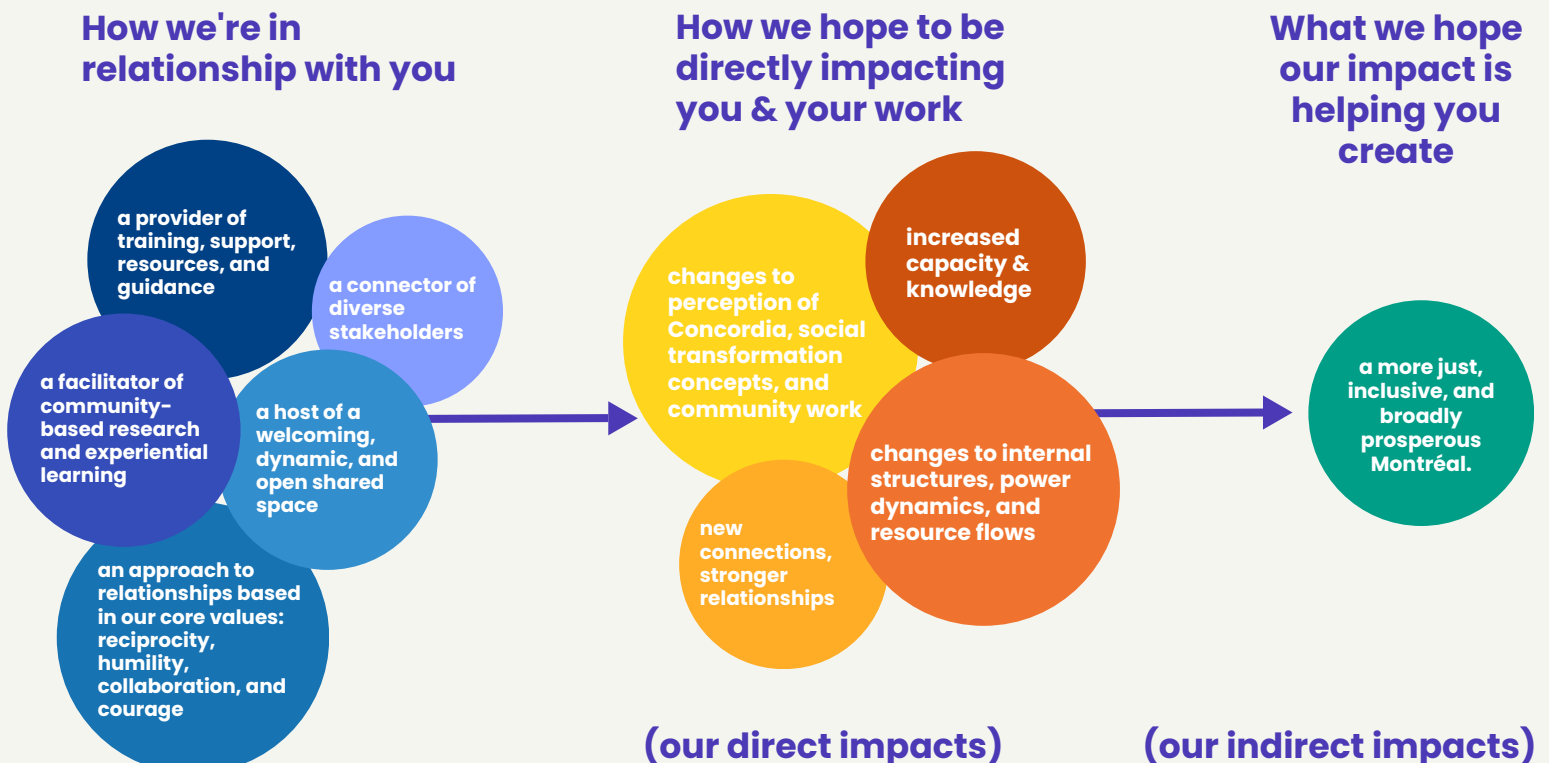
Using the evaluation process in itself as a tool for advancing SHIFT's goals, particularly around building up a stronger and more collaborative network of stakeholders, based on shared experiences and goals of our various project partners and members - "not competing but working together"

REFINING OUR APPROACH

After the learnings gained through the Steering Committee Activity and Funded Partner Consultations, the evaluation team went back to refine the key foundational bases of the evaluation: the Impact Hypothesis, and the Evaluation Logic Model.

FINAL VERSION: IMPACT HYPOTHESIS

Through an integration of SHIFT’s mission and vision statements and with the three strengths and two weaknesses of the initial Impact Hypothesis, we crafted our final Impact Hypothesis. This model would be used as our metric to measure against, and the tool we use to explain SHIFT’s work & impacts to evaluation participants. It is built off of a combination of previous steps, most particularly building off of the original Impact Hypothesis and expanding it into a more holistic understanding of SHIFT’s work:



SECOND VERSION: EVALUATION LOGIC MODEL

Throughout the months between the consultations and the first evaluation activity (the [Roundtable](#)), we also revisited our Internal Evaluation Logic Model. The first version of the [internal logic model](#), the triangle described above, was expanded to better represent the activities, approaches, and spirit of We are always becoming. This expansion leaned more into metaphor, where the entire process is conceptualized as an “ecosystem of knowledge,” a small nod to SHIFT’s pre-existing language through which it describes its network of stakeholders. More specifically, the new and improved Internal Evaluation Logic Model uses the symbology of the water cycle.



The snow and water represent “knowledge” moving through each phase of the evaluation project.

- Phase 1 is represented by the cloud: the staff team developing an approach. Snow falls onto the mountain tops.
- Phases 2-3 are represented by mountain tops: at each of these, the snow (or learnings) blows back up to the staff team (cloud), and trickle down to the phase(s) below it.
- Phase 4: The knowledge gained in the Mountain Phases “melts” into the lake, the Evaluation itself, the final methodology and implementation. The heart of the ecosystem.
- Phase 5: All of the knowledge pooled in the lake nourishes the surrounding vegetation, the eventual outputs, data, and recommendations.

METHODOLOGY DEVELOPMENT: STORY MAPPING TOOL

While the Logic Model is depicted at night, symbolizing its internal orientation and the strategic mapping of the evaluation process, we've chosen a contrasting approach for the Story Mapping Tool. In this depiction, set against a daytime backdrop, we aim to convey its public-facing, participatory nature. Both models are rooted in the same foundational theory, illustrating a continuous flow from the peaks of conceptualization down to the reservoir of learning and insights.

The Story Mapping Tool was developed to best collect stories to get at how a relationship with SHIFT develops and becomes impactful. The methodology was crucial to creating a comfortable environment for evaluation participants, one in which there was openness to sharing and exchange, where participants could support one another in crafting their stories. The Tool was divided into two parts: the orange representing aspects of the relationship between the storyteller and SHIFT, the pink representing the outcomes, and learnings of that relationship.



AREAS OF RELATIONSHIP WITH SHIFT (TOUCHPOINTS)

RESOURCES

- Whether the storyteller received funding (either as an intern or as a funded partner), how much, and how many times
- Whether the storyteller had booked the SHIFT space for a meeting or event, or had used it during one of SHIFT's "coworking days"
- Whether the storyteller had received support from SHIFT staff (in navigating a conflict, advice or program support, etc)
- Whether the storyteller was part of a funded partner organization that took on interns through SHIFT

EVENTS & LEARNING OPPORTUNITIES

- Whether the storyteller had attended events at the SHIFT space
- Whether the storyteller had accessed workshops, training programs, etc (for example: Governance Learning Lab)

GOVERNANCE

- Whether the storyteller sits or sat on one of SHIFT's governance bodies (Steering Committee, Program Hubs, or Funding Selection Committees)

NEW CONNECTIONS

- Whether the storyteller had met anyone through SHIFT (either with a SHIFT introduction or just at an event) that they collaborated with or learned from

OUTCOMES AND LEARNINGS OF THAT RELATIONSHIP

CHALLENGES OR GAPS

- Any aspect of their relationship with SHIFT that has been challenging for them. This could include anything from SHIFT's overall mission & vision, to operations, to interpersonal relationships

INTERNAL OUTCOMES & LEARNINGS: THE DIRECT IMPACTS OF THE RELATIONSHIP WITH SHIFT

- Based on the previous sections, whether the storyteller (or the organization they work at) has learned any new skills, perspectives, potentialities, etc through their engagement with SHIFT.
- Based on the previous sections, whether the storyteller (or the organization they work at) has made any changes to their work based on what they've learned from SHIFT (ex: adopting a shared power governance model, created a collaborative project with another organization)

EXTERNAL IMPACT ON WORK: THE INDIRECT IMPACTS OF THE RELATIONSHIP WITH SHIFT

- Based on the previous sections, any ways in which the direct impacts of the SHIFT relationship have created significant change with their work in Montreal (ex: their organization was able to serve more people thanks to the funding)

PHASE 3: ROUNDTABLE

MAY 2023

The Roundtable was a day-long event with participants from funded partners teams, governance members, and interns. The roundtable had three goals:

1. Generate feedback on the evaluation tool and how folks could interact with it,
2. Generate initial data by getting feedback on the hypothesis and agreements,
3. Pilot the evaluation team's facilitation.

There were 11 participants:

- 2 funded partner representatives
- 3 funded partner representatives also on governance
- 3 governance members (only)
- 3 interns

The agenda of the day included multiple activities, with the largest anchor activity being the test use of the Story Mapping Tool. To start off the day, we presented the Evaluation Commitments, followed by the Impact Hypothesis, and opened the floor for questions, feedback, and discussion. There was an unexpectedly high level of engagement from the participants in this conversation, with rich discussion surrounding our question of “what does direct relational impact mean to you”. The conversation brought forth a central theme of the day's discussions: What is SHIFT's identity? It became apparent that many of our stakeholders perceive SHIFT as lacking clarity, prompting a fundamental shift in our evaluation approach – all within the first activity of the Roundtable!

