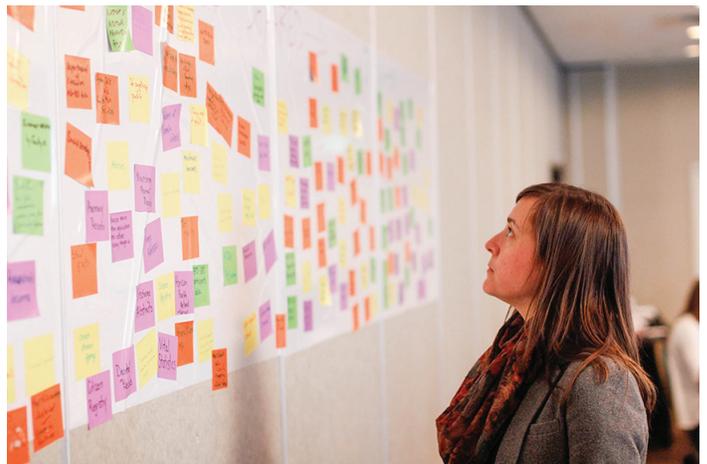
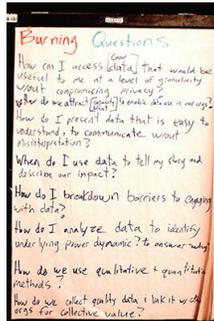




# Workshop Report

Presented by



# DATAIMPACT

On April 27, 2016 the New Brunswick Social Policy Research Network (NBSPRN) hosted Data 4 Impact. Targeted towards community organizations, Data 4 Impact was a full-day, workshop-based summit to share stories and effective tools to create, collect, and use data to help solve the complex issues for which our community organizations exist.

## EVENT OBJECTIVES

The goal of the event was to celebrate the mutual importance of improving our communities and respective organizations by enhancing collaboration between community, government, and academia regarding data collection and use for shared value.

In addition to this, Data 4 Impact sought to:

- **Increase the capacity** of nonprofit organizations to evaluate their programs and communicate their why through effective use of data;
- **Provide tools for participants** to better understand how to collect, find, and use data to make their organization and community better;
- **Initiate the Community Data Collaboratives**, where organizations collaborate around complex issues by collecting and sharing data in support of their missions, measurement, and outcomes.

There were two main sections organized as part of Data 4 Impact:

1. Forum on Storytelling
2. Workshop on Enabling Data-Driven Innovation in the Social Sector



The Enabling Data-Driven Innovation in the Social Sector workshop was presented by Jean-Noé Landry of Open North (left), Geoff Zakaib of Data for Good (center) and Nick Scott of NBSPRN (right).

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### WORKSHOP METHODOLOGY

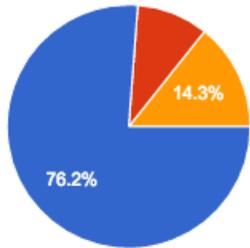
The workshop started in the late morning (11:00 AM) and concluded late afternoon (4:00 PM). The various sections of the workshop are outlined below:

1. Determination of Burning Questions from participants
2. Outline of Objectives and Process for the workshop
3. Presentation on Data Spectrum and Data Lifecycle
4. Report back on Pre-workshop Survey distributed to participants
5. Exercise 1: Situating yourself on the data spectrum
6. Fireside Chat on Failure and Success case studies
7. Exercise 2: Diving Deeper
8. Wrap-up and Evaluation



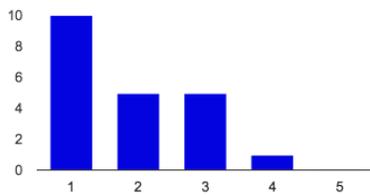
## KEY FINDINGS FROM THE PRE-WORKSHOP SURVEY

**How important is the use of data for your organization in carrying out this mission and work?**



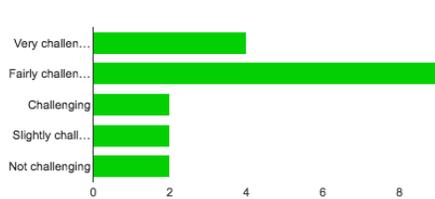
Very important	16	76.2%
Fairly important	2	9.5%
Important	3	14.3%
Slightly important	0	0%
Not important	0	0%

**What is your general attitude towards sharing the data that your organization collects and uses.**



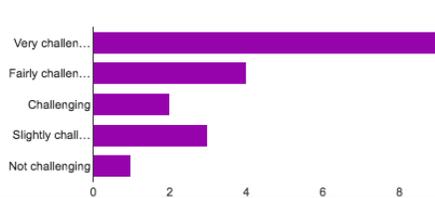
Very comfortable (i.e. we feel comfortable sharing our data):	1	10	47.6%
	2	5	23.8%
	3	5	23.8%
	4	1	4.8%
Very uncomfortable (i.e. we would never consider sharing our own data):	5	0	0%

**Infrastructure (i.e. the hardware and the software) [9. How challenging are the following factors in enabling the social sector to successfully collaborate with data? ]**



Very challenging	4	21.1%
Fairly challenging	9	47.4%
Challenging	2	10.5%
Slightly challenging	2	10.5%
Not challenging	2	10.5%

**Capacity (i.e. the technical and behavioural knowledge, skills and competencies required to effectively collect and use data. Including a knowledge of data standards) [9. How challenging are the following factors in enabling the social sector to successfully collaborate with data? ]**



Very challenging	9	47.4%
Fairly challenging	4	21.1%
Challenging	2	10.5%
Slightly challenging	3	15.8%
Not challenging	1	5.3%

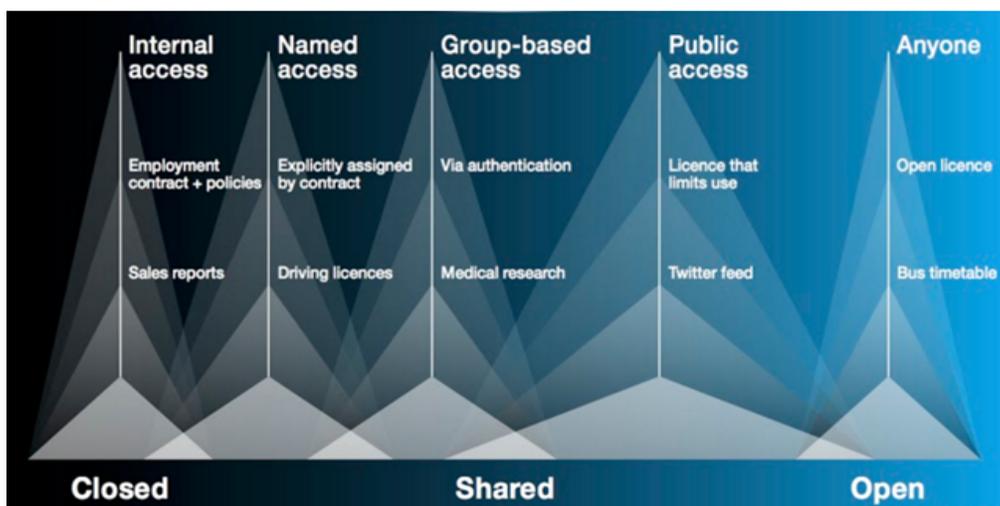
## DATA SPECTRUM

The Data Spectrum model created by the Open Data Institute was presented to participants. Special attention was given to providing examples of Closed, Shared, and Open data in the context of the social sector – providing the conceptual framework that was used throughout the workshop. It was important that participants understood that data sets in the social exist all along this continuum, and that they all have value. But in order to create even more value for the social sector, it was critical to raise awareness of the need to look for opportunities to move data from being Closed into the realm of being Shared or Open.

