FUTURE of BELONGING PROJECT



FUTURE of BELONGING INSIGHTS:

Comprehensive Report

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YMCA Stewardship Committee
We would like to extend our sincere thanks to the Stewardship Committee for their unwavering support and guidance throughout this project. Your contributions to the project and research have been invaluable in shaping our direction. Special recognition goes to:

Andrew Lorriman, Fiona Cascagnette, Jill Tettmann, and Lianne Gorbell.

YMCA Development Team
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Georgian Social Innovation

Simcoe Muskoka

Shine On

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FUTURE of BELONGING PROJECT

A Quote

The only way to solve complex problems is through collaboration.

– Margaret Efferman



Press Announcement of Community Innovation Network - April 3, 2024 RISE Symposium, Georgian College.

(L-R) Kevin Weaver, President and CEO Georgian College,
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Executive Summary

The Future of Belonging project is a collaboration between the YMCA of Simcoe/Muskoka and Georgian College's Social Innovation team, partially funded by a Natural Sciences and Engineering Research Council of Canada (NSERC) grant. It was co-created based on a shared commitment to addressing the complex socio-economic challenges rural communities face, particularly those disproportionately affecting equity-deserving groups such as 2SLGBTQ+ individuals, newcomers, racialized persons, and others. This initiative explores how community organizations like the YMCA can better serve and remain relevant to the evolving needs of the broader community and equity-deserving groups, including long-term inclusivity and meaningful impact.

The Future of Belonging Project takes a future-oriented approach to exploring rural community development. Building on early project insights, we now see an additional opportunity to explore further how intermediary social and community organizations can collaborate to develop a community-driven innovation ecosystem that enables conditions for flourishing. These conditions would be defined by rural socio-economic sustainment through an enhanced community innovation culture; effective partnerships and collaborations; trauma-informed community engagement, belonging and relevance and; student or youth experiential learning opportunities.

How It Began

In 2023, the YMCA of Simcoe/Muskoka, a regional charitable organization rooted in communities defined by rural and semi-rural settings, agricultural lands, and natural landscapes, approached the Georgian College Social Innovation Team with a unique request. Guided by the strategic plan goal, "Forward, Together," the YMCA sought to explore how it could remain relevant in the future by gaining deeper insights into how equity-deserving groups are experiencing disproportionate barriers in our communities.

The initiative was driven by the YMCA's commitment to understanding the future of belonging and building its capacity to innovate. Through this collaboration, the YMCA aimed to foster vibrant, inclusive communities where everyone feels a sense of belonging, ensuring its mission continues to evolve to meet diverse needs. As a community-building entity entering a new strategic planning cycle, the YMCA was eager to explore what community belonging might look like in an equity-first, rural setting – delving into new dimensions of social connectedness and belonging. While this exploration revealed a complex and multifaceted challenge that the Future of Belonging continues to unravel, the YMCA also recognized that similar semi-rural community organizations might be facing similar questions and challenges.

An Overview of This Report

Project Background and Objectives

The Future of Belonging Project seeks to understand how the lived experiences of marginalized groups can inform the design and strategic planning of communities to enhance belonging and social connectedness. The overarching goal is to foster a community-driven social innovation ecosystem that supports sustainable socio-economic development, focusing on inclusivity and equity. This involves integrating diverse voices, particularly those of historically marginalized communities, into decision-making processes to ensure that future community developments are relevant, trauma-informed and transformative.

Methodology

The Future of Belonging Project employs several guiding frameworks, including the structure of Social Labs, the Community Capitals Framework (CCF), Strategic Foresight, and Trauma-Informed Community-Based Participatory Research. These pillars help structure the project's activities, ensuring that community-driven innovations are systematically developed and that the project is engaging ambassadors and learning about the unique needs of different community groups in an interactive co-design process.

Key Insights

Through a series of participatory community conversation workshops, a regional analysis of over 22 strategic plans (further updated to 35 plans as the workshop participants cited more actors), and a collaborative horizon scanning for signals of change, the project identified critical gaps in how the rural communities within Simcoe County and Muskoka address belonging and inclusion. For example, many existing strategic



plans focus on short- to medium-term goals, often neglecting long-term issues like climate change and social equity. The workshops revealed that equity-deserving groups frequently face barriers to accessing community resources, exacerbating feelings of exclusion and marginalization. Finally, there are ecosystem gaps in grassroots and citizen-led change, social enterprise and non-profit start-up resources.

Proposed Solutions

Based on the insights gathered, the project proposes establishing a Community Innovation Network (CIN) and a Community Innovation Council (CIC). The CIN would be a collaborative platform where community members, organizations, and intermediaries can co-design and implement innovative solutions to local challenges. The CIC would oversee and guide the CIN's activities, ensuring that the innovations developed are aligned with the community's needs and values. Physical spaces, known as Community Impact Labs, would be established to facilitate in-person and digital collaboration across the region. This Community Innovation Ecosystem proposes the need to build capacity for complementary approaches to socio-economic sustainment in our region as Barrie launches a future Regional Innovation Centre.





Future Directions

The project plans to continue its community engagement efforts through additional workshops, semi-structured interviews, and ongoing collaboration with local organizations to prototype its first Community Impact Lab and co-create the Community Innovation Council with its first founding members. The Future of Belonging Project, as it heads into year two, intends to further refine the Community Capitals Framework by incorporating a place-based, decolonized interpretation that better reflects the unique cultural, historical, and ecological contexts of Simcoe County and Muskoka.



Concept Renderings of Community Impact Lab Spaces
Illustrations Credit - Linda LaForge



Before we begin…we used ChatGPT!

- **How, where and why we engaged AI in data analysis through The Future of Belonging Project.**

Before you get curious or furious, we wanted to share the rich opportunity the Future of Belonging presented to explore how we might leverage ChatGPT in analyzing data and generating insights collected through our participatory community engagements. The large amount of data sets collected across the project to date have been qualitative. They were also predominantly interpretive as the workshop participants (see Table 2) determined the data relationships. Thus decisions and analysis of conversations, stories generated, and translated into the visual design tools during workshops were interpreted with the norms and values of the participants.

To help the research and community engagement teams work with the large qualitative data sets, once they were transposed from the workshop's visual canvas and reflection documents, we decided to explore using ChatGPT to help us make connections and insight. The following recounts how we created a context for working ChatGPT, where we applied to key areas in the report.

Our Approach

1. We established, through literature review, guiding frameworks to develop our research outcomes. Refer to section Part Two – Guiding Frameworks and Pillars.

2. We determined a framework to guide our use of ChatGPT and design our prompts. We selected Conceptual Blending Theory to do this.

3. All data was scrubbed for any identifying elements to ensure privacy and then provided to our Lead Researchers.

4. Our Lead Researchers, with expertise in the guiding frameworks, developed prompts based on how they would like to blend or integrate concepts for analysis using the data.

5. Our Lead Researchers then did an expert review of the answers provided, adjusting prompts to refine or revise responses based on their specific area of expertise in the research.

6. Finally editing of the outputs was reviewed and completed by the Lead Researcher with the support of a Data and Research Analyst.

Why Conceptual Blending Theory?
Conceptual Blending Theory explores how the human mind integrates different mental spaces to generate new meanings, especially for creative outputs like narratives, metaphors, or strategic innovations. (Fauconnier, and Turner 2002) Although not explicitly established as a common framework for developing and framing LLM answers, our hypothesis was it could be effectively applied to ChatGPT due to the project's interdisciplinarity nature. Since LLM models operate similarly to the human cognitive process by blending vast amounts of data from various domains—such as scientific, historical, and cultural information—we believe this framework would better produce the novel insights we were looking for from the data analysis.

If we prompt an LLM like ChatGPT with a primer prompt to "Use Conceptual Blending Theory to review text posted to this thread," we can establish the framework to 'blend' the Lead Researcher's hypothesizes around the data, using their subject matter expertise with theories, concepts and frameworks found in academic or scientific literature.

The application of crucial cognitive operations from Conceptual Blending Theory were able to enhance ChatGPT's responses through:

1) Compression allowing ChatGPT to simplify complex information from the data, making it more understandable, similar to how the human mind condenses large datasets into unified ideas;
2) Projection helped ChatGPT map relationships between different concepts, enabling its LLM to create analogies, metaphors, and comparisons across various knowledge areas and finally;
3) Completion enabled ChatGPT to fill in gaps or complete partial inputs based on learned data patterns, ensuring that the responses are cohesive and contextually appropriate.

Through this approach to developing conversations around the data with ChatGPT, Lead Researchers enhanced ChatGPT's ability to blend abstract concepts from the qualitative data, foster insights development, and test our assumptions under the stewardship of human subject matter expertise. While ChatGPT has limitations, we identified that the subject matter experience and knowledge of the Lead Researchers, along with their ability to critically review ChatGPT generated responses, was an effective tool in synthesizing the large amount of qualitative and abstract datasets generated through the project to date.



Uncommon actors supported by ChatGPT (APPENDIX C):

The uncommon actor collaboration was developed using data gathered from the community conversations held as part of the Future of Belonging Project, a horizon scan of strategic plans of actors working in Simcoe County and the District of Muskoka and the community capitals framework. The data from all three sources was then compiled as a table. Connections were made in the tables for potential collaborations and were further analyzed using a large-language model (ChatGPT-4o), and the results from both are in the appendix of this report.

Some examples of the prompts used for the data:

> "Align definitions of the capitals such that they can answer questions based on community-based lens"
> "From the potential collaborations in this table can you see if there are more that can be generated"
> "I want you to review the table and rewrite only with direct alignment, no partial alignments"
> "Can you follow the analysis format done for this table for the table added in the next prompt"

The AI tool made some connections between the organizations in the uncommon actor collaborations to better show what the participants from the workshop imagined these collaborations to be like. There were some extra prompts needed to make sure that the AI tool generated relevant data (see third prompt). A total of five collaborations were examined in this report using this framework.

Trend Gathering Supported by ChatGPT (APPENDIX D)

The trends outlined in this report were developed using community-driven and AI-generated suggestions. Community members created five themes/trends at a trend development workshop based on 80+ signals of the future of belonging. To supplement these findings, the signal data was fed into a large-language model (ChatGPT-4o) to check for additional trends or themes that may have been missed.

An example of the prompts used to gather this data are:

> *Upload Future of Belonging Signals Document
> "Using the attached signal data related to belonging, what themes or trends can you gather using the following template:
> …
> Only provide a theme or trend with at least 3 supporting signals. Also, make sure you explore and examine all of the attached signals as the database on which you base the trends/themes. "

The LLM data analysis yielded 20 themes/trends; however, not all of the provided themes had sufficient support signals. The initial LLM-generated list was narrowed to 12 valid trends, each of which with at least 3 supporting signals. These 12 trends were further reduced to eight distinct trends once similar trends with overlapping signals were combined. The eight LLM-generated trends were shared with Social Innovation GC and YMCA SM teams for added verification and gathering of potential community and organizational Impacts.

Background

PART 1

Why This Project?

What We Are Proposing and Why

PART ONE: Background

Why This Project?

- **Rural-based Socio-Economic Sustainment is complex.**
- **We need new tools and new approaches to work with this complexity.**

On January 19, 2019, the Federal Government appointed the first-ever Minister of Rural Economic Development to lead Canada's Rural Economic Development Strategy. This appointment was an important recognition that our Rural and rural-adjacent communities, which are as diverse as Canada itself, are key to our nation's economy, culture, and social fabric. One fifth of all Canadians live, work, and shape their sense of self through living in rural communities, and nearly 30 percent of the country's total gross domestic product (GDP) is contributed by rural or rural-adjacent communities.

At the same time, these communities are experiencing significant and complex challenges that disproportionally impact equity-deserving groups such as 2SLGBTQIA+, Newcomers, Racialized Persons, Persons with Different Abilities, At-Risk-Youth and Persons of Black/African Descent, and are jeopardizing the economic viability, safety, and well-being agendas in these communities. The culture and identity of rural or rural-adjacent communities are indeed shifting dramatically. How leadership within these communities responds to these challenges and the approaches to community-driven innovation they adopt, will shape the future definition of "rural" and the future of belonging.

Building vibrant, future-ready Canadian rural communities will require strong civic resources, diverse collaboration across sectors, inclusive community trust, noble involvement in local organizations, and confidence in local government. To ensure a sustainable future for Canadian rural communities' innovative approaches are needed to engage diverse residents, find new and uncommon uses for community assets, and attract new types of investors and businesses (Dillon, 2011; Dillon & Young, 2011)

Intermediary Organizations that are part of national networks but with deep regional footprints and missions that focus on community-building, (e.g. YMCAs, United Ways, Elizabeth Fry Societies etc.;) are caught in the middle of these complex shifts at a local level. They are influential both politically and socially and have a wealth of front-line community-specific knowledge to understand employment, training, migration, housing, youth, well-being, and safety needs for diverse socio-cultural groups in their community. Rural municipalities and counties also heavily rely on these intermediaries for the delivery of essential community services like childcare, newcomer settlement, and youth engagement, pivotal for fostering economic development.

While the Federal Government's Rural Economic Development Strategy places strong emphasis on growing rural industrial and technology innovation, and the Social Innovation and Social Finance Strategy enhances access to capital and supports for 'early-stage innovation', intermediaries like the YMCA of Simcoe/Muskoka, as well as other non-profits they work alongside to build community, are experiencing the pressures from emergent gaps in innovation approaches, resources, and ecosystems that address or align with the complex strategic planning needs of their types of organizations.

Intermediaries like the YMCA of Simcoe/Muskoka are starting to seek uncommon approaches and new types of thinking and doing to figure out how they maintain relevance in this evolving landscape. While traditional collective impact and theory of change models have been powerful tools in the past, they are struggling to address:

1. Disconnections between discussion and action, and the capacity development required to handle complex visions for the future.

2. Lack of social and community service-oriented R&D infrastructures akin to those that support entrepreneurship and start-up ecosystems combined with minimal knowledge of digital transformation literacy.

3. A prevalence of consultant-led, closed-loop (in-ward focused) innovation processes, often excluding diverse community voices and perpetuating the status quo.

4. Policies favouring top-down approaches to community issues, which, when coupled with other challenges, hinder rural community autonomy and exacerbate barriers for equity-serving groups. (Moore, Klem, Holmes, Holley, and Houchen, 2016)

These systemic issues limit community agency in resource allocation and hinder equitable participation in community-driven innovation, leading to high financial costs for taxpayers and the erosion of vibrant, inclusive, and resilient rural communities.

Our Approach

The Future of Belonging is mobilizing the knowledge from a Social Sciences and Humanities Research Council (SSHRC) Insights Research Grant done in collaboration between Georgian College, Selkirk College and OCAD University between 2020 and 2022. The focus of the research was to examine how novel configurations of Community Capital can support sustainable rural-driven innovation across Canada. Involved in the research were the perspectives of two regions: 1) The Boundary Region in the Kootenays of British Columbia and 2) Grey County, including Owen Sound in Ontario. On the Georgian side, this work involved collaborating with Owen Sound campus of Georgian College and its surrounding communities, with support from the Healthy Communities Partnership in 2022.

Insights from this research indicated no matter how feasible the novel place-based rural innovation opportunity, its adoption, acceptance and sustainability require diverse networks of collaborators working in ecosystems that can envision diverse and intersected futures. Future-focused ecosystems draw together diverse actors to amplify and multiply value towards outcomes that require collaborative action. In this case the diverse networks that we identified that were predominantly excluded in the development of future-ready innovations for more resilient rural-based communities, were the perspectives of the lived-experiences of equity-deserving groups - 2SLGBTQIA+, Newcomers, Racialized Persons, Persons with Different Abilities, At-Risk Youth, Persons of Black/African Descent, and, where appropriate, Indigenous, First Nations, and Métis Communities.

Equity-deserving groups are most likely to experience inequities and barriers. This can present in community infrastructures as services, systems and policies that do not address the

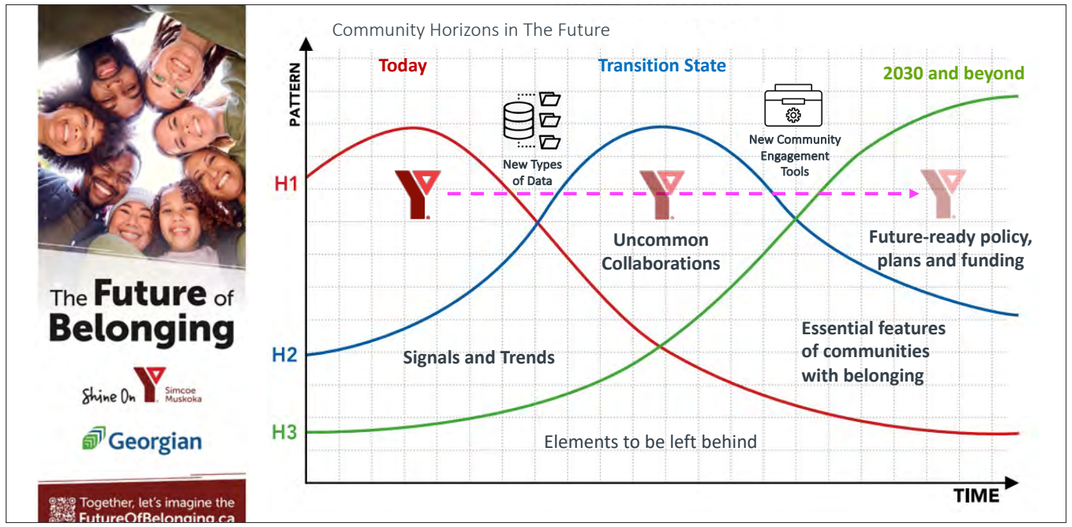


Figure 1.1
Community Three Horizons Map - Current, Transition and Future States

needs or cause harm to intersecting identities. Often the long-term and sustained impact of these barriers is the suppressing of pathways to quality education, workforce development or health-care that supports positive and healthily participation in our communities.

How equity-deserving groups experience safety and belonging, or how they adapt to ensure their sense of health, well-being and safety are important indicators as well as critical opportunities for transformative and inclusive innovation that illustrate potential future states for our communities. Community-driven innovation ecosystems that can understand the complexities of equity-deserving groups and focus on developing more fluid organizing frameworks, can have more creative approaches to how value can be co-created, and draft future-ready strategies of rural socio-economic sustainment.

What We Are Seeking to Understand.

Through the Future of Belonging Project, we are aiming to understand how lived experiences can be integrated into and inform the design of our future communities. So far, our activities and community engagement have focused on:

- How do we integrate and apply lived experience into the strategic design of our community?
- Who holds the power to how community-based assets flow and are prioritized?
- How people are 'hacking the systems' to create undiscovered place-based community innovations?
- What role do sector intermediaries play as a result of the design of their strategic plans? Are these plans fit-for-purpose in fostering belonging? How are these plans are influencing and designing value across the community landscape?
- Who might be Uncommon Collaborations for novel and transformative value co-creation?
- What new participatory planning tools, collaboration resources and competencies are required to create future-oriented and inclusive community innovation and collective impact agendas for community flourishing?
- What are some of the futures (good and bad) we might live into if we center the future around 'Belonging'?

What We Are Proposing and Why

This insights report has been drafted to catalogue the first year of outcomes from Future of Belonging Project. It encompasses the joint work of the YMCA Simcoe Muskoka and Georgian College Social Innovation supported in part by National Sciences and Engineering Research Council of Canada (NSERC) Mobilize funding and the YMCA to explore collaborating with community organizations, and engaging with community members, to better understand how we mobilize inclusive innovation environments that enable rural areas to thrive both economically and socially.

A Social Impact Ecosystem

Insights gathered during the Project have highlighted an early finding: the need to establish a community-based ecosystem dedicated to building local capacity for developing innovative, equitable, and community-driven system shifts that address health, well-being, and economic challenges identified in the community. This early finding was based on data collected across diverse activities and engagements during the first year where we 'explored' the idea of belonging from various systemic and actors' perspectives.



FUTURE of BELONGING PROJECT

Project Launch
September 22, 2023
Year 1 - Explore
Year 2 - Experiment
Year 3 - Pilot

KEY ENGAGEMENTS:

1

Community Conversation Community and Social Service Agencies
December 8, 2023

40 Participants
Sandbox Centre, Barrie

Community decision-makers maybe overlooking grassroots organizations and social enterprises, which can have deep connections with marginalized groups. Developing these types of actors in the community ecosystem can provide lived-experience insights and important drivers for community innovation. Additionally, involving for-profit actors as innovation partners could enhance collaboration, broaden resources, and foster sustainable, community-based solutions but how to do this?

2

Regional Strategic Plans Analysis
February - July, 2024

22 Strategic Plans Reviewed

Collectively the plans contributed to 12 overarching themes that are forming the strategic direction of the community and social services landscape. The top-ranked theme, Community Engagement and Partnerships, reflects regionally the identification and importance of collaboration and relationship-building in driving community impact. Equity, Diversity, and Inclusion (EDI) as the second ranked theme, identifies an indication of the growing emphasis on addressing systemic inequalities through strategic commitments and missions across our community landscape. An inclusion focused lens to create a truly inclusive, equitable, and safe community for all would require a collective re-prioritization the 12 themes.

3

Community Conversation Newcomers, Immigrants and International Students
April 3rd, 2024

20 Participants
Georgian College, Barrie

Workshop participants felt most comfortable seeking support from cultural and religious organizations due to shared identities and experiences, reducing emotional burdens. In contrast, traditional service providers struggled to offer the same level of comfort, suggesting the need for further exploration through interviews with community knowledge holders.

COMMUNITY INNOVATION NETWORK

Announcement to Launch a Community Innovation Council to enable a Community Innovation Ecosystem across the region

4

Community Conversation 2SLGBTQIA+ Identified Individuals
April 3rd, 2024

11 Participants
Barrie Public Library

Participants identified a lack of non-profit actors in supporting the 2SLGBTQIA+ community, highlighting grassroots organizations' role in filling gaps. This absence may reflect structural barriers within larger non-profits. Additionally, addressing lived experiences in front of non-identified individuals presents challenges, requiring careful relationship-building and design for inclusive conversations.

5

Scan Club
May 24 – June 28, 2024

25 Participants
80+ Signals

The Future of Belonging Scan Club ran for six weeks starting in late May 2024. Community members gathered virtually to discuss and share signals they found. Over 25 unique participants gathered 80 signals related to belonging.

6

Trend Day
July 8, 2024

TREND 1: Off the Tech: Balancing Tech with Human Connection
TREND 2: Digital Connections: AI and Virtual Tech for Mental Wellness
TREND 3: Building Belonging: Innovative & Inclusive Housing
TREND 4: Levelling the Field: Addressing Economic Disparities and Social Mobility
TREND 5: Welcoming Newcomers: Supporting Immigrant and Refugee Communities
TREND 6: Get Rich or Die Trying: The Costs of Belonging
TREND 7: Learning Together: Building Inclusive School Communities
TREND 8: Overcoming Workplace Burnout and the Evolution of Self-Care
TREND 9: Community Guardianship: Preventing Hate Crimes and Ensuring Safety for All
TREND 10: Get Out(side)
TREND 11: Mind the Gap: The Great Divide and Generational Differences
TREND 12: Bridging Divides: Strategies to Counter Political Partisanship

Based upon these activities and other key insights, we are proposing to form an innovation ecosystem for community driven systems change. This new rural-based community innovation ecosystem will be established starting with 1) A Community Innovation Network stewarded by; 2) A Community Innovation Council.

Community Innovation Network

The structure of the Community Innovation Network will foster collaboration and enable creativity for community-driven innovations of the future. It includes accessible physical spaces called Community Impact Labs, intended to foster community co-designing, and in-person alongside digital collaboration tools connecting everyone. The design ensures in-person and online engagement enabling diverse community groups to have access to tools, resources to develop citizen-led change, support for non-profit strategic planning and start-up, social enterprise, and policy shifts.

COMMUNITY INNOVATION NETWORK

Community Innovation Council

The Community Innovation Council is a strategic membership-based body of diverse regional intermediaries in cooperation to enable community-driven innovation. Each member organization agrees to, based on the strength of their community capitals, bringing unique resources, expertise, and connections, to contribute to community innovations developed in the Community Innovation Network. The council acts as a governing body, overseeing and stewarding the network, helping to set community identified priorities, facilitating collaboration among members, enabling foresight and social innovation research, advocacy for systems change, and fostering the conditions for community-based and social impact financing infrastructures.

COMMUNITY INNOVATION COUNCIL

How It is Designed to Work

Working as part of an Ecosystem, the Community Innovation Network acknowledges the interconnectedness of the community, ensuring that solutions are developed with the involvement of those most historically affected by system barriers and amplified challenges such as healthcare access, affordable housing, and food insecurity. These co-designed innovations are then catalyzed with the support of system intermediaries (e.g. YMCA) whose extensive social and built capitals can foster conditions for adopting and scaling these approaches at relevant junctions (grassroots, and/or social or public sector). Through this chain of impact, enabled by the Community Innovation Network and stewarded by the Community Innovation Council, positive change is scaled across the community.