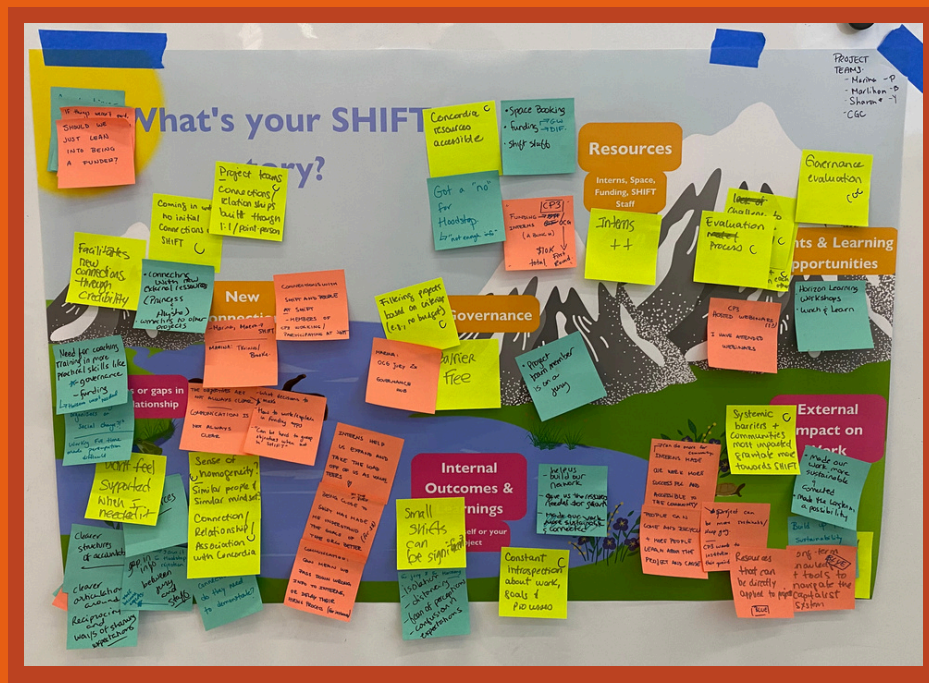
As the evaluation sought to be an iterative process of design, this is exactly what we were looking for in our test run. What gaps and successes do we not know exist for our stakeholders, and how can we measure them better?

How can we get our participants to walk us through their iterative, ever-changing relationship with SHIFT and their learning along the way, so we can learn about their experiences?

The second activity was a feelings-mapping exercise led by SHIFT's Ecosystem Activator. The goal of this activity was to understand the emotions that SHIFT elicits, as well as create some level of buy-in for the following exercise that would require participants to be more emotional, rather than analytical, with their storytelling.

The main activity of the Roundtable involved participants breaking into small groups of 3 storytellers to complete the SHIFT Story Map physically using post-it notes. The participants were split into pre-decided groups based on the individual's relationship with SHIFT as a governance member, project team member, or intern. This approach accounted for variations in individuals' levels of involvement and interactions; for instance, an intern might have fewer touchpoints or sticky notes compared to a more experienced participant. Our goal was to ensure that every participant felt their story was valued, irrespective of the number of sticky notes they contributed to the map. While some participants have overlap in their roles and relationship with/to SHIFT, our assumption was that grouping together those with presumably similar positions/journeys would be encouraging for participation and allow them to bolster each other's storytelling.

The maps served as a grounding tool for the discussions that followed participants' individual journeys through the various potential touchpoints, learnings, and outcomes. The small group discussions were all audio recorded and turned into transcripts.



It felt important that the Roundtable also serves as a space of networking and connection-building for participants outside of the evaluation activities themselves. For the lunch break, we encouraged everyone to sit together at a long table and to make connections with one another. We observed several participants bonding over shared work, either because they worked in the same borough, or because their organizations shared a target population or approach.

KEY LEARNINGS

The data from the Roundtable activity was integrated in the final analysis of all stories in [Phase 5](#), to create our findings and analysis.


LEARNING 1: CLARITY & PLACE WITHIN CONCORDIA

From the Roundtable we learned that one of the largest challenges faced by participants was a lack of clarity about what SHIFT is and offers. At both the beginning and end of the day, during big group time, participants discussed SHIFT's position within Concordia and the confusion or distrust that can inspire in community organizations. Participants reflected on the lack of clarity within SHIFT as inhibiting our ability to "milk" our position of power and privilege within the institution to most benefit community organizing. From this came a discussion amongst participants of what they classified as a "catch 22" when it comes to working with SHIFT as an office of Concordia: some felt that being in relationship with SHIFT provided an increased sense of legitimacy to project teams partly through our connection to Concordia, but at the same time named Concordia as a challenge/barrier to people within the SHIFT ecosystem or as something that even prevents potential new relationships from forming.

Within that lack of clarity, participants told us that "SHIFT wants to be told what SHIFT is". In other words, they felt that throughout many of SHIFT's conversations and approaches, the reliance on community participation and shared power stunted SHIFT's own leadership in defining its approach, areas of focus, and even operational activities. This was an essential piece of data that was relied upon in the following Steering Committee retreat that was deciding on SHIFT's new strategic orientation.

LEARNING 2: REFINING OUR APPROACH

We learned that the maps, despite being a little unconventional, were accessible and made for an enjoyable, useful activity for participants – but only with well-planned and "tight" facilitation. Our facilitators encouraged off-map discussion first with active listening, from which they would extrapolate from discussion and flag to storytellers "that's a sticky note!" when relevant. After the Roundtable, we learned we needed to give much more time in the process for our storytellers. We found that while the maps were well populated, it was difficult to encourage discussion and deemed this to be because as the storytellers all have similar journeys, they had similar things to say and would frequently interrupt each other, go on a tangent about their shared experiences, and then not tell their wider story. Because of this we decided that in the evaluation activity we would split up the small groups differently – having someone from each position (intern, project team member, and governance member) represented in hopes that it would generate stronger discussion.



"We're all lost in the woods together"
Intern, Roundtable participant

Two edits were made to the map to improve clarity for the Evaluation. The pink “external impact” touchpoint changed to just “impact.” We had made the differentiation between internal learnings and external impacts in an effort to be clear, but learned that this was cause for confusion. Instead, this was explained by facilitators rather than appearing on the map. The pink “challenges or gaps in SHIFT relationship” touchpoint was changed to a purple in effort to encourage reflecting not only how the orange touchpoints contributed to learnings and impacts, but also how the challenges contributed to these experiences.

In our post-roundtable debrief, the evaluation team determined the feelings-mapping activity did not generate useful data to the evaluation, and instead in future iterations of the activity we would designate more time to large group discussion. We also decided that moving into Phase 4, for both the in-person evaluation days and on the online survey, it was important to add a question explicitly asking participants “what is SHIFT” or “what does SHIFT do”, to understand more about the lack of clarity. For example: did people on governance have a better understanding than funded partners, did everyone have a low understanding of one specific area of SHIFT’s work, etc.

PHASE 4:

THE EVALUATION

OCTOBER - NOVEMBER 2023

Building off the learnings from previous Phases, we evolved the format first piloted in the Roundtable for the final in-person evaluation days. Through two in-person days, we welcomed fourteen participants to share their SHIFT stories. To supplement the in-person sessions, we created a virtual version of the Story Mapping Tool, which received twenty-seven responses.

ACTIVITY 1: IN-PERSON SESSIONS

The evaluation team created a database of members of the SHIFT ecosystem dating back to 2020. This database includes 255 people, of which 112 are interns; 44% of the entire database. Though by number interns represented the “largest” proportion of the ecosystem, most of them have very little relationship with SHIFT outside of the payment through their internship. Though we tried to send out invitations proportionally, the outlying number of interns would have skewed the results in a way that was not representative of SHIFT’s actual relationships.

When deciding who to send the invitation to we encountered the challenge of people having left their projects and/or Concordia – meaning we no longer had accurate contact information for them. The database failed to account for people who have indirect relationships to SHIFT which we had to chase down. There are also many people who are members of active funded partner teams who have little to no relationship to SHIFT as individuals.

This means that, likely, people who are already engaged in the SHIFT relationship are more likely to engage in something like an evaluation process. Since participation in the Evaluation was paid, we may have been able to partially avoid this skewing.

In total, after a “yes” response rate of over 95%, the Evaluation Days participants were:

- 1.3 Interns
- 2.3 Governance-only
- 3.1 Funded Partner-only
- 4.6 multiply-placed (Governance + Funded Partner)

The diversity of standpoints was extremely evocative. Having people interact across career points, age, and demographics provided the opportunity to find commonality across differences. Participants had no idea what to expect, and when we explained the activity, many felt like they weren't going to have anything to contribute – everyone ended up having lots to say. This created the overwhelming sense that each participant's knowledge and experience was valued equally. As mentioned, for the Evaluation Days we chose to not create groups based on standpoint, but to have mixed groups. The usefulness of the varying experiences within the groups cannot be overstated; it allowed for a "breaking of the echo chamber," which was mentioned at the Roundtable as a challenge when in relationship to SHIFT. Having different placements together provided a different kind of space that changed from people feeling like they were preaching to the choir when discussing their experiences, to having rich and assorted conversation; everyone being a part of the community sector, but from quite different placements within it.

There were moments that the Evaluation turned into ethnography, where observing dynamics and what participants chose to talk about was even more important than the data and their relationships to SHIFT. We noticed that in each group, while going through the Storytelling Map Tool, participants would engage in broader discussions of themes or alignments; going off on tangents or getting excited about a specific item brought up by another participant. For example, one group spent a portion of their activity time focused on discussing SHIFT as a political / non-political space and the benefits of the internship program. Another group focused on the impact of being in Concordia, and the university as a barrier to full engagement from community members. We called this one element of our "ethnography", as it showed us more about the ways that different combinations of individuals interact with one another: what they choose to discuss, how they relate to one another, how they understand SHIFT differently when allowed to speak without structure. We also witnessed the proof of our hypothesis live: several participants - across days - used the opportunity of being in the SHIFT space to make connections with people they might later collaborate with, reinforcing our theory that SHIFT serves an important role as a space for unlikely allies or potential collaborators to meet. Similarly, we received strong feedback that many participants learned about impact evaluation through their experience of participating in it, reinforcing our theory that SHIFT provides space for shared experiential learnings around the sector and social transformation.

HIGHLIGHT

There were many examples of connections being made through the evaluation itself, bringing a new kind of data collection methodology (ethnography) into the evaluation process. Here is one of those stories:

A student intern and a Concordia affiliate instructor were in a small group together. Over the course of the conversation, the instructor was explaining her community-based research work. In response, the student began telling his group about how his department doesn't have a Masters program, and he is interested in doing research related to the organization he works at. The instructor told him that although she doesn't specialize in that specific area, she has a lot of knowledge and experience in research with marginalized communities, and told the student that when he wants to pursue a Masters, if he can find another professor to support him, she would co-supervise.