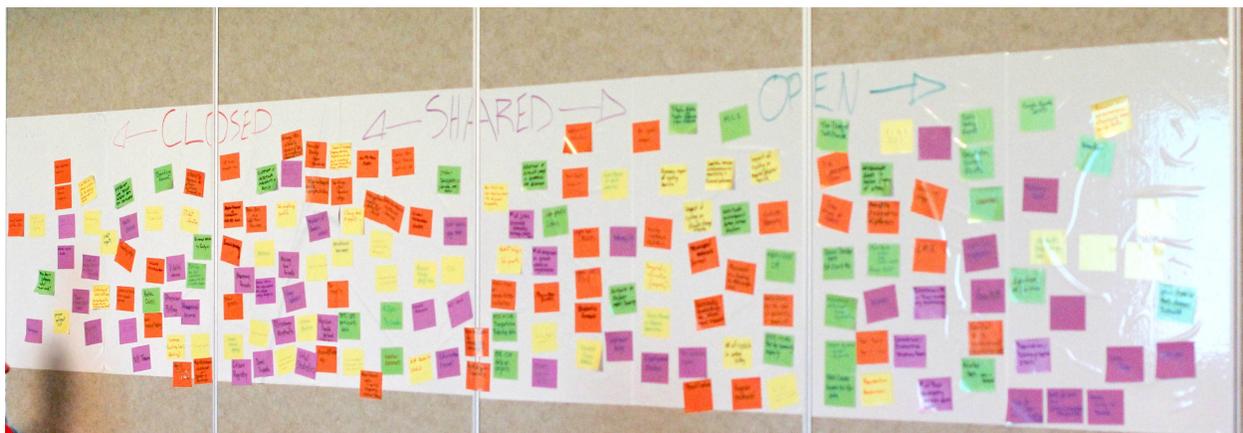
The Data Lifecycle (Capture - Store - Process - Analyze - Share - Preserve) was also presented to help clarify various components of data management and to provide common terminology.

### Exercise 1: Situating Yourself on the Data Spectrum

## The Data Spectrum - ODI



**Exercise 1, Part 1** – According to the definitions of Closed, Shared, and Open Data: situate examples with post-it notes of data sets on the data spectrum according to their own organization's experience. Results pictured below:



**Exercise 1, Part 2** – Pick one example of a data set that you would like to be more open or shared and in small groups discuss.

- What are the **barriers** to making it more open or shared?
- What would it take to share it? What are the **enabling conditions** to make that data set move from closed to shared to open?

There were a variety of interesting responses from the 8 groups. Some of the common themes that emerged were as follows:

#### **Barriers**

- Difficult to access data and usually not stored in central location
- Lack of data related skills within organization
- Inconsistent or unknown data quality
- Unclear rules related to privacy and confidentiality
- Lag time in government data availability

#### **Enabling Conditions**

- Understanding the value of data
- Government transparency
- Technology foundation that is a platform for sharing
- Appropriate funding enabling data sharing
- Common definitions and standards
- Tools and processes for data anonymization
- Networks for communication, sharing best practices and skill development

### **Exercise 2: Diving Deeper**

**Exercise 2, Part 1** – Pick one successful or failed example of how data was used or not used by an organization represented in each small group. Analyze and describe why it was used successfully or not according to the following factors for success.

Factors for Success:

- **Mindset (Why we do it)** - The understanding of the value and potential of collecting, sharing and analyzing data.
- **Organizational Culture** - The policies, practices, and processes that influence or foster individual attitudes towards the collection, use and sharing data. Including openness to change and collaboration more generally. Also the organization's risk tolerance and willingness to show leadership.
- **Social capital / sector dynamics (Who is needed)** - The existence and value of networks, relationships, trust, reciprocity, and collaboration. Including the dynamics between funders and fundees related to data.
- **Infrastructure (What is needed)** - The hardware and software (SaaS incl) that supports data collections, input, storage, management, analysis and sharing.
- **Capacity (How we do it)** - The technical and behavioural knowledge, skills and competencies required to effectively collect and use data. Including a knowledge of data standards

**Data sets that were considered by the groups included:**

- Wages for Different NOC
- Canadian Urban Transit Historical data
- Education Assessments
- Teen Mental Health
- Market Basket Measure – Low Income Measure – Low Income Cut Off
- Teen Pregnancy Rates
- Impact of cycling on mental and physical health
- Community Kitchen for High School Students
- Grade 2 Literacy Scores
- Pay Equity Needs Assessment
- Implementing Online Data Systems
- Recreation Infrastructure Database
- Federal Report System

**Exercise 2, Part 2** – Pick one of the five factors and answer the following three questions with specific examples on how to make improvements:

- *What in the current situation has to stop?*
- *What in the current situation has to be improved or enhanced?*
- *What new has to be created?*

The groups considered a variety of data sets across the social sector. Common themes that emerged in their responses to the three questions are indicated below:

*What in the current situation has to stop?*

- Working in silos, Me versus We
- Making decisions without involving the target audience
- Not being comfortable with sharing data / information
- Unrealistic expectations of funders

*What in the current situation has to be improved or enhanced?*

- Collaboration, communication, development of social networks
- Resource availability
- Culture and objectives for collecting data / measurement
- Trust and confidence in data
- Standards for data sharing
- Technology infrastructure more user friendly

*What new has to be created?*

- Enhanced mechanisms for data capture, simplified workflow and app development
- Partnerships, sharing with other groups, knowledge mobilization
- Trusted broker, secure shared data repositories
- “Vision for open data framework”
- System that’s easy to update and incentives to keep it up to date
- Investment in reporting function and skills across the data lifecycle

## WORKSHOP EVALUATION

At the end of the workshop an evaluation form with a number of questions was distributed to participants. Some of the responses are shown below:

### **Overall workshop and structure**

- Good, many opportunities to participate and give your opinion / share your story
- Very good, collaborative, fun
- A lot of opportunities to hear about a variety of cases, scenarios - learnt about other sectors & challenges
- Plenty of time to talk - perhaps ensuring different sectors at tables (nonprofit, municipal, province)
- Excellent, very impressed at how interactive, engaged and well organized it was - best workshop I can remember going to
- Structure requires many different people's perspectives to be narrowed down due to time constraint

### **Comments on exercises / content most appreciated**

- The final exercise that looked at a specific, real life examples brought theory to reality
- The morning stories were very interesting and the stories should provide a lot of good info for future projects
- It was really helpful to look at how data is used - leading to success or failure
- Using the mindset / org culture / social / infrastructure / capacity framework - overlaid with the successful / failed examples
- The morning discussions with success & lessons learned - presentation on data maturity was good (i.e. reactive to predictive)
- Data Spectrum, pick one & analyze
- The success and failure stories, they seemed to resonate with participants and provide hope for future work
- Story telling and following discussions were great
- Diving Deep - always good to ask ourselves hard questions
- Data Spectrum and Life-Cycle - very useful info

### **Content that participants would like to see added**

- Component on the role of communication strategy and change management
- Talk about different data types and how to use them together - discuss how to gather data with limited resources to still have statistical significance - in general just more of the 'how' for those who don't do a lot of data collection
- Data visualization examples (& data storytelling examples) - the final "outputs" to see how others do it

- Deeper exploration of data governance and computer-mediated collaboration
- Tools and methodologies to be used, practical available solutions and working processes, shared success - create a collaborative platform for the organizations that came today
- Presentation on use of open data to accomplish a goal that would otherwise not be possible - list of open source tools / resources
- A structured experience that would have us analyze our organizational data management practices in greater detail and develop strategies for improvement
- Perhaps the natural extension of this topic in the social sectors is what precedes data collection & dissemination (defining outcomes & measurement, what happens with data, how can we tell our stories and share impact in a creative, inspired way
- Would love to attend a second day of the workshop focused on the technical side and/or specifics around what data is, best practices around data collection and maintenance, types of datasets, etc. - I'm starting with zero knowledge about data and would love to learn more
- Information on where open data bases can be found and search strategies
- Plan of attack - so what do we do now with what we know and the connections we have made - perhaps could extend into the evening rather than replace anything

## **Participant Feedback**

- ***94% of respondents thought the conference was helpful and wanted to learn more about the subject matter.***

There were a variety of subjects that conference attendees wanted to learn more about. This largely centred around ways they would be able to collaborate with similar organizations as well as using the best possible data gathering practices to make their own data accessible, concise, precise and easy to understand. Some attendees also wanted to continue to learn about how they could help shape a provincial open data policy and how to approach government to discuss this. As many of the attendees were from community and non-profit groups, these participants wanted more information on who could help them collect and analyze data, since they often had limited resources. Other responses included: More examples of successes where data was used in local and provincial organizations, a framework for analyzing and sharing data and more instruction on how to use sets of open data to inform evaluation, analysis and policy.

- ***79% of respondents feel they would bring the information they learned to their workplace***

Many of the attendees stated that they would go back to their workplaces and discuss the information with their colleagues and review how they could improve the collection of data and how to make it more shareable between colleagues and other organizations. There was some interest indicated in forming new relationships with people and organizations that were represented at this conference. Another major theme was that there was interest in discussing and evaluating provincial strategy on data collection and provincial policy on open data and data collection in the future.

- ***68% of respondents see opportunities for data collaboration between their workplace and similar organizations.***

The next steps that attendees plan on taking involved data collection on a variety of issues, including:

- Exploring potential for mapping health services
- Studying and collecting data on recreational activities in the province
- Researching poverty
- Youth and adult education issues and creating an online forum to discuss social issues in Fredericton.

There was significant interest in bringing in experts and qualified help in other organizations in order to help projects and data collection going forward. In addition to beginning new projects, some respondents said they were setting up new databases in their workplace, in order to help with future collection even if they had no projects currently ongoing.



*Group photo of Data 4 Impact participants*

## FACILITATION TEAM BIOS

**Jean-Noé Landry** is the Executive Director of Open North, Canada's leading not-for-profit organization specialized in open data and civic technology. Open North works with parliaments, civil society, media organizations, and governments at all levels of jurisdiction to develop tools, strategies, and processes to increase transparency, accountability, and civic engagement. Working internationally and across Canada, Open North's online budget simulator, Citizen Budget, is being used by more than 55 municipalities across North America. Open North recently launched Open Cities Strategies a service to support cities in implementing their open data programs. It also completed an assessment of the data needs of settlement organizations for Immigration, Refugee, Citizenship Canada (IRCC). You can read the blog post and access the report [here](#). Jean-Noé is also co-founder of the Canadian Open Government Civil Society Network and Connexité, a data-driven social innovation incubator based in Montreal.

**Geoff Zakaib** is an information management consultant and has been involved in a number of initiatives that span the public, private and social sectors. He is a Director of Data for Good and the

organizer of the Calgary chapter. Geoff is active in the Open Data / Open Government movements as the Executive Director of Open Calgary and is a community member of the City of Calgary e-Government Strategy Advisory Committee. He leads a group working on semantic technology as the national Chair of XBRL Canada. Geoff has also been involved for many years on projects related to social issues such homelessness, poverty reduction and international development.

**Nick Scott** is the Executive Director at the NB Social Policy Research Network, a partnership between the Government of New Brunswick and the provincial universities and colleges. The Network's mission is to advance citizen engagement and evidence-based policy development through cross-sectoral collaboration. Recently the Network launched the GovMaker Conference to explore the benefits of open data and open government for New Brunswick. Nick is a co-founder of NouLAB; a public and social innovation lab facilitating collaborative problem-solving across sectors and disciplines, was the co-chair of the 2016 Canadian Open Data Summit, 21inc Alumni, holds a Master of Arts in Sociology, and a certificate in social impact analysis. [www.policyresearchnetwork.ca](http://www.policyresearchnetwork.ca) You can follow Nick's blog at [medium.com/@thefaketree](https://medium.com/@thefaketree)

**WORKSHOP OUTLINE**

<b>11:15 AM</b>	<b>INTRODUCTIONS</b>
	<ul style="list-style-type: none"> <li>● Each facilitator introduces himself</li> <li>● Broader context for the workshop:             <ul style="list-style-type: none"> <li>○ Enabling data-driven innovation in the social sector project overview                 <ul style="list-style-type: none"> <li>■ Describe the motivation and interests of project partners</li> <li>■ Prototype regional convening methodology</li> </ul> </li> </ul> </li> </ul> <p>Lead by: Jean-Noé, Nick, Geoff</p>
<b>11:25 AM</b>	<b>KEY QUESTIONS</b>
	<ul style="list-style-type: none"> <li>● Each table identifies ONE big question about data for them</li> <li>● One person per table shares the table's question</li> </ul> <p>Lead by: Jean-Noé</p>
<b>11:40 AM</b>	<b>OBJECTIVES &amp; PROCESS</b>
	<ul style="list-style-type: none"> <li>● Specifics of different exercises for the workshop             <ul style="list-style-type: none"> <li>○ Situate shared data in the data spectrum</li> <li>○ Present case studies of successful and failed use of data</li> <li>○ Self-diagnosis of challenges facing the social sector and data</li> <li>○ Defining approaches for shifting mindsets, infrastructure, capacity issues</li> <li>○ Imagining innovation with data</li> </ul> </li> </ul> <p>Lead by: Jean-Noé</p>