Impact Goals

The goal of the Future of Belonging Project is to measure the change and impact of the Community Innovation Network through:

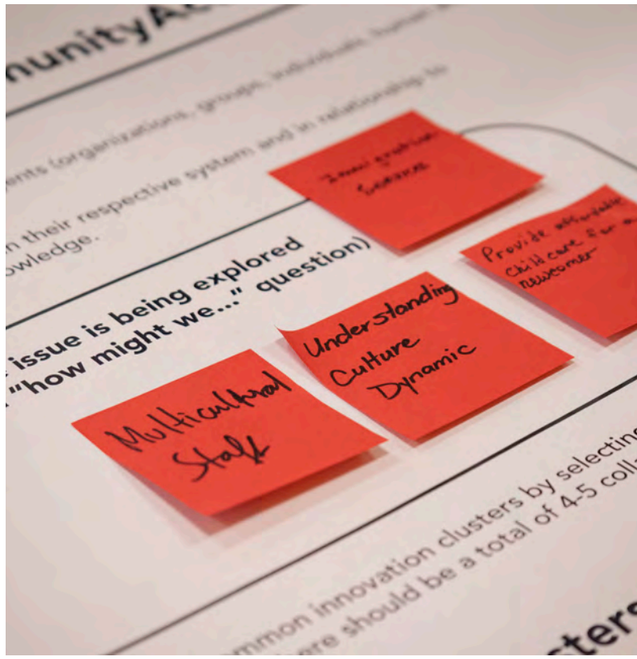
1. **Increased recognition of bio-sheds as community actors** in the innovation process to build mindsets and capacity that ensure regional net new economic development strategies create value and regeneration for environmental capitals.

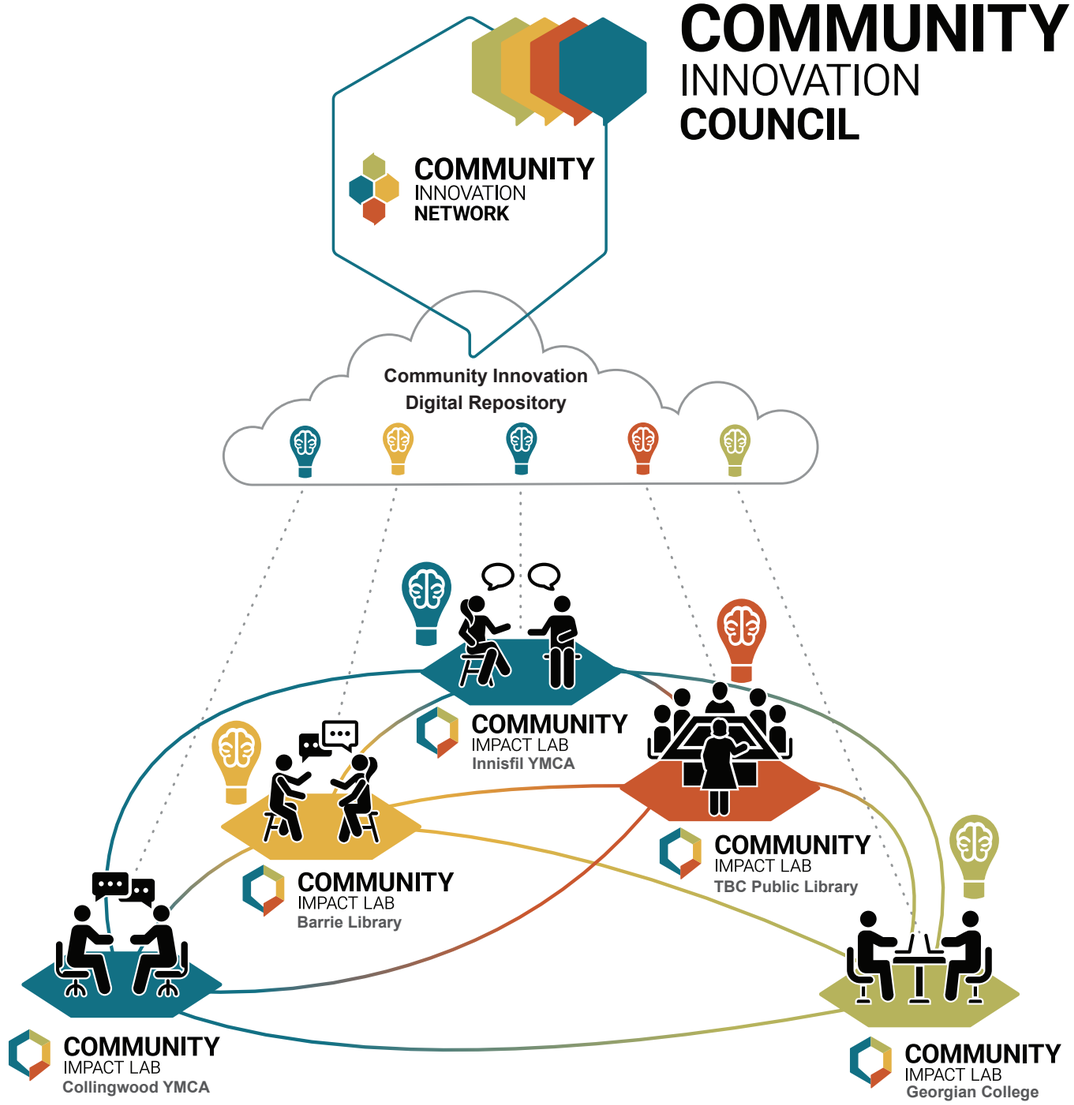
2. Increase the capacity to establish **uncommon collaborations** across multi-level system actors and the capacity to engage the for-profit sector in community-led innovation collaborations for more inclusive rural innovations.

3. Establish the **training and development** to foster multi-system level innovations that address complex interconnected socio-economic issues, considering the intersectionality of diverse cultural and historical antecedents.

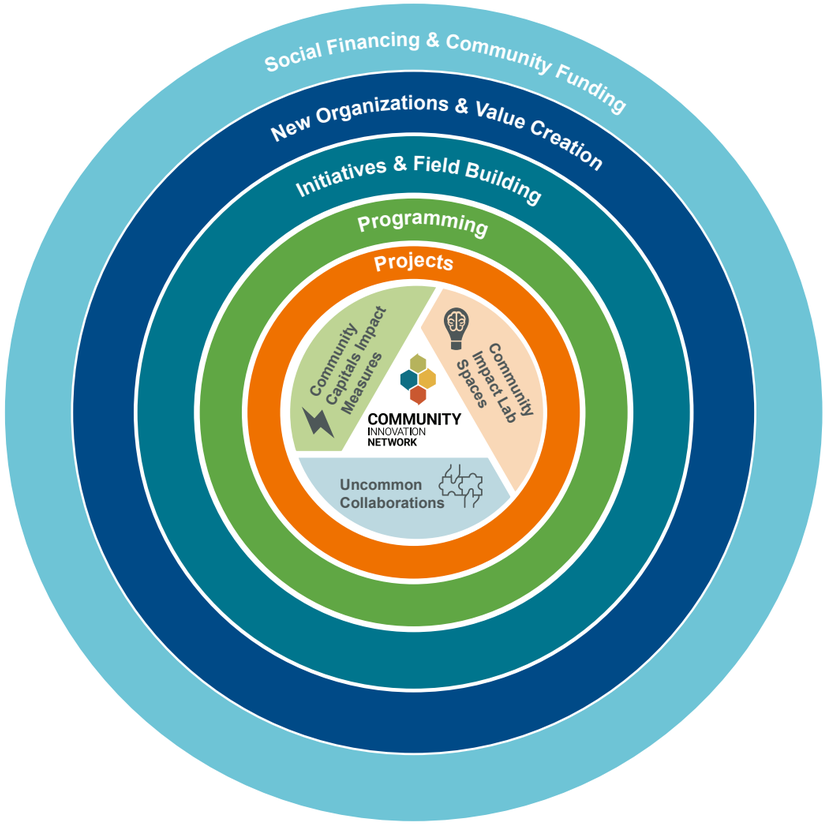
4. Build awareness of the critical gap of grassroots groups and social enterprises from equity-deserving populations that enable **niche community-led innovation** and develop these ecosystem actors.

5. Evaluate collective **institutional strengths and weaknesses** to **build trust, privacy, and deep listening** with diverse community participants in participatory design sessions and the boldness to map perceptions of power as expressed by equity-deserving groups in how and where Community Capitals flow to address community-health, well-being and belonging.





Impact Framework



	Description
Social Financing and Community Funding	New types of community-driven funding infrastructures that enable the outputs or impacts fostered by the Community Innovation Network. The Community Innovation Council would steward drivers for regional social finance mechanisms
New Organizations	These are the new or transformed value creation infrastructures to support a future-fit community landscape. They can be social enterprises, grassroots non-profits, or community coalitions
Initiatives	Initiatives are scaled and expanded programming. These are collaborative efforts to explore longer-term social impact of programming and/or projects. Initiatives can lead to policy change, new service designs, field building, capacity building and knowledge mobilizations
Programming	Programming supports Projects and Projects generate Programming. Using insights gained from projects the Community Innovation Network pilots new types of programming to address complex issues
Projects	Multi-actor collaborations around complex issues to explore a pathway forward. The goal is to develop Social Labs to explore specific community issues and transformative changes to shift systems

The Implications and The Why

The Ontario Provincial Government recently announced a new funding initiative to establish a Regional Innovation Centre (RIC) in Barrie. This initiative is part of the government's broader strategy to foster entrepreneurship and innovation across the province. Beginning in 2024-25, Ontario will invest an additional $1 million annually in its network of RICs, which are non-profit organizations providing vital support to early-stage and growing technology companies. The new centre in Barrie will join the existing 17 RICs across Ontario, further extending the reach of resources such as expert advice, mentorship, training, and market intelligence to entrepreneurs in the region. The Barrie RIC is expected to play a significant role in job creation and economic development by supporting local startups and scaling companies, potentially contributing to the creation of thousands of new jobs.

Developing a Regional Innovation Centre and fostering an Entrepreneurship Ecosystem in a rural region without an equal focus on Social Innovation (independent of the approaches applied to innovation in technology-driven sectors) could have significant implications to the resiliency and sustainability of our communities. Without a matching Community Innovation Ecosystem, aspects such as economic disparities, fragmentation of social cohesion, misaligned sustainability priorities, limited scope on innovation potential, workforce retention challenges, imbalanced policy priorities, and reduced community resilience could be exacerbated particularly for historically marginalized groups.

Insights from The Future of Belonging Project to date have already identified community ecosystem gaps in grassroots bottom-up initiatives, social enterprise and non-profit start-up resources and future-ready strategic planning tools and resources for non-profit or public sector intermediaries. These key ecosystem actor groups play crucial roles in creating socio-economic sustainability, cultural preservation, and collaborations on local challenges in rural communities. They also provide essential community services like childcare, eldercare, newcomer settlement, workforce development and youth engagement, pivotal for fostering community resilience and underpinning resilient economies.

The implications of the insights and the outcomes of The Future of Belonging Project are designed to build capacity for the complementary approaches to socio-economic sustainment in our region, alongside the future Regional Innovation Centre. These approaches are focusing on Community Innovation. This is characterized by experimentation, prototyping, and the development of locally relevant innovations driven by community members, small teams, or local organizations who are closely connected to the issues into coordinated and sustainable prosperity for all.



Guiding Frameworks and Pillars

PART 2

- Social Lab Framework
- Community Capitals Framework
- Strategic Foresight
- Trauma-Informed Community-Based Participatory Research

PART TWO: Guiding Frameworks

Social Lab Framework

- **The Future of Belonging Project is a social innovation project set up as a Social Lab.**

Social Labs are designed to address complex social problems by bringing together diverse system actors to experiment, innovate, and co-create interconnected solutions for social impact and transformation. They operate as ongoing processes rather than one-off projects.

In Social Labs the participants work in collaborative teams, often using design-based methods to test ideas and scale successful solutions. The structure intentionally involves a wide range of collaborators, including communities, businesses, government, and civil society organizations. The aim is often to create systemic change, addressing the root causes of issues rather than just symptoms. Social Labs are flexible and responsive to the evolving nature of the problems they address.

The Future of Belong Project was developed using a Social Lab framework with the following interconnected phases of Explore, Experiment and Pilot. See Figure 2.1. The Future of Belonging Project at the time of the printing of this report is currently moving into its 'Experiment' phase with the details of this report outlining the insights learned for the 'Explore' phase. The project under this Social Lab framework will continue to develop tools and resources and grow community-driven innovation capacities as sustainability is established for the Community Innovation Network.



Figure 2.1
The Future of Belonging Social Lab Methodology

Community Capitals Framework

- **The Future of Belong Project is exploring how to measure community innovation through the accessibility of community assets.**



Fig 2.2 - 8 Community Capitals (Nogueira, Ashton, and Teixeira, 2019) (Adapted from Emery and Flora, 2006)

The Community Capitals Framework (CCF) provides a way of understanding diversity and change in rural communities (Flora, 2006) through eight types of capitals: natural, cultural, human, social, political, built, digital, and financial. In the CCF, different community capitals (or resources) are overlapping inventories of assets or resources that contribute to social inclusion, economic security, and ecosystem health depending upon how those assets are flowed, accessed and regenerated in community. strengths, limitations, and potential for collaborative development. By leveraging these capitals through innovative community networks, communities can foster sustainable development and enhance a sense of belonging.

Community Capitals are seen as interconnected, influencing each other either positively or negatively depending on how they are governed and by whom in the community. The CCF emphasizes the identification and mapping of local actors associated with these capitals, and uncovering community strengths, power dynamics, limitations, and potential for collaborative development. The Future of Belonging Project is exploring how leveraging these capitals through an inclusive community innovation network, and new and uncommon collaborations can foster place-based sustainable development to enhance belonging.

By applying the CCF to the data we've collected to date, we can explore our region's community assets and abilities in future planning scenarios to develop more meaningful and diverse community innovations. The design of The Future of Belonging Project is to establish a network of collaborations that can work with these capitals and nurture these future visions to create more inclusive and supportive community environments that improve a sense of belonging and participation.

While we chose this framework for the Future of Belonging Project to provide a clear way to understand the assembling of local resources for future-ready community-led innovation, we have identified that this framework may need a new typology to better measure how the integration and application of lived experience is supporting the design of our community. This new typology is explored in APPENDIX A.

Strategic Foresight

- **The Future of Belonging Project is exploring how community and social organizations become future fit.**

Strategic Foresight is a systematic approach to exploring and anticipating possible futures to inform better decision-making in the present. The goal of Strategic Foresight is not to predict the future but to prepare for a range of possibilities, enabling proactive responses to diverse versions of the future.

The use of Strategic Foresight as a pillar enables The Future of Belonging Project to better explore involvement and enablement of diverse actors, particularly those with lived experience, in informing future-fit strategic planning that enables future flourishing in our communities. While this is a complex and interconnected conversation, it is at the root of asking how intermediaries or organizations with current wealth in social, political, digital and financial capital maintain their future relevance.

Additionally, the integration of Strategic Foresight under the community engagement aspects of the project, provides the frameworks to help community envision multiple possible futures and inform the development of future-fit community-driven innovations that are not only responsive to anticipated trends but also deeply rooted in the lived realities of community members.



Trauma-Informed Community-Based Participatory Research

- **The Future of Belonging is exploring how we integrate and apply lived experience into the strategic design of our community.**

A trauma informed approach emphasizes giving people choice and control over their involvement. This empowerment is imperative to people feeling respected and valued, leading to a stronger sense of belonging. The Future of Belonging Project uses a trauma informed lens by involving community voices in the process of social innovation and change. Belonging involves feeling valued and included.

In the pursuit to reduce inequities and barriers, being trauma informed means that interactions are more compassionate and supportive. It helps to build an environment of psychological and physical safety, where people are more likely to engage and connect because they feel secure. This approach not only enhances the responsiveness of initiatives but also contributes to broader social change. When community members are involved and included and see that their experiences and well-being are being prioritized, trust is established. Trust is foundational for fostering a sense of belonging.

Being trauma-informed includes understanding that trauma affects individuals and communities over time, as well as recognizing the diversity of experiences and responses to trauma. Trauma-informed approaches work to address the impact of those experiences, helping people feel understood rather than judged or excluded. This approach emphasizes safety; trustworthiness and transparency; peer support; collaboration and mutuality; empowerment, voice, and choice; and addresses cultural, historical, and gender issues (SAMHSA, 2014). That means approaching any interactions we have with community and its members with a recognition that, by virtue that they identify as part of any number of marginalized groups with varying intersectional identities, they hold stress and trauma as a result.

Historically, equity deserving group members have faced systemic barriers and inequities that have prevented them from effectively accessing services within the communities they live, no doubt furthering their sense of other, leading to diminished self-esteem, a sense of isolation and re-traumatization based on identity. Fostering a sense of belonging requires all voices to come to the table. When people are marginalized, they feel undervalued, invisible and less connected to their community, and are frequently left out of opportunities and decision-making processes. This systemic exclusion can affect how individuals interact with others and perceive themselves and contributes to the complex layers of trauma that we see in our communities.

The explanation of how this trauma occurs can be explained by the Sylvia Duckworth's "Wheel of Power and Privilege", a visual tool often used in discussions about social justice, equity, and systemic inequality. It helps to visualize how different forms of power and privilege interact and contribute to various social dynamics. The concept is typically represented as a wheel with several segments, each representing a different axis of identity and power. It shows various social categories (such as race, gender, class, ability, etc.) and positions them in relation to societal power.

Here's a simple guide on how to use the Power / Privilege Wheel:

1. **Look at the Wheel**: The wheel is divided into different sections representing identity categories, like gender, race, sexual orientation, ability, etc.

2. **Find Your Position**: Within each section, identify where you fall. For example, in the "Gender" section, you might be either "Male" (center of power) or "Female" (outer, less privileged).

3. **Compare Different Sections**: Notice that people may hold power in some areas and have less privilege in others. For example, you could have racial privilege but be less privileged in terms of ability or sexual orientation.

4. **Reflect on Intersections**: This tool encourages you to think about how your various identities intersect to shape your overall experience of privilege or marginalization. Someone might have privilege due to their education but face challenges due to their race or disability.

5. **Use It for Empathy and Learning**: The wheel can help deepen your understanding of how different identities impact people's experiences, promoting empathy and conversations around equity and inclusion.

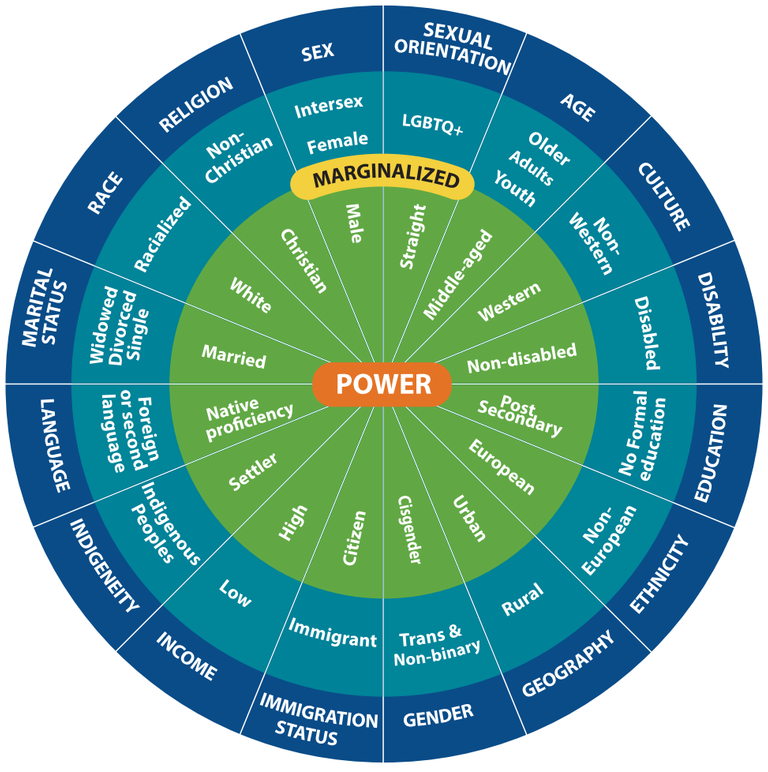


Figure 2.3 - Power / Privilege Wheel adapted from Sylvia Duckworth (2018)

Exploring Relationships & Power Dynamics

PART 3

Community Participatory Workshops

Ecosystem Actors - Key Insights

Uncommon Innovation Clusters - Key Insights

What Happens Now?

PART THREE: Exploring Relationships & Power Dynamics

Community Participatory Workshops

- **The Future of Belonging Project is using participatory design workshops to uncover the perceptions of how different community-identified groups experience distribution and access of community resources, and how different ecosystem actors can collaborate in 'uncommon' ways.**

The structure of the Future of Belonging community conversation workshops is designed to aid in making explicit how existing community structures, actors and flows of community capitals can bias the needs of dominant groups. In addition to surfacing these structures, they are supporting the participatory design of new opportunities that different actors can play in catalyzing transformative innovations for community, safety and well-being. Data and insights captured to date, have begun to identify key intermediary actors.

If these intermediary actors are provided the capacity and conditions to re-invent their strategic planning processes, they could enable how lived experience can better inform the design of future policy and community service design infrastructures.

In parallel, these workshops are also exploring how the Future of Belonging Project engages with different community groups to map the landscape of regional ecosystem actors in more trauma-informed ways. With the mapping focused on the perceived and relational power dynamics of these actors and how to leverage these dynamics for 'uncommon' collaborations, this is presenting a need to better understand the impact these conversations may have on individuals who have experienced these community power dynamics.

> ***Intermediaries are entities that can take a variety of forms (e.g. organizations, support services, initiatives or bodies), and are essentially focused on enabling the formation of collaborative ecosystems. In this role, they have proximity to initiating and/or maintaining infrastructures that support ecosystem actors to more effectively work towards transformational agendas.***

How we gathered information

Our first participatory workshop occurred on December 8, 2023, and primarily involved Community and Social Service Agencies. The second community workshop, held on April 3, 2024, invited participation from newcomers, immigrants, and international students. The third workshop, held on June 18, 2024, invited participation from individuals who self-identify as 2SLGBTQIA+, parents of those who self-identify as 2SLGBTQIA+, and those with lived experience, or professionals working directly with the 2SLGBTQIA+ community.

The workshop's structure is discussion based, using a guided facilitation to capture elements of the discussion on sticky notes to be placed on a visual canvas. And while the workshop facilitators are experienced in participatory design methods, we have identified as we engage with and invite more diverse social and cultural communities into the project, that we need to better understand what a safe and supportive workshop environment must look like in the context of individual marginalized groups. To date this has surfaced insights on the integration of trauma-informed facilitation, trust building, workshop hosting and the workshop environment.

Workshops to date

Workshop Date	Location	Participant Group	Number of Participants
December 8, 2023	Sandbox Centre, Barrie	Community and Social Service Agencies	40
April 3, 2024	Georgian College, Barrie	Newcomers, immigrants, and international students	20
June 18, 2024	Barrie Public Library, Downtown Branch	Individuals who self-identify, within the 2SLGBTQIA+ community	11

Table 3.1 – Future of Belonging Project participatory workshops conducted to date

Organizations Represented

The majority of participants attended a workshop representing an organization. The table on the right lists the top organizations represented by participants across all three workshops.

In each workshop (Table 3.1), participants worked in groups of 5-6 to:

A. Identify a broad range of ecosystems actors they felt were attached to a specific priority community issue and map how these actors might influence the flow of resources within the community.

B. Identify uncommon innovation cluster or uncommon collaborations.

C. Sense make what capacity and resources are needed in the community to foster these uncommon collaborations.

Organizations Represented
Community member*
Georgian College
YMCA Simcoe/Muskoka
United Way Simcoe Muskoka
Midland Library
City of Orillia
Barrie Police Services
Seasons Centre for Grieving Children
County of Simcoe
Simcoe Muskoka District Health Unit
Catholic Family Services
Gilbert Center
Hospice Simcoe
Barrie Chamber of Commerce

Table 3.2 - Organizations represented across all three participatory workshops

*participants who did not align with any organization

Each group was provided with one (1) Uncommon Community Actors Map (Figure 3.1) and colour coded sticky-notes that represented different types of actors (i.e Non-Profit, Public, Grassroots, Social Enterprise) across our community. Using the Uncommon Community Actors Map, the Georgian College Social Innovation Team, along with support from the YMCA of Simcoe/Muskoka Project Development team, guided the groups through the various aspects of the canvas as follows:

1. The areas on the map were: **Community Issue Being Explored**: How might we create community services that support a community of belong by shifting this issue:

    - Health and Wellness
    - Child Care
    - Skilled Labour Market
    - Immigration
    - Digital Service Delivery
    - Harm Reduction

2. **Actor type (Coloured Squares)**: denoted by colour-coded sticky notes, each colour identified the community actor as a community group, non-profit, public, private, grassroots movement, or social purpose.

3. **Regional/System level (Circles)**: indicated by positionality within the five rings on the canvas, ranging from Federal/ Provincial government actors, community capacity builders, social enterprises, health/community safety, non-profits/ agencies, schools & academic institutions, businesses for profit, grassroots/citizen led action groups, municipal/county government, and research and innovation actors.

4. **Power dynamics (Quadrants)**: Placement along the vertical axis identifies the community actor's ability to influence governance and policy design to funding and finance, and the horizontal axis maps the community actors' perceived knowledge approach, as in tendency to develop and hold knowledge or apply and use it.

A Note about the Uncommon Actors Map Canvas (Figure 3.1)
The facilitation and Uncommon Actors Map was developed and shaped by a Social Sciences and Humanities Research Council (SSHRC) Insights Research Grant. This was done in collaboration between Georgian College, Selkirk College and OCAD University between 2020 and 2022. The focus of the research was to examine how we support communities to uncover novel configurations of Community Capitals and support sustainable rural-driven innovation. Involved in the research were the perspectives of two regions: 1) The Boundary Region in the Kootenays of British Columbia and 2) Grey County, including Owen Sound in Ontario. On the Georgian side, this work involved collaborating with Owen Sound campus of Georgian College and its surrounding communities, with support from the Healthy Communities Partnership in 2022.