While we deeply appreciated the emergent conversational approach in small groups, there were drawbacks and occasional challenges associated with it.

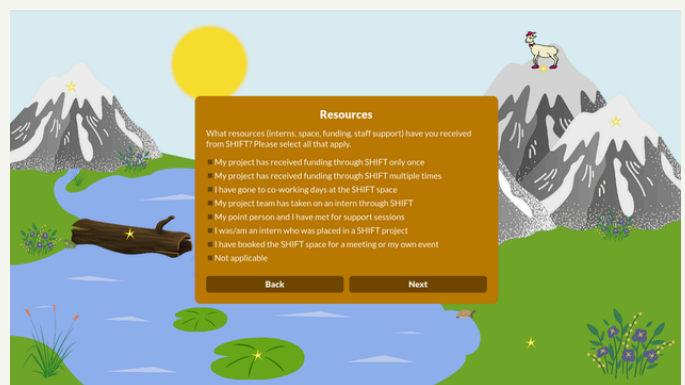
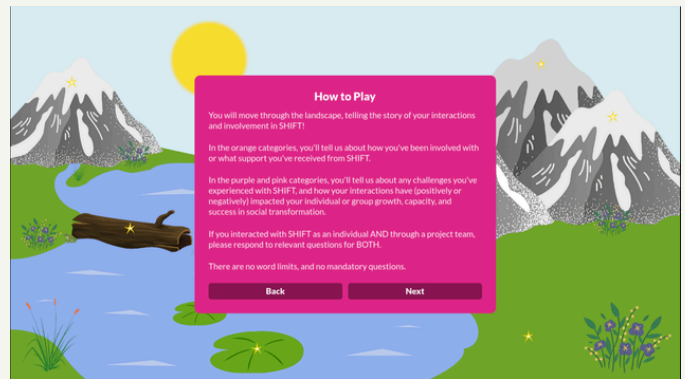
1. Overall, the emergent conversational approach in small groups meant that we deprioritized quantitative data in service of the approach: instead of being harsh or firm on ensuring that the maps were “adequately completed”, we allowed conversation to flow naturally. It is possible that we could have collected more tangible or concrete data, but allowing human interaction essentially allowed us to gain further qualitative data that was rich, generative, and participant-led. We also had one group which requested turning off our transcript recording during a conversation about burnout and conflicts.
 - a. Evaluator’s Note: We want to stress that we didn’t feel as though we “lost” anything through this approach, but gained something new and unexpected. By changing some aspects of our methodology in response to what trends we were seeing amongst respondents, we not only held ourselves to the evaluation’s core principles, but were able to hear richer, community-led stories and feedback
2. In some instances, small group conversations were challenging to interact constructively with; their indirect conversations, unlike other groups, did not provide qualitative data but rather felt like individualizing and making extrapolations or statements that were factually incorrect about SHIFT. While we were able to decipher some data points from groups/conversations like these, it was sometimes hard to draw the groups back to the map or core of the activity.

The sense of relating and trust in at least two out of three small groups was palpable. We watched people make beautiful connections right in front of us, which felt like a true honour to facilitate and witness. In this we not only learned about the impact of the stories that were placed on the map, but the impact of taking part in the evaluation process itself. We had hoped that our storytellers would develop affinity with one another, but we hadn't even dreamed of anything as beautiful as what unfolded.

ACTIVITY 2: ONLINE SURVEY GAME

Working with Soft Chaos, a web development collective based in Montreal, we designed a virtual version of the Story Mapping Tool, wherein participants could walk themselves through the story. This format would allow SHIFT's evaluation to reach more people, with the responses serving as "secondary data". As it doesn't follow the primary methodology of having facilitated small groups, there is no opportunity for open, flowing conversation to dig deeper into participant responses.

The version was designed as a playable "game", where a goat named Gertie would move around the landscape collecting participant responses. To compensate for the lack of facilitation, the game used a checklist where applicable to prompt responses and ensure accuracy & consistency. In other areas, the checklist allowed for open, unlimited text responses.



The survey was sent out to just over 90 SHIFT stakeholders with a variety of relationships and received 27 responses. We felt that to get a good amount of data, we would want the form to be completed by at least 20 people: as we wanted total evaluation participation to reach approximately 50 people, or around 25% of all those we consider active SHIFT ecosystem members. Those responses varied in detail and level of survey completion, with some respondents focusing on some areas of the survey more than others. Of those online responses: 4 were interns, 16 represented Funded Partner teams, 11 had sat or sit on a SHIFT governance body, and 9 had sat on a funding selection jury (note: half of the respondents represented more than one Touchpoint, so these numbers exceed the total respondents). Respondents were invited to ensure a diversity of backgrounds, areas of expertise, and relationships to SHIFT. All respondents received a \$25 digital gift card for their participation.

There were some challenges with the Survey Game, including it being a "large" website that some respondents' computers could not open. There was a simplified "Google Forms" version of the game for accessibility that could be used instead, but it can be assumed that some potential respondents didn't see it, which forced them to not complete the survey at all.

As mentioned above, the Survey Game responses suffered from its very format: as the evaluation was designed to function relationally and with facilitation, the quality of data is (expectedly) weaker through the online game than the in-person sessions. This is why the Survey Game data is considered "secondary" data, as it doesn't mimic the levels of detail and nuance that were achieved through group work.

DATA ANALYSIS

SORTING

Data was sorted by the strengths and gaps outlined in the Impact Hypothesis. The categories were expanded in response to common themes that arose to ensure that the story was captured and reflected most accurately.

The categories used sorting for the qualitative data were:

- Restructuring work and integrating distributive power in decision-making
- The power of building relationships outside of specific (sub)sector(s)
- Navigating institutional spaces and ensuring best practices
- Affecting policy and institutional advocacy
- Cultivation of multi-disciplinary curriculum and research
- Lack of clarity
- Coaching and training
- Political intentionality
- Capacity building and resources

We used keywords to search through the full discussions, which included meeting minutes, transcripts, and notes. Additionally, we analyzed survey responses separately. By combining this information with data from our ecosystem database, we created a comprehensive spreadsheet to identify common patterns of interaction within SHIFT. This helped us organize and understand the data more effectively. We recorded:

- What year people joined SHIFT
- Their relationship / affiliation to SHIFT
- Their relationship / affiliation to Concordia, if at all

- Total resources accessed and which ones
- Attendance at events, and how many
- New connections, based in the community or university, and how many
- Total challenges and which ones,
- Total learnings and which ones,
- Total impacts and which ones.

Analysis of the above was separated into:

- Totals
- Interns only
- Funded partner only
- Governance only
- Multiples (people with various roles, such as a funded partner who sits on governance)
- Staff and faculty
- Students
- Externals
- "New friends" (joined SHIFT in 2023)
- "Medium friends" (joined SHIFT 2021-2022)
- "Old friends" (joined SHIFT 2019-2020)

Given the narrative approach of we are always becoming, the stories and holistic nature of each individual response has been our priority in analysis. However, we understand the need to present a short analysis of the statistical quantitative findings, to help our readers understand the general patterns and conclusions that we reached in our Archetypes (PAGE).

This observation suggests that our stakeholders have varied perspectives and experiences in their relationship with SHIFT. The lack of consistent agreement on many issues indicates the complexity and diversity within our stakeholder community.

Below we've written out some high-level and/or notable findings that correspond to each area of our Story Mapping Tool. To look at the complete quantitative data, see Appendix A (PAGE) for our full table.

Note: "Multiply Placed" respondents refers to those who are engaged with SHIFT through several different connections (mostly a funded partner who also sits on a governance body). "Funded Partner Only" respondents are those who are only engaged with SHIFT through having received resources (funding and/or interns).

MOUNTAIN RAGE

RESOURCES

Out of the 30 funded partners who responded, 13 had received funding only once, 14 had received funding twice, and 1 each had received funding 3 or 4 times. Those funded partners who had no other touchpoints with SHIFT (as in, not on Governance or been an intern) received on average less funding than those who had a deeper relationship: 90% of "funded partner only" respondents had received funding only once, versus only 22% of multiply-placed respondents.

This pattern continued with other resources accessed, indicating that the deeper relationship with SHIFT correlated with accessing more resources.

Funded Partner Only

- **58% had taken interns**
- **41% had booked SHIFT's space**

Multiply-Placed

- **88% had taken interns**
- **47% had booked SHIFT's space**

Overall, taking on interns was cited as having incredibly positive impacts on funded partners' work and internal capacity. The interns themselves reported high space use and event attendance, likely influenced by their own relationships with SHIFT, and therefore may not be representative of all current SHIFT interns.

Respondents who were solely governance members, of course, had not received any funding during their relationship with SHIFT, leading to fewer resources accessed by virtue of their position. However, 64% of them had booked SHIFT space for their other work or projects, and one had previously taken on a SHIFT intern.

Evaluator's Note: Funding received is the only area in which the evaluators added missed information in the responses. Given that we know exactly who got what funding and when - and given that many respondents couldn't remember the exact nature of funding or forgot it - for the sake of more accurate analysis we added missing information in. This took place for no more than 10% of respondents, and the fact of them forgetting funding details was still kept as a data point for the qualitative data (Archetypes) portion of the report.

EVENTS & LEARNING OPPORTUNITIES

Overall, 70% of respondents had indicated that they had attended more than one SHIFT-hosted “learning event”

This was particularly high amongst interns (100%) and funded partner-only respondents (75%), but interestingly much lower for governance members (64%) and multiply-placed respondents (59%).

When looking at other indicators, Concordia staff & faculty reported much higher average event attendance (92% attended two or more learning events) than students (70%) and those external to the university (68%).



NEW CONNECTIONS

From the survey game and evaluation days we can gather that **being in relationship with SHIFT has facilitated the making of new connections for 96% of total respondents.** Of all the respondents, however, they indicated much higher connections-making with the community (74%) than connections within Concordia (34%). This pattern of greater community than Concordia connections remained through all different analytical breakdowns of respondents, with governance-only respondents indicating a greater overall average number of connections made (14% reporting no new connections, versus 25% for funded partners only and 17% for multiply-placed). Two multiply-placed respondents indicated that through SHIFT their relationships had been “reinforced”, but not that new ones had been made.