11:45 AM	<p style="text-align: center;"><b>DATA SPECTRUM &amp; DATA LIFECYCLE</b></p> <ul style="list-style-type: none"> <li>Adapting the Open Data Institute <a href="#">data spectrum model</a> for the social sector audience, the goal is to present the conditions and characteristics of <b>closed</b>, <b>shared</b>, and <b>open data</b>.</li> <li>In non-technical terms, establish a clear and familiar basis with these three concepts to situate the focus on the workshop on shared data and related challenges, opportunities, etc.</li> <li>Introduce the concept of the data life cycle.</li> <li>Questions and answers</li> </ul> <p>Lead by: Geoff</p>
<p><b>12:00 PM LUNCH</b> (Remind participants to complete questionnaire)</p>	
1:00 PM	<p><b>REPORT BACK ON QUESTIONNAIRE</b></p> <ul style="list-style-type: none"> <li>What did you tell us about your experience with data?</li> <li>Any surprises? Comments? <ul style="list-style-type: none"> <li>Reactions from the audience</li> </ul> </li> </ul> <p>Lead by: Jean-Noé</p>
1:15 PM	<p style="text-align: center;"><b>EXERCISE 1</b> <b>Situating Yourself on the Data Spectrum</b></p> <ul style="list-style-type: none"> <li>According to the definitions of closed, shared, and open data: situate examples with post-it notes of data sets on the data spectrum according to their own organization's experience (10 mins)</li> <li>Plot on one big map</li> <li>"Who put up a shared data set"</li> <li>Pick one example of a data set that you would like to be more open or shared</li> <li>Small group discussions (10 mins): <ul style="list-style-type: none"> <li>What are the <b>barriers</b> to making it more open or shared?</li> <li>What would it take to share it? What are the <b>enabling</b> conditions to make that data set move from closed to shared to open?</li> </ul> </li> <li>Flash report backs (10 mins) <ul style="list-style-type: none"> <li>Name the dataset, one barrier, one enabling conditions</li> <li>Don't repeat what was said by other groups</li> </ul> </li> </ul> <p>Lead by: Nick, Jean-Noé</p>
<p><b>1:40 PM CHECK-IN</b> How y'all doing?</p>	
1:45 PM	<p style="text-align: center;"><b>SUCCESS &amp; FAILURE</b></p> <p>Case Study: Data collaboration barriers (Nick) Case Study: Calgary Poverty Reduction Initiative (Geoff)</p>

1:55 PM

### Q & A

- Do you relate to these case studies?
- 4-5 questions or comments
- Need 2 handheld mics

Lead by: Nick, Geoff

2:05 PM

### BREAK

2:20 PM

### EXERCISE 2

#### Diving Deep

- Pick one successful or failed example of how data was used or not used by an organization represented in each small group (5 mins)
- Analyze and describe why it was used successfully or not according to the following factors for success (15 mins)
- Need to present the factors before they deliberate:
- **Mindset (Why we do it)** The understanding of the value and potential of collecting, sharing and analyzing data.
- **Organizational Culture** The policies, practices, and processes that influence or foster individual attitudes towards the collection, use and sharing data. Including openness to change and collaboration more generally. Also the organization's risk tolerance and willingness to show leadership.
- **Social capital / sector dynamics (Who is needed)** The existence and value of networks, relationships, trust, reciprocity, and collaboration. Including the dynamics between funders and fundees related to data.
- **Infrastructure (What is needed)** The hardware and software (SaaS incl) that supports data collections, input, storage, management, analysis and sharing.
- **Capacity (How we do it)** The technical and behavioural knowledge, skills and competencies required to effectively collect and use data. Including a knowledge of data standards.
  - Each group uses flip chart paper to capture their ideas
  - Generalize to social sector
  - Chart a plan

Lead by: Geoff, Jean-Noé

2:40 PM

### EXERCISE 2

#### Continued

Pick one of the five factors and answer the following three questions.

Each round the groups answers these questions with specific examples on how to make improvements:

- What in the current situation has to stop?
- What in the current situation has to be improved or enhanced?
- What new has to be created?

Lead by: Jean-Noé, Geoff

<b>2:55 PM</b>	<b>REPORT BACK</b> Each table share (ALL)
<b>3:20 PM</b>	<p style="text-align: center;"><b>WRAP-UP &amp; EVALUATION</b></p> <ul style="list-style-type: none"> <li>• Explain the evaluation questionnaire</li> <li>• What's next for the project?</li> </ul> <p>Lead by: Geoff</p>
<b>3:30 PM</b>	<p style="text-align: center;"><b>NEXT STEPS</b></p> <p>Participants complete worksheet for 10 minutes, 2-3 volunteers can share in last 5-10 minutes</p> <ol style="list-style-type: none"> <li>1. I am still unsure about how to bring _____ into my work.</li> <li>2. What areas would you like to learn more about? (Please specify)</li> <li>3. What are you going to do with what you learned today? (Please specify)</li> <li>4. I see opportunity for data collaboration _____ and I will _____</li> </ol> <p>Please leave your name and email address if you are interested in participating in data collaboration initiatives: Name _____ email _____</p> <p>Lead by: Amanda, Nick</p>
<b>3:45 PM</b>	<b>Closing &amp; Thanks</b>

### Enabling Data-Driven Innovation in the Social Sector 1:00-3:15pm

Workshop: Enabling Data-Driven Innovation in the Social Sector with Jean-Noé Landry of Open North, Geoff Zakaib of Data for Good and Nick Scott of the NB Social Policy Research Network. In this workshop, you will learn about similar case studies, situating shared data in the data spectrum, mapping data needs and more

Facilitators:

- Jean-Noé Landry, Open North
- Geoff Zakaib, Data for Good
- Nick Scott, New Brunswick Social Policy Research Network

## FLIPCHART SUMMARIES

### Burning Questions

- How can I access (Gov data) that would be useful to me at a level of granularity without compromising privacy?
- How do we attract (capacity, talent) to enable data use in our organizations?
- How do I present data that is easy to understand, to communicate without misrepresentation?
- When do I use data to tell my story and describe our impact?
- How do I break down barriers to engaging with data?
- How do I analyze data to identify underlying power dynamics? to answer “why”?
- How do we use qualitative and quantitative methods?
- How do we collect quality data and link it with other organizations for collective value?