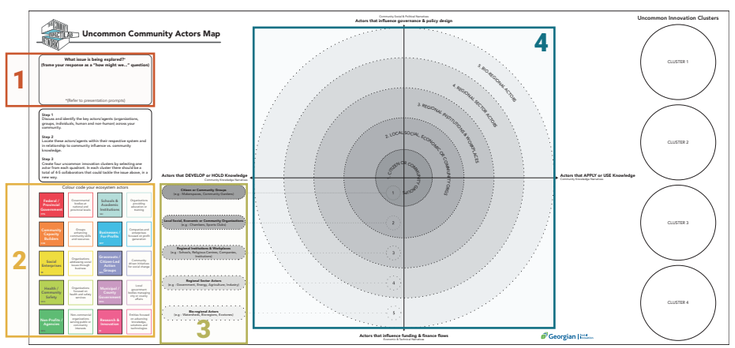


Figure 3.1 - Uncommon Community Actors Map

Ecosystem Actors - Key Insights

Identifying Intermediaries and gaps

Across all the community workshops completed to date (Table 3.1), participants have cited over 850 actors and 50 Uncommon Collaboration clusters.

Most Cited Ecosystem Actors

The table on the following page lists the top actors cited across all three workshops and indicates the number of times each actor was mentioned. The frequency of each actor's citation identifies that this actor could be considered a system intermediary.

Many of these most cited actors (Table 3.3) could be considered Intermediaries as participants placed them in all 4 quadrants on the Uncommon Community Actors Map (Figure 3.1). This confirms these actors' perceived proximity to Community Capitals and agency to access them.

From here, the Georgian College Social Innovation Team transposed these Uncommon Community Actors Maps and adapted them into visualizations after each workshop to better identify the system footprint these Intermediaries occupied. This revealed what other (uncommon) actors were captured within this footprint and thus could be engaged in or unintentionally impacted by systems change agendas. These visualizations and illustrations in can be accessed via links in Appendix B.

What We Learned

To date, the following insights have emerged and are key to understanding the gaps and opportunities for developing a Community Innovation Network and enabling the conditions for a future-focused community-driven innovation ecosystem.

1. The introduction of regional biosheds along with reframing of land as a community actor enabling innovation, was a new mindset. It identified the opportunity to build capacity and tools that frame innovations as a part of creating value for community belonging, well-being and safety.

2. Identified regional gaps in the community's capacity for creating collaboration with 'uncommon' actors, or more specifically for-profit engaging in cross-sectoral collaborations for innovations with non-profit (moving beyond the philanthropical relationship).

3. Identified the training and co-design tools needed to create multi-system level innovations that address complex interconnected socio-economic issues while taking into consideration the intersectionality of diverse cultural and historical antecedents. This insight is helping to form tools and resources within the Community Impact Lab spaces that will make up the Community Innovation Network.

4. Identified a critical gap in either awareness of, or prevalence of grassroots groups and social enterprises from equity-deserving groups that catalyze niche community-led innovation.

5. Evaluated strengths and weaknesses to engage diverse community participants in participatory design sessions to collect data and the perceptions of how local Community Capitals are distributed related to community health, well-being and belonging.

Organizations	Total Occurrence	Dec 8 2023	April 3 2024	June 18 2024
YMCA	20	11	5	4
Georgian College	14	5	5	4
Libraries	12	7	4	1
City of Barrie	11	5	3	3
Hospitals	11	9	1	1
Canadian Mental Health Association	11	8	2	1
Catholic Family Services	10	6	3	1
Recreation Centers	10	7	1	2
Municipalities	9	6	2	1
County of Simcoe	8	4	3	1
Barrie Police	7	2	3	2
IRCC	6	1	4	1
Barrie Native Friendship Center	6	4	1	1
Banks/Financial Institution	6	1	3	2
Royal Victoria Hospital	5	1	3	1
Lakehead University	4	2	1	1
Dress for Success	4	1	2	1
Simcoe County District School Board	4	2	1	1
Fire Fighters	3	1	1	1
Employment Services	3	1	1	1
Sports Clubs	3	1	1	1
Translational/Interpretation Services	3	1	1	1
Unique Actor Count	**-**	**345**	**93**	**113**
Total Actor Count for Workshop	**-**	**547**	**178**	**141**

Table 3.3 – Most cited Ecosystem Actors across all three workshops

Individual Workshop Key Insights

December 8, 2023 Workshop - Community and Social Service Agencies

The first community workshop, held on December 8, 2023, in Barrie at the Sandbox Centre, brought together participants from Community and Social Service Agencies to the applicability of the Uncommon Community Actors Map canvas and established a baseline for regional actors and their potential relationships to Community Capitals.

Participants were divided into seven groups, and over 500 community actors were mapped across various dimensions, including influence, knowledge approach, actor type, and regional levels. This workshop highlighted the need to include various underrepresented and nature-based actors to enhance community development. Identifying diverse clusters, termed Uncommon Innovation Clusters, provided a foundation for exploring innovation opportunities and underscored the importance of incorporating socially conscious and grassroots actors for organic growth.

Implications from Insights

While community and social service decision-makers and professionals have extensive knowledge of regional services, many were unable to identify or classify an extensive range of grassroots organizations or social enterprises within the region's various communities. There could be many factors contributing to this insight, all of which would require further exploration, and we believe that moving forward on the project this could be unpacked in semi-structured interviews with selected community knowledge holders.

One of the major strengths of grassroots organizations and social enterprises is their close relationship with marginalized and equity-deserving groups. These organizations often have deep, trust-based connections with the communities they serve, offering highly tailored and culturally relevant value creation. By recognizing, identifying and integrating these grassroots and social enterprise actors into the broader ecosystem, decision-makers could have the chance to tap into richer lived-experience insights around community safety and well-being.





The potential lack of grassroots or social enterprise identified highlights an innovation gap. From an equity perspective, identifying and supporting grassroots organizations or social enterprise may enable more relevant approaches to the strategic design of lived-experience into the overall development of new service delivery and future-ready policy. These organizations often serve populations that may be overlooked by traditional providers, often leading community-driven innovation, particularly in addressing social issues where larger institutions may lack agility or adaptability. Having the future potential of engaging with these types of organizations in the strategic planning process can introduce fresh perspectives and creative solutions, especially in areas where traditional approaches and plans have struggled to create lasting change.

Additional insights from the workshop identified the opportunity to consider a mindset shift around the inclusion of for-profit actors as innovation partners, as opposed to donation or philanthropic resources. For-profit organizations bring unique strengths, including financial resources, technology, and expertise, which can complement the work of community and social service organizations. A better understanding of how to engage with these actors can foster cross-sector collaboration, sparking innovation through shared knowledge, diverse perspectives and cohesive approaches to systems change.

Although there may be cultural divides or a history of mistrust between sectors, these challenges present an opportunity for building trust and fostering relationships. Ultimately, involving for-profit actors as innovation collaborators can strengthen an overall community innovation ecosystem by broadening resources, increasing sustainability, and accelerating progress towards community-based solutions.



For more information reference: https://futureofbelonging.ca/learn

April 3, 2024 Workshop - Newcomers, Immigrants, and International students

On April 3, 2024, the second workshop was held at Georgian College's Barrie campus as part of the Research, Innovation, Scholarship, Entrepreneurship (RISE) Symposium. The focus was on engaging newcomers and international students.

Participants used the Uncommon Community Actors Map canvas to identify over 250 actors relevant to immigration, health and wellness, and skilled labor. The session revealed newcomers' challenges in accessing local organizations and services, emphasizing the need for improved access to information and culturally sensitive resources. The workshop's outcomes suggested that forming innovation networks based on diverse strengths could enhance the integration and well-being of newcomers.

Implications from Insights

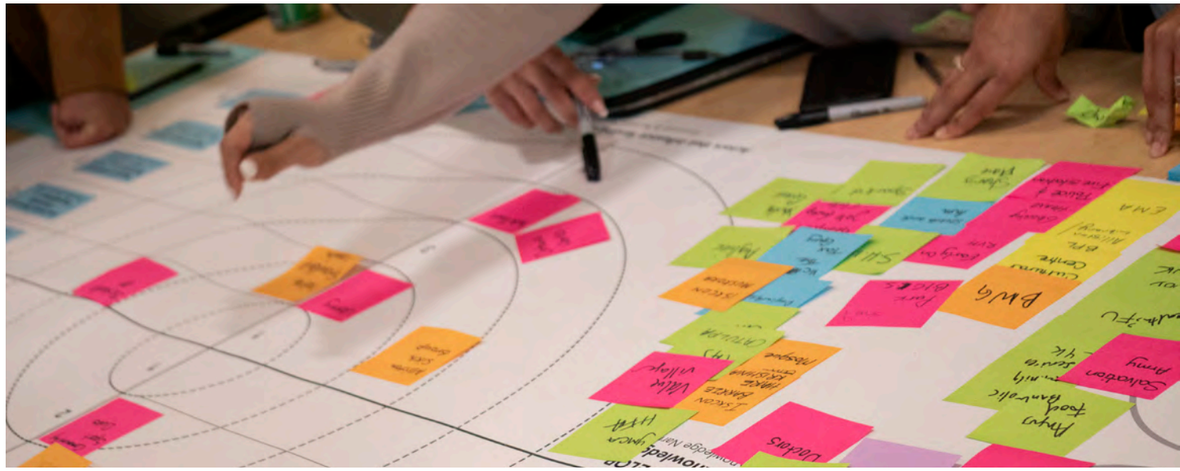
Workshop participants identified their cultural and religious organizations as the community resources they felt most comfortable approaching for help and support with resources. These actors provided a sense of inherent understanding, as they often shared similar identities and experiences with the workshop participants. This familiarity allowed community members to ask for help without needing to explain their situations in detail, reducing the vulnerability that often comes with seeking support and lessening the emotional and mental burden of integrating into a unfamiliar cultural context. In contrast, this level of comfort and connection was harder to achieve with more traditional or established service providers, even with representatives who may have the same lived experiences supporting the provision of services.

There could be many factors contributing to these insights, all of which would require further exploration, and we believe moving forward on the project this could be unpacked in semi-structured interviews with selected community knowledge holders.

For more information reference:
https://futureofbelonging.ca/learn









June 18, 2024, Workshop - 2SLGBTQIA+ community

The third workshop, held on June 18, 2024, at Barrie Public Library, focused on the 2SLGBTQIA+ community. Participants identified 141 actors, with a notable presence of regional sector actors and grassroots citizen-led groups. This session brought attention to the unique challenges faced by the 2SLGBTQIA+ community in accessing community resources. The insights gathered reinforced the necessity for inclusive and accessible services, highlighting gaps in the current system, particularly for marginalized gender groups.

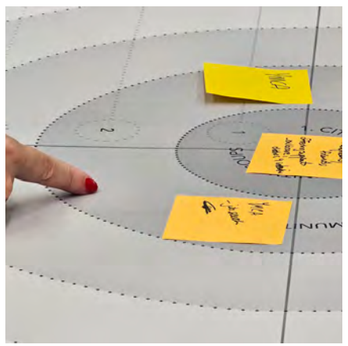
Insights & Implications

Unique to this workshop was the lack of identification or absence of many different actor groups. This is a compelling insight that seeks more nuanced understanding along with the noticeable lack of non-profit actors listed, shared or identified by the participants. Implications to this may signal that historically the 2SLGBTQIA+ community has relied on grassroots organizations to address their needs due to insufficient support from larger non-profits or public sector institutions. As a result, grassroots actors have filled gaps that established non-profits may have and continue to overlook with regards to the specific needs of 2SLGBTQIA+ individuals, leading to limited representation and support. Additionally, non-profit organizations might face structural barriers, such as funding constraints or restrictive mandates that hinder their engagement with the 2SLGBTQIA+ community. Consequently, the community's familiarity with grassroots solutions, rather than formal non-profit support, makes the absence of these actors more noticeable in discussions about ecosystem innovation.

Most importantly what we learned from this workshop was that having difficult conversations around lived experiences in front of others who do not identify as part of the marginalized community we are engaging with provided a challenge. As we continue to build trust-based relationships with many communities across our region, learning how and when to invite non-identified community individuals as allies (or otherwise) needs greater exploration and design. When asking people who have experienced trauma due to marginalization by community and social systems to share their experiences, it is crucial that we (and others) honour the space we are asking them to occupy. We must approach these conversations with care and respect, acknowledging the weight of their stories.

For more information reference - https://futureofbelonging.ca/learn









What Happens Now

Continued hosting of workshops with different and diverse community members is crucial to the continued understanding of how perceived power dynamics distribute community capitals and resources from the perspective of different socio-cultural groups. Therefore, additional workshops are being planned with Youth, the Black community, First Responders community, and Persons with Different Abilities.

As we continue with this type of community engagement, it has become evident that we must take a more trauma-informed approach. This is an approach that recognizes that individuals who are participating in the community workshops, though their lived experience of historic and current marginalization, come to these conversations with experiences of trauma. We must move away from the conventional ways of research design which have traditionally been transactional and extractive and rather do transformational and relational work, with a focus on collaboration and social inclusion. This work is not fast-paced and must move only at the rate of building relationship and trust, with that trust earned only through providing space and opportunity for participants to share their trauma, and authentic listening on the part of the researchers.

Trauma, including traumatic stress, is defined as an event, series of events, or set of circumstances that an individual or group experiences as physically and/or emotionally harmful (SAMHSA, 2014). Resmaa Menakem defines trauma as a response to anything that's overwhelming, that happens too much, too fast, too soon, or too long [it is] coupled with a lack of protection or support. It lives in the body, stored as sensation: pain, or tension—or lack of sensation, like numbness (Menakem 2020). Trauma disproportionately burdens populations of colour, indigenous communities, and members of sexual minority groups (SAMHSA 2014; Scheer and Poteat, 2018; Stolbach & Anam, 2017) and is often cumulative in nature.

We must be aware that communities that have been historically asked to provide a lot of information can suffer from research fatigue and be mindful that, particularly during semi-structured interviews, participants have agency as to how much information they provide, if they choose not to answer any questions, and when they stop.

In evolving the research methodologies of the Future of Belonging Project we have begun to incorporate deeper trauma-informed practices to ensure that research methods are sensitive to participants' experiences, leading to more accurate and meaningful data. Through engagement with community, we have learned that we must explicitly state a few key points:

1. Only community members who self-identify as part of the workshop's focus community/ marginalized group, participate.

2. We understand that participants are coming to these conversations with lived and living experience and that implicit in that is pervasive stress and trauma.

3. Participation in these workshops is completely voluntary and only done with their express consent and that participants may withdraw consent at any time.

4. Facilitators who do not identify as a member of the community the workshop is focused on, must be invited to the table to provide information, answer questions, or observe. In doing so, we aim to create a place of safety where participants feel that they can be their authentic selves with other community members who understand and may share similar experiences.

As we continue to engage community in these conversations, it is imperative that these learnings be incorporated into future workshops, and as we develop enhanced ways to involve community members in the conversations we will look to semi-structured interviews. These interviews must follow the same tenants that were identified learnings from the three previous workshops.



Uncommon Innovation Clusters – Key Insights

As an important stage in our Future of Belonging community workshops, participants created over 50 Uncommon Innovation Clusters by grouping a minimum of 4 diverse ecosystem actors together (see Figure 3.2). The following outlines the insights as well as a catalogue of unique collaboration scenarios for how different ecosystem actors can innovate together.

What We Learned

- **There are widespread benefits of collaborating in uncommon and new ways.**

The information gathered from the community workshops to date has provided preliminary insights into identifying existing regional power dynamics regarding governance and resources, and exploring how using these community actors can assemble Uncommon Innovation Clusters for place-based approaches to complex socio-economic issues. A key insight from the assembly of these clusters was future-focused cooperation benefits more than just transformative shifts on a specific community issue. For example, improving education or healthcare doesn't just help individuals but also strengthens social connections, creates job opportunities, and boosts the local economy.

This was additionally confirmed by literature exploring community and economic development frameworks, citing that a community's future depends on the ability of actors leveraging their strengths across various community capitals—natural, cultural, human, social, political, financial, built, and digital - in diversely uncommon ways. While further interpretation of the insights from the data collected to date

need to be performed, it is apparent that semi-rural and rural sustainably lies in the resilience of uncommon or unique collaborations of actors.

Implications for Uncommon Innovation Clusters:

Upon review of the Uncommon Innovation Clusters, we have started to identify the key parameters for a regional Community Innovation Network that would enable collaborations focused on community flourishing. Flourishing can be understood as an outcome shaped by inclusive, trauma-informed and decolonized approaches to rural innovation, ensuring that both human and all other forms of life can thrive sustainably on our planet for seven generations to come.

If successful, the design of Community Innovation Network, guided by an effective governance structure led by the Community Innovation Council, will showcase that scenarios for uncommon collaboration may create social impact through:

- Measured increases of trust in community with intermediary institutions (e.g. municipalities, police, hospitals etc.;) with equity-deserving communities, through the formation of mutually supportive relationships that consider equity-led innovations for inclusive community well-being and safety.

- Quantification of Community Innovation Network Members' values and behaviours through demonstrated increases in collaboration, inclusivity, grassroots innovation, and self-initiation/organizing.

- Measures that identify strengthened capacity of individual and community skills to arrange and regenerate resources under the region's 8 Community Capitals.

- Offering an exemplar case study of infrastructures that can be scaled through other nationally networked non-profits or non-governmental organizations, like the YMCA, to establish other Community Innovation Network frameworks in rural communities.

- Open-sourcing new strategic planning approaches and tools for meso-system non-profits and non-governmental organizations to stay relevant in diverse rural communities of the future.

What Happens Now?

With over 50 Uncommon Innovation Clusters, the Future of Belonging has begun to develop a catalogue of collaboration scenarios leveraging and contributing to regional community capitals (see Appendix C). As The Future of Belonging continues to host additional workshops, we will expand this catalogue and develop a repository of tools and resources available through Community Impact Labs to support the co-design of these and other types of uncommon collaborations for community belonging, safety and well-being.









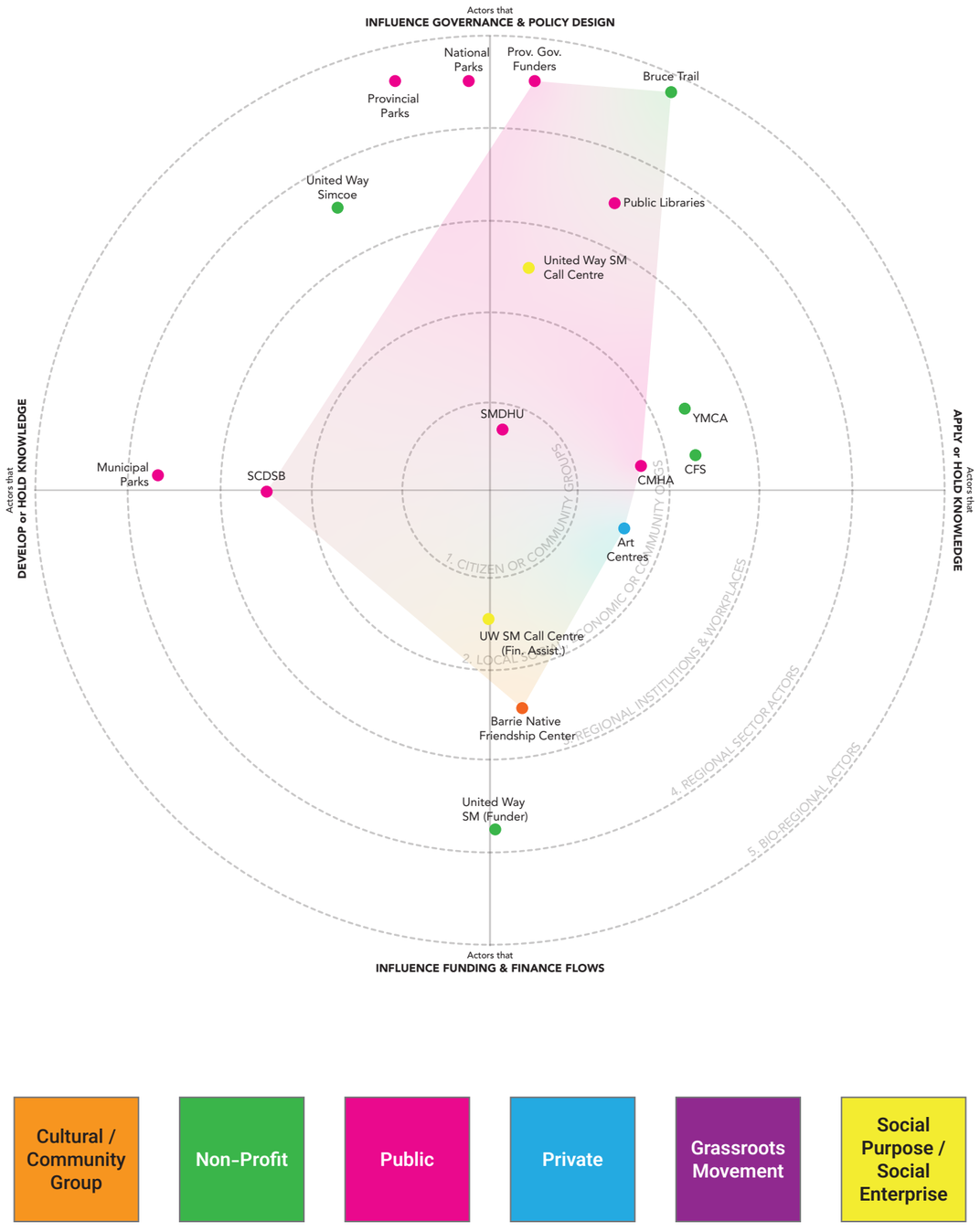
SAMPLE Uncommon Collaboration - Building a Wellness Collaboration (see APPENDIX C)
This Uncommon Innovation Cluster was created by participants from Community and Social Agencies from our December 8th, 2024, Workshop.

Community Issue Exploring:
Participants were exploring How Might We Collaborate on Health and Wellness for Community Flourishing

Actors Selected and Clustered Together

Actor	System Level	Quadrant
Bruce Trail	Bio regional Actor	• Influences governance & policy design • Applies knowledge
Canadian Mental Health Association (CMHA)	Local economic community group	• Influences governance & policy design • Applies knowledge
Art Centers	Local economic community group	• Influences funding & finance flows • Applies knowledge
Barrie Native Friendship Center	Regional Institution or workplace	• Influences funding & finance flows • Applies knowledge
Simcoe County District School Board (SCDSB)	Regional Institution or workplace	• Develops knowledge
Provincial Government Funders	Regional Sector	• Influences governance & policy design • Applies knowledge

Figure 3.2 – One of the Uncommon Innovation Clusters generated on Dec 8th Workshop



Potential Impact to leveraging and building Community Capitals

For **Natural Capital**, a collaboration between Bruce Trail, Provincial Government Funders, and local art centres could promote environmental stewardship through community engagement, such as eco-friendly art installations and conservation activities. This shared responsibility not only creates value in protecting the environment but also strengthens community ties to their sense of place and the land.

In terms of **Cultural Capital**, the Barrie Native Friendship Centre and art centres could work together to celebrate and preserve cultural heritage. Initiatives such as cultural festivals, storytelling sessions, and artistic showcases could highlight the diverse backgrounds within the community, while Provincial Government Funders ensure these programs are adequately resourced and aligned with regional development strategies.

To foster **Human Capital**, the Simcoe County District School Board (SCDSB), Canadian Mental Health Association (CMHA), and the YMCA could create a network that integrates mental health education into schools and offers wellness programs in community spaces. With financial backing from Provincial Government Funders, these programs could align with broader health and education policies, ensuring support for all community members.

Strengthening **Social Capital** involves a potential collaboration among the Barrie Native Friendship Centre, art centres, CMHA, and the YMCA to host community-building events such as art workshops, mental health support groups, and cultural exchange programs. These efforts could be designed to promote inclusivity, trust, and reciprocity across the community.

Building **Political Capital** requires empowering residents to participate in governance and community decision-making processes. Bruce Trail, Barrie Native Friendship Centre, and art centres could work together, alongside Provincial Government Funders, to organize civic engagement initiatives. This might include workshops on local governance and advocacy campaigns that elevate diverse voices in the community.

Promoting **Financial Capital** means fostering economic inclusion. Provincial Government Funders could support the YMCA, Barrie Native Friendship Centre, and art centres in offering financial literacy programs and training for creative industries, ensuring marginalized groups have access to economic opportunities and cultural expression through art.

For **Built Capital**, the focus will be on creating inclusive infrastructure that promotes being integrated and symbiotic with nature. The Barrie Native Friendship Centre, Bruce Trail and art centres could ensure these new types of outdoor spaces are culturally expressive and connect us to nature.

Finally, bridging the **Digital Capital** divide is essential for ensuring that all community members can fully participate in today's digital age. The YMCA, CMHA, and SCDSB, with support from Provincial Government Funders, could offer digital art programs, providing access to new forms of digital expression, such as immersive technology, and integrating restorative justice approaches for increased health and wellness of youth.



Strategic Plan Analysis

PART 4

What We Analyzed

What We Learned

Implications in Supporting a Future of Belonging

What Happens Now?