Evaluator’s Note: based on our knowledge of some of the respondents, we believe that there are inconsistencies in their auto-reporting of new connections. For example, one multiply-placed respondent indicated not having made new relationships but was - based on the qualitative nature of their story - clearly responding for her funded organization and not for herself as an individual. However, given the working relationship the evaluator has with this individual, they know that they have at least met new people (if not new collaborators) through her involvement in SHIFT. It is possible that other respondents answered similarly. However, it should be noted that not reporting a new connection is a data point in itself: that they do not feel that there has been an impact in this area is important for SHIFT to know moving forward. No data was changed in this section.

Evaluator’s Note: Many of the people who would be interested and/or willing to participate in the evaluation are also more likely to be those who would attend events or had received multiple fundings (close to SHIFT already and would be willing to share their experiences). 70% event attendance does not, therefore, represent the totality of experience with SHIFT for all kinds of stakeholders: rather, it is demonstrative that closer engagement leads to more depth of experience.

This is even more true for the interns that responded to this evaluation, for whom there were at some times mandatory events during their internship, and who are highly engaged by comparison to the many internships who do not see themselves as in relationship with SHIFT. This could therefore represent the most skewed of the data.

LOG

CHALLENGES OR GAPS IN SHIFT RELATIONSHIP

Challenges & Gaps presented an interesting and wide-ranging area of analysis for us. Using coding and grouping (as we also did in the next two sections), we created a series of broad categories from which to start our analysis. Overall, there was no one of these challenge areas that stood far above the rest: **the highest single category cited was Administration at 22%, followed by Communications at 20%.**

Interestingly, governance-only and funded partner-only respondents indicated fewer challenges (36% and 50% said no challenges, respectively) than multiply-placed respondents (18% said none). For multiply-placed respondents, administration posed a challenge for 41% of them, the highest reported challenge for any group in any area.

“Other” challenges as cited by respondents included::

- Challenges with the funding program’s selection committee (jury) process, either as they had been on the committees or applied through them
- Frustration with SHIFT’s project-based funding structure, and wanting more core funding
- Barriers or challenges based in SHIFT’s place within the university
- Lack of representation from or work with Indigenous groups
- Inaccessibility of language

Evaluators’ Note: because of the deeply qualitative nature of this and the following two sections, those respondents who completed the online survey overall often gave less detail or didn’t complete all the questions. There might therefore be more challenges, learnings, and outcomes than indicated. It could also be that the more implicated an individual is in SHIFT, they see more of the flaws or experience more challenges.

“Total honesty? I feel a tension between the amounts of money SHIFT provides (small) and what it is asking us to do (major social change work). I don’t feel the training opportunities really met us where we were at. I think both of those things mean I don’t personally invest that much in the relationship on behalf of our group.”

Survey Respondent

“[There’s a] need for coaching/training in more practical skills like governance and funding. Also CU is training organizers on social change? We’re competing for resources, and there’s a gap between jury and staff. [SHIFT needs] clearer structures of accountability, clearer articulation around reciprocity and ways of sharing expectations. There’s a dissonance between expectations of who you are, and say who you are/want to be - how can you conciliate? Is there resistance?”

Funded Partner team member



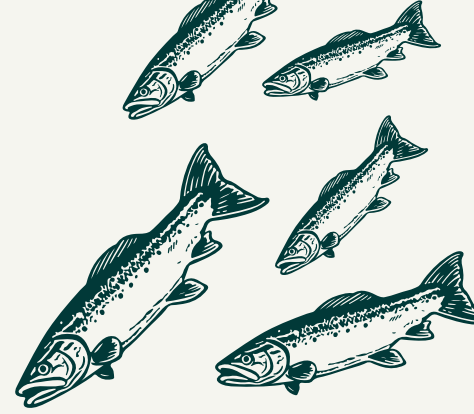
LAKE

LEARNINGS & INTERNAL OUTCOMES (DIRECT IMPACT)

Outside of “General Skills,” a box available on the Survey Game to allow for more flexibility, the highest reported areas of learnings were: better understanding of the sector and social transformation (34% and 32% overall respectively) and learning around governance and power sharing (34% overall).

Interestingly, the group which reported the least amount of learnings and internal outcomes (17-18% saying none) were the Multiply Placed or Funded Partner Only respondents. Out of the Multiply Placed group most respondents (41%) indicated “General Skills” learnings. Out of the Funded Partners group, most (50%) reported learning more about social transformation, followed by 42% reporting to learn most about the wider community sector.

Interns also presented an interesting case. While they reported the lowest average individual amount of learnings (2 per person, versus 2.7 for other groups), they also reported the most learnings as a cohort, with 0% indicating that they had learned nothing through their relationship with SHIFT. Their highest area of reported learnings was “Other” at 43%, and included areas like: payment expectations in the sector, feedback culture, and “reflection” (no further specificity).



On average, respondents cited more “learnings” than they did “impacts.”

Other areas of interest

- As expected, Governance members reported more learnings than other groups, with 57% reporting to learn about governance structures & decision-making, and 43% about the sector.
- Of Concordia Staff & Faculty, 0% reported no learnings, with 57% reporting learning about governance and decision-making, and 42% about community expertise & funding
- Of High Resources respondents, 11% reported no learnings, compared to 20% of Low Resources respondents

“SHIFT’s funding has been pivotal in turning our project from an idea into a reality. This support has strengthened our connections within Concordia. Beyond financial assistance, SHIFT has provided invaluable opportunities for team members to gain skills in governance, etc. Being part of SHIFT’s ecosystem has instilled confidence and a deep sense of motivation within our team, driving us to navigate challenges with resilience and innovation”

Funded Partner Representative



"We shifted the way we held a selection committee for a residency program [at my office]. One thing that really stood out to me [through my SHIFT participation] was how SHIFT prepares for folks to succeed; that was very new to me (giving them the questions before [the interview]). I feel like the institution in particular is such a gatekeeper and really doesn't actually help you in [successfully navigating] its curves and all these other stupid things. So it was really cool to see that happening and made me think, but [my relationship with SHIFT] didn't really necessarily impact my work more broadly yet. Maybe it will in the future, but, lots of internal learning"

Governance member, Concordia staff member

BULRUSHES

EXTERNAL OUTCOMES (INDIRECT IMPACTS)

In this section of the evaluation, we were originally aiming to understand any ways in which the direct impacts of the SHIFT relationship (internal outcomes, learnings, challenges) **may have created significant change with respondents' work in Montreal (ex: their organization was able to serve more people thanks to the funding, they changed their governance structure, etc).**

We anticipated that this section would be the hardest for respondents to complete, and noticed in the Roundtable pilot, most people were not able to "quantify" or discuss indirect impacts easily: for the most part, they found it more feasible to report a different version of internal learnings that felt more individualized and/or more intangible.

Through facilitation at the Fall 2023 Evaluation Days, we were able to support participants in thinking through this tougher question. This was, of course, less possible with the online Survey Game, where there were significantly fewer details provided across all questions.

As expected, more touchpoints or closer relationships with SHIFT in general resulted in greater impacts. Multiply-placed respondents on average reported two impacts each, with Internal Capacity sitting at 35% and Better Serving Community at 41% - only 12% reported no impacts.

Only 29% of Governance-only respondents reported "No learnings". 57% of them reported "Change in Intentions", in particular focused on non-hierarchical and shared power and influencing leadership or decision-making styles. While not a tangible impact, it's representative of the fact that for many respondents, their internal experience at SHIFT of learning has, more than anything else, made an impact on their individual trajectories or approaches. For Governance-only members, building better connections to the community was the second-highest impact, at 36%.

Those respondents whose only touchpoints with SHIFT are through their Funded Partner team reported the fewest impacts: on average 0.83 per person, with 42% of those respondents reporting no impacts at all.

Those respondents whose only touchpoints with SHIFT are through their Funded Partner team reported the fewest impacts: on average 0.83 per person, with 42% of those respondents reporting no impacts at all.

Overall, respondents told us that they enjoyed understanding the sector and meeting people, but did not report that there were “new” or expanded projects emerging from those connections, or that there had been changes to their core operations. Reporting indicates that resources are the only area affecting groups’ internal capacities and the quality of services for the community.

Comparing these findings to the 6 Conditions of Systems Change, we were correct in assuming that SHIFT has some effectiveness in influencing mental models and facilitating new connections and relationships. There is less evidence that these outcomes result in changed practices and systems, including sharing power in other spaces. This disproves our question of whether SHIFT is tangibly influencing external power dynamics, resource flows, and structures - rather, people are learning more about different ways of working.

There could be several reasons for this low reporting of impacts:

1. Data Collection

- How questions were phrased (particularly with respect to the online survey, in which there was no guidance or facilitation to support responses)
- As mentioned, the nature of who responded (for the most part, those who are already engaged) or the capacity of respondents (who was able to complete it at all, or to what extent)
- For the in-person sessions, flow of conversations. To allow for iteration, fluidity, and participant-led evaluation, facilitation was deliberately unstructured. This resulted in some groups diverting from the Story Mapping Tool for some portion of their time in the activity. While this brought incredibly valuable data in different ways, it did limit some of the more specific responses.

2. Our approaches aren’t leading to tangible system- or organizational-level impacts related to practices, policies, power dynamics, resource flow

3. It is too early in SHIFT’s lifecycle to have seen the impact of our relationships on the wider community.

- SHIFT has only existed since 2019, with the first few years severely impacted by the COVID-19 pandemic, which not only limited our own work (including not having a physical space), but also limited the work of our funded partners. Now in Year 5, SHIFT is only really beginning to see the vision of a community of practice coming together, and beginning to understand its impact.
- Our physical space also only opened in Year 4, and despite major growth in engagement and usage of the space (and event attendance as a result), it is still a new facet of what we do

"[My internship was at] a very small company and the finance team was even smaller. I had really a lot of one-on-one impact on different parts of the organization. My work impacted much more on a significant scale than my friends working at a 2000-employee company. One of the things that I worked on was ... the implementation of a software that streamlined and made the accounting process much more efficient and less complicated. [The updates I did] made it much easier for people who are not in the finance team to make that accounting system much easier and lower the margin of errors and discrepancies between payments. So that's really cool. So this is why I said the experience that I had was unique: my friends would not have implemented a software that would impact the company for years to come, but I did that."

Intern

RESPONDENTS' UNDERSTANDING OF SHIFT

At each step of the Evaluation participants shared a common challenge of feeling like they don't know what SHIFT is. When we explicitly asked, "What is SHIFT," it became clear that, generally, people do know what SHIFT is. They understand the mission and vision, but the operational aspects of our work are much more unclear. This is true for people with little to lots of interaction with SHIFT alike. People are interested in the "how" of our work. This is something we learned throughout the Evaluation as well, participants not just wanting to take part, but also learning how we had gone about the creation and executing of the process.