*Jean-Noé Landry and Geoff Zakaib fielding questions while Nick Scott records them.*

## Exercise 1 – Situating yourself on the data spectrum

### Group 1 – Wages for Different NOC

#### **Barriers**

- Open, but ...
  - Locally focussed, private sector not easily accessible
  - Not easily navigated
  - Very broad categories

#### **Enabling Conditions**

- Gov transparency
- Aggregate level
- Gov position salary info public
- Used as a recruitment tool

### Group 2 - Canadian Urban Transit Historical data

#### **Barriers**

- So many municipalities
- Different programs – handi-transit privacy?
- Language (speak language)
- Skill sets
- Finance – who paying who as access
- NO central location for housing – where are documents housed
- Quality of what was collected (70's, 80's, etc.)
- Indicators have changed – different measuring techniques
- Technology

#### **Enabling Conditions**

- Common data base tech
- Digitization – internet
- Google maps – geo encoded
- Funded projects \$\$\$

### Group 3 – Education Assessments

#### **Barriers**

- PDF
- Provincial per institution
- Aggregate
- Privacy
- Copyright Act

### Group 4 – Teen Mental Health (Closed)

#### **Barriers**

- Privacy – consent – divided amongst different systems
- Social stigma

- Lack of reporting
- Inconsistent diagnosis or lack

#### **Enabling Conditions**

- Anonymizing

- One patient, one record
- Education of what mental health is

### **Group 5 – Market Basket Measure – Low Income Measure – Low Income Cut Off**

#### **Barriers**

- Three different measures for one issue (poverty)
- Numbers are not comparable
- Different organizations use different measures
- Two year lag in data availability
- Sample size too small in rural areas
- Access to regional / rural / city / provincial data inconsistent
- Drill-down data - expensive – data set too small

#### **Enabling Conditions**

- Mindset – understanding value of data
- Org culture – policies and attitudes towards data
- Social Capital - existence and value of networks
- Infrastructure – hardware and software that collects data
- Capacity - skills to collect and use knowledge

### **Group 6 – Teen Pregnancy Rates**

#### **Barriers**

- Privacy
- Need a way to query for results
- Data quality
- Need to make sure we're including stats on abortion, miscarriage, adoption – are we capturing everything?
- Consistency in data collection
- Where are we getting the data from?
- How can we have meaningful comparisons city to city, province to province?

#### **Enabling Conditions**

- Anonymous stats
- Quantifiable
- Stats Canada has lots of info but difficult to search for – you need to know what you're searching for

### **Group 7 – Impact of cycling on mental and physical health**

#### **Barriers**

- Lack of data – is it tracked? – by who?
- Is it tracked in a geography that is comparable?
- How to capture qualitative?
- Comparable studies of car centred cities vs. cycling cities – how to link health benefits to cycling?

#### **Enabling Conditions**

- What if all municipalities had to track cycling impact?
- Comparable data available

### Group 8 – Not specified

#### **Barriers**

- Name
- Address
- Number of records / sample size too small
- Initial assessment might be closed / shared

#### **Enabling Conditions**

- Use cases for data – accessing programs, education
- Hard to define competence
- Release of data reflects poor performance / service delivery
- Minimum number of assessments required
- Too niche – may not be worth making it public

### **Exercise 2 – Diving Deep**

#### Group 1 – Failure

- Two agencies in NB (north/south) – two different departments collecting data (Social)
- Risk averse (Org culture)
- Lack of time / resources (Capacity)
- No follow-up data

- Only collecting data that our funders require \* (Mindset)
- Issues with completeness of data (Infrastructure)

#### **Stop**

- Silos
- Top down approach
- Generational division
- “Language division”

#### **Improve**

- Collaboration
- Resources increased

#### **Create**

- Enhanced data capture
- Funding has to move to one department

#### **Impact**

- Preventative actions
- Cause analysis
- “Validate the hunch”

### Group 2 – Community Kitchen for High School Students (Fail Forward)

- Data was to be collected pre and post
- Collector was not an expert / focused on data
- Clients were not consistent participants
- Recommendations – longer evaluation periods – data collector separate from chef

- Data for participants – did not see the need for it (Mindset)
- Cook versus social sector
- Survey results were spotty
- Cook should not do the surveys
- Participants – proper language

- Items below are related to Capacity

### **Stop**

- Making decisions without involving the target audience

### **Improve**

- Change objectives for measurement – re-evaluate program / information

### **Create**

- New data survey with language / level of literacy – get someone else besides the chef

## **Group 3 – Factor: Mindset**

### **Stop**

- De-valuing the data that is available
- Not being comfortable with sharing information / data
- Not looking beyond their initial involvement

### **Improve**

- How data is collected / stored
- The culture of how / why data is collected
- Trust and confidence in the data / impact
- Social network

### **Create**

- Follow up survey / meetings
- Standard questions – allows to look at best practices and connect with other similar organizations
- Partnerships
- Share information with other groups – local / global – information flows both ways
- Knowledge mobilization

## **Group 4 – Grade 2 Literacy Scores**

- Priority neighbourhoods  
- Changing how we think of resource allocation  
(Organization Culture)

- Identifying priorities with bi-weekly testing  
1) Health Outcomes  
2) Energy Usage

### **Stop**

- Me versus We – Data for all

### **Improve**

- Process for acquiring / requesting
- Standards for sharing

### **Create**

- Trusted broker
- “Vision for open data framework”
- Searchable index

## **Group 5 – Pay Equity Needs Assessment**

- Governance / T&C - \*\*\*\* (Mindset / Org Culture)  
- Lean – proof of concept

- I.P. - Mandate  
- GitHub / Google doc (Infrastructure)

- |   |   |   |
|---|---|---|
| <p><b>Stop</b></p> <ul style="list-style-type: none"> <li>• Silo / Isolation</li> </ul> | <p><b>Improve</b></p> <ul style="list-style-type: none"> <li>• Communication</li> <li>• Expectation</li> <li>• Celebrate</li> </ul> | <p><b>Create – Apply</b></p> <ul style="list-style-type: none"> <li>• Stages</li> <li>• Lifecycle</li> <li>• Iterative</li> </ul> |
|---|---|---|

**Group 6 – Implementing Online Data Systems (Mindset)**

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>- Not understanding value of data             <ul style="list-style-type: none"> <li>- Fear of technology</li> </ul> </li> <li>- Resistance to change</li> </ul> | <ul style="list-style-type: none"> <li>- Feeling that it is unreasonable / administrative             <ul style="list-style-type: none"> <li>- “not my job”</li> </ul> </li> </ul> |
|---|--|