PART FOUR: Strategic Plan Analysis

- **The Future of Belonging Project reviewed 35 strategic plans from community-focused organizations in Simcoe and Muskoka, and their alignment with the Community Capital Framework and UN SDGs to identify common themes and gaps in these plans and explore ways they can better collaborate for greater social impact and equity in the region.**

Public and nonprofit organizations' strategic plans uniquely steward an organization's mission - which is ultimately a delivery of social impact or community good - while holding in tension the fiscal accountability and sustainability of the organization. Like a compass, a good plan orients a non-profit or public organization to adapt to the changing needs of its beneficiaries while at the same time evolving how it delivers on its mission in proxy of funders, donors and its board. Strategic plans can be powerful accountability mechanisms for systems change when linked together as a collective governance structure in a community-driven innovation ecosystem. Through this perspective, strategic plans, in their perpetuity, hold a vital leverage point catalyzing social change.

Based upon insights gathered from our participatory workshops regarding Ecosystem Actors and Uncommon Innovation Clusters, we were curious to understand better the landscape of our community and social organizations working to deliver community well-being and safety. We wanted to explore if there could be enough alignment and diverse approaches to hypothetically create the uncommon collaborations conceptualized by the workshop participants (see Appendix C).

What We Analyzed

A total of 22 strategic plans from organizations dedicated to community health, well-being and safety across Simcoe and Muskoka were initially analyzed. The organizations were initially selected based on their system level, work sector, and potential to act as community intermediaries.

Intermediary organizations play essential roles in mediating and organizing conditions to bring together diverse groups of people, catalyzing collective sensemaking and initiating collaborative action; increasing the flow of capitals across ecosystems; and/or generating learning, knowledge and other forms of resourcing across an ecosystem to support transformative change. An intermediary organization could include entities like the YMCA, United Way, or the Simcoe County District Health Unit, among others.

This analysis was then expanded to 35 as workshop participants identified additional ecosystem actors. Each plan was reviewed and analyzed based on the following:

- Individual strategic commitments or pillars outlined in the plan and their alignment to the Community Capitals Framework
- The timeline scoped for each strategic plan
- The alignment of each strategic plan in addressing specific 17 UN Sustainable Development Goals
- Identification of 12 key themes found across the strategic plan landscape
- Alignment of how individual organization's strategic plans aligned under the 12 key themes.

What We Learned

The analysis identified that most strategic plans will expire in the next 2-3 years. While this indicates that current plans focus on short to medium-term horizons, this is a serendipitous opportunity to develop new tools and approaches to strategic planning across the region.

Collectively, the plans contributed to 12 overarching themes that form the strategic direction of the community and social services landscape. Based upon the frequency of contribution by the individual organizations' plans analyzed, the themes are ranked as 'community priorities' as follows:

1. Community Engagement and Partnerships
2. Equity, Diversity and Inclusion (EDI)
3. Leadership and Governance
4. Health and Wellbeing
5. Economic Development and Entrepreneurship
6. Innovation
7. Housing
8. Data & Technology
9. Education & Learning
10. Climate Change & Environmental Sustainability
11. Community Safety
12. Food Security



The **Landscape** of **Local Community & Social Organizations' Strategic Plans**

Associated Community Capitals: Cultural, Digital, Financial, Human, Manufactured, Natural, Political, Social

Strategic Timelines: 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030 2031 2032 2033

United Nations Sustainable Development Goals (UN SDGs) Supported by Strategic Plans

Community / Social Organizations & Institutions	Strategic Timelines	UN SDGs Supported by Strategic Plans	Strategic Plan Themes
RVH	Royal Victoria Regional Health Centre's Strategy to Deliver Inspiring Care	3, 5, 10	
Community Connection	Community Connection	1, 3, 11, 16, 17	
Waypoint	Waypoint Centre for Mental Health Care	3, 9, 17	
Coalition	Child Youth and Family Services Coalition of Simcoe County Strategic Plan	5, 9, 10, 17	
Canadian Mental Health Association	Canadian Mental Health Association Simcoe County	3, 5, 9, 10, 17	
Soldiers'	Orillia Soldiers' Memorial Hospital Strategic Plan	3, 9	
The Common Roof	The Common Roof Strategic Priorities	8, 11, 17	
OFA	Ontario Federation of Agriculture	2, 8, 9, 12, 17	
Simcoe Muskoka Catholic District School Board	Simcoe Muskoka Catholic District School Board Strategic Plan	3, 4, 5, 9, 10	
Georgian	Georgian College Strategic Plan	4, 5, 9, 10	
Empower Simcoe	Empower Simcoe Strategic Plan	9, 10, 17	
YMCA Simcoe Muskoka	YMCA Simcoe Muskoka Strategic Plan	5, 9, 10, 17	
Barrie	City of Barrie Strategic Plan	1, 5, 9, 10, 11, 13, 17	
Orillia	City of Orillia Council Plan	3, 5, 8, 9, 10, 11, 13	
Simcoe County District School Board	Simcoe County District School Board Strategic Priorities	3, 4, 5, 9, 10	
Simcoe Muskoka District Health Unit	Simcoe Muskoka District Health Unit Strategic Plan	3, 5, 8, 10, 17	
District of Muskoka	District of Muskoka Strategic Plan	3, 5, 6, 8, 9, 10, 11, 13, 17	
United Way Simcoe Muskoka	United Way Simcoe Muskoka Strategic Plan	3, 11, 17	
CFS	CFS Strategic Plan	1, 3, 5, 10, 11, 17	
Simcoe County	Simcoe County Our Community 10-Year Affordable Housing and Homelessness Prevention Strategy	1, 11, 17	
Simcoe County	Simcoe County Strategic Plan	3, 4, 5, 9, 10, 11, 13, 17	Simcoe County Strategic Plan
Simcoe County	Simcoe County Food Security Framework	2, 10, 17	Simcoe County Food Security Framework
Community Safety and Well-Being in Simcoe County	Community Safety and Well-Being in Simcoe County	3, 4, 8, 10, 11, 17	Community Safety and Well-Being in Simcoe County
Simcoe County	Simcoe County Community Settlement Strategy	5, 8, 10, 17	Simcoe County Community Settlement Strategy

Strategic Themes Aggregated & Ranked by Frequency

1. Community Engagement & Partnerships
2. Equity, Diversity & Inclusion
3. Leadership & Governance
4. Health & Well-being
5. Economic Development & Procurement
6. Innovation
7. Housing
8. Data & Technology
9. Education & Learning
10. Climate Change & Environmental Sustainability
11. Safety
12. Arts & Culture

The Community Capitals Framework is a tool for understanding and analyzing the functioning and development of communities.

Communities have eight types of capital that can be nurtured and invested in for sustainable and equitable development.

The capitals are all interconnected, and each capital can have a positive or negative impact on other capitals.



For more information visit: FutureOfBelonging.ca

Georgian | Social Innovation

Simcoe Students Shine On The Future of Belonging

Draft Version 1.1

UN SDGs Supported by Strategy Plans Aggregated

Reference
Jacobs, C. 2007. Measuring success in communities: Understanding the community capitals framework. Extension Extra. SDSU (South Dakota State University Cooperative Extension Service)(Series 1-6).

Examples of How Themes Are Addressed In Individual Plans

Community Engagement and Partnership: Community engagement and social inclusion are key components in the strategies of most organizations. For instance, the YMCA of Simcoe/Muskoka's Strategic Plan highlights the importance of creating inclusive environments and involving community members in decision-making processes, aligning with community needs and aspirations.

Equity, Diversity, and Inclusion (EDI): Equity, diversity, and inclusion are central themes in the strategic plans of several organizations. For example, Georgian College and the Simcoe Muskoka District School Board have embedded EDI as core priorities, ensuring that their policies and practices are inclusive and reflective of their communities. Keeping that in mind, not many organizations highlight community safety as part of their plan except the City of Barrie and the Simcoe County Community Well-being plan, and neither includes food security – a basic need that disproportionally affects members of equity-deserving groups.

Economic Development and Financial Sustainability: Several organizations' plans emphasize economic development and financial sustainability, particularly at the municipal and regional levels. The District of Muskoka's Strategic Plan and the City of Barrie's Strategic Plan focus on stimulating economic growth and ensuring financial health.

Health and Well-being: Health and well-being, especially mental health, are prominently featured in the strategic plans of healthcare providers and nonprofit organizations. For example, the Royal Victoria Regional Health Centre (RVH) emphasizes patient-centered care and promoting wellness.

Environmental Sustainability and Climate Action: Environmental sustainability and climate action are included in strategic plans of organizations such as the City of Barrie and the District of Muskoka. However, climate change is not as prominently featured across many plans, indicating a potential area for growth in environmental planning.

Innovation and Technology: Adopting innovative, data-driven approaches and digital technologies is essential for advancing organizational goals. Georgian College's emphasis on digital innovation and Waypoint Centre for Mental Health Care's focus on data-driven approaches exemplify this trend.

Housing and Social Services: Housing and social services are significant focus areas, particularly for municipal organizations and social service providers. The County of Simcoe's 10-Year Affordable Housing and Homelessness Prevention Strategy addresses homelessness and housing affordability.

Food Security: Food security is not a focus for most organizations. The Simcoe County Food Council is one of the only organizations highlighting food security as their priority. There is a clear ecosystem gap here, and there is potential for organizations to investigate it if they want to meet other priorities highlighted in their plans.

Implications in Supporting a Future of Belonging

The top-ranked theme, Community Engagement and Partnerships, reflects regionally the identification and importance of collaboration and relationship-building in driving community impact. Equity, Diversity, and Inclusion (EDI), the second-ranked theme, indicates the growing emphasis on addressing systemic inequalities through strategic commitments and missions across our community landscape. Leadership and Governance, Health and Well-being, and Economic Development and Entrepreneurship themes point to the critical role of organizational leadership in fostering innovation and sustainability across the region. The themes of Data & Technology, Education & Learning, Climate Change & Environmental Sustainability, Community Safety, and Food Security reflect a broader range of emerging and outlier factors that contribute to community resilience.

However, when these themes are examined through a trauma-informed perspective and in the context of the future of belonging, there could be several unintended implications with the rankings, indicating a misalignment with the needs of equity-deserving groups, which often require more direct and intentional focus on safety, inclusion, and systemic change. While the themes of community engagement, EDI, and partnerships are present, their practical implementation must prioritize and center marginalized groups to address their specific barriers. With issues most relevant to marginalized communities—such as housing, safety, and food security—remaining lower on the priority list, long-term impacts on their sense of belonging, health, and well-being may be limited both in the organizations and the community at large.

An inclusion-focused lens to create a truly inclusive, equitable, and safe community for all would re-prioritize the themes and shift focus on the strategic planning level to consider organizations aligning to the following themes:

1. **Equity, Diversity, and Inclusion (EDI) at the Core** - Institutions shift the placement of EDI as a central pillar in their strategic planning, ensuring that all policies, programs, and services are co-designed with the needs of equity-deserving groups in mind.

2. **Prioritize Community Safety** - Strategic plans explicitly address the safety concerns of marginalized groups, recognizing that safety goes beyond physical protection to include emotional, psychological, and cultural security.

3. **Meet Basic Needs First**: **Housing, Health, and Food Security** - Institutions reprioritize missions to address and collaborate on fundamental needs like housing, health, and food security, especially for equity-deserving groups and through an intersectional lens (see Figure 2.3 Wheel of Power / Privilege)

4. **Shift Community Engagement and Partnerships Toward Co-Creation** - Strategic plans reframe community engagement as a co-creation process with equity-deserving groups, empowering these communities to shape the services and solutions that impact their sense of wellness and prosperity.

5. **Align Climate Change & Environmental Sustainability with Equity** – Reframing climate action as social justice and equity ensures that the most vulnerable populations

are protected from environmental risks, and those with land stewardship knowledge lead this conversation.

6. **Inclusive Leadership and Governance** - Organizations prioritize new leadership models, including diverse ways of knowing and doing, and advocate for lived-experience representation in board roles and governance structures, ensuring equitable representation in decision-making circles.

7. **Economic Development and Entrepreneurship** - Institutions focus on co-design with equity-deserving groups to develop or address the systemic barriers faced by equity-deserving groups in traditional entrepreneurship frameworks.

8. **Promote Innovation through Inclusivity** - Strategic plans frame innovation as a tool for inclusion and social justice, focusing on participatory innovation methods that benefit all community members with future-fit change.

9. **Use Data & Technology to Drive Equity** - Institutions establish digital innovation policies and approaches that harness the power of different types of data to capture lived-experience, establish transparency, protect privacy and address the climate impacts of technology solutions and services.

10. **Place-Based Measures of Value and Impact** – Strategic plans or theories of change use new types of place-based value creation measures such as intersectional metrics, quality of belonging, and regionally benchmarked social determinants of health frameworks. Impact measures could include a contribution to the regeneration of Community Capitals (see Appendix A)

What Happens Now?

With over 50 Uncommon Innovation Clusters, the Future of Belonging has begun to develop a catalogue of collaboration scenarios leveraging and contributing to regional community capitals (see Appendix C). As The Future of Belonging continues to host additional workshops, we will expand this catalogue and develop a repository of tools and resources available through Community Impact Labs to support the co-design of uncommon collaborations for community, belonging, safety and well-being.



PART 5

Horizon Scanning

Developing the Future of Belonging Trends

Implications and Working with The Future of Belonging Trends

What Happens Now

PART FIVE:
Exploring the Future of Belonging

- **Part of the Future of belonging project was horizon scanning to look for early signs of belonging through Scan Club and analyze potential signals related to belonging. Goal to develop insights to build a future ready programs by identifying emerging social, economic and environmental shifts which was seen in form of trend development using STEEP+V framework.**

Horizon Scanning

As part of the Future of Belonging Project, we conducted 'horizon scanning' to explore how the concept of belonging may evolve, shift and manifest in various ways in the future. Horizon scanning involves detecting early signs of change that could significantly impact our communities, economies, health, and environment. After analyzing the 35 strategic plans across the region, our goal was to explore how we might better equip these organizations with the perspectives needed to build future-ready programs and services. Our inaugural Horizon scanning for the Future of Belonging Project was done by a group of individuals from the YMCA, Georgian, Barrie Library and other community members through a 'Scan Club'.

What is a Scan Club?

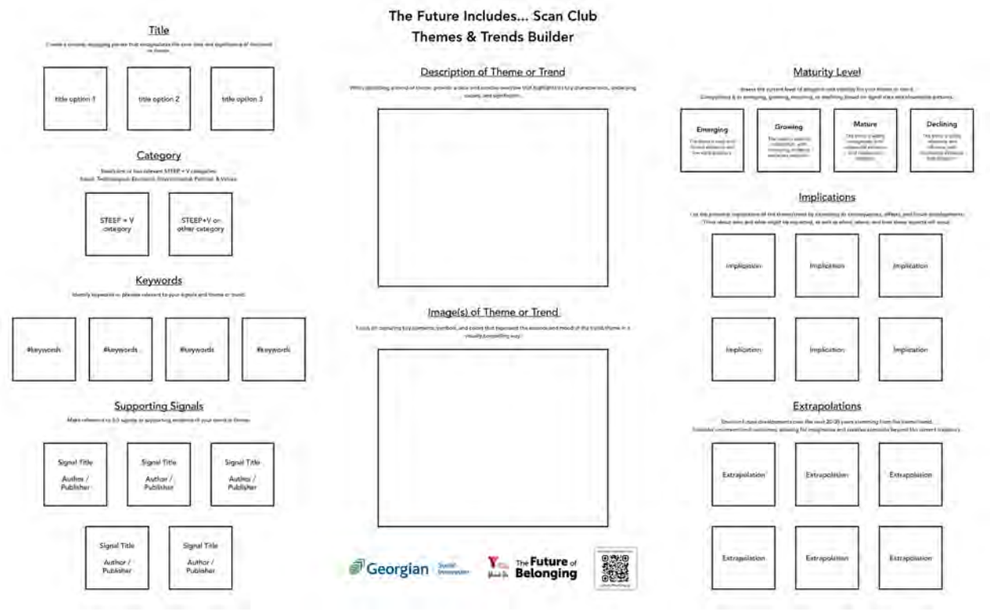
Using imagination, intuition, creativity and observation of events in the world, Scan Club engages diverse community members to seek weak or strong signals of potential futures in the present. A "signal" suggests a change - a new way of doing things, a change in values, a change in a conventional system, a new experiment, etc.

In Scan Club, members looked for "weak signals of change," a small change that might have a significant impact in the future. Weak signals of change are bubbling up and might not have a substantial effect for years or even decades. Detecting these weak signals helps to understand what shifts might be next. Scan Club members collectively explore multimedia, research documents, and uncommon cultural, political and social phenomena to gather signals that would later be used to build trends and themes related to belonging.

Developing the Future of Belonging Trends

The Future of Belonging Scan Club ran for six weeks starting in late May 2024. Community members gathered virtually to discuss and share signals they found. Over 25 unique participants gathered 80 signals related to belonging. On July 8, 2024, members of the Scan Club met at the Barrie Public Library for a Trend Building Day to explore all the signals they found and collaboratively build out future trends. This event yielded four distinct trends that were further researched and vetted. Following this event, another eight trends were developed using a combination of automated data analysis and collaborative research (see 'Before we Begin…we used ChatGPT' in this report)

A Themes & Trends Builder canvas (Figure 5.X) was used during the Trend Builder Day to help develop the architecture of a potential future trend. Participants who joined the co-design session included participants from various organizations, including Georgian College, YMCA



Simcoe Muskoka, and the United Way, to work alongside individual community members and international students. The facilitation of the canvas fostered participants to collaborate in groups and discuss, share and find consensus on external factors that could locally impact various organizations, projects, or policy/bylaw decisions in progress to form the attributes of the trend. Participants were guided through each area of the canvas through the Georgian College Social Innovation team to support the co-design process.

Trends were then organized into a STEEP+V framework. The STEEP+V framework is widely recommended in horizon scanning because it provides a comprehensive approach to identifying and organizing future trends across multiple important community and societal perspectives. STEEP represents Social, Technological, Economic, Environmental, and Political factors, which are key drivers of societal change, while +V stands for Values, capturing cultural and ethical dimensions that often influence how trends unfold. By using this framework, we can reduce blind spots, ensuring that no single area is overly emphasized at the expense of others. It also encourages interdisciplinary thinking, fostering connections between different fields to create more innovative and robust scenarios. The framework is particularly valuable in understanding complex systems, where changes in one domain, such as technology, can affect others, like social values or political landscapes. Notably, the inclusion of values highlights the role of shifting beliefs and ethics in driving societal change, helping community decision-makers, political leaders, policymakers and citizens working on systems change agendas to better anticipate cultural disruptions, social movements, and changing community behaviours.

Here is the summary and list of localized trends developed through the Future of Belonging Scan Club and Trend Development Day:


TREND 1
Off the Tech: Balancing Tech with Human Connection


TREND 2
Digital Connections: AI and Virtual Tech for Mental Wellness

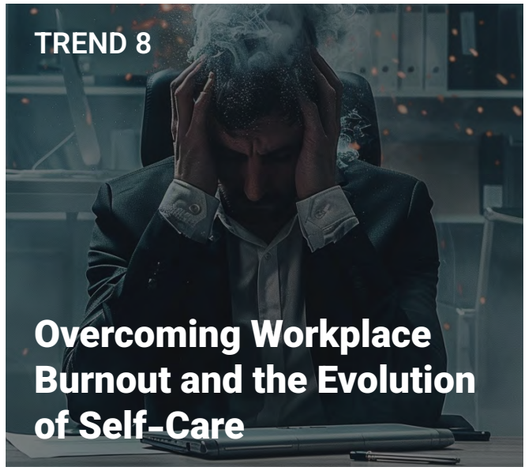

TREND 3
Building Belonging: Innovative & Inclusive Housing


TREND 4
Levelling the Field: Addressing Economic Disparities and Social Mobility


TREND 5
Welcoming Newcomers: Supporting Immigrant and Refugee Communities


TREND 6
Get Rich or Die Trying: The Costs of Belonging


TREND 7
Learning Together: Building Inclusive School Communities


TREND 8
Overcoming Workplace Burnout and the Evolution of Self-Care


TREND 9
Community Guardianship: Preventing Hate Crimes and Ensuring Safety for All


TREND 10
Get Out(side)


TREND 11
Mind the Gap: The Great Divide and Generational Differences


TREND 12
Bridging Divides: Strategies to Counter Political Partisanship

Trend Categories	Number of Trends Developed
Social & Technological	2
Social & Economic	2
Social & Political	1
Social & Values	4
Environmental & Technological	1
Economic & Technological	1
Political & Values	1

Implications and Working with The Future of Belonging Trends

Integration of Community Capitals Framework

With the trends developed, we blended the Community Capitals Framework (see Appendix A) to explore how localized applications of the trends, particularly in relationship to the insights surfaced through our regional strategic plans analysis in Part Four of this report, could create more relevant impact in the context of Simcoe County and Muskoka.

The following are guiding perspectives of where these community-built trends could be applied using the tools and resources in the Community Impact Labs to create social impact and systems shifts towards belonging:

Cross-Sector Collaboration for Belonging: Application of the trends are best done using interdisciplinary thinking, where local governments, non-profits, businesses, and residents work together to co-imagine futures that integrate social, environmental, and economic factors (see Appendix C – Uncommon Collaboration Clusters). Implications of these types of approaches help to embrace future-fit strategic plans that ensure no one sector is left behind in community well-being efforts.

Values-Driven Development: Simcoe County and Muskoka communities can develop trend-sensing initiatives, like Scan Clubs, and capacity to anticipate cultural disruptions and changing behaviours that impact social belonging, especially among marginalized or minority groups. This helps to establish the values of foresight as a form of strategic inclusion for more resilient future communities.

Localized Resilience and Belonging: Collaboration on building localized trends from larger national and international trends will emphasize more creative thinking and doing networks. This offers opportunities to build trust as the region values the diverse knowledge of different community perspectives and lived-experience as the starting point for innovation.

Holistic Social Impact Measurement: Combining the STEEP+V categorization with the Community Capitals Framework, Simcoe County and Muskoka can develop more robust social and relevant impact measurements. This helps lay the foundation for new types of social financing and community impact investing ecosystems as individual organizations and community groups generate community innovation that have a relevant Social Return on Investment built-in.

Equitable Technological Access and Inclusion: Working with these trends in planning and developing new community value-creation initiatives, decision-makers can integrate new perspectives into how semi-rural communities will interact with future technologies. This can be expressed by leveraging placed-based interpretations of trends to ensure diverse community groups have equal access to technological advancements, while these advancements consider impact on our local environment, and more socially just algorithms as a critical aspect in fostering community well-being and belonging.

Implications for the YMCA Simcoe Muskoka

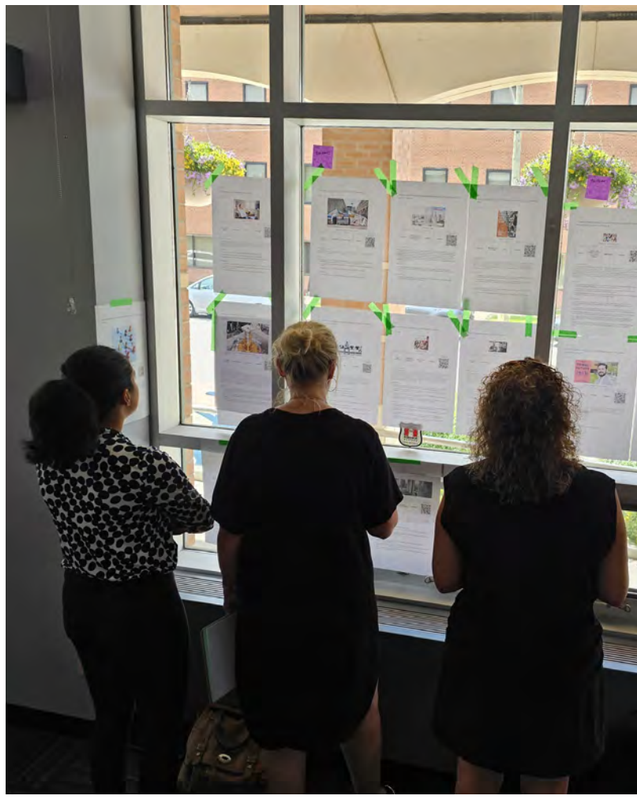
The YMCA Simcoe Muskoka, as participants in the development of the Future of Belonging Trends identified the following implications for their strategic vision of 'Forward Together':

- Offering activities like yoga outside, instead of only inside, can help people connect more with nature. Developing outdoor education programs, such as an Environmental Youth Leadership Stream, can engage people of all ages in caring for the environment, learning through experience, and promoting a more sustainable way of living.

- Increasing awareness about financial help and benefits for community members, staff, and volunteers can reduce financial stress and improve overall well-being. Giving staff and volunteers time to handle personal financial tasks and offering time management courses can help them be more productive and balance their work and personal lives. Looking for new funding options in housing and food security areas can help the organization gain more income and expand its services to meet the community's changing needs better.

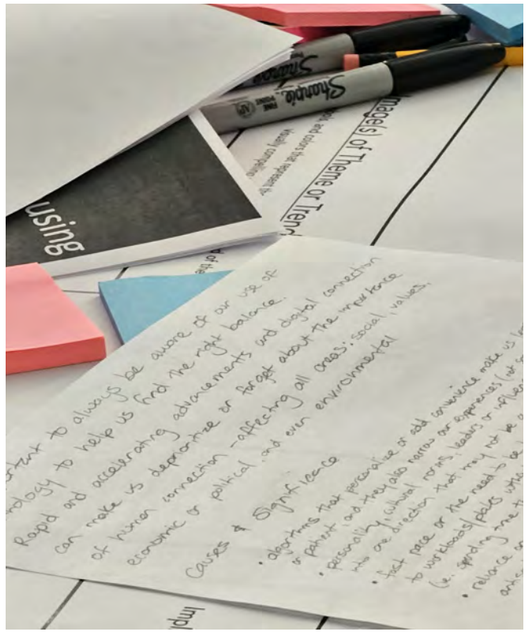
- Providing tech literacy workshops, like social media training for parents and children, can help bridge gaps between generations and improve digital skills, leading to safer and smarter use of technology. Programs like Y @ Home offer flexible access to fitness resources and can accommodate different schedules and preferences, promoting inclusivity and ongoing participation in health and wellness activities.