PRIMARY FINDINGS: ARCHETYPES

To represent the enormous and amorphous amount of data collected, we created four different archetypes that represent 4 different journeys that represent the most common experiences of ecosystem members.

PROCESS

Using a whiteboard, we created a chart based on our complete data pivot table, with the Y axis showing the four major categories of respondents. The X axis represents all the pieces that make up a “complete” relationship with SHIFT. Example:

	Standpoints			Touchpoints			Outcomes		
	Year joined SHIFT	Relationship to Concordia	If partner organization: what kind	Number/type of resources accessed	Number/type of events attended	Number/type of connections made	Challenges	Learnings	Impacts
Intern									
Funded Partner Only									
Governance Member Only									
Multiply Placed									

Turning back to our pivot table analysis, we looked at the most common responses in each category for each “type” of person (intern, funded partner, governance member, multiply-placed). We also used certain real individual respondents as inspirational starting off points, to pull more specific quotes and tones. We added additional demographic information also based on most common responses (ex: interns are all younger, governance members skew older): given SHIFT’s intimacy with those who responded we knew enough about their identities without having to ask for demographic information in the evaluation itself. That looked something like this:

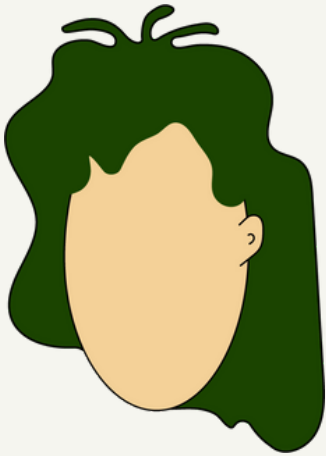
	Standpoints			Touchpoints			Outcomes		
	Year joined SHIFT	Relationship to Concordia	If partner organization: what kind	Number/type of resources accessed	Number/type of events attended	Number/type of connections made	Challenges	Learnings	Impacts
Intern	2021	Student	Urban agriculture	Project: COVID funding Staff Support for conflict	Intern events A few Lunch & Learns	With host organization Other people & orgs in the sector	Admin Host conflict Didn't understand SHIFT's role	About the sector Alternative workplaces Confidence to stand up for themselves	The relationships feel important to future

Once we had finalized the basic Standpoints, Touchpoints, and Outcomes for each archetype, we began to craft the story in their voice. Through a combination of narrativization and direct quotes pulled from transcripts, we wrote each archetype’s story in their own voice, as if they were people who had participated in the evaluation process.

The archetypes are designed to reflect – at every level – the experience of being in SHIFT. Not only are the “hard facts” about each archetype reflective of the data, but also the tone and words they use to describe SHIFT. For example, if one of the archetypes doesn’t remember the name of a funding program through which they were awarded, this is intentionally reflective of how many of our respondents couldn’t remember exactly the names of our funding programs, but rather the natures & amounts of them (ex: “the \$5000 grant for new projects”). Similarly, the length and flow of each archetype’s story is meant to reflect the degree to which they engaged in the process, with some having much more to say than others.

All the projects the archetypes cite working at are also narrativized and are meant to reflect the types of groups or issues that SHIFT has funded the most.

Evaluator’s Note: *The Archetypes are written to demonstrate common patterns amongst our evaluation respondents. While some of these reflections on SHIFT were specific to an element of each character’s positionalities or standpoints, they are not meant to be demonstrative of all of our collected data, nor are they necessarily prescriptive across archetypes (for example: it was not just intern respondents who stressed challenges with the way they received payments). The goal with the Archetypes is to present the data in such a way that the majority of SHIFT ecosystem members will find commonalities with one or more Archetypes.*

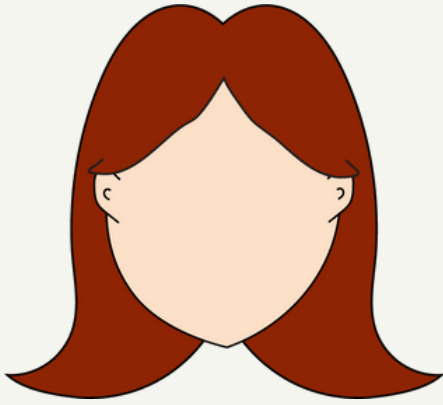


GINN
21 YEARS OLD
INTERN

I'm in my final year of my geography degree and have been involved in on-campus mobilization within the student movement, which is where I first learned about Feeding the Future Farm as part of the Concordia activism scene. They do great work; it's interesting theoretically thinking about the worldview that surrounds regenerative agriculture - but also tangibly, they're feeding people and doing popular education on urban agriculture. I had already been pretty involved with FFF because I know the people who run the project and they're an easily mobilized body on campus, which is great. One of my friends who works on the farm told me about SHIFT – how they're the ones who funded the farm in 2020 and have given money each year since then, and that I should apply for an internship so we could work together - I hadn't even heard of SHIFT before that, but I applied and got an internship in 2021.

It was great working on the farm, but a little challenging to navigate the new dynamic with people who I had only ever been friends with, now being my colleagues. Obviously when we're just hanging out things feel super chill – but that's not really how managing staff works, so it was hard to feel like we were actually getting things done. I tried to deal with it on my own but I eventually talked to the internship coordinator at SHIFT about it, and she was really, really helpful. I wish I had known earlier the things SHIFT had to offer because it would've saved some stress for sure. She invited me to the SHIFT space for our meeting because I had never been before – it's great, I spend time there in-between my classes sometimes even though I'm not an intern anymore. Once I was there for co-working and there happened to be an L&L written on the board that sounded really cool and I went to the next week – I probably wouldn't have been aware of the event if I hadn't gone in person that day. I still volunteer with FFF and it's maybe better that I'm not their intern anymore because honestly it was super annoying that the internships are only paid twice a semester. I get it, Concordia and slow administration and whatever, but it's annoying.

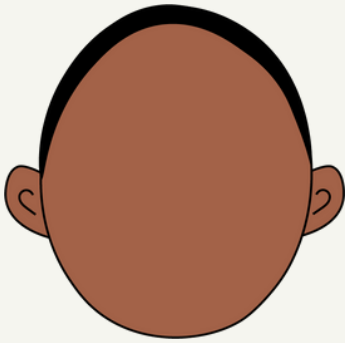
Spending more time in and around SHIFT has been a really interesting experience that has offered me a lot of space for reflection, though I don't know much about what else they do besides funding and events. Seeing alternatives to how workplaces can be structured, that community work is valued, and just meeting so many different people on projects that have different theories of change than I do – it's all really helped me gain confidence in asking for what I want in order to get my needs met, and trusting that I am capable of doing meaningful work. I feel like I have started to measure success differently in my head – valuing the strength of relationships rather than the quantity.



DINA
35 YEARS OLD
FUNDED PARTNER ONLY

I'm quite concerned about the loneliness epidemic in my Montreal West community: it's so hard for people to gather when they don't want to spend money. I applied for the Gateway program and got it in 2022, for my project Sing-Connect that's using music as a tool of togetherness and intergenerational exchange. I really appreciated the money, but I was not a fan of the "Horizons" training program... I guess it was nice to connect with people, and maybe being part of SHIFT raised my profile, but it was so many more young people and having to be at these events every month felt like a lot to ask of me for just \$5000; I work fulltime and do this project on the side! Plus I keep getting invited to things which feels out of my capacity.

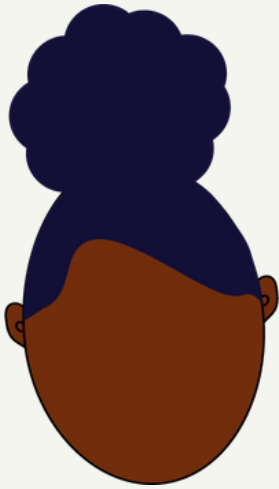
I took an intern in my first year which was amazing. She did administrative work for me which helped lighten the load. But then I applied for the renewal grant in 2023 and didn't get it. Part of the problem is that the SHIFT staff member that used to support me left and the person who replaced them just completely forgot about my work, so I didn't get any help in figuring out how to apply. I think when I didn't get the renewal, they said it wasn't "social transformation" and not close enough to Concordia, which again I blame on not having a relationship to help me build understanding. The money from SHIFT definitely got my work started which I'm grateful for, and I suppose I learned more about how to write better grants now that I got that feedback, but there haven't been many other outcomes besides that.



KENJI
41 YEARS OLD
GOVERNANCE MEMBER ONLY

I was previously an urban planner for the city of Montreal but felt myself becoming disconnected from community and learning that I craved. I'm now working in a lab that conducts research on mitigating infrastructural challenges to accessibility in urban centers at Concordia. I learned about SHIFT by attending a Lunch & Learn that a colleague recommended to me, and I've since attended several events; it has been refreshing meeting community members and likeminded colleagues from a wide variety of professional backgrounds. I had a long conversation with someone I met at an L&L about my research – we're planning to reconnect and I'm looking forward to it.

Being at SHIFT for L&Ls and booking rooms in the space for meetings is how I met some staff and got invited to be on a funding selection committee in 2022. I find participatory governance fascinating, and this experience was influential in shifting my understanding of the challenges faced by the community sector, which I didn't know much about. One thing I've already implemented that I learned while on the jury was the "setting up applicants for success" approach, so when I was recruiting some summer research assistants, I gave all the candidates my questions beforehand and they were all paid for the length of the interview. I think it was well appreciated. As a jury member I was struggling to understand SHIFT's strategic objectives in operation. Toward the end of 2023 I was appointed to the Steering Committee which has aided my comprehension – though I still feel unsure about how and where SHIFT is heading, and my personal role within the governance system - but I think will have a nice influence on my leadership style. We'll have to see how it goes.