- |   |   |  |
|---|---|--|
| <p><b>Stop</b></p> <ul style="list-style-type: none"> <li>- Non-compliance</li> </ul> | <p><b>Improve</b></p> <ul style="list-style-type: none"> <li>- Infrastructure – more user friendly – i.e. App for data input</li> <li>- Tech support / re-training</li> <li>- Buy-in from users as to importance of data</li> </ul> | <p><b>Create</b></p> <ul style="list-style-type: none"> <li>- Simplified workflow – i.e. App</li> </ul> <p>In retrospect: Pilot project to test usability and inform full launch</p> |
|---|---|--|

**Group 7 – Recreation Infrastructure Database (Failure of Data Use)**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>- Reasons – lack of buy-in – lack of trust</li> <li>- Province saw the value but municipalities were fearful / hesitant</li> <li>- Asking people to commit a lot of time</li> <li>- Difficulty keeping it up to data</li> </ul> | <ul style="list-style-type: none"> <li>- Needed to manually input data</li> <li>- Did not think through the process</li> <li>- Needed to think more about implementation and cost</li> <li>- Items below are related to Capacity</li> </ul> |
|--|---|

- |   |   |   |
|---|---|---|
| <p><b>Stop</b></p> <ul style="list-style-type: none"> <li>• Unrealistic expectations of funders</li> <li>• Underestimating amount of work</li> <li>• Being removed</li> <li>• Disconnect between developers and implementers</li> </ul> | <p><b>Improve</b></p> <ul style="list-style-type: none"> <li>• Having people go out and talk to people</li> <li>• Find common entry point and have people enter the data where it matters</li> <li>• Planning how it will be maintained over time – sustainability – ability to input data on an ongoing basis</li> </ul> | <ul style="list-style-type: none"> <li>• Thinking about how usage rates at existing facilities would be impacted</li> <li>• Having clearer purpose and clearer idea of what data you’re looking for</li> </ul> <p><b>Create</b></p> <ul style="list-style-type: none"> <li>• New way of collecting the data</li> <li>• System that’s easy to update and incentives to keep it up to date</li> <li>• Mandatory reporting requirements</li> </ul> |
|---|---|---|

- Working together to collect the data

**Group 8 – Federal Report System**

Mindset – get on-board for the collection and use of data

Org Culture – going through the motions for reporting – part of workflow

Capacity – reporting fatigue – too much work placed on organization

Infrastructure – system does not meet requirements and is a barrier to use

Social Capital / Sector Dynamics – national reporting requirements that do not reflect the needs

**Improve**

- Story – determine / prioritize requirements
- Invest in reporting function

**WORKSHOP EVALUATIONS**

<b>Workshop Structure</b>	<b>Exercise - good</b>	<b>Exercise - not effective</b>	<b>Content - most valuable</b>	<b>Restructure suggestions</b>	<b>Content - like to be added</b>
- story telling sessions worked well, the time allotted was on the mark - interactive exercises kept people engaged	- the final exercise that looked at a specific, real life example brought theory to reality	- they were all of value, really, so I think each might best apply to the group as a whole	- storytelling circles	- have people switch tables / groups to mix it up - share (with permission) list of folks who attended	- component on the role of communication strategy and change management

<ul style="list-style-type: none"> <li>- somewhat limited</li> <li>- structure requires many different people's perspectives to be narrowed down due to time constraint</li> <li>- that's ok though</li> </ul>	<ul style="list-style-type: none"> <li>- using the mindset / org culture / social / infrastructure / capacity framework overlayed with the successful / failed examples</li> </ul>	<ul style="list-style-type: none"> <li>- all exercises were useful in stimulating conversation</li> </ul>	<ul style="list-style-type: none"> <li>- the framework is very interesting</li> </ul>		<ul style="list-style-type: none"> <li>- data in organizations really requires a change management focus</li> <li>- maybe some content / learning wrt CM</li> </ul>
<ul style="list-style-type: none"> <li>- good, many opportunities to participate and give your opinion / share your story</li> </ul>	<ul style="list-style-type: none"> <li>- when we picked a data set and further discussed it in our groups</li> </ul>	<ul style="list-style-type: none"> <li>- none</li> </ul>	<ul style="list-style-type: none"> <li>- story telling piece was very helpful to be able to ask specific questions to other nfp who understand our reality and have good advice / tips</li> </ul>	<ul style="list-style-type: none"> <li>- the last piece where you share your failure / success to the whole group, I would pair tables and do one on one presentations or at least smaller groups of max 4 tables</li> <li>- as it was, it was too long and lost its impact / the attention after a couple</li> </ul>	<ul style="list-style-type: none"> <li>- talk about different data types and how to use them together</li> <li>- discuss how to gather data with limited resources to still have statistical significance</li> <li>- in general just more of the 'how' for those who don't do a lot of data collection</li> </ul>
<ul style="list-style-type: none"> <li>- coming from a private company made this a bit tricky but underlying core issues (mindset, culture, capacity) still very relevant</li> </ul>	<ul style="list-style-type: none"> <li>- the morning discussions with success &amp; lessons learned (ex. Hackathon + Datathon)</li> <li>- presentation on data maturity as good (i.e. reactive to predictive)</li> </ul>		<ul style="list-style-type: none"> <li>- see #2</li> </ul>	<ul style="list-style-type: none"> <li>- a little more detail on if open - shared - closed options for slickey options, did people pick right area?</li> </ul>	<ul style="list-style-type: none"> <li>- data visualization examples (&amp; data story telling examples)</li> <li>- the final "outputs" to see how others do it</li> </ul>

- well structured - lots of time to discuss and share	- the morning stories were very interesting and the stories should provide a lot of good info for future projects		- morning stories	- have the stories in separate rooms as it was too hard to hear	
- good balance of presentations and workshops	- Diving Deep exercise	- null	- diving deep exercise was a very practical use of time		
- very good, collaborative, fun	- table - Diving Deeper	- none	- Diving Deeper	- larger room for story telling and allow people to roam from story to story	- would be helpful to have people include an impact or benefits statement after Diving Deeper - help people to see why it is important, many attending not completely bought in
- small groups were great for sharing input	- Data Spectrum, pick one & analyze	- story telling	-case studies	- change groups / add something that forces people to get up and move - hard to sit in same place most of the day	
- lots of opportunity to share and discuss	- Community Data Collaboratives		- examples of successes and failures		- more about how to apply and really use / have access to data i.e. now what? What's next?