- Creating programs that connect young people with seniors can help bridge generational gaps and build understanding and support between them. Activities like guided nature walks for seniors can encourage physical activity, social interaction, and a stronger connection to the environment. Adapting services to better fit the needs of older adults will ensure the organization stays relevant and responsive to the community's changing population.



What Happens Now?

The next steps for the scan club include disseminating and mobilizing the scan club data and trends into the community and the hands of decision-makers. After learning the potential impacts and influences of these trends, community organizations and businesses can adjust their strategic plans and community offerings to meet the evolving needs and changing landscape concerning belonging in our region. This successful launch and run of The Future of Belonging Scan Club has laid the foundation and structure for future iterations of collaborative community-based foresight Projects at Georgian College, the YMCA of Simcoe/Muskoka, and the local community.





The Future of Belonging, What Comes Next?

PART 6

Pathways Toward Inclusive Futures

Staying Connected

PART SIX:
The Future of Belonging, What Comes Next?

Pathways Toward Inclusive Futures

- **The Future of Belonging Project has gathered key insights and continues to evolve.**

Creating a future where community members and organizations feel like they belong is an ongoing journey, not a static endpoint. Through the Future of Belonging Project, a wealth of information about the community has been gathered and analyzed to date. This Insights Report provides a snapshot of the activities and insights developed thus far on the journey. However, further ways exist to build a deeper and ongoing understanding of cultivating belonging in our communities.

- **Data Visualization and Mapping**: Utilize social network analysis software, such as Kumu, to map and visualize relationships within the community system.

- **Semi-Structured Interviews**: Seek a more profound understanding through individual semi-structured interviews with key community actors. These interviews will explore the dynamics of Community Capitals and the challenges and opportunities for fostering belonging. The discussion guides will be informed by insights gathered from the Future of Belonging Project.

- **Community Ambassadors & Continued Workshops**: Engage with community members through trauma-informed approaches, fostering reciprocal exchanges to understand lived experiences better.

- **Community Innovation Council**: Develop a Community Innovation Network (CIN) to facilitate community-driven innovation. The CIN will allow members to identify and address critical regional issues collectively. Its structure and function will be co-designed with key community actors, including individuals from equity-deserving groups who are often excluded from decision-making.

- **Community Impact Labs – Prototyping and Testing**: Establish physical spaces featuring innovation tools and kits for community organizations and residents in public venues such as the YMCA and Barrie Public Library.

- **Training and Capacity-Building**: Create training opportunities and build capacity through micro-certifications in Explore, Frame, Shift, and Reflect.

- **Evolution of Community (Regenerative) Capitals Framework**: Adapt the Community Capitals Framework to incorporate concepts of flourishing and trauma-informed approaches, aiming to develop policies and systems that promote healing rather than harm.



Staying Connected

Ongoing information and opportunities for involvement will be shared through the Future of Belonging website:

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APPENDIX A

Community Capitals Framework Adapted – A proposed typology for 'Belonging based community innovation'

What is a Typology?

A typology is a classification system that organizes concepts or entities into categories based on shared characteristics or attributes. In the context of social science, typologies are used to create frameworks that help analyze complex systems by identifying key variables and organizing them into meaningful groups. For the Community Capitals Framework (CCF), a typology would categorize different types of capital—such as social, human, natural, cultural, and financial—into a structured framework that can be applied to assess community well-being and development.

Place-Based Decolonized Interpretation of the Community Capitals Framework (CCF)

A place-based decolonized interpretation of the CCF means reshaping the framework to reflect the specific cultural, historical, and ecological realities of Simcoe County and Muskoka, regions with diverse communities, including Indigenous peoples. This approach prioritizes Indigenous knowledge systems, lived experiences of marginalized groups, and community-led solutions that are grounded in the local context.

In this interpretation, the traditional CCF categories are expanded to integrate elements such as:

- Decolonized Cultural Capital: Valuing Indigenous languages, ceremonies, and practices as assets that contribute to community flourishing.

- Human Capital with Lived Experience: Including marginalized voices—such as those of individuals facing adversity, intergenerational poverty, and systemic discrimination—as key contributors to knowledge and social capital.

- Interconnected Social Networks: Recognizing informal networks, such as those found in homelessness encampments and inner-generational family structures, as legitimate and vital components of the social fabric.

Implications for Social Impact Measurement in Simcoe County and Muskoka

This place-based interpretation of the CCF creates a typology that can guide the development of a Social Impact Measurement Framework tailored to the region's unique needs. Such a framework would:

1. Measure Inclusion and Belonging: Instead of traditional economic or output-focused metrics, the framework would assess social cohesion, cultural resilience, and feelings of belonging across diverse groups. It might evaluate how well local programs support marginalized communities and whether they foster a sense of inclusion.

2. Evaluate Flourishing: The framework would include indicators for well-being that reflect Indigenous and community-based definitions of thriving, such as spiritual connection to the land, cultural renewal, and intergenerational knowledge exchange.

3. Track Equitable Development: By emphasizing decolonization, the framework would track progress in dismantling systemic barriers, including economic exclusion, political marginalization, and environmental degradation, ensuring development benefits are equitably shared.

Application for Non-Profit and Public Institutions

Non-profit organizations and public institutions can use this typology to guide their strategic planning and Theory of Change (TOC) by focusing on the following key elements:

1. Future-Fit Strategic Plans:

- Local Relevance: By grounding strategic plans in the region's unique social and ecological context, organizations can ensure that their initiatives are relevant to the local community and contribute to long-term flourishing.

- Decolonized Approaches: Institutions can prioritize strategies that actively dismantle colonial legacies, integrating Indigenous knowledge and local leadership into decision-making processes.

2. Fostering Belonging and Flourishing:

- Strengthened Social Ties: The typology helps organizations focus on building strong, inclusive communities by supporting social networks and cultural capital. Programs would emphasize creating spaces where diverse groups can connect and feel valued.

- Holistic Measurement: Organizations would adopt a broader range of metrics, focusing on social, cultural, and environmental health, in addition to economic outcomes. This ensures that community well-being is assessed holistically.

3. Theory of Change (TOC):

- Inclusive TOC Models: The typology supports developing TOCs that emphasize inclusivity, belonging, and cultural sustainability. Organizations would craft narratives that position flourishing, rather than economic growth, as the ultimate goal, aligning short-term actions with long-term well-being.

- Trauma-Informed Interventions: By integrating trauma-informed approaches, the TOC models would ensure that all interventions are designed to be supportive, non-retraumatizing, and healing, particularly for vulnerable populations.

Impacts of Mapping to Social Determinants of Health

This new place-based Community Capitals Framework (CCF) typology can be a powerful tool for mapping place-based outcomes that address the Social Determinants of Health (SDOH) in Simcoe County and Muskoka. By aligning the local communities' unique assets, needs, and capacities with health outcomes, this framework can guide targeted interventions that improve overall well-being. Here's how this typology might be used:

1. Interventions That Address the Root Causes of Health Disparities

The place-based CCF typology identifies assets across multiple forms of capital (e.g., Social, Human, Cultural, Political, Natural, Financial, and Digital), which can directly relate to the social determinants of health. These determinants include economic stability, education, social and community context, health care access, neighborhood and built environment, and food

security.

By mapping the existing and potential community capitals to these determinants, institutions can identify gaps and opportunities for interventions that address the root causes of health disparities in Simcoe County and Muskoka. For example:

- Economic Stability (Financial Capital): Programs to enhance equitable access to jobs and entrepreneurial opportunities for marginalized groups.

- Social and Community Context (Social and Cultural Capital): Strengthening networks that support mental health, reduce isolation, and foster social cohesion, especially for groups experiencing systemic exclusion.

- Access to Health Services (Human Capital): Expanding access to culturally sensitive and trauma-informed health care by leveraging Indigenous and marginalized community knowledge.

2. Localized Health Outcomes
The place-based typology can help define localized health outcomes by contextualizing the SDOH within the realities of Simcoe County and Muskoka. For instance:

- Mental Health and Wellness: Using Cultural Capital and Social Capital to create spaces that emphasize Indigenous healing practices and peer support networks, addressing mental health disparities in a culturally appropriate way.

- Food Security and Sustainability: Leveraging Natural Capital and Financial Capital to create localized food systems (e.g., community gardens, Indigenous land-based food practices) that enhance food security and sovereignty, particularly for low-income and marginalized populations.

3. Co-Creating Place-Based Interventions
Using this typology, health interventions would be co-created with community members, especially those with lived experience. This participatory approach ensures that interventions are not only grounded in local realities but also empower the community to lead its own health initiatives.
The role of Human Capital—particularly through the inclusion of youth, elders, and marginalized voices—would be central to shaping these initiatives.

For example:
- Housing Security (Built Environment): By utilizing Political Capital and Social Capital, the community can advocate for inclusive housing policies that provide affordable, culturally appropriate housing for Indigenous and low-income families.

- Education (Human Capital): Programs focused on increasing educational access for children from marginalized communities, while also integrating traditional knowledge and community-led education models.

4. Data-Driven Health Equity and Social Impact Mapping
The typology can be integrated with data-driven mapping tools to track progress on the social determinants of health. This could include:

- Community Asset Mapping: Identifying areas rich in specific types of capital (e.g., strong cultural networks, accessible natural environments) and using them as leverage points to address health disparities.

- Gap Analysis: Highlighting which communities lack key capitals, such as access to digital resources (Digital Capital) or healthcare services and designing targeted interventions to build those resources.

5. Outcome Measurement and Impact Evaluation
The typology provides a structure for evaluating the social impact of place-based interventions by measuring changes in the various capitals. It shifts the focus from narrow health outcomes (like disease rates) to more holistic measures of community well-being and resilience. For instance:

- Measuring Social Capital and Mental Health: Assessing improvements in mental health by tracking the strength of community relationships and participation in culturally relevant social networks.

- Tracking Financial Capital and Economic Health: Monitoring increases in financial literacy, employment, or social entrepreneurship within marginalized communities as indicators of economic stability, belonging and improved health outcomes.

6. Aligning with SDOH at Policy and Institutional Levels
Finally, this place-based typology can be used by non-profit and public institutions to align their strategic plans and policies with the SDOH by:

- Advocating for Structural Change: By leveraging Political Capital, institutions can push for policies that address systemic inequities, such as advocating for increased funding for mental health services and transition to post-secondary education in under-served areas

- Embedding Equity in Planning: Institutions can use the framework to embed health equity considerations into all levels of planning, ensuring that place-based solutions are sustainable and adaptive to community needs.

Example Applications:
A) Collaborative Tramua-Informed Health Networks: Build networks that integrate health care providers with local community leaders and Indigenous knowledge-keepers to create holistic health care solutions rooted in the community's cultural and social context and healing.
B) Digital Equity Initiatives: Invest in Digital Capital to reduce the digital divide, ensuring that all residents have access to telemedicine and health information technologies, which is particularly important for rural and remote areas.

Adapted and Proposed Typology of Community Capitals Framework
In order to further understand community needs the following tables break down various community capitals and link them to specific attributes and examples of measurement to assess their role in influencing governance and finance and their ability to use knowledge.

Natural Capital



Attributes	Example of Measurement
Natural resources, environmental quality, biodiversity, and ecosystems	Water quality tests, air quality indexes, levels of biodiversity, land conservation rates, ecosystem regeneration rates

Context	How it transforms
Governance and Policy Design	Inclusive environmental policies, community-led conservation programs, return of commons
Community knowledge creation	Collaborative environmental projects, shared stewardship of natural resources
Community Knowledge Mobilization	Community-driven ecological education, participatory research on local ecosystems
Funding and Finance Flows	Equitable funding for green spaces, grants for community-led conservation initiatives
Decolonized	Indigenous land stewardship practices, recognition of traditional ecological knowledge, diverse community voices in environmental planning
Trauma-Informed	Recognize historical trauma related to land dispossession, create safe spaces for dialogue, involve trauma survivors in planning and decision-making

Cultural Capital



Attributes	Example of Measurement
Traditions, languages, heritage, values, and norms	Participation in cultural events, preservation of historical sites, local language usage

Context	How it transforms
Governance and Policy Design	Policies supporting cultural diversity and inclusion, funding for cultural events
Community knowledge creation	Community-led cultural education, celebration of diverse traditions
Community Knowledge Mobilization	Preservation and sharing of oral histories, intergenerational cultural programs
Funding and Finance Flows	Funding for inclusive cultural activities, grants for preserving diverse heritage
Decolonized	Spaces for intercultural dialogue, support for marginalized cultural expressions, decolonized cultural preservation efforts
Trauma-Informed	Offer culturally sensitive support services, acknowledge and address cultural trauma, provide spaces for healing through cultural expression

Human Capital



Attributes	Example of Measurement
Education, skills, health, knowledge, and labor force, including knowledge from individuals with lived experience facing marginalization or adversity, and youth and elder knowledge	Educational attainment levels, workforce skill assessments, health statistics, recognition of lived experience and intergenerational knowledge

Context	How it transforms
Governance and Policy Design	Inclusive education and health policies, community health initiatives, integration of lived experiences and intergenerational knowledge
Community knowledge creation	Peer-to-peer education programs, inclusive health workshops, mentorship from youth and elders
Community Knowledge Mobilization	Community-led skill-building programs, participatory health research, intergenerational knowledge sharing
Funding and Finance Flows	Scholarships for marginalized groups, funding for community education and health projects that incorporate lived experiences and intergenerational knowledge
Decolonized	Accessible community education spaces, health services respectful of cultural practices, empowerment of local educators, recognition and inclusion of lived experiences and intergenerational knowledge
Trauma-Informed	Incorporate trauma-informed care in health services, provide training for educators on trauma-informed practices, create supportive learning environments, respect and integrate knowledge from individuals with lived experiences and intergenerational knowledge

Social Capital



Attributes	Example of Measurement
Networks, relationships, trust, norms of reciprocity, and social cohesion, including networks from diverse socio-economic groups, intercultural communities, and informal communities like homelessness encampments and families with intergenerational poverty	Membership in community organizations, volunteer rates, levels of community trust, strength of networks among diverse and marginalized groups

Context	How it transforms
Governance and Policy Design	Policies promoting social inclusion, support for community organizations, recognition of informal networks and diverse socio-economic groups
Community knowledge creation	Community-led social initiatives, peer support networks, inclusion of voices from informal and marginalized communities
Community Knowledge Mobilization	Development of inclusive social networks, community dialogue and engagement programs involving diverse and marginalized groups
Funding and Finance Flows	Funding for inclusive community centers, grants for social cohesion projects that engage diverse and marginalized communities
Decolonized	Safe spaces for marginalized communities, support for grassroots organizations, inclusive community leadership development, recognition of informal networks and relationships
Trauma-Informed	Facilitate trauma-informed community-building activities, promote peer support groups, ensure community leaders are trained in trauma awareness, acknowledge and integrate the experiences of informal and marginalized communities

Political Capital



Attributes	Example of Measurement
Inclusion in decision-making, political influence, governance structures	Voter turnout rates, representation in local government, public meeting attendance

Context	How it transforms
Governance and Policy Design	Policies ensuring diverse representation, support for community-led governance
Community knowledge creation	Community advisory boards, grassroots political movements
Community Knowledge Mobilization	Civic education programs, leadership development for underrepresented groups
Funding and Finance Flows	Funding for community-led political initiatives, grants for civic engagement projects
Decolonized	Decolonized governance structures, empowerment of historically marginalized voices, community-controlled political platforms
Trauma-Informed	Promote trauma-informed leadership training, ensure political spaces are inclusive and safe, acknowledge and address historical and political trauma

Financial Capital



Attributes	Example of Measurement
Financial resources, investments, income levels, and wealth	Local employment rates, average income levels, availability of grants and loans

Context	How it transforms
Governance and Policy Design	Economic policies promoting financial inclusion, support for community-based enterprises
Community knowledge creation	Community-based financial planning, inclusive economic development initiatives
Community Knowledge Mobilization	Financial literacy programs, community investment clubs
Funding and Finance Flows	Access to microfinance, community bonds, social procurement
Decolonized	Community-controlled financial institutions, support for cooperative economic models, recognition of informal economies
Trauma-Informed	Provide financial literacy training that addresses trauma-related barriers, offer supportive financial counseling, create inclusive economic policies

Built Capital



Attributes	Example of Measurement
Infrastructure, buildings, technology, and facilities	Condition of roads and bridges, availability of broadband internet, quality of public buildings

Context	How it transforms
Governance and Policy Design	Inclusive infrastructure planning, community-led development projects, Land trusts
Community knowledge creation	Community-led infrastructure projects, inclusive place-making
Community Knowledge Mobilization	Participatory mapping and planning, community assessments of infrastructure needs
Funding and Finance Flows	Funding for inclusive public facilities, grants for community-led infrastructure improvements, social finance and community bonds
Decolonized	Inclusive design processes, respect for Indigenous land rights and treaties, equitable access to infrastructure resources – internet access an essential service
Trauma-Informed	Design public spaces that promote safety and healing, involve trauma survivors in infrastructure planning, create trauma-informed public amenities

Digital Capital



Attributes	Example of Measurement
Access to digital technology, digital literacy, and online engagement	Internet access rates, digital literacy programs participation, online service usage

Context	How it transforms
Governance and Policy Design	Policies for digital inclusion, data sovereignty and funding for digital literacy programs
Community knowledge creation	Community tech support groups, inclusive digital literacy initiatives
Community Knowledge Mobilization	Community-led digital literacy training, local online forums for diverse voices
Funding and Finance Flows	Funding for digital inclusion projects, grants for tech access in underserved areas
Decolonized	Culturally relevant digital education, access to technology for marginalized groups, platforms for diverse digital expression
Trauma-Informed	Implement digital literacy programs that are trauma-sensitive, ensure online spaces are safe and inclusive, provide support for digital access in underserved communities

APPENDIX B

Ecosystem Actors



Participants' Organizations

The majority of participants attended a workshop representing an organization. The table below lists the top organizations represented by participants.

Organizations
Community member*
Georgian College
YMCA Simcoe/Muskoka
United Way Simcoe Muskoka
Midland Library
City of Orillia
Barrie Police Services
Seasons Centre for Grieving Children
County of Simcoe
Simcoe Muskoka District Health Unit
Catholic Family Services
Gilbert Center
Hospice Simcoe
Barrie Chamber of Commerce

* Participants who did not align with any organization.

Most Cited Actors

The following table lists the top actors cited across all three workshops and indicates the number of times each actor was mentioned.

Organizations	Total Occurrence	Dec 8 2023	April 3 2024	June 18 2024
YMCA	20	11	5	4
Georgian College	14	5	5	4
Libraries	12	7	4	1
City of Barrie	11	5	3	3
Hospitals	11	9	1	1
Canadian Mental Health Association	11	8	2	1
Catholic Family Services	10	6	3	1
Recreation Centers	10	7	1	2
Municipalities	9	6	2	1
County of Simcoe	8	4	3	1
Barrie Police	7	2	3	2
IRCC	6	1	4	1
Barrie Native Friendship Center	6	4	1	1
Banks/Financial Institution	6	1	3	2
Royal Victoria Hospital	5	1	3	1
Lakehead University	4	2	1	1
Dress for Success	4	1	2	1
Simcoe County District School Board	4	2	1	1
Fire Fighters	3	1	1	1
Employment Services	3	1	1	1
Sports Clubs	3	1	1	1
Translational/Interpretation Services	3	1	1	1
Unique Actor Count	**-**	**345**	**93**	**113**
Total Actor Count for Workshop	**-**	**547**	**178**	**141**

APPENDIX C

Uncommon Collaboration Clusters

Uncommon Collaboration #1
Building a Wellness Collaboration

Uncommon Collaboration #2
Collaborative Pathways to Community Health Wellness and Flourishing

Uncommon Collaboration # 3
Collaborating to Solve Immigration Challenges

Uncommon Collaboration #4
Immigration and Health & Wellness

Uncommon Collaboration #5
Inclusive Health and Wellness

The future of our communities depends on the ability of organizations to collaborate, leveraging their strengths to build a cohesive, inclusive ecosystem. By working together across the different forms of capital—natural, cultural, human, social, political, financial, built, and digital—these actors can leverage their strengths in new ways, encouraging variability, experimentation, and diversity of how we work with community assets and capitals in the future creating a supportive environment where everyone feels they belong. Working together helps organizations share resources, knowledge, and skills, making tackling significant challenges like environmental protection, cultural inclusion, and digital access easier. When organizations collaborate across these different community capitals, they can fill the gaps where support is needed most.

This collaborative approach will ensure that the community ecosystem is resilient, inclusive, and capable of meeting the diverse needs of its members. Here are a few examples what this might look like:

Uncommon Collaboration #1 “Building a Wellness Collaboration”

Context

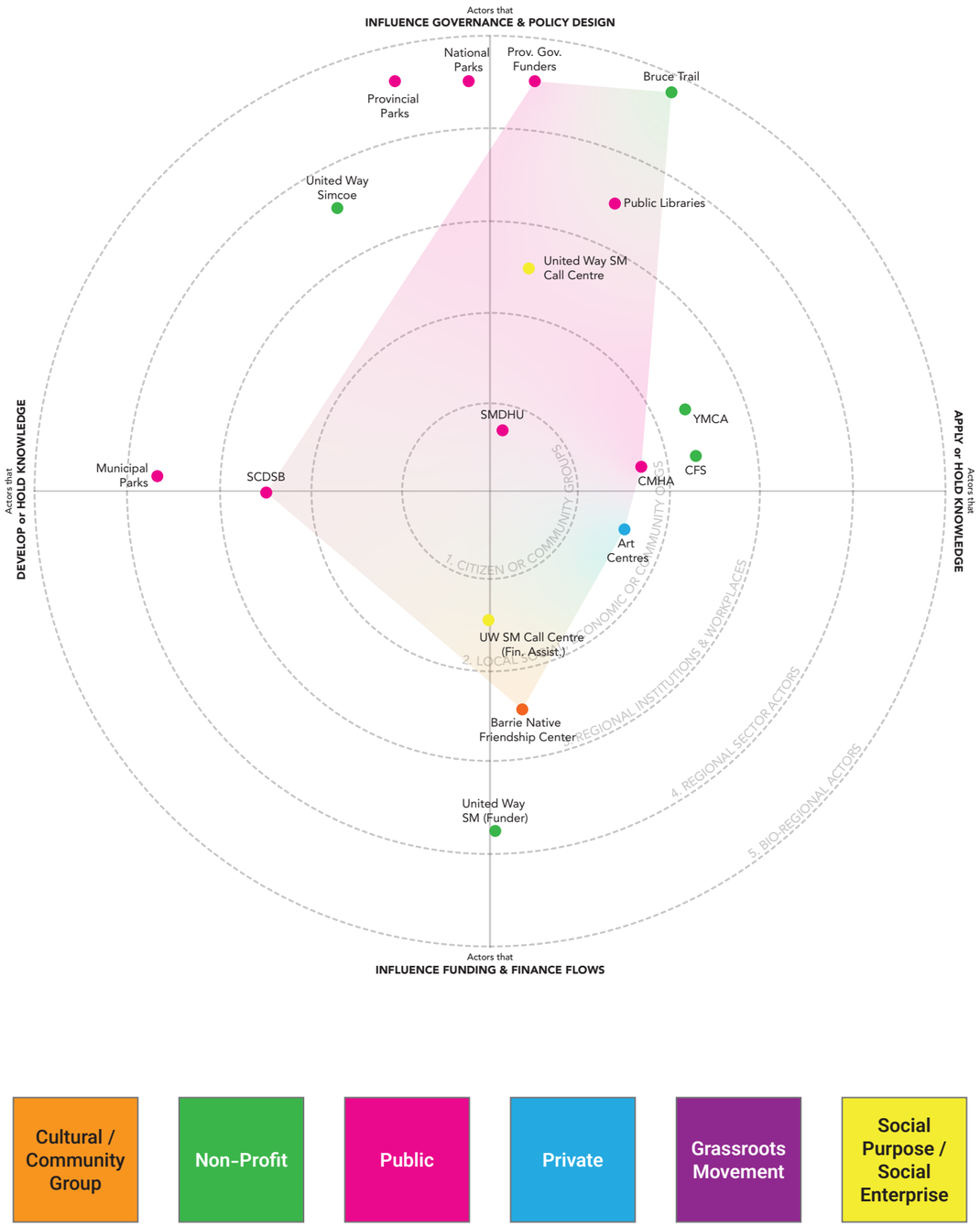
This Uncommon Actor Collaboration was created by participants from Community and Social Agencies from our December 8th, 2024, Workshop.

Community Issue

Participants were exploring How Might We Collaborate on Health and Wellness for Community Flourishing.

Actors Selected and Clustered Together

Actor	System Level	Quadrant
Bruce Trail	Bio regional actor	• Influences governance & policy design • Applies knowledge
Canadian Mental Health Association (CMHA)	Local economic community group	• Influences governance & policy design • Applies knowledge
Art Centers	Local economic community group	• Influences funding & finance flows • Applies knowledge
Barrie Native Friendship Center	Regional institution or workplace	• Influences funding & finance flows • Applies knowledge
Simcoe County District School Board (SCDSB)	Regional institution or workplace	• Develops knowledge
Provincial Government Funders	Regional sector actors	• Influences governance & policy design • Applies knowledge



The future of our communities depends on the ability of diverse actors to collaborate, in uncommon ways on Health & Wellness. By working together across the different forms of capital—natural, cultural, human, social, political, financial, built, and digital—these actors can leverage their strengths in new ways, encouraging variability and experimentation and diversity of how we work with community assets and capitals in the future. Here are a few examples what this might look like in the future.