ZARA
27 YEARS OLD
MULTIPLY-PLACED

I absolutely love SHIFT, but that doesn't mean I don't see its flaws. Maybe because I'm so involved at this point, I get a peek behind the curtain a bit you know? I first got funding in like 2020 or 2021 through the Social Transformation Fund I believe. My project, Babe Talks, originally was created to support the mental health of Black diasporic students in Concordia. I got money every year after that through the OCG, and have taken many many interns, some of them my peers or friends when the project first started. As I graduated from Concordia I wanted to get out of the institution, so my point person at SHIFT (who I love!) connected me with another group that gets SHIFT money – Root Work also working with/in the Black diaspora – and we started a collaboration which opened up my work beyond the university. I think the continued SHIFT funding really gave legitimacy to my work and helped me & my team be taken more seriously – like I got other funding and kept learning how to be a better community member which have both made my work stronger. I got to sit on a funding jury right after getting funded for the first time, which was a really cool experience. I joined the Fund Disbursement Hub after because I wanted to get more involved, after attending multiple events and stuff on top of the jury. It inspired me to join the Board of a nonprofit recently, which feels different but easier after being on SHIFT things.

What I mostly struggled with – and still do a bit – is the Concordia thing. Sometimes the people I work with through Babe Talks are skeptical because they don't like or trust institutions, especially when I host events at SHIFT which they feel like is a very "white" space, you know what I mean? People feeling like they couldn't talk about their experience in an institutional space. Personally, being part of SHIFT helped me understand more about the institution and how it operates (even as a student/alumni) and feel less gaslit by it (ha-ha), it's nice to know that there are other people who work within it who feel this way. But I do also feel like it's restrained by being inside Concordia in some ways.

Also, I know this is changing, but the project-based funding approach of SHIFT hasn't kept up with the expansion of my organization: the funding is too focused on just one aspect of what we're doing now. I think this is part of the vagueness or something in SHIFT's operations and vision, like not always lining up with what I know the staff believe to how people experience it and stuff. I don't always feel like I understand how the staff are implementing things, except for governance which I feel like I have learned so much about. Specifically, about the non-hierarchical process and democratization in practice, which has been beneficial. And of course, about grant-writing and distributing funds, which as I mentioned helped me fundraise better too! It's more the day-to-day stuff that I'm like, I hear conversations and decisions being made, and then all of a sudden, we hear "it's been implemented", but what changes have actually happened in-between?

PHASE 5 - LEARNINGS

REPORT WRITING & HUB RECRUITMENT

We wanted to ensure that the spirit of the evaluation was not lost in the format of the Evaluation report. To try and capture the authenticity of the storytelling methodology, we decided to write the report chronologically, following the journey we as evaluators took through the logic model throughout the entire evaluation process. We held debriefs after every step of the Evaluation. The notes from those sessions were a helpful tool for capturing our initial, honest reactions and reflections over the last year and greatly influenced this report.

After the first month of report writing, we determined that the best way to ensure the Evaluation's data was sound, and to hold us accountable to our commitments, was to recruit an Ad Hoc Hub - or small committee of community members. In February 2024 we recruited four Hub members, who would be tasked with reviewing, challenging, and validating the findings, as well as crafting the recommendations of the report. The Hub is made up of four members with various relationships to SHIFT, who all have experience either in evaluation, research, and/or strategic visioning:

At our first meeting in late February we explained and trained the Hub in their roles, presented them with the impact hypothesis, the original and finalized external and internal logic models, and explained how we had analyzed and sorted the data; including presenting the archetypes. We originally anticipated and suggested to the Hub crafting three separate recommendation pathways of either flowers, grass, or bullrushes (to maintain the metaphor of the visual ecosystem) that the SHIFT staff team and Steering Committee would then use in discussions around next steps. From this meeting, the Hub was given two weeks to read the report and provide feedback on everything from copy edits, report structure, and data validation. During this two week period and before the next, and final, Hub meeting, staff went through and incorporated small feedback points that didn't require discussion; mainly focused on clarity and structure.

AD HOC HUB MEMBERS

- **Jen Gobby** - Research for the Front Lines, former Steering Committee member
- **Elisabeth Cramer** - Ecosystem Activation Coordinator at SHIFT (was on maternity leave during the bulk of the Evaluation process)
- **Kristen Young** - board of the Black Healing Centre, SHIFT Governance Hub member, formerly Black Mental Health Connections
- **Dani Jo Otou** - Steering Committee member, cofounder of New Room Consulting, board of the Black Healing Centre

HUB LEARNINGS AND DISCUSSION

The second meeting with the Hub took place in early March. Three out of four members were present, with the other person providing her feedback digitally. When going through higher level feedback about the structure of the report the Hub prompted us to be clear about who we were writing for. This resulted in our choice to publish three separate documents: this full report, a visual representation of the methodology, and a shorter, visual document of the outcomes and recommendations.

After feedback on the structure of the report itself (and copyediting), the Hub moved to discussing the data itself. Each Hub member highlighted different data and findings that stood out to them. From that larger discussion, we pulled out what we understood to be their key learnings:

1 There are three factors that create a lack of clarity about SHIFT:

- Unclear offerings to funded partners: which programs or supports are available, and to whom, and how to access them?
- Operational aspects of SHIFT mission and vision: what is the day-to-day of SHIFT's work that contributes to its social transformation objectives?
 - Beyond that, the shared finding from participants that SHIFT's reliance on community participation and shared power has stunted SHIFT's ability to define its own approach and areas of focus
- Non-explicit articulation of SHIFT's politics: SHIFT uses rather vague language around its convictions

2 Connection making is strong - from both the survey game and evaluation days we can gather that being in relationship with SHIFT has facilitated the making of new connections for 96% of total respondents.

- Occurs the most for groups who access lots of resources. This is worth further cultivation due to its high potential for impact, as so far new connections are not translating into collaborative work for most stakeholders
 - Events and governance bodies are where the most amount of connection building occurs, they are both good ways of sharing knowledge.

3 Concordia University presents barriers for funded partners and potential collaborators.

- There is a lack of trust from community of the institution both before and after learning how it operates
 - There is a need to better leverage Concordia resources for funded partners as what is possible to receive feels unclear
- Concordia is a large institution that operates slowly (particularly with financial processing) which can bring frustration

4 The participatory governance model is successful for cultivating connections and for furthering knowledge of alternative power structures and power sharing, with all Steering Committee members reporting.

5 Concordia staff and faculty report to have learned from their SHIFT experience more than other groups.

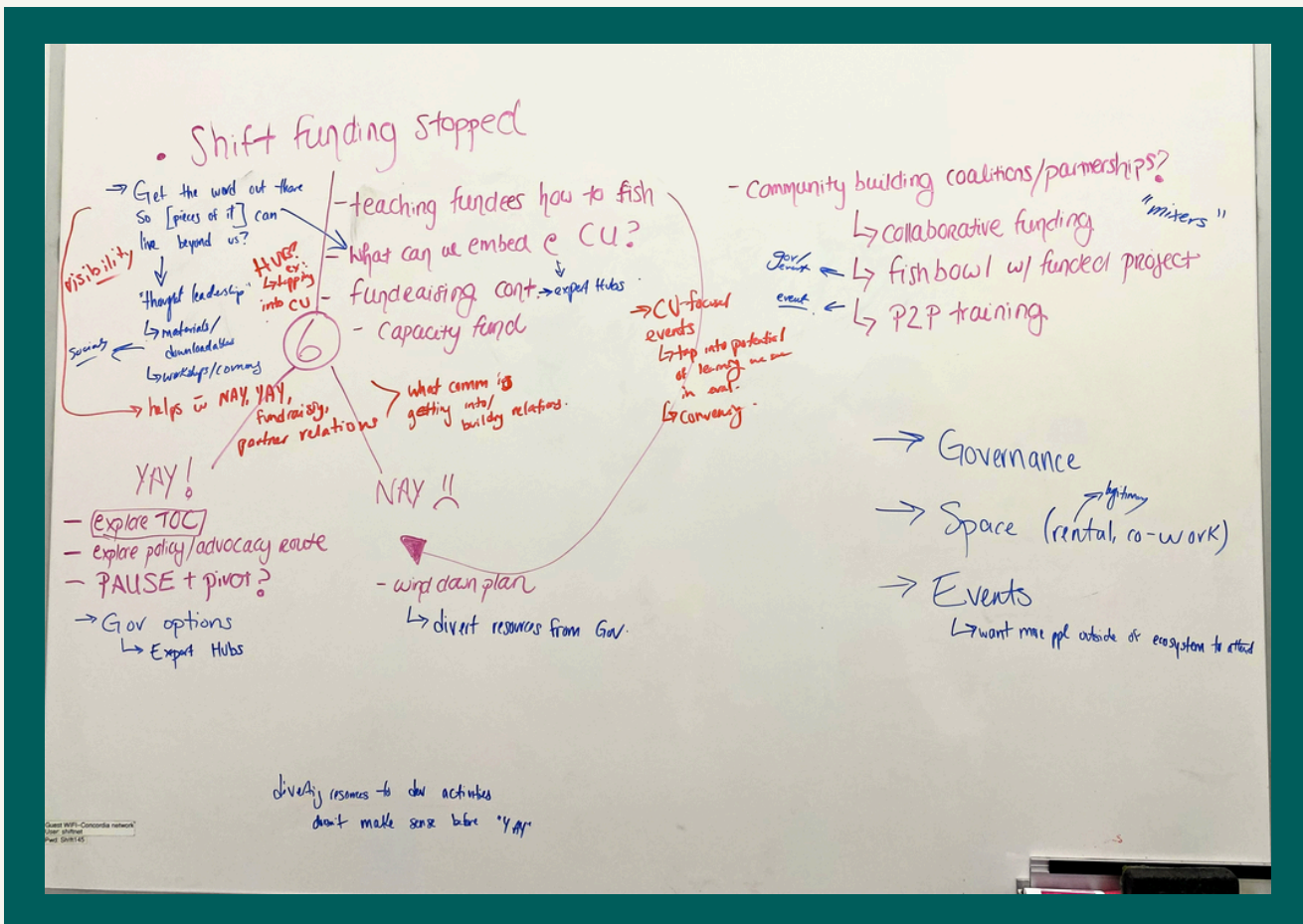
6 Teams strongly value and need capacity building and sustainability to improve their potential for social transformation.

7 For many respondents, their internal experience at SHIFT of learning has, more than anything else, made an impact on their individual trajectories or approaches.

The Hub then moved to analyzing these findings as a tool for building their recommendations, with an intervention from the Evaluation team to remind them of SHIFT's timeline constraints: the office's original ten million dollar gift from the Saputo family would "run out" in the next two years, and SHIFT has not yet secured funding to continue afterwards.