<ul style="list-style-type: none"> <li>- opportunities for discussion were good (acoustics in first room were brutal, though)</li> <li>- story-based groups worked</li> </ul>	<ul style="list-style-type: none"> <li>- last exercise, telling story / example (of success / failures)</li> </ul>	<ul style="list-style-type: none"> <li>- dataset sticky note discussion</li> </ul>	<ul style="list-style-type: none"> <li>- success / fail panel with Geoff &amp; Nick</li> <li>- story circles</li> </ul>	<ul style="list-style-type: none"> <li>- more panelists, covering more organization types</li> </ul>	<ul style="list-style-type: none"> <li>- deeper exploration of data governance and computer-mediated collaboration</li> </ul>
<ul style="list-style-type: none"> <li>- a lot of opportunities to hear about a variety of cases, scenarios</li> <li>- learnt about other sectors &amp; challenges</li> </ul>	<ul style="list-style-type: none"> <li>- the first exercise about questions that organizations have</li> </ul>	<ul style="list-style-type: none"> <li>- doing the success / failure for one organization reduces the chance for others to contribute (final exercise)</li> </ul>	<ul style="list-style-type: none"> <li>- the success and failure stories, they seemed to resonate with participants and provide hope for future work</li> </ul>	<ul style="list-style-type: none"> <li>- talk about data sets you create for the data spectrum as a group before you post them</li> </ul>	<ul style="list-style-type: none"> <li>- an overview of the ONN Data Strategy, process and content</li> </ul>
<ul style="list-style-type: none"> <li>- the model and concept should be better presented to the audience before we start so we know what to expect</li> </ul>	<ul style="list-style-type: none"> <li>- the slicky notes</li> </ul>	<ul style="list-style-type: none"> <li>- the exercise after the slicky notes, randomly picked topic was hard to talk about</li> </ul>	<ul style="list-style-type: none"> <li>- 1 the fail &amp; success stories</li> <li>- 2 the Data Spectrum</li> <li>- 3 the group's presentations of the case studies</li> </ul>	<ul style="list-style-type: none"> <li>- do the story telling in different rooms (quiet)</li> <li>- do the story telling after lunch break</li> </ul>	<ul style="list-style-type: none"> <li>- tools and methodologies to be used, practical available solutions and working processes, shared success</li> <li>- create a collaborative platform for the organizations that came today</li> </ul>
<ul style="list-style-type: none"> <li>- loved the active participation</li> </ul>	<ul style="list-style-type: none"> <li>- last exercise</li> </ul>	<ul style="list-style-type: none"> <li>- can't think of any</li> </ul>	<ul style="list-style-type: none"> <li>- the sharing stories and process review</li> </ul>	<ul style="list-style-type: none"> <li>- was great, would have loved it to proceed to answer a few like tools / software questions</li> </ul>	<ul style="list-style-type: none"> <li>- more on KM infrastructure</li> </ul>

- there were lots of opportunities for discussion and questions, which is a good thing	- the failure and success examples - the activity of Diving Deeper		- it was really helpful to look at how data is used - leading to success or failure	- for the story telling would have left one group in the main room - it was really hard to hear in the break-out room	- some more information on ways of collecting data (i.e. good software or companies)
- it was done in small groups so everybody had the opportunity to share their thoughts / ideas	- the last one, it made us think more	- the very first one (3 groups) because it had too many people	- the success / failure testimonies	- better define each concept i.e. the last exercise, better define mindset, organizational culture, etc. and give concrete example of each	- how people can do a gender-based analysis with data
- good structure, active and engaging - there were many opportunities to discuss different perspectives	- the final exercise stimulated more meaningful discussion, but that may have been because the group was more comfortable with each other	- choosing the dataset and discussing barriers to 'openness' - none of us were familiar with the dataset, it wasn't particularly relevant and thus we had no context	- story telling and following discussions were great - last exercise also interesting	- some activities were done but the full reason or context wasn't communicated - i.e. did we answer any of those "Big Questions"?	- it would have been useful to know who was in the room at the beginning of the day - providing list of participating orgs would have been nice - may have increased networking opportunities
	- small tale conversations / tasks			- rather have the slides available	
- multiple opportunities to share perspectives - it was very good	- the 'examine a failure in the group' exercise	- the prepared stories by literacy, housing and Living SJ presenters	- Data for Good presenter and Housing (Toronto) presenter talking about the open data work in Toronto	- give more examples / sources of open data and show us how to use them	- a presenter who used open data to accomplish a goal that would otherwise not be possible

<ul style="list-style-type: none"> <li>- very well, dividing into groups was a great idea</li> <li>- the subject of 'data' is pretty serious and sometimes hard to process</li> </ul>	<ul style="list-style-type: none"> <li>- working in small groups at our table</li> </ul>	<ul style="list-style-type: none"> <li>- lectures addressing the whole group (versus chair circles) - AND - the noise with having 3 circles in the same room</li> </ul>	<ul style="list-style-type: none"> <li>- the story telling</li> </ul>	<ul style="list-style-type: none"> <li>- if possible make it a half day, my brain is saturated after a few hours</li> <li>- but I understand there is a lot of material</li> </ul>	
<ul style="list-style-type: none"> <li>- loved it</li> </ul>	<ul style="list-style-type: none"> <li>- learning how to drill down data</li> </ul>	<ul style="list-style-type: none"> <li>- stories were great - room set up was too loud</li> </ul>	<ul style="list-style-type: none"> <li>- afternoon session</li> </ul>	<ul style="list-style-type: none"> <li>- some more exact details of data projects</li> </ul>	
<ul style="list-style-type: none"> <li>- good</li> <li>- interactive table discussions and plenary</li> </ul>			<ul style="list-style-type: none"> <li>- table top discussions</li> </ul>	<ul style="list-style-type: none"> <li>- index of participants, data suppliers, data consumers</li> </ul>	<ul style="list-style-type: none"> <li>- some case examples presented</li> </ul>
<ul style="list-style-type: none"> <li>- plenty of time to talk</li> <li>- perhaps ensuring different sectors at tables (nonprofit, municipal, prov)</li> </ul>	<ul style="list-style-type: none"> <li>- the last exercise</li> </ul>		<ul style="list-style-type: none"> <li>- the story section was good</li> <li>- roundtables as well</li> </ul>	<ul style="list-style-type: none"> <li>- not all organizations use data in a way that makes discussion easy</li> <li>- some people / organizations talking more than others</li> </ul>	<ul style="list-style-type: none"> <li>- broader data usage beyond education / youth</li> <li>- how to monetize</li> </ul>
<ul style="list-style-type: none"> <li>- would like more time to learn more about the work / initiatives of other participants</li> </ul>	<ul style="list-style-type: none"> <li>- yes</li> </ul>	<ul style="list-style-type: none"> <li>- it felt as though the last exercise could be shortened (many parts)</li> </ul>	<ul style="list-style-type: none"> <li>- the success and failure stories</li> </ul>	<ul style="list-style-type: none"> <li>- more round table sharing</li> </ul>	<ul style="list-style-type: none"> <li>- list of open source tools / resources</li> </ul>

<ul style="list-style-type: none"> <li>- the facilitators ensured that everyone had an opportunity to contribute during the morning sessions</li> <li>- the relatively small number of people at the tables allowed plenty of opportunity for sharing in the afternoon</li> </ul>	<ul style="list-style-type: none"> <li>- coming up with a success or failure from our past experiences, but it needed more time to really deliver on this</li> </ul>	<ul style="list-style-type: none"> <li>- none</li> </ul>	<ul style="list-style-type: none"> <li>- the morning session on literacy &amp; poverty - very interesting and well delivered - you chose your story teller well</li> </ul>	<ul style="list-style-type: none"> <li>- allow or encourage greater mingling of people at the tables so it is not the same ones each time</li> </ul>	<ul style="list-style-type: none"> <li>- a structured experience that would have us analyze our organizational data management practices in greater detail and develop strategies for improvement</li> </ul>
<ul style="list-style-type: none"> <li>- the structure worked well for contribution</li> <li>- felt it was well-focused around the groups' need with well-rounded background info through guest presenters</li> </ul>	<ul style="list-style-type: none"> <li>- the Diving Deeper session - partially because the topic of focus was on the organization I work for</li> <li>- the story telling session</li> </ul>	<ul style="list-style-type: none"> <li>- obviously the ones where we listen to the guest presenters but that is necessary to provide context for discussion (assuming they are talking in a relatable &amp; relevant manner)</li> </ul>	<ul style="list-style-type: none"> <li>- story telling - being able to take element or principles</li> <li>- Diving Deeper - always good to ask ourselves hard questions</li> </ul>	<ul style="list-style-type: none"> <li>- not sure</li> </ul>	<ul style="list-style-type: none"> <li>- maybe on topics that focus on the practical side of things - the 'how-to' side of things</li> </ul>

<ul style="list-style-type: none"> <li>- appreciated the combination of interactive sessions and story telling</li> </ul>	<ul style="list-style-type: none"> <li>- the afternoon stories of a success and failure were shared and questions invited</li> </ul>	<ul style="list-style-type: none"> <li>- the table sessions where each group picked a topic and reported back - did not learn as much from this session</li> </ul>	<ul style="list-style-type: none"> <li>- story telling, hearing from the experience of others</li> <li>- the overview / spectrum of data - presentation / lecture was very good</li> </ul>	<ul style="list-style-type: none"> <li>- the 3 groups in one room in the morning was effective but difficult to hear the presenters and participants - too noisy</li> </ul>	<ul style="list-style-type: none"> <li>- perhaps the natural extension of this topic in the social sectors is what proceeds data collection &amp; dissemination (defining outcomes &amp; measurement, what happens with data, how can we tell our stories and share impact in a creative, inspired way</li> </ul>
<ul style="list-style-type: none"> <li>- as an observer it went very well</li> <li>- loved the light-hearted atmosphere i.e. creative aids</li> </ul>	<ul style="list-style-type: none"> <li>- five factors</li> </ul>	<ul style="list-style-type: none"> <li>- fireside chats went a bit long</li> </ul>	<ul style="list-style-type: none"> <li>- open data spectrum</li> </ul>	<ul style="list-style-type: none"> <li>- ask audience for questions about terminology</li> </ul>	
<ul style="list-style-type: none"> <li>- easy, casual style promoted contributions</li> </ul>	<ul style="list-style-type: none"> <li>- last workshop exercise with real life experience was impactful</li> </ul>	<ul style="list-style-type: none"> <li>- open to closed ranking required too much time for result achieved</li> </ul>	<ul style="list-style-type: none"> <li>- last workshop</li> </ul>	<ul style="list-style-type: none"> <li>- signed on late, not clear on deliverables to be achieved - so not restructure issue unless others comment the same</li> </ul>	<ul style="list-style-type: none"> <li>- information on where open data bases can be found and search strategies</li> </ul>

<ul style="list-style-type: none"> <li>- excellent, very impressed at how interactive, engaged and well organized it was</li> <li>- best workshop I can remember going to</li> </ul>	<ul style="list-style-type: none"> <li>- sharing experiences with data use (failures and successes)</li> </ul>	<ul style="list-style-type: none"> <li>- none, they were all effective</li> </ul>	<ul style="list-style-type: none"> <li>- the housing storytelling and her presentation were great - she told her story in a conversational, relatable way</li> </ul>	<ul style="list-style-type: none"> <li>- the final activity was fairly long - a short break would have helped</li> </ul>	<ul style="list-style-type: none"> <li>- would love to attend a second day of the workshop focused on the technical side and/or specifics around what data is, best practices around data collection and maintenance, types of datasets, etc.</li> <li>- I'm starting with zero knowledge about data and would love to learn more</li> </ul>
<ul style="list-style-type: none"> <li>- enjoyed how interactive the day was</li> <li>- lots of great ideas shared</li> </ul>	<ul style="list-style-type: none"> <li>- the last activity Diving Deeper generated great discussion at our table</li> <li>- also enjoyed the piece on closed / shared / open data</li> </ul>	<ul style="list-style-type: none"> <li>- give some more examples on "Data Sets" before the activity where we placed ideas on the wall</li> </ul>	<ul style="list-style-type: none"> <li>- the presentation on data failures &amp; successes by Nick and Geoff was valuable</li> </ul>	<ul style="list-style-type: none"> <li>- reporting back at the end of the day on the Diving Deeper activity was a bit lengthy</li> </ul>	<ul style="list-style-type: none"> <li>- great day with lots of great information</li> </ul>

<ul style="list-style-type: none"> <li>- good opportunity to offer ideas in small groups</li> <li>- good interaction</li> </ul>	<ul style="list-style-type: none"> <li>- doing an analysis of open, shared or closed data and how openness can be enhanced</li> </ul>		<ul style="list-style-type: none"> <li>- Data Spectrum and Life-Cycle - very useful info</li> </ul>	<ul style="list-style-type: none"> <li>- provide more info on why data collection / sharing is important and how this relates to the social sector</li> <li>- a bit more opportunity to learn about data collection methodologies</li> </ul>	<ul style="list-style-type: none"> <li>- see previous</li> </ul>
<ul style="list-style-type: none"> <li>- the people and the size of the table</li> </ul>	<ul style="list-style-type: none"> <li>- diving deeper</li> <li>- identifying what works</li> </ul>		<ul style="list-style-type: none"> <li>- Calgary spokesperson</li> </ul>		<ul style="list-style-type: none"> <li>- national / regional "lay of the land"</li> </ul>
<ul style="list-style-type: none"> <li>- good roundtable environment</li> <li>- nice mix of workshop and narrative</li> </ul>	<ul style="list-style-type: none"> <li>- really liked the morning narrative environment</li> </ul>	<ul style="list-style-type: none"> <li>- all did a pretty good job</li> </ul>	<ul style="list-style-type: none"> <li>- Diving Deeper was useful but missed a lot due to a side bar</li> </ul>	<ul style="list-style-type: none"> <li>- allow longer for the workshop - perhaps try to do less.</li> <li>- there were cases where we were on topic but not yet done when it ended</li> </ul>	<ul style="list-style-type: none"> <li>- plan of attack - so what do we do now with what we know and the connections we have made</li> <li>- perhaps could extend into the evening rather than replace anything</li> </ul>