Natural Capital

Enhancing Environmental Stewardship

Community collaborating on eco-friendly art projects and conservation. These initiatives not only promote environmental sustainability but also strengthen community connections and foster a sense of shared responsibility.

Strategic Implications

- Bruce Trail provides expertise in environmental conservation, guiding the efforts of community-driven Projects.
- Art Centers can engage diverse community members through art, making environmental conservation accessible and relevant.
- Support provided by Provincial Government Funders to ensure the sustainability and reach of these initiatives.

Cultural Capital

Bridging Heritage and Community Engagement

Through collaborative efforts, festivals, storytelling, and art shows can foster community participation. Support can be provided to ensure these efforts are resourced and integrated into broader community development plans.

Strategic Implications

- Barrie Native Friendship Center brings essential cultural knowledge and connections to Indigenous communities.
- Art Centers create inclusive spaces where cultural expression can thrive, reaching a broad audience.
- Provincial Government Funders ensure these cultural initiatives are adequately resourced and aligned with regional goals.

Human Capital

Building Networks for Education and Well-Being

This collaboration enhances community health, education, and well-being by integrating mental health into school curricula and community workshops. Education, mental health expertise, and physical spaces are provided, while financial and policy support ensures long-term success.

Strategic Implications

- SCDSB provides an established educational framework that can incorporate mental health and wellness education.
- CMHA ensures that everyone has access to mental well-being services and support.
- YMCA provides physical spaces and programs that support community health and well-being.

Social Capital

Strengthening Community Ties

Trust and reciprocity connect communities. Collaborative efforts, such as art workshops, mental health support groups, and cultural exchange programs, can help strengthen community bonds and foster an inclusive, supportive environment for all.

Strategic Implications

- Barrie Native Friendship Center can lead efforts to include Indigenous perspectives in community-building activities.
- Art Centers can use creativity to unite diverse groups, making social initiatives more engaging.
- CMHA can provide mental health support, ensuring social networks are inclusive of all community members.
- YMCA offers spaces and programs that can serve as hubs for these social initiatives.

Political Capital

Empowering Community Voices

Collaborative efforts on civic engagement initiatives, such as workshops on local governance, advisory boards, and advocacy campaigns, can ensure diverse voices are heard and valued.

Strategic Implications

- Bruce Trail can use its advocacy experience to promote environmental governance that involves the community.
- Barrie Native Friendship Center ensures that Indigenous voices are included in civic discussions.
- Art Centers can make civic engagement more accessible and appealing through creative methods.

Financial Capital

Promoting Economic Inclusion

Support can be provided for financial literacy programs and creative industry training, particularly for marginalized groups. These initiatives will provide equitable access to economic opportunities and, help foster economic inclusion, and strengthen community resilience.

Strategic Implications

- Provincial Government Funders provide the financial resources necessary for long-term economic initiatives.
- YMCA offers educational programs that can be adapted to include financial literacy.
- Art Centers can create economic opportunities through training in creative industries.
- Barrie Native Friendship Center ensures that these initiatives are accessible to Indigenous communities.

Built Capital

Creating Inclusive and Sustainable Spaces

Developing infrastructure that supports community activities can focus on improving community spaces, promoting cultural inclusivity through public art, and ensuring that projects are environmentally sustainable.

Strategic Implications

- Provincial Government Funders provide the capital needed for infrastructure improvements.
- Barrie Native Friendship Center ensures that infrastructure developments meet the needs of Indigenous communities.
- Art Centers can enrich public spaces with culturally relevant art, making them more welcoming and inclusive.
- Bruce Trail can advocate for sustainable infrastructure solutions.

Digital Capital

Bridging the Digital Divide

Support can be provided to offer digital literacy programs and technology in underserved areas. These initiatives can be integrated into existing education and health programs, ensuring social and economic inclusion in the digital age.

Strategic Implications

- Provincial Government Funders ensure that digital inclusion projects are well-resourced and scalable.
- YMCA and SCDSB can incorporate digital literacy into their existing programs, reaching a broad audience.
- CMHA can offer digital mental health resources, ensuring all community members can access online support services.



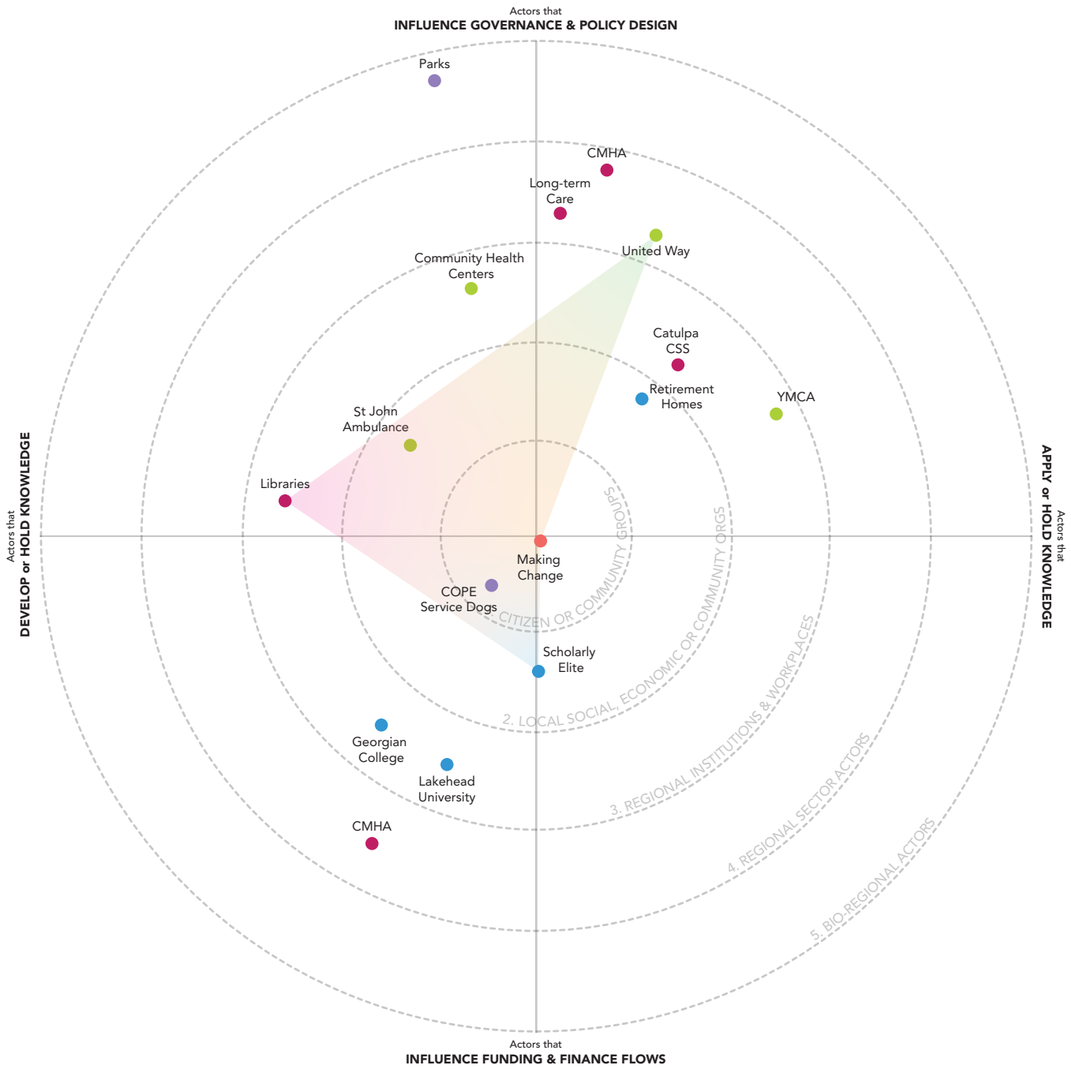
Uncommon Collaboration #2
"Collaborative Pathways to Community Health Wellness and Flourishing"

Context
This Uncommon Actor Collaboration was created by participants belonging to Community and Social Agencies from our December 8th, 2024, Workshop.

Community Issue
Participants were exploring How Might We Collaborate on Health and Wellness for Community Flourishing

Actors Selected and Clustered Together

Actor	System Level	Quadrant
United Way	Regional sector actors	• Influence governance & policy design • Applies knowledge
Making Change	Citizen or community groups	• Influence funding & finance flows • Applies knowledge
Scholarly Elite	Local socio-economic groups	• Influence funding & finance flows
Libraries (Barrie Public Library)	Regional institutions or workplaces	• Influence governance and policy design • Develop or hold knowledge



Cultural / Community Group	Non-Profit	Public	Private	Grassroots Movement	Social Purpose / Social Enterprise

Natural Capital

Enhancing Environmental Stewardship

Incorporating ecological education into outreach efforts could involve community-led conservation projects, sustainability workshops, and environmental awareness programs through various initiatives and partnerships.

Strategic Implications

- United Way boosts community capacity and environmental awareness through advocacy and partnerships.
- Barrie Library promotes environmental stewardship with sustainability initiatives and educational programs, creating a well-informed community on conservation.

Cultural Capital

Promoting Cultural Inclusion and Preservation

Cultural inclusion through programs that celebrate and preserve heritage could include cultural festivals, workshops, and intergenerational storytelling sessions that engage the community in maintaining diverse traditions.

Strategic Implications

- United Way enhances cultural inclusion and preservation through community involvement and educational initiatives.
- Making Change focuses on building community awareness and engagement, particularly around cultural diversity.
- Libraries (Barrie Library) engage the community through outreach and cultural programs highlighting and preserving local heritage.

Human Capital

Enhancing Education and Health Outcomes

Ensuring equitable access to education and health services could involve offering educational workshops, health initiatives, and creating inclusive learning spaces that address the community's diverse needs.

Strategic Implications

- United Way focuses on capacity building in education and health, emphasizing long-term community well-being.
- Making Change advocates for long-term educational and health improvements, fostering inclusivity.
- Scholarly Elite enhances educational outcomes through personalized learning approaches.
- Libraries (Barrie Library) provide inclusive spaces that support learning and community building.

Social Capital

Building Inclusive Social Networks

Creating inclusive social networks and community support systems could include community workshops, peer support groups, and inclusive events that foster trust and cohesion within the community.

Strategic Implications

- United Way builds social cohesion and community networks, directly supporting inclusion and engagement.
- Making Change fosters partnerships that strengthen community ties.
- Scholarly Elite contributes by building student confidence and resilience.
- Libraries (Barrie Library) work to create spaces which are welcoming to all.

Political Capital

Empowering Diverse Voices

Actors can collaborate to ensure diverse voices are represented in community governance and decision-making through civic engagement initiatives and advocacy.

Strategic Implications

- United Way empowers political participation and inclusive governance, supporting advocacy and education.
- Making Change advocates for inclusive governance and long-term political change.
- Libraries (Barrie Library) expand outreach and encourage civic participation through educational programs.

Financial Capital

Supporting Economic Resilience

Organizations can offer financial literacy programs and initiatives that foster economic resilience and inclusion while ensuring access to economic opportunities.

Strategic Implications

- United Way promotes financial inclusion and economic resilience through capacity building.
- Libraries (Barrie Library) emphasize staff empowerment and wellness, ensuring efficient operation and community support.



Built Capital

Creating Sustainable Infrastructure

Efforts to improve community spaces and create and maintain infrastructure that supports community activities will make them inclusive and sustainable.

Strategic Implications

- United Way supports sustainable infrastructure development, contributing to long-term community impact.
- Libraries (Barrie Library) plan for new branches and enhance space flexibility to serve the community better.

Digital Capital

Promoting Digital Inclusion

Actors can collaborate to implement various digital literacy programs, ensuring equitable access to technology and enhancement of community engagement.

Strategic Implications

- United Way enhances digital literacy and inclusion, supporting long-term access and equity in digital spaces.
- Libraries (Barrie Library) extend access to digital resources and promote digital inclusion across the community.

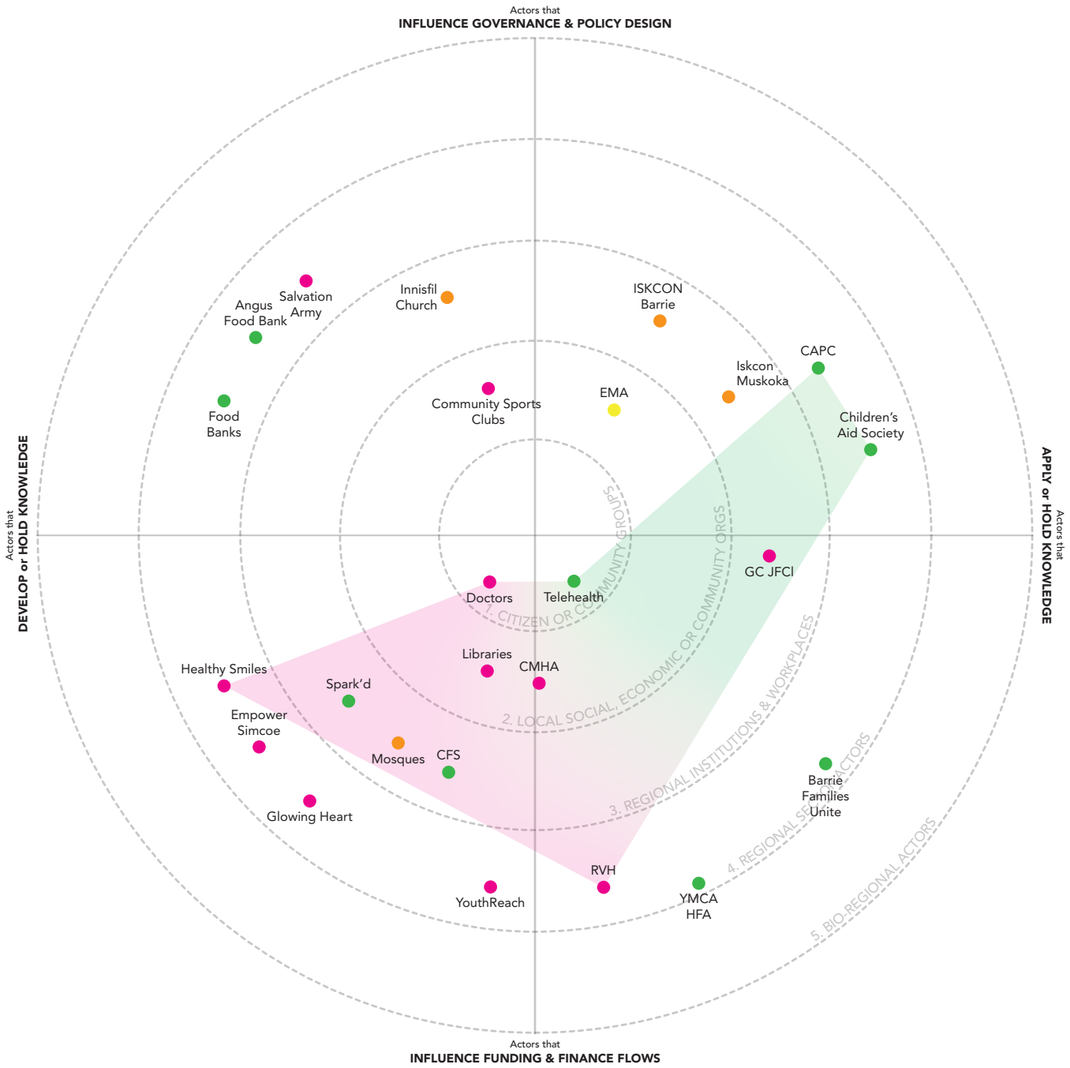
Uncommon Collaboration #3
"Collaborating to Solve Immigration Challenges"

Context
This Uncommon Actor Collaboration was created by participants identifying as newcomers and international student community members at our April 3rd, 2024, Workshop.

Community Issue
Participants were exploring How Might We innovate together on issues related Immigration locally for newcomers and international students.

Actors Selected and Clustered Together

Actor	System Level	Quadrant
CAPC (Catulpa)	Regional sector actors	• Influence governance & policy design • Applies knowledge
Children's Aid Society (Family Connexions)	Regional sector actors	• Influence governance & policy design • Applies knowledge
Doctors	Citizen or community groups	• Influence funding & finance flows • Develop or hold knowledge
Healthy Smiles (Simcoe Muskoka District Health Unit)	Regional sector actors	• Influence funding & finance flows • Develop or hold knowledge
Royal Victoria Regional Health Center (RVRHC)	Regional sector actors	• Influence funding & finance flows • Apply or hold knowledge
Royal Victoria Regional Health Center (RVRHC)	Citizen or community groups	• Influence funding & finance flows • Apply or hold knowledge
Telehealth (Canadian Mental Health Association - CMHA)	Citizen or community groups	• Influence funding & finance flows • Apply or hold knowledge



Natural Capital

Cultivating Environmental Stewardship Together

Partnerships can promote environmental stewardship through health initiatives that address environmental issues disproportionately affecting marginalized or racialized groups. By integrating trauma-informed approaches and lived-experience data, innovative programs can be developed to highlight the link between environmental health, public health, and immigration.

Strategic Implications

- CAPC (Catulpa) can include environmental considerations in their services for those with special needs, fostering inclusion.
- Children's Aid Society can optimize resources to enhance environmental management.
- Doctors and Healthy Smiles can emphasize the importance of environmental factors in overall health.

Cultural Capital

Bridging Heritage and Community Engagement

Activities such as intergenerational storytelling and culturally competent care practices can ensure diverse community members feel represented and valued.

Strategic Implications

- CAPC (Catulpa) can lead inclusion efforts in recreational activities.
- Children's Aid Society can enhance connections to cultural identity through preservation efforts.
- RVH can integrate cultural diversity into healthcare practices, promoting inclusion.
- Healthy Smiles can ensure equitable access to culturally relevant health services.
- Telehealth can support diverse cultural traditions through inclusive practices.

Human Capital

Building Networks for Education and Well-Being

Programs that emphasize equitable access to services and use data-driven approaches can enhance community knowledge and skills.

Strategic Implications

- CAPC (Catulpa) can provide increased access to specialized services.
- Children's Aid Society can promote wellness and stability within the community.
- RVH can focus on clinical and academic excellence.
- Healthy Smiles can ensure everyone has access to health education and services.
- Telehealth can enhance data-driven approaches to improve service delivery.
- Doctors can provide preventive care and education to improve community health.

Social Capital

Strengthening Community Ties

Community events, workshops, and support network initiatives help build trust and reciprocity, fostering stronger connections within the community.

Strategic Implications

- CAPC (Catulpa) can foster social inclusion through recreational activities.
- Children's Aid Society can support social cohesion through community networks.
- RVH can build a culture of empathy and trust in health care and well-being.
- Healthy Smiles can support social cohesion by creating inclusive workplaces.
- Telehealth can engage actors and community participants in building social networks.
- Doctors can strengthen patient-doctor relationships, contributing to community trust.

Political Capital

Empowering Community Voices

Collaborative efforts can focus on organizing civic engagement initiatives that ensure diverse voices are heard in decision-making processes, fostering equity & inclusion and representative governance.

Strategic Implications

- CAPC (Catulpa) can promote self-advocacy for individuals with special needs.
- Children's Aid Society can ensure diverse representation in governance.
- RVH can promote ethical governance and inclusive decision-making.
- Healthy Smiles can align transparency and responsibility with governance.
- Doctors can advocate for patient-centred healthcare policies.
- Telehealth can integrate various partners to enhance collaborative governance.

Financial Capital

Promoting Economic Inclusion

Economic opportunities can be accessible through strategic partnerships and effective financial practices that support financial literacy and foster economic resilience.

Strategic Implications

- Children's Aid Society can promote financial resilience through efficient practices.
- RVH can drive economic stability through sustainable investments and partnerships.
- Healthy Smiles can enhance financial stability through ethical management.
- Doctors can provide cost-effective healthcare services.
- Telehealth can enhance financial resilience through key enablers like infrastructure and partnerships.

Built Capital

Creating Inclusive and Sustainable Spaces

Efforts to improve community spaces can be led through strategic partnerships and support from advanced healthcare facilities.

Strategic Implications

- Children's Aid Society can ensure equitable access to community resources through inclusive planning.
- RVH can enhance infrastructure with advanced healthcare facilities and technology.
- Healthy Smiles can improve community infrastructure through partnerships.
- Doctors can support modern healthcare infrastructure.
- Telehealth can enhance infrastructure through partnerships and support.

Digital Capital

Bridging the Digital Divide

Implementing digital literacy programs and providing technology access in underserved areas can help ensure that all community members can fully participate in the digital age.

Strategic Implications

- Children's Aid Society can promote digital equity and support reconciliation efforts.
- RVH can lead in digital health innovation and improve access to health information.
- Healthy Smiles can promote digital literacy and equitable access to technology.
- Doctors can adopt digital health technologies to improve care.
- Telehealth can advance digital literacy and access through data-driven approaches.



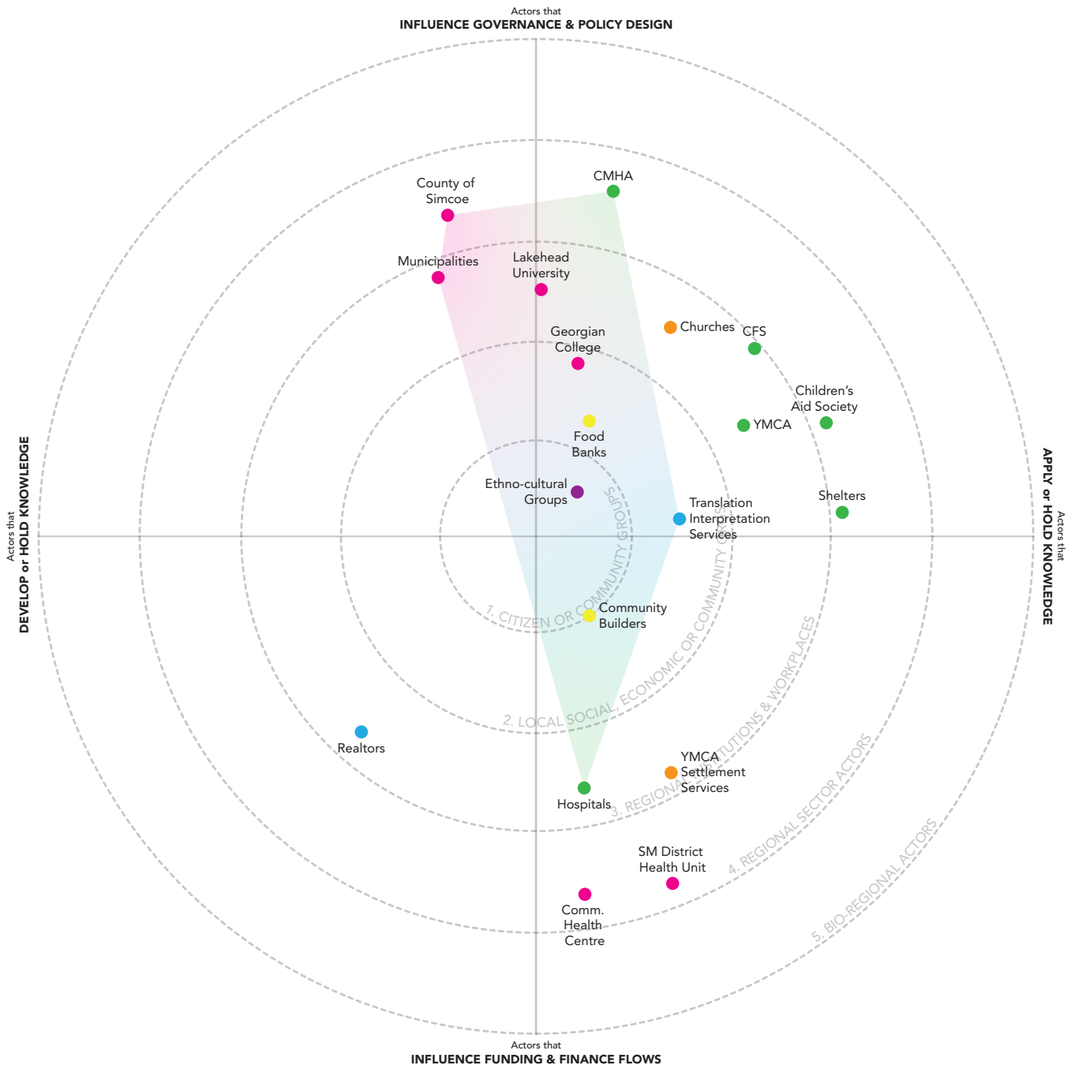
Uncommon Collaboration #4
"Immigration and Health & Wellness"

Context
This Uncommon Actor Collaboration was created by participants from Community and Social Agencies from our December 8th, 2024, Workshop.

Community Issue
Participants were exploring How Might We Collaborate on Health and Wellness for Community Flourishing

Actors Selected and Clustered Together

Actor	System Level	Quadrant
Canadian Mental Health Association (CMHA)	Regional sector actors	• Influence governance & policy design • Applies knowledge
Translation/ Interpretation Services	Local socio-economic community group	• Influence governance & policy design • Applies knowledge
Hospitals	Regional institutions or workplaces	• Influence funding & finance flows • Applies knowledge
Municipalities	Regional sector actors	• Influence governance & policy design • Develop or hold knowledge
County of Simcoe	Regional sector actors	• Influence governance & policy design • Develop or hold knowledge



Cultural / Community Group | Non-Profit | Public | Private | Grassroots Movement | Social Purpose / Social Enterprise

Natural Capital

Promoting Environmental Stewardship

Organizations focus on conserving and safeguarding the environment, promoting sustainable development, and maintaining biodiversity.