At first the Hub was speaking generally, before Dani-Jo began to work at the whiteboard capturing the conversation. She sketched out what would become the new recommendations model; conceptualized as more of a "forked road" than the "flowers, grass, bullrushes" that we originally envisioned. As in, rather than the Hub deciding to present "three possible pathways" for SHIFT to take with the evaluation data, they proposed options grounded and anchored in the reality of the budget situation, current strategic vision, and the data all at once.

This process was collaborative and led by the Hub. With their varied experience on research, evaluation, and analysis, they provided tough and constructive feedback while being open to emergence. The process was collaboratively facilitated, with the Evaluation team being able to take a step back and pass ownership to community members.



RECOMMENDATIONS

YEAR 6 (2024-2025)

Given the context of SHIFT's original seed gift coming to an end, the Hub wanted their recommendations to reflect the possibility that SHIFT will not be successful in fundraising for a renewal of its budget. To respond to this constraint, the Hub crafted two pathways: one into a wind-down with no budget renewal; the other represents, should SHIFT be successful in retaining a renewal, the processes that should be undertaken to improve our offerings and impact.

1 **Maintain events, space rentals, internship program (within budget constraints), co-working and Funding Renewals like OCG, DIF, and Capacity Fund**

4 **Maintain investment in partnership building through: collaborative funding, governance members supporting funded partners, building collaboratives between alike funded partners, and peer-to-peer learning opportunities**

2 **Work towards further embedding of SHIFT's partners and practices in Concordia to better leverage the university's resources for partners, through: creating more events and opportunities targeted towards CU staff & faculty, deepen partnerships with offices and departments, invite more CU staff and faculty to SHIFT governance (particularly "expert committees")**

5 **Put resources towards more tangible types of teaching & learning activities that will both support the sustainability of our funded partners, and promote SHIFT's visibility. These include: collaborating with partners to create downloadable resources, workshops, and speaking at conferences/events, and revisiting social media strategy**

3 **Pause on policy advocacy aspect of "Connect to Amplify" to best target resources**

6 **Explore "expert" committees or Hubs: groups that could contribute to specific needs either internally to SHIFT (ex: fundraising) and/or for funded partners (ex: provide trainings)**



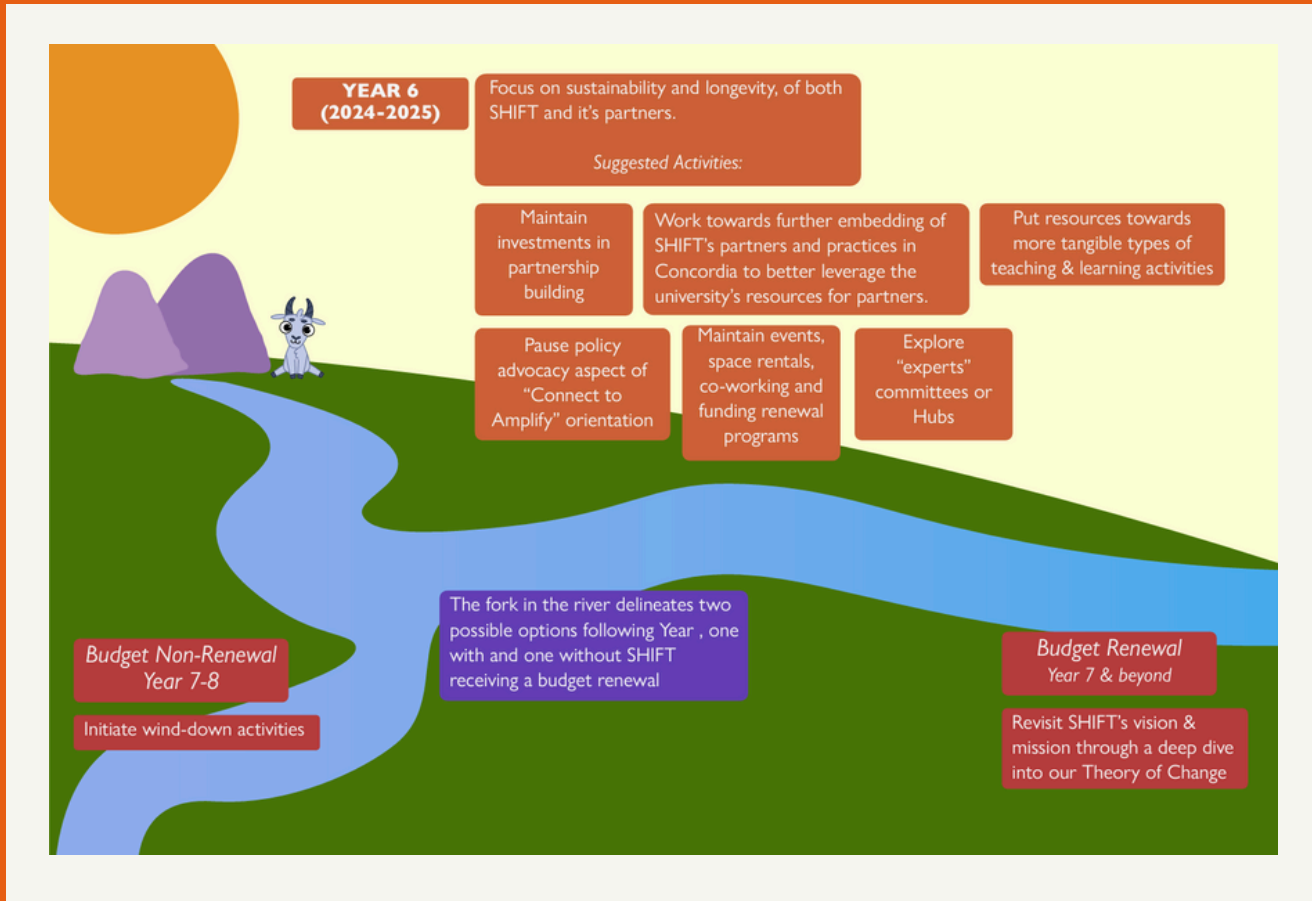
PATHWAY 1: BUDGET NON-RENEWAL (YEARS 7-8)

Initiate wind-down activities, including diverting resources away from Governance and further embedding partners and practices in CU to be sustained.

PATHWAY 2: BUDGET RENEWAL (YEAR 7 AND BEYOND)

Revisit SHIFT's vision & mission through a deep dive into our Theory of Change in the next chapter. Take a pause from regular activities to do this work, engage stakeholders through consultation. If needed, "pivot" SHIFT strongly towards one of its pre-existing goals (ex: advocacy & policy) to provide more focus and impact. This could manifest as focusing on working more closely with existing funded partners, though the Hub also highlighted that bridging the institutions with other grassroots is fundamental, and possibly too much focus would limit community leadership in SHIFT's operations.





ADDITIONAL RECOMMENDATIONS

Any recommendations that came from the Hub in addition to the model above:

- Work to better understand and mitigate the challenges that funded partners face by SHIFT being part of Concordia University, specifically institutional mistrust and slow-moving processes
- Continue improving upon staff structures in relationship to funded partners to improve clarity, support in navigating institutions, and support learning & growth

CONCLUSIONS

REVISITING THE ORIGINAL IMPACT HYPOTHESIS

In order to understand where we have landed at the end of the evaluation, we return to the tool developed at the very beginning; the 'direct impacts' within the impact hypothesis.

CHANGES TO PERCEPTION OF CONCORDIA, SOCIAL TRANSFORMATION CONCEPTS, AND COMMUNITY WORK

Overall, people who interact with SHIFT report a stronger understanding of how Concordia operates. For some, this has meant that they now view Concordia as a potential ally for their social transformation projects, rather than in opposition. For others, this has meant they feel equipped to combat "imposter syndrome" from being able to identify power structures. On average, there is a significant rate of distrust of Concordia from the community as a large institution that operates slowly on operational things like financial processing, as well as a slow showing of willingness to engage with the community, on community terms. More people report Concordia being a barrier to their social transformation efforts than a positive force. Interestingly, Concordia staff and faculty report to have learned from their experience with SHIFT more than other groups.

Overall, and most highly reported from interns, there is a greater understanding of different kinds of social transformation concepts - specifically surrounding power sharing, and understanding the operations of the community sector more broadly. Many interns and governance members report SHIFT's internal operations and overall power sharing model as their new personal and professional standard for what they will seek out in future employment. Interns report a substantial change in their perception of the professional value placed in the community sector.

INCREASED CAPACITY AND KNOWLEDGE

Funded partners report a great increase in capacity that rises with the amount of resources they have received. This is especially true for teams who have had interns, who, in turn, report increased knowledge about the social transformation issue their team works on, a greater understanding of social issues overall, and the community sector.

A great majority members of the SHIFT ecosystem, including those who started as casual space users and are thus the least implicated in a relationship with SHIFT, report increased knowledge about social transformation efforts in Concordia and Montreal as a whole, due to the abundance and diversity of events taking place.

CHANGES TO INTERNAL STRUCTURES, POWER DYNAMICS, AND RESOURCE FLOWS

Overall, there is less tangible impact on structures and power dynamics than we had assumed. While partner teams report high levels of learning about governance structures and express appreciation for the space provided to spend time thinking about it, implementation of new structures is less frequent. The same is true for members of governance bodies. With the creation of the In-Kind Capacity Fund half-way through the evaluation that targets the formation/strengthening of internal structures and capacity, and based on how these applications have been used so far, we can predict a more frequent rate of impact in this area for project teams who receive this funding in the coming year(s).

Given that SHIFT does not put energy and intention currently in our structure for engaging resource holders (in philanthropy, government, etc), there has been little impact on influencing others to make changes to how they direct finances and resources. The only impact related to resource flow through SHIFT is the selection committee process, again individual learning.

NEW CONNECTIONS AND STRONGER RELATIONSHIPS

New connections is the highest reported tangible data point from the Evaluation, with 96% of people from all collected data having made at least one new connection. People are making many relationships within their sectors; ie: community-community, Concordia-Concordia, less are occurring across these sector lines. Reports from across sectors and SHIFT relationship positions (intern, governance member, etc.) share that SHIFT offers a place to slow down and make time for intentional trust-building. The strength of these relationships are less measurable; for the most part - they have not yet led to shared projects. Part of the Y6 focus on the sustainability of funded partners that accounts for the possibility of SHIFT not receiving a budget renewal must emphasize deepening trust and opportunity for collaboration between existing new relationships, and provide greater opportunity for cross-sector connections to be made.