Strategic Implications

- The County of Simcoe leads initiatives that conserve and protect the natural environment, recognizing community needs.
- Municipalities focus on sustainable development and biodiversity, ensuring long-term environmental health.

Cultural Capital

Enhancing Cultural Diversity and Inclusion

Collaboration between mental health organizations, translation services, healthcare providers, and municipalities can enhance cultural diversity and inclusion.

Strategic Implications

- CMHA promotes diversity, equity, and inclusion, directly supporting cultural inclusion.
- Translation/Interpretation Services emphasize linguistic diversity and cultural heritage.
- Hospitals (RVH) provide equitable and inclusive care, fostering cultural diversity.
- Municipalities prioritize cultural programming and heritage conservation.

Human Capital

Building Educational and Health Networks

Providing access to education and health services, ensures inclusivity and equitable opportunities for all community members.

Strategic Implications

- The County of Simcoe focuses on improving human services and education.
- CMHA improves documentation and data-driven approaches, enhancing service delivery.
- Translation/Interpretation Services improve access to education and health through language support.
- Hospitals (RVH) enhance clinical and academic excellence, improving health outcomes.
- Municipalities support workforce development and public health services.

Social Capital

Strengthening Community Ties

Building and maintaining relationships, expanding community networks, and fostering social inclusion promotes trust and collaboration within the community.

Strategic Implications

- The County of Simcoe focuses on building strong community networks.
- CMHA increases community and stakeholder engagement.
- Translation/Interpretation Services strengthen community networks by providing translation services.
- Hospitals (RVH) foster a culture of kindness and empathy.
- Municipalities enhance social inclusion and community engagement.

Political Capital

Empowering Governance and Representation

Collaboration among these organizations can ensure responsive and effective governance by promoting civic participation and equitable representation, helping to amplify diverse voices within the community.

Strategic Implications

- The County of Simcoe addresses governance challenges with responsive strategies.
- CMHA integrates partnerships to enhance governance.
- Translation/Interpretation Services provide translation to support diverse representation in governance.
- Municipalities promote effective governance and civic participation.

Financial Capital

Supporting Economic Resilience

Fostering economic opportunities and supporting financial resilience ensures that individuals and communities can thrive economically.

Strategic Implications

- The County of Simcoe promotes inclusive work environments and community services.
- CMHA enhances infrastructure through partnerships.
- Hospitals (RVH) focus on improving healthcare facilities and infrastructure.
- Municipalities emphasize improving infrastructure and accessibility.

Built Capital

Improving Infrastructure and Accessibility

Organizations focus on improving infrastructure, enhancing accessibility, and promoting sustainable urban planning to support long-term community growth and well-being.

Strategic Implications

- The County of Simcoe promotes inclusive work environments and community services.
- CMHA enhances infrastructure through partnerships.
- Hospitals (RVH) focus on improving healthcare facilities and infrastructure.
- Municipalities emphasize improving infrastructure and accessibility.

Digital Capital

Advancing Digital Inclusion

Digital capital is strengthened by promoting digital literacy and ensuring equitable access to technology, enabling full participation in the digital economy and society.

Strategic Implications

- CMHA improves documentation and data-driven approaches, advancing digital literacy.
- Translation/Interpretation Services facilitate digital inclusion through multilingual training.
- Hospitals (RVH) lead in digital health innovation.
- Municipalities enhances digital infrastructure and promotes digital literacy.

Uncommon Collaboration #5 “Inclusive Health and Wellness”

Context

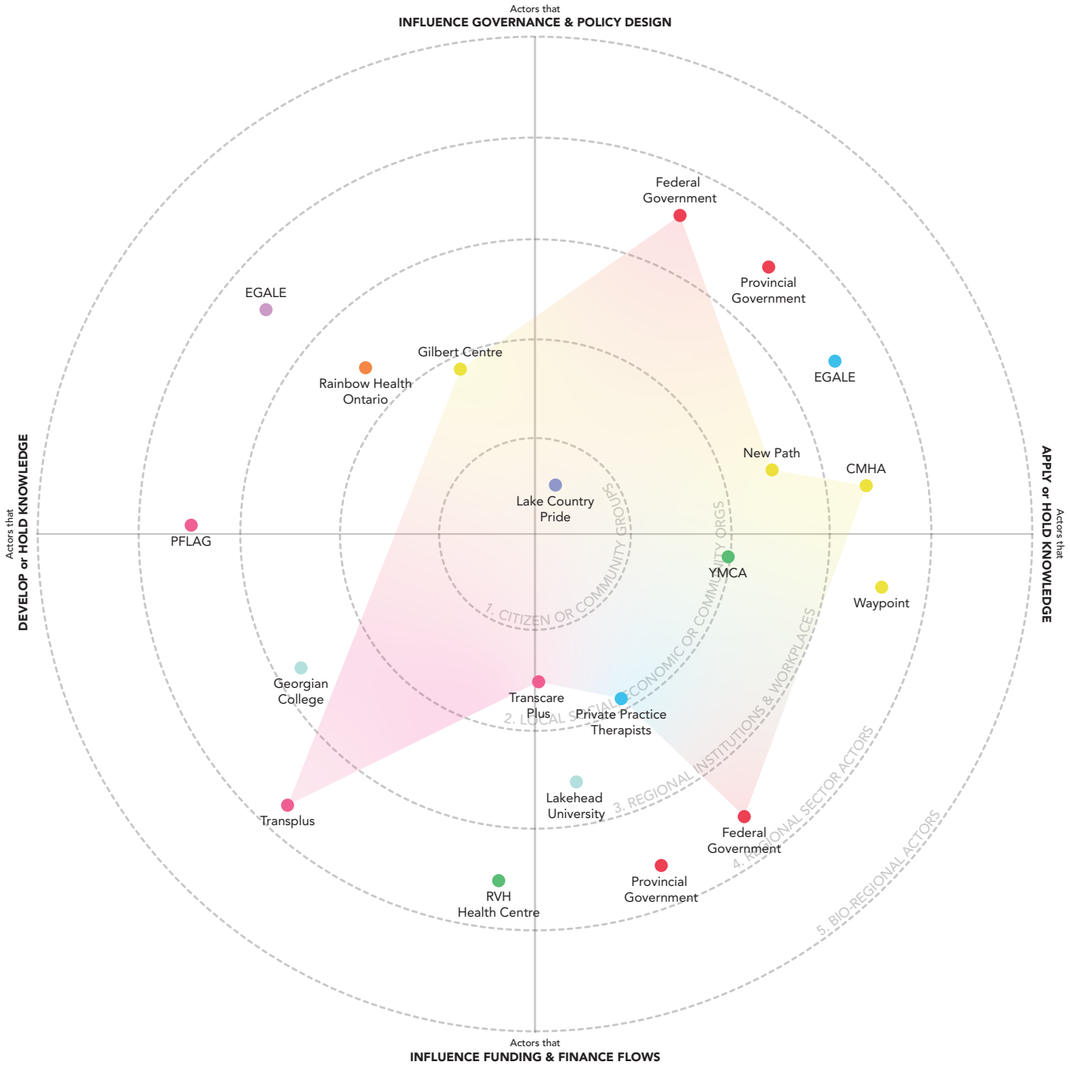
This Uncommon Actor Collaboration was created by participants identifying as 2SLGBTQIA+ community from our June 18th, 2024, Workshop.

Community Issue

Participants were exploring How Might We Collaborate on Health and Wellness for Community Flourishing

Actors Selected and Clustered Together

Actor	System Level	Quadrant
Canadian Mental Health Association (CMHA)	Regional sector actors	• Influence funding & finance flows/ • Applies knowledge
New Path	Regional institutions or workplaces	• Influence governance & policy design / • Applies knowledge
Gilbert Center	Local socio-economic community groups	• Influence governance & policy design/ • Develop or hold knowledge
Private practice therapists	Local socio-economic community groups	• Influence governance & policy design / • Applies knowledge
Trans Pulse	Regional sector actors	• Influence funding & finance flows/ • Applies knowledge
Ministry of Health	Regional sector actors	• Influence funding & finance flows/ • Applies knowledge



Natural Capital

Cultivating Environmental Stewardship Together

Although there is no direct alignment with Natural Capital for the listed organizations, these entities can contribute by promoting environmental well-being as part of overall community health. By integrating mental health awareness with environmental initiatives, such as community-led green spaces or therapy sessions in nature, these organizations can foster a connection between mental and environmental health, indirectly supporting conservation efforts.

Strategic Implications

- CMHA could introduce community-based mental health programs in green spaces, encouraging environmental stewardship.
- Private practice therapists could offer eco-therapy sessions, integrating nature into therapeutic practices.
- The Ministry of Health could support these initiatives with funding and policy alignment, recognizing the link between mental and environmental health.

Cultural Capital

Bridging Heritage and Community Engagement

Organizations can focus on mental health services that are culturally sensitive and inclusive. This could include developing programs that honour and integrate diverse cultural practices into therapy and community health initiatives, ensuring that cultural preservation is part of mental health and well-being.

Strategic Implications

- CMHA could offer mental health programs tailored to culturally diverse groups, promoting inclusivity.
- Private practice therapists could provide culturally sensitive therapy by acknowledging clients' cultural backgrounds.
- The Ministry of Health could ensure funding and policy support for culturally inclusive mental health services.

Human Capital

Building Networks for Education and Well-Being

These organizations can create a network that supports community education and well-being. By integrating mental health education into broader community health initiatives and ensuring accessibility, organizations can promote mental and physical health together.

Strategic Implications

- CMHA offers expertise in mental health, ensuring programs are inclusive and accessible.
- New Path can extend services to better meet community mental health needs, supporting inclusive health initiatives.
- The Ministry of Health provides financial and policy backing, ensuring the sustainability of these initiatives.

Social Capital

Strengthening Community Ties

Create inclusive support networks and community events that unite people. By focusing on mental health and social inclusion, these organizations can help build stronger community ties and a sense of belonging.

Strategic Implications

- CMHA can lead efforts to create mental health support networks.
- Gilbert Center can expand leadership in 2SLGBTQ+ programming, fostering inclusivity.
- New Path can enhance community collaboration, ensuring mental health services are part of broader social inclusion efforts.
- The Ministry of Health can support these initiatives through policy and funding that prioritize health equity and community cohesion.

Political Capital

Empowering Community Voices

These organizations can work together to empower community voices in governance and decision-making by supporting mental health advocacy and ensuring diverse representation in health-related governance.

Strategic Implications

- CMHA can advocate for mental health awareness and accessibility in local governance.
- The Ministry of Health can enhance public health policies, ensuring they reflect the needs of marginalized communities.

Financial Capital

Promoting Economic Inclusion

These organizations can promote financial inclusion by offering affordable mental health services and ensuring financial barriers do not prevent access to necessary care. This could include sliding scale fees or community funding initiatives for underserved populations.

Strategic Implications

- CMHA can improve financial resilience through partnerships and infrastructure support.
- Private practice therapists could offer affordable therapy services to ensure financial accessibility.
- The Ministry of Health can provide financial support to sustain these initiatives.

Built Capital

Creating Inclusive and Sustainable Spaces

Organizations can focus on developing and maintaining infrastructure that supports community mental health. This might include creating accessible therapy spaces, mental health facilities, and inclusive public spaces.

Strategic Implications

- CMHA can improve community infrastructure through partnerships, ensuring that mental health facilities meet community needs.
- The Ministry of Health could provide capital for infrastructure improvements, fostering innovation and accessibility in healthcare.
- Private practice therapists can invest in creating welcoming and accessible therapy spaces.

Digital Capital

Bridging the Digital Divide

Organizations can collaborate to ensure that digital literacy programs are available and that mental health services are accessible online, particularly for underserved populations.

Strategic Implications

- CMHA can pioneer advance digital literacy and access through improved data management and online resources.
- The Ministry of Health can support digital health solutions, ensuring they are accessible to all community members.
- Private practice therapists can expand telehealth services, reaching clients who may not have access to in-person sessions.



APPENDIX D

Future of Belonging Trends 2024

Social & Technological Trends

1. Off the Tech: Balancing Tech with Human Connection
2. Digital Connections: AI and Virtual Tech for Mental Wellness

Social & Economic Trends

3. Building Belonging: Innovative & Inclusive Housing
4. Levelling the Field: Addressing Economic Disparities and Social Mobility

Social & Political Trend

5. Welcoming Newcomers: Supporting Immigrant and Refugee Communities

Social & Values Trends

6. Get Rich or Die Trying: The Costs of Belonging
7. Learning Together: Building Inclusive School Communities
8. Overcoming Workplace Burnout and the Evolution of Self-Care
9. Community Guardianship: Preventing Hate Crimes and Ensuring Safety for All

Environmental & Technological Trend

10. Get Out(side)

Economic & Technological Trend

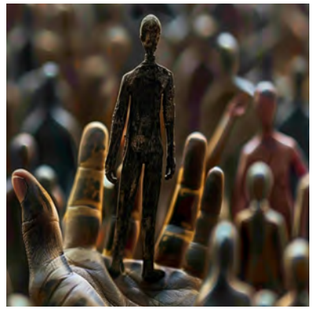
11. Mind the Gap: The Great Divide and Generational Differences

Political & Values Trend

12. Bridging Divides: Strategies to Counter Political Partisanship

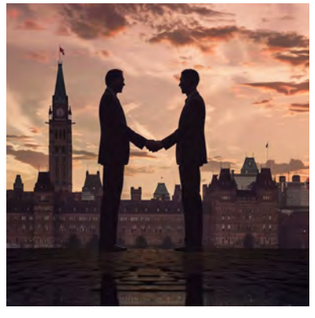










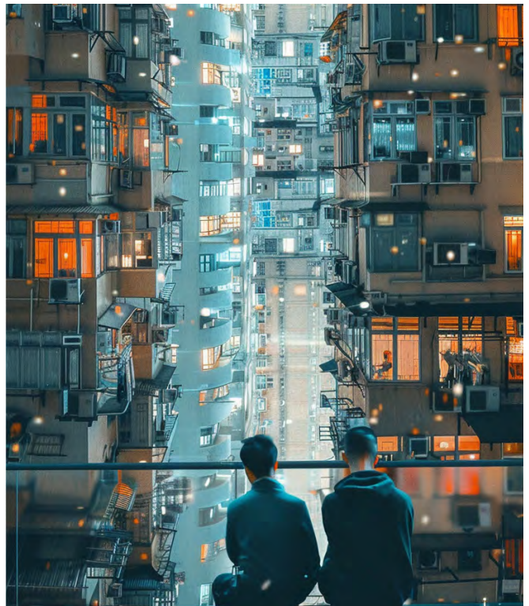
Social & Technological Trends

Trend 1

Off the Tech: Balancing Tech with Human Connection

Trend Highlights

- Technological advancements can deprioritize human connections, leading to social isolation and declining communication skills.
- Algorithms that personalize content can narrow experiences and reduce exposure to diverse perspectives.
- The fast pace of society and the drive for hyper-productivity often led to superficial engagement with complex issues.
- Digital relationships, while beneficial, can become overwhelming and toxic without a proper balance.
- There is a need for awareness and intentionality in balancing digital and human connections to ensure technology enhances genuine interpersonal interactions.



Trend Description

In an era of rapid technological advancement, the balance between digital and human connections has become a critical focus. With the proliferation of AI and digital tools designed to enhance convenience and personalize experiences, there is a growing tendency to deprioritize human interaction. This shift has significant implications across various social, economic, political, and environmental dimensions. While technology offers powerful tools to combat stress and streamline daily tasks, it also risks creating stress and isolating individuals from meaningful social activities. Overreliance on digital connections can lead to losing interest in real-world social interactions and declining essential communication skills. Algorithms that curate content for us can narrow our experiences, reducing exposure to diverse perspectives and fostering impatience and a lack of openness.

The significance of this phenomenon is underscored by the way digital relationships can become overwhelming and even toxic despite their potential benefits for socializing and learning. The fast pace of society and the drive for hyper-productivity often led people to use the time saved by automation to complete more work rather than to slow down and engage deeply with their surroundings. This can result in a superficial understanding of complex issues, such as the environmental impact of technology use. Additionally, the convenience of digital tools can push individuals towards information overload, making it difficult to discern reliable data from biased or sensationalized content. As AI continues to permeate everyday life, there is an urgent need to foster awareness and intentionality in balancing digital and human connections, ensuring that technology enhances, rather than replaces, genuine interpersonal interactions.

Supporting Signals

- The loneliness cure
- Can social media and online communities be good for us?
- Go Forth and Hang Out
- Workplace AI Wants to Help You Belong
- Microinclusions improve women's workplace belonging and commitment

Plausible Short-Term Impacts

- Changes in the workforce (job displacement, development, inclusions) affecting most workers
- Potential physical and mental well-being impacts on most people because of pervasive tech
- Increased knowledge-sharing and acceleration of learning processes
- Child and youth development
- Isolation tipping point- when does the "a-ha" come in that we need human connection?

Possible Long-Term Outcomes

- Wearable to even implanted tech (e.g. biological augmentation using tech enhancements)
- Thinking, creativity and work are wholly changed
- Controls and governance are imperative



Community Capital	Trend 1: Off the Tech Impacts & Influence on Community Capitals
	The diminishing emphasis on human connections could weaken social networks, reducing community trust and cooperation. Conversely, awareness and intentionality in balancing digital and human interactions could strengthen social ties by fostering deeper, more meaningful relationships.
	A shift from human interactions towards digital connections could lead to a loss of cultural diversity as algorithms prioritize certain content and perspectives. On the other hand, if managed well, digital tools could enhance cultural exchange and understanding by providing broader access to diverse perspectives and traditions.
	Financial resources may shift towards investment in digital infrastructure and AI development, potentially increasing the economic divide between those without access to advanced technologies. This trend could also impact financial stability by altering job markets and economic models reliant on traditional human interactions.
	The shift towards digital interactions may reduce the environmental footprint by decreasing the need for physical infrastructure but could also lead to increased energy consumption due to the reliance on digital devices and servers. Over time, this could impact natural ecosystems as more resources are allocated to supporting digital infrastructures.
	This trend could lead to rapid growth in digital capital as more resources are devoted to developing digital infrastructure and AI technologies. However, the over-reliance on digital connections could also result in data privacy concerns and a digital divide, where access to these resources becomes unequal.
	As digital platforms increasingly mediate communication and decision-making, there could be a shift in how power and influence are distributed, potentially centralizing control in the hands of tech companies. This may also lead to challenges in ensuring transparency, inclusion, and equitable access to decision-making processes.
	As society increasingly relies on digital tools, there may be a decreased demand for physical goods and infrastructure that support in-person interactions, such as office spaces or transportation networks. Over time, this could lead to a decline in the development and maintenance of traditional physical infrastructure.
	The trend towards digital over human connections could lead to decreased interpersonal skills, empathy, and overall mental health as individuals become more isolated. However, if balanced well, it could also enhance learning opportunities and personal development through greater access to information and digital resources.

Trend 2

Digital Connections: AI and Virtual Tech for Mental Wellness

Trend Highlights

- Online Communities: Social support and connections through virtual spaces reduce loneliness and enhance resilience.
- AI-Driven Support: Real-time mental health tools providing companionship and support.
- Virtual Volunteering: Platforms enabling remote community engagement and a sense of purpose.
- Social media: Facilitating meaningful interactions and support networks.
- Virtual Reality: Simulating social environments to reduce isolation and improve well-being.

Trend Description

Addressing loneliness and improving mental health through technology involves a multifaceted approach leveraging online communities, AI-driven platforms, and virtual volunteering. Online communities provide critical social support, helping individuals combat loneliness and build resilience. Social media and virtual spaces facilitate connections among like-minded individuals, offering a sense of belonging and emotional support. For instance, online fan communities and health-related forums offer vital support networks, enhancing well-being and reducing feelings of isolation.

AI-driven mental health tools and virtual reality experiences are emerging as innovative solutions to mental health challenges. These technologies simulate social interactions and provide real-time support, making mental health care more accessible. Workplace AI tools also promote inclusivity and engagement by analyzing dynamics and enhancing belonging. These combined efforts address the root causes of loneliness and mental health issues, offering scalable solutions to foster connectivity and well-being in an increasingly digital world.





Supporting Signals

- Can social media and Online Communities Be Good for Us?
- Will 2022 be the year virtual volunteering gains even greater prominence?
- Virtual Volunteering: 7 Examples & Future Trends
- Workplace AI Wants to Help You Belong
- The role of assistive technology in addressing social isolation loneliness and health inequities among older adults during the COVID-19 pandemic
- Can AI Predict Someone's Breakup?
- The loneliness cure

Plausible Short-Term Impacts

- Improved mental well-being due to accessible, scalable technological solutions.
- More robust social networks through online communities and AI companions, reducing feelings of isolation.
- Enhanced inclusivity and engagement in workplaces utilizing AI tools to monitor and support employee well-being.
- Lack of connection to an individual's own personal experiences and identity.

Possible Long-Term Outcomes

- Development of highly sophisticated AI companions offering personalized mental health support and companionship.
- Virtual reality environments providing lifelike social interactions, enabling people to engage in meaningful relationships regardless of physical distance.
- Widespread adoption of digital mental health tools and online communities, becoming integral to healthcare and social support systems worldwide.

Community Capital	Trend 2: Digital Connections Impacts & Influence on Community Capitals
	Online communities and AI-driven social support systems could strengthen social networks, providing a lifeline for the isolated. However, this trend might also lead to the erosion of traditional community bonds as people increasingly turn to virtual spaces for interaction.
	The widespread use of AI and virtual tools for mental health could normalize digital interactions in personal and social life, altering cultural norms around communication and support. It might also promote global cultural exchange by connecting diverse groups through virtual communities.
	The trend could drive significant investment in AI and virtual reality companies, creating new economic opportunities. However, costs may increase as individuals and healthcare systems adopt these technologies.
	Increased reliance on digital technologies for mental health support could reduce the need for physical travel, potentially lowering carbon emissions. However, producing and disposing of digital devices and VR equipment could have negative environmental impacts.
	This trend will likely enhance the value of digital infrastructure as AI and VR technologies become more integrated into mental wellness practices. However, this could exacerbate the digital divide, limiting access to those without adequate digital literacy or resources.
	The adoption of AI in mental wellness could influence policy decisions around healthcare and digital rights, including data privacy and access to mental health resources. This trend could create new forms of advocacy and political engagement through virtual platforms.
	The development of AI and VR tools for mental wellness could create new physical products, such as VR headsets and AI-driven devices. This might also decrease the demand for traditional mental health facilities and infrastructure.
	AI and virtual tools can enhance mental well-being and resilience, potentially leading to a healthier and more productive population. However, there is a risk that over-reliance on these technologies could diminish in-person social skills and emotional intelligence.

Social & Economic Trends

Trend 3

Building Belonging: Innovative & Inclusive Housing

Trend Highlights

- Holistic Approach: Incorporating essential services into housing solutions to address broader social and economic challenges.
- Affordability and Accessibility: Creating housing that is affordable and accessible to marginalized populations.
- Supportive Services: Implementing services to help residents achieve stability and well-being.
- Community Focus: Building Projects that emphasize community integration and support networks.
- Policy and Advocacy: Addressing systemic barriers and promoting equity in housing policies.
- Targeted Interventions: Addressing the specific needs of vulnerable populations through tailored housing programs.

Trend Description

Inclusive housing solutions focus on creating accessible, affordable, and supportive living environments for marginalized populations, including the homeless, single mothers, and Indigenous communities. This approach addresses the critical need for stable housing while fostering a sense of community and belonging. For example, Projects like Louisville's tiny homes for people experiencing homelessness and Toronto's Indigenous-led housing initiatives provide culturally relevant, affordable housing, significantly impacting residents' lives. These efforts are crucial in addressing systemic issues of poverty, homelessness, and social exclusion by providing stable, dignified living conditions.

Key elements of inclusive housing solutions include integrating social services, such as employment training, mental health support, and childcare, directly into housing Projects. This holistic approach ensures that residents have the resources they need to thrive. These Projects often involve community consultations and partnerships with local organizations to ensure that the housing meets the specific needs of the population it serves. These housing solutions provide shelter and promote long-term stability and community integration by prioritizing inclusivity and support.

Supporting Signals

- Creating a sense of belonging: Tiny homes help Louisville's homeless
- Homeward Bound Toronto
- Community Belonging: A Social Way To End Poverty in Canada
- Indigenous-led housing Project laying the foundation for affordable living in South Eglinton-Davisville
- Canada's 1st full-scale free grocery store to open in Regina
- The Carpenter Who Built Tiny Homes for Toronto's Homeless

Plausible Short-Term Impacts

- Reduction in homelessness and improved quality of life for residents.
- Increased community engagement and support networks within housing Projects.
- Potential for scalable models that can be implemented in other regions and communities.
- NIMBYism

Possible Long-Term Outcomes

- Development of multi-functional community hubs that provide housing, education, healthcare, and social services.
- Adopt eco-friendly and sustainable building practices for future housing projects.
- Creation of globally recognized standards for inclusive and supportive housing solutions.



Community Capital	Trend 3: Building Belonging: Innovative & Inclusive Housing Impacts & Influence on Community Capitals
	These housing solutions foster stronger community bonds by emphasizing social integration and support networks. As a result, residents are more likely to engage in community activities, volunteerism, and mutual aid, strengthening the area's social fabric.
	Culturally relevant housing designs and community spaces can help preserve and celebrate the identities of marginalized groups. By creating environments that reflect residents' cultural heritage, inclusive housing projects promote a sense of pride and belonging.
	These projects can reduce homelessness and create affordable housing, leading to cost savings in public services such as healthcare and emergency response. However, the initial investment in such holistic housing solutions might require significant financial resources, potentially straining local budgets.
	Inclusive housing Projects that incorporate sustainable building practices can reduce the environmental impact of housing developments. Integrating green spaces into these communities can enhance local biodiversity and promote residents' well-being.
	Incorporating digital infrastructure in these housing projects, such as internet access and smart home technologies, can bridge the digital divide for marginalized populations. This can enhance access to information, education, and employment opportunities.
	The trend can lead to policy reforms that address systemic barriers in housing, advocating for greater equity and inclusion. Successful projects can influence government policies and funding priorities, leading to broader adoption of inclusive housing models.
	The construction of innovative and inclusive housing contributes to the physical infrastructure of communities, potentially revitalizing underdeveloped areas. Inclusive housing projects can also set new standards for the design and functionality of future housing developments.
	Residents of inclusive housing benefit from integrated support services, enhancing their overall well-being, skills, and long-term stability. This approach can improve mental and physical health outcomes, increase educational attainment, and increase economic mobility.

Trend 4

Levelling the Field: Addressing Economic Disparities and Social Mobility

Trend Highlights

- Structural Inequalities: Addressing inequalities in education, employment, and resource access.
- Policy Reforms: Implementing policy changes to foster fair economic practices and opportunities.
- Educational Enhancements: Enhancing educational programs to meet the needs of a changing job market.
- Targeted Support: Providing targeted support to marginalized groups to promote social mobility.
- Economic and Social Stability: Reducing economic disparities to achieve greater social stability and cohesion.

Trend Description

Economic disparities and social mobility issues reflect the growing gaps in income, wealth, and opportunities among different demographic groups, particularly affecting younger generations and marginalized communities. This phenomenon is driven by structural inequalities in education, employment, and access to resources, which are often exacerbated by systemic biases.
Efforts to address these disparities focus on policy reforms, educational enhancements, and targeted support programs designed to improve economic outcomes for all. The importance of tackling these issues lies in the potential to foster more equitable societies where everyone has the opportunity to succeed and contribute to economic growth.

Programs to improve education and training are critical as they equip individuals with the necessary skills to adapt to rapidly changing job markets. Policy interventions that promote fair employment practices and support entrepreneurship can also stimulate economic mobility. These efforts are particularly crucial in regions where the disparity between the affluent and the less fortunate widens, as they help mitigate the risk of social unrest and enhance overall societal well-being.

Supporting Signals

- Is the Canadian Dream Broken.
- How the US Is Destroying Young People's Future.
- Family and factory economics.
- The number of Gen Zers who aren't in work or school is rising.
- Growing number of immigrants are deciding to leave Canada. Why?

Plausible Short-Term Impacts

- Increased demand for policies and programs to improve economic opportunities and social mobility.
- Enhanced focus on educational and employment initiatives to support marginalized groups.
- Potential for increased social tensions and divisions if economic disparities are not addressed.

Possible Long-Term Outcomes

- Development of universal basic income and other economic support systems to reduce disparities and promote equity.
- Creation of community-driven economic development programs that focus on local opportunities and resources.
- Implementation of global standards and initiatives to address economic inequities and support social mobility across different regions.





Community Capital	Trend 4: Levelling the Field Impacts & Influence on Community Capitals
	Efforts to address economic disparities can strengthen social capital by fostering greater social cohesion and reducing tensions between different socioeconomic groups. However, if inequalities persist or worsen, social fragmentation and unrest could increase.
	Promoting economic equity and social mobility can help preserve and enrich the cultural capital of marginalized communities by providing them with the resources to sustain and develop their cultural practices. On the other hand, failure to address economic disparities could lead to the erosion of cultural identity and community cohesion among these groups.
	Reducing economic disparities can enhance financial capital by enabling broader economic participation, increasing consumer spending, and fostering entrepreneurship among marginalized groups. However, significant investment in social programs and policy reforms may require reallocating resources, potentially straining public budgets in the short term.
	Addressing economic disparities could lead to more equitable access to natural resources, ensuring that marginalized communities benefit from environmental protections and sustainable practices. However, increased industrial or agricultural activities to boost economic mobility might strain local ecosystems if not managed sustainably.
	Closing the digital divide is essential for promoting economic mobility, as access to digital tools and the internet is increasingly tied to education and employment opportunities. Ensuring that marginalized communities have access to digital infrastructure can help level the playing field in a rapidly digitizing economy.
	Policy reforms addressing structural inequalities can enhance political capital by increasing trust in government institutions and promoting civic engagement among marginalized groups. However, resistance to these reforms from entrenched interests might challenge their implementation.
	Investments in infrastructure, such as affordable housing, transportation, and educational facilities, are crucial for promoting social mobility. These developments can revitalize underserved areas, but if not carefully planned, they might lead to gentrification and displacement of vulnerable populations.
	Enhancing educational programs and supporting marginalized groups will strengthen human capital by equipping individuals with the skills and knowledge necessary for economic success. This can lead to a more skilled and adaptable workforce, fostering innovation and productivity in the long term.

Social & Political Trends

Trend 5

Welcoming Newcomers: Supporting Immigrant and Refugee Communities

Trend Highlights

- Cultural and Economic Integration: Facilitating cultural adaptation and economic participation through targeted programs and resources.
- Community Services: Enhancing access to legal, educational, healthcare, and employment services tailored to immigrant and refugee needs.
- Community Engagement: Encouraging active participation of immigrants and refugees in community life and decision-making processes.
- Inclusive Policies: Developing inclusive policies that address specific challenges immigrants and refugees face.
- Mutual Benefit: Recognizing and leveraging immigrants' and refugees' diverse skills and perspectives to enrich communities.

Trend Description

Supporting immigrant and refugee communities involves multifaceted strategies to enhance their integration and well-being in new environments. These efforts are driven by the need to address these groups' unique challenges, including adjusting to new cultural contexts, overcoming language barriers, and accessing essential services. Programs and policies are designed to provide targeted support for legal assistance, educational opportunities, healthcare access, and employment integration. For instance, initiatives like the Brock University-led network focus on enhancing lives in Niagara for newcomers and people of African descent by fostering community ties and providing cultural competency training for service providers.

This support is about alleviating immediate hardships and enriching the fabric of the community by recognizing and utilizing the diverse skills and perspectives that immigrants and refugees bring. Effective integration contributes to stronger, more inclusive communities where there is mutual benefit and shared growth. This approach is evident in Projects that create digital repositories of resources tailored to these communities and engage them through workshops that promote both cultural exchange and economic participation.



Supporting Signals

- Growing number of immigrants are deciding to leave Canada. Why?
- Asylum seekers facing dire living conditions in Canada.
- Immigrant acculturation and well-being across generations and settlement contexts in Canada.
- Brock University-Led Network Focuses On Enhancing Lives In Niagara For Newcomers And People Of African Descent
- Choosing to Stay: Building a Future for Gender-Diverse People in Saskatchewan through Stories of Hope and Belonging.

Plausible Short-Term Impacts

- Improved living conditions and social integration for immigrants and refugees.
- Enhanced support networks and services tailored to the unique challenges faced by these communities.
- Greater cultural exchange and understanding within broader society.

Possible Long-Term Outcomes

- Creation of specialized community centers that provide comprehensive services for immigrants and refugees.
- Development of policies that facilitate smoother transitions and better integration into host societies.
- Expansion of global networks to support immigrants and refugees, promoting international cooperation and solidarity.



Community Capital	Trend 5: Welcoming Newcomers Impacts & Influence on Community Capitals
	Encouraging community engagement and participation by immigrants and refugees strengthens social capital by fostering cross-cultural understanding, trust, and collaboration. However, failure to adequately support these communities could lead to social isolation and tension, weakening the overall social fabric.
	Immigrants and refugees enrich cultural capital by introducing new traditions, languages, and perspectives that diversify and strengthen the cultural fabric of the host community. Programs that promote cultural exchange and preservation can help maintain these contributions, fostering a more inclusive and dynamic society.
	Supporting immigrant and refugee communities can enhance financial capital by increasing workforce diversity and stimulating economic growth through entrepreneurship and consumer spending. However, initial investments in integration programs and services might require significant public or private funding.
	The integration of immigrants and refugees can lead to a more diverse appreciation and stewardship of natural resources, as newcomers often bring unique knowledge and practices related to agriculture, conservation, and environmental sustainability. However, increased population density in certain areas may put additional pressure on local ecosystems if not managed with sustainable urban planning.
	Providing immigrants and refugees access to digital resources and literacy training can bridge the digital divide, enabling them to access services, education, and employment opportunities more effectively. This can also help them stay connected with their home countries and cultures, fostering a sense of belonging in their new environment.
	Developing inclusive policies that address the challenges immigrants and refugees face can enhance political capital by promoting equity, transparency, and public trust in government institutions. These policies can also empower newcomers to participate in civic life, contributing to a more inclusive democracy.
	Inclusive policies can lead to the development of new infrastructure, such as community centers, housing, and educational facilities, designed to meet the needs of immigrants and refugees. This can revitalize neighborhoods and create vibrant, multicultural spaces, but it may also require careful planning to avoid overburdening existing resources.
	Immigrants and refugees contribute to human capital by bringing diverse skills, languages, and experiences that enrich the local workforce and community life. Effective integration programs can enhance educational and professional development, benefiting newcomers and the host society.

Social & Values Trends

Trend 6

Get Rich or Die Trying: The Costs of Belonging

Trend Highlights

- The erosion of the Canadian Dream has intensified the tension between economic pressures and the need for belonging and well-being.
- Achieving work-life balance is increasingly challenging due to the demands of capitalism and the prioritization of financial gain.
- The rise in "quiet quitting" reflects a collective disillusionment with the relentless pursuit of economic success.
- Economic pressures contribute significantly to loneliness and mental health challenges, highlighting the impact of societal values on well-being.
- There is a growing movement towards fostering inclusive communities that prioritize mental health and meaningful social connections over mere economic success.

Trend Description

In contemporary Canadian society, there is a growing tension between economic pressures and the fundamental human need for belonging and well-being. As the traditional notion of the Canadian Dream—a promise of prosperity and upward mobility—continues to erode, many individuals find themselves caught in a relentless "rat race" that prioritizes financial gain over personal and communal well-being. This dynamic has led to significant challenges in achieving a meaningful work-life balance, as the demands of capitalism often overshadow the importance of mental health, social connections, and community engagement. The increasing prevalence of "quiet quitting" and the decline of hustle culture further highlights a collective disillusionment with the notion that relentless work is the path to success and fulfillment. This shift is underscored by recognizing that while financial stability is essential, it should not come at the cost of one's mental health and sense of belonging.

The rise in loneliness and mental health challenges, exacerbated by economic pressures, illustrates the profound impact that our values and societal priorities have on our interactions and overall well-being. In response, there is a growing movement towards creating more inclusive and accessible communities prioritizing well-being over mere economic success. This involves reevaluating how we use technology to connect, fostering communal activities and routines, and addressing the systemic issues that prevent meaningful interactions and community building. Ultimately, this phenomenon emphasizes the need to balance economic pursuits with the essential human need for belonging and well-being, questioning whether the current societal values align with a truly fulfilling life.

Supporting Signals

- Is the Canadian Dream Broken
- Americans are lonelier than ever - and 'Netflix and chill' homes are to blame, say experts
- Family and factory economics
- Growing number of immigrants are deciding to leave Canada. Why?
- Freshly-released 'Belonging Playbook' helps sports groups create 'an inclusive and accessible place for everybody'
- The Human Need for Belonging
- How the US Is Destroying Young People's Future



Plausible Short-Term Impacts

- A living wage with an amount that allows the basic necessities then more!
- Remote/hybrid opportunities to reduce wasted unpaid time and allow flexibility
- Control of rent, goods, services,
- Political priorities that align with community needs as the focal strategy capitalist vs socialist
- Community org will experience increased demand as more individuals seek assistance to overcome economic social barriers
- Continued transfer of debt and intergenerational trauma
- A new definition of the Canadian dream.

Possible Long-Term Outcomes

- A shift in values towards sustainability, not only in environmental terms but also in human resources.
- Implementation of policies that support work-life balance such as mandatory vacation time and limits on overtime.

Community Capital

Trend 6: Get Rich or Die Trying
Impacts & Influence on Community Capitals

Social Capital	Prioritizing financial gain over personal connections can weaken social bonds, increasing loneliness and isolation. However, the rise of communities prioritizing social connections and mental health could strengthen social capital, fostering a more connected and supportive society.
Cultural Capital	The erosion of the Canadian Dream and the focus on economic success can lead to the loss of cultural practices prioritizing community, well-being, and social connections. A shift in societal values towards inclusivity and well-being could result in a renaissance of artistic practices emphasizing belonging and communal support.
Financial Capital	The intense focus on financial gain may result in wealth accumulation for a few while exacerbating economic inequality and financial insecurity for many. However, if the movement towards prioritizing well-being over financial success gains traction, it could lead to a more equitable distribution of resources and a redefinition of what constitutes economic success.
Natural Capital	Pursuing economic success often leads to overexploiting natural resources, prioritizing short-term gains over long-term environmental sustainability. A shift towards communities that value well-being over relentless economic growth could promote more sustainable environmental practices.
Digital Capital	While technology has the potential to enhance productivity, its misuse in the pursuit of economic gain can contribute to social isolation and mental health issues. A shift towards using digital tools to foster meaningful connections and support well-being could enhance digital capital's role in society.
Political Capital	The growing dissatisfaction with the relentless pursuit of economic success could lead to political movements advocating for policies prioritizing work-life balance, mental health, and social well-being. This could result in realigning political priorities towards more inclusive and humane policies.
Built Capital	The relentless drive for economic success often leads to the overdevelopment of infrastructure aimed at productivity, such as office spaces and commercial buildings, at the expense of spaces designed for community and well-being. A value shift could create more communal spaces that foster social interaction and well-being.
Human Capital	Economic pressures and the erosion of work-life balance can lead to burnout, reduced productivity, and a decline in overall mental health, undermining the value of human capital. A societal shift towards valuing well-being could result in healthier, more balanced individuals contributing more effectively to society.

Trend 7

Learning Together: Building Inclusive School Communities

Trend Highlights

- Reducing Suspensions: Implementing strategies to reduce suspensions and improve student behaviour.
- Improving Safety: Enhancing the sense of safety within schools to ensure students feel secure and supported.
- Inclusive Culture: Fostering a school culture that values diversity and inclusivity.
- Systemic Change: Addressing systemic issues in education to create equitable learning environments.
- Community Engagement: Involving educators, policymakers, and communities in developing comprehensive educational programs.



Trend Description

Enhancing educational environments is critical for improving student well-being, engagement, and academic success. Creating a sense of belonging in schools addresses the rising issue of school suspensions and feelings of insecurity among students. For instance, data from Simcoe County shows that one in three high school students do not feel safe at school, which underscores the urgent need for inclusive and supportive educational settings. Strategies include implementing programs promoting community, safety, and mutual respect among students and staff. Educational innovations such as interdisciplinary programs and participatory-based approaches aim to cultivate environments where students can thrive academically and socially.

Furthermore, innovative approaches to education involve rethinking traditional learning models to better accommodate diverse student needs. This includes adopting experiential and personalized learning techniques, which have been shown to enhance student engagement and motivation. Schools can help students develop a stronger sense of identity, confidence, and connectedness by fostering environments that support true belonging. These changes are vital for creating more resilient and cohesive educational communities that prepare students for future challenges.

Supporting Signals

- School suspensions are on the rise – secondary schools can tackle this by creating a sense of belonging
- 1 in 3 Simcoe County high school students not feeling safe at school: report
- Girls as Thriving Leaders: Cultivating a Community of True Belonging in an All-Girls School
- Beyond Traditional Learning: Exploring Innovative Approaches

Plausible Short-Term Impacts

- Improved student mental health and reduced behavioral issues.
- Increased academic engagement and achievement.
- Creation of safer and more supportive school environments for all students.

Possible Long-Term Outcomes

- Integration of advanced technologies to monitor and support student well-being in real time.
- Development of personalized learning environments that cater to individual student needs.
- Establishment of international standards and best practices for fostering belonging in educational settings.



Community Capital	Trend 7: Learning Together Impacts & Influence on Community Capitals
	Inclusive school communities build more substantial social capital by fostering connections among students, educators, and families. These connections enhance trust, collaboration, and mutual support, creating a more cohesive and resilient school community that extends beyond the classroom.
	Schools that foster an inclusive culture contribute to cultural capital by valuing and celebrating diversity, promoting respect for different perspectives, and encouraging cultural exchange. This approach helps students develop a strong sense of identity and belonging, preparing them to engage meaningfully in a diverse society.
	Investing in inclusive education practices may initially require significant resources, such as training for educators and developing new programs. However, the long-term financial benefits include reduced costs associated with behavioral interventions and suspensions and improved academic outcomes that contribute to a more productive future workforce.
	Inclusive school communities can integrate environmental education and sustainability practices into the curriculum, fostering a generation that values and protects natural resources. Schools that promote outdoor learning and green spaces can also enhance students' connection to nature, contributing to their overall well-being.
	Integrating technology to support inclusive education can enhance digital capital by providing tools for personalized learning, monitoring student well-being, and facilitating communication among students, teachers, and parents. However, ensuring equitable access to these digital resources is crucial to avoid exacerbating existing disparities.
	Implementing systemic changes in education to address inequities can increase political capital by demonstrating a commitment to social justice and equity. Schools that successfully engage communities in educational reform can influence broader policy changes and advocate for more inclusive and supportive educational systems.
	Schools may need to adapt or redesign physical spaces to support inclusive practices, such as creating safe zones, accessible facilities, and areas for collaborative learning. These changes can result in more welcoming and functional environments that support diverse learning needs.
	Schools can enhance human capital by reducing suspensions and improving student safety. This ensures that all students have the opportunity to succeed academically and develop essential life skills. Inclusive education fosters a sense of belonging, crucial for students' emotional and intellectual development.

Trend 8

Overcoming Workplace Burnout and the Evolution of Self-Care

Trend Highlights

- Workplace Burnout: Addressing widespread burnout due to prolonged stress and blurred work-life boundaries.
- Quiet Quitting: Employees prioritize mental well-being by rejecting overwork and embracing balanced work practices.
- Self-Care Integration: Incorporating wellness practices into daily work routines to prevent burnout.
- Microinclusions: Enhancing workplace belonging and commitment through small, positive interactions.
- Supportive Environments: Creating supportive work environments with AI-driven wellness programs, flexible work arrangements, and comprehensive mental health resources.

Trend Description

The convergence of workplace burnout and the evolving concept of self-care underscores a significant shift in addressing mental health in professional environments. "The Great Exhaustion" highlights the widespread burnout resulting from prolonged stress, blurred boundaries between work and personal life, and the decline of hustle culture. Employees are increasingly rejecting the notion of constant overwork and seeking balanced, sustainable work practices. This shift is evident in trends like "quiet quitting," where workers do the bare minimum to meet job requirements without going beyond, prioritizing their mental well-being over workplace demands.

Simultaneously, the evolution of self-care in the workplace emphasizes the importance of integrating wellness practices into daily work routines. This includes micro inclusions—small, positive interactions that significantly enhance employees' sense of belonging and commitment. Companies are now focusing on creating supportive environments through AI-driven wellness programs, flexible work arrangements, and comprehensive mental health resources. These efforts are crucial in preventing burnout and fostering a culture where employees feel valued and engaged, ultimately improving productivity and job satisfaction.

Supporting Signals

- The Great Exhaustion
- Boundaries, Burnout and the 'Goopification' of Self-Care
- Quiet Quitting and the Decline of Hustle Culture
- Microinclusions improve women's workplace belonging and commitment

Plausible Short-Term Impacts

- The decline of hustle culture may lead to more sustainable work practices and a healthier work-life balance.
- Companies may need to adopt wellness programs and flexible work arrangements to attract and retain talent.
- Prioritizing mental health and self-care can improve employees' well-being and job satisfaction.
- Supportive work environments that prevent burnout can boost productivity and reduce turnover rates.

Possible Long-Term Outcomes

- Development of advanced AI tools to monitor and support employee mental health in real-time.
- Integration of comprehensive wellness

programs, including on-site mental health support and flexible working conditions, becoming the norm.
- A broader cultural shift towards valuing mental well-being over constant productivity, leading to societal changes in how work is perceived and managed.



Community Capital

Trend 8: Overcoming Workplace Burnout and the Evolution of Self-Care

Impacts & Influence on Community Capitals

Enhancing workplace belonging through micro-inclusions and supportive environments can strengthen social capital by fostering a culture of mutual respect and cooperation among employees. As a result, workplaces may become more collaborative and cohesive, improving overall organizational health.

The decline of hustle culture and the emphasis on mental well-being over constant productivity signal a broader cultural shift in how work is perceived. This change could lead to adopting new values that prioritize balance, sustainability, and the holistic well-being of individuals, reshaping societal norms around work.

Companies investing in wellness programs and flexible work arrangements may see short-term costs, but these are likely offset by long-term financial gains through improved employee retention, productivity, and reduced healthcare costs associated with burnout. However, businesses that fail to adapt may face higher turnover rates and lower profitability.

Addressing burnout can involve shifting to remote and flexible work arrangements. These arrangements can reduce the environmental impact of daily commutes, leading to lower carbon emissions and decreased strain on urban infrastructure. However, the increased reliance on digital technologies for remote work may require more energy consumption and resource use, which could have environmental consequences.

Integrating AI-driven wellness programs into workplace practices enhances digital capital by utilizing technology to monitor and support employee mental health in real-time. However, it raises concerns about privacy and the ethical use of employee data, which must be carefully managed.

As the focus on mental health and well-being in the workplace grows, there may be increased advocacy for policies that protect employees from overwork and ensure access to mental health resources. Companies prioritizing employee well-being may gain political capital by setting industry standards and influencing broader workplace regulations.

The evolution of self-care and reducing workplace burnout may lead to reimagining office spaces, focusing on creating environments that promote well-being, such as incorporating natural elements and quiet areas for relaxation. Conversely, as more employees work remotely, traditional office spaces may be downsized or repurposed.

Addressing workplace burnout and integrating self-care into daily routines will likely lead to a healthier, more engaged workforce with higher morale and lower absenteeism. This trend strengthens human capital by ensuring employees are mentally and physically well-equipped to perform their jobs effectively.

Trend 9

Community Guardianship: Preventing Hate Crimes and Ensuring Safety for All

Trend Highlights

- Combating Hate Crimes: Implementing legal measures and public awareness campaigns to address the rise in hate crimes.
- Community Initiatives: Encouraging community-led efforts to foster solidarity, support victims, and prevent future incidents.
- Public Awareness Campaigns: Increasing public awareness of the impact of hate crimes and promoting inclusivity through education and outreach.
- Inclusive Environments: Creating safer and more inclusive spaces by promoting understanding, tolerance, and cooperation across diverse communities.
- Vigilance and Action: Increasing vigilance and coordinated responses to hate crimes through community and institutional efforts.
- Political Partisanship and Social Media: Recognizing the role of political polarization and social media in exacerbating hate crimes and addressing these root causes.

Trend Description

Efforts to address hate crimes and enhance community safety are becoming increasingly critical in today's socially and politically polarized environment. Hate crimes, often motivated by race, religion, sexual orientation, or political beliefs, pose significant threats to the safety and cohesion of communities. In response, law enforcement agencies, community leaders, and social activists are implementing strategies to prevent hate crimes and respond effectively when they occur. These strategies include heightened law enforcement vigilance, public awareness campaigns, and community-driven initiatives to foster inclusivity and solidarity. For example, the investigation into a potential hate crime in Barrie reflects the growing concern over these incidents and the need for robust legal responses.

The rise of hate crimes is closely tied to the increasing political partisanship and societal divisions that fuel animosity between different groups. Social media platforms have also amplified the spread of hateful rhetoric, making it more accessible and pervasive. Addressing these issues requires a multifaceted approach that targets the perpetrators, supports the victims, and educates the broader public on the importance of diversity and tolerance. Promoting understanding and cooperation across different communities aims to build safer, more inclusive environments where everyone feels protected and valued.

Supporting Signals

- Barrie police seek suspect wanted for possible hate crime
- Islamophobic ad truck sparks investigation in Toronto
- What's behind the growing drag storytime hostility
- Far-right attacks on LGBTQ2S+ community rising in Canada: Canadian Anti-Hate Network

Plausible Short-Term Impacts

- Improved community cohesion and trust through targeted anti-hate initiatives.
- Potential reduction in hate crimes and violence as communities become more vigilant and proactive in addressing these issues.
- Enhanced safety and security for vulnerable communities.

Possible Long-Term Outcomes

- Development of legal and social frameworks to prevent and respond to hate crimes more effectively.
- Creation of community programs and safe zones to protect marginalized groups.
- Holistic Community Programs: Creation of holistic community safety programs that integrate mental health support, education, and anti-hate initiatives to create safer and more inclusive environments.



Community Capital	Trend 9: Community Guardianship Impacts & Influence on Community Capitals
	Community-driven initiatives to prevent hate crimes and support victims can enhance social capital by building trust, fostering solidarity, and encouraging cooperation among diverse groups. These efforts strengthen the social fabric, making communities more resilient and able to address challenges collectively.
	Efforts to prevent hate crimes and promote inclusivity contribute to cultural capital by preserving and celebrating the diverse cultural expressions within a community. These initiatives