EVALUATION

TEAM DEBRIEF

In lieu of a traditional conclusion, we decided to tell one more story: how we, as the evaluation team, experienced this process.

ROSE: WHAT ARE YOU MOST PROUD OF?

- **Richenda:** The whole process! I think I'm proud that we were able to experiment, play, and explore an evaluation model that felt intimate, even in a fairly un-intimate institutional setting. There are so many times we asked ourselves "what are we doing", but ultimately I'm proud of how we moved through it and adapted to it - the evaluation felt alive, in line with our commitments to the participants. I'm proud that we took our time.
- **Lena:** I feel proud of how the whole thing felt really authentic to what we wanted it to be. I didn't feel like we were rushing. I feel proud that the spiritual, emotional elements that we were experiencing as the team were clearly being felt by other people when they partook in it. I feel proud that we didn't sacrifice the fun and playful things, and that they were such a key part of what made it special.

BUD: WHAT ARE YOUR LEARNINGS, WHAT ARE YOU TAKING AWAY FROM THIS PROCESS?

- **Richenda:** I think I'm taking away a reaffirmation of a pretty fundamental belief I hold in alternative evaluation, and that storytelling is the most important way of building nuanced perspectives. I've learned a lot about balancing limitations with ambition; that you can't control everything and that it's actually fun not to.
- **Lena:** I feel like I've learned so much about how to hold space in facilitation. I've learned what an evaluation is, and that the excuses we hear from institutions about why evaluations can't happen in a good way are moot points - because this is proof that it can be done slowly, with intentionality, and integrity to the commitments we made to our community.

THORN: WHAT DO YOU WISH WE'D DONE DIFFERENTLY?

- **Richenda:** There's a lot of things I wish we had done differently. I wish we had had more staff implicated in the process. There were moments where it felt like people didn't understand what we were doing, or like we were working in a silo of our own making. I do wish we recruited a few more participants in the evaluation as well.
- **Lena:** I wish that after our first SC about the timeline and commitment to a timeline, that we had been a bit more strict about the need for implementation of this and that it can't just be vague. We didn't decide on one. I also echo about having more staff involved, I would have really liked that.

SEED: WHAT ARE YOUR WISHES FOR THE EVALUATION?

- **Richenda:** I've led and read evaluations before and so often they, including the ones at SHIFT in the past, have been interesting but ultimately died on the vine. So I wish that this becomes a document that we actually use, that is used by others. I hope that we can find ways to talk about it or share it with more people because it felt so special to me.
- **Lena:** I wish that people see themselves reflected in the recommendations. That everybody who said they want to better understand evaluation gets to use this as a tool in one way or another. And I wish that what the data says and recommendations say is held close to people's chest in the next two years of SHIFT.

APPENDIX

FULL DATA & STATISTICS

SHIFT’s larger ecosystem consists of a hard-to-define number of individuals: Our funded partner teams have varying numbers of members and turnover; a high number of interns; and one- or multiple-time event attendees who could theoretically be counted in our global ecosystem numbers. To provide additional context to this report, we decided to provide a breakdown of the most-calculable ecosystem members, though it did not inform how we did the analysis.

Intern Only (present or former)	109
Number of Funded Partner Organizations & Teams (active & inactive)	55
Total Governance Members overtime (present & former, either only governance, or multiply-placed)	35
Number of Funding Programs (grant streams) run to time of publication	12
Total distributed through Funding Programs	\$954,000

Below are the tables with the full quantitative statistics from the Evaluation Days, Roundtable, and online Survey Game, divided by respondents’ standpoints (X axis in each table).

Though in some cases we analyzed by different metrics (ex: did Concordia staff & faculty report more learnings, does length of implication with SHIFT impact challenges, etc), the data below is only presented in the simple forms, along their relationship typology.

Length of Relationship				
	Intern Only (7)	Funded Partners Only (12)	Governance Only (14)	Multiply-Placed (17)
Joined 2023	3 (42%)	2 (16%)	6 (42%)	2 (11%)
Joined 2021-2022	3 (42%)	10 (83%)	2 (16%)	10 (58%)
Joined 2019-2020	1 (14%)	0	6 (42%)	5 (29%)

Concordia Relationships				
	Interns Only (7)	Funded Partners Only (12)	Governance Only (14)	Multiply Placed (17)
Concordia Student (present or former)	7	4	1	8
Concordia Staff or Faculty (present or former)	0	2	8	4
External to Concordia	N/A	6	5	5

Resources Accessed				
	Interns Only (7)	Funded Partners Only (12)	Governance Only (14)	Multiply Placed (17)
Funding	N/A	12 (100%)	N/A	17 (100%)
Took Interns	N/A	7 (58%)	1	15 (88%)
Intern Event	3 (43%)	N/A	N/A	N/A
Specific Learning Events for Teams	N/A	5	3	6
1 Learning Event	0	2 (17%)	3 (21%)	5 (29%)
> 1 Learning Event	7 (100%)	9 (75%)	9 (64%)	10 (59%)
Used Space	4 (57%)	5 (42%)	9 (64%)	8 (47%)
Received Staff Support	3 (43%)	6 (50%)	0	8 (47%)

New Connections Made				
	Interns Only (7)	Funded Partners Only (12)	Governance Only (14)	Multiply Placed (17)
1 Community Connection	2 (29%)	2 (17%)	1 (7%)	3 (18%)
1 Concordia Connection	4 (57%)	0	1 (7%)	2 (12%)
> 1 Community Connection	4 (57%)	6 (50%)	10 (71%)	10 (59%)
> 1 Concordia Connection	1 (14%)	1 (8%)	5 (36%)	2 (12%)

Challenges Experienced				
	Interns Only (7)	Funded Partners Only (12)	Governance Only (14)	Multiply Placed (17)
Challenge: Expectations	1 (14%)	3 (25%)	2 (14%)	1 (6%)
Challenge: Support (funding & governance)	2 (29%)	2 (17%)	0	3 (18%)
Challenge: Support (conflict)	1 (14%)	0	0	3 (18%)
Challenge: Lack of Clarity (values)	2 (29%)	0	2 (14%)	3 (18%)
Challenge: Lack of Clarity (offerings)	0	0	2 (14%)	4 (24%)
Challenge: Administration	2 (29%)	1 (8%)	3 (21%)	5 (29%)
Challenge: Communications	2 (29%)	0	1 (7%)	7 (41%)
Challenge: Network	0	2 (17%)	2 (14%)	2 (12%)
Challenge: Support (general)	0	1 (8%)	0	1 (6%)
Challenge: "fit"	0	3 (25%)	0	0
Challenge: Other	1 (14%)	4 (33%)	5 (36%)	5 (29%)
Challenge: None	1 (14%)	6 (50%)	5 (36%)	3 (18%)
Other:				
Interns Only: "funding and support coming from same place can be challenging"				
Funded Partners Only: "wide variety of projects: hard to effectively support", "space could feel more homey", "juries", "felt like training did not meet us where we're at"				
Governance Only: "barriers within the university", "juries, competition", "language can be inaccessible", "JURIES", "Working with Indigenous groups"				
Multiply Placed: "core funds, low capacity", "not wanting to be institutionalized", "don't want their work to seem like part of SHIFT", "barriers within the university", "core funds"				

Learnings				
	Interns Only (7)	Funded Partners Only (12)	Governance Only (14)	Multiply Placed (17)
Learnings: Navigating Conflict	1 (14%)	0	0	1 (6%)
Learnings: Empowered and Leadership	2 (29%)	0	1 (7%)	2 (12%)
Learnings: Governance and Decision Making	2 (29%)	2 (17%)	8 (57%)	5 (29%)
Learnings: Social Transformation	1 (14%)	6 (50%)	5 (36%)	4 (24%)
Learnings: Alternative Workplaces	2 (29%)	3 (25%)	5 (36%)	2 (12%)
Learnings: Institutions	0	3 (25%)	1 (7%)	4 (24%)
Learnings: Research	0	0	1 (7%)	1 (6%)
Learnings: Expertise and Funding	1 (29%)	4 (33%)	5 (36%)	5 (29%)
Learnings: Community Challenges	2 (29%)	0	1 (7%)	1 (6%)
Learnings: Sector	2 (29%)	5 (42%)	6 (43%)	4 (24%)
Learnings: General Skills	0	4 (33%)	5 (36%)	7 (41%)
Learnings: Partnerships and Community	1 (14%)	3 (25%)	1 (7%)	4 (24%)
Learnings: Other	3 (43%)	3 (25%)	3 (21%)	6 (35%)
Learnings: None	0	2 (17%)	2 (14%)	3 (18%)
Other:				
Interns Only: "social work should be paid", "reflection and learning", "compensation and feedback"				
Funded Partners Only: "amplifying voices", "grow thru resources", "small shifts can be significant"				
Governance Only: "evaluations", "dream building", "hiring processes"				
Multiply Placed: "different physical spaces", "communications skills", "mission and vision session", "coaching at org", "accountability", "--"				

Impacts				
	Interns Only (7)	Funded Partners Only (12)	Governance Only (14)	Multiply Placed (17)
Impacts: Creating New Systems	0	1 (8%)	1 (7%)	2 (12%)
Impacts: Creating New Spaces	0	1 (8%)	0	1 (6%)
Impacts: Creating Community	1 (14%)	1 (8%)	0	0
Impacts: Connections to Community	3 (43%)	2 (17%)	5 (36%)	1 (6%)
Impacts: Change in Intentions	1 (14%)	0	8 (57%)	3 (18%)
Impacts: Serving Community	1 (14%)	2 (17%)	2 (14%)	7 (41%)
Impacts: Internal Capacity	1 (14%)	3 (25%)	1 (7%)	6 (35%)
Impacts: Understanding Ecosystem	1 (14%)	0	2 (14%)	2 (12%)
Impacts: Legitimacy	0	0	0	4 (24%)
Impacts: Sharing Learnings	1 (14%)	0	1 (7%)	4 (24%)
Impacts: Other	1 (14%)	0	2 (14%)	3 (18%)
Impacts: None	0	5 (42%)	4 (29%)	2 (12%)
Other:				
Interns Only: <i>"new contract"</i>				
Governance Only: <i>"confidence in alternative methods being integrated elsewhere", "becoming more involved in the health and wellbeing of community orgs"</i>				
Multiply Placed: <i>"implemented learnings everywhere", "facilitation and working with groups", "supporting projects in evaluating their impact"</i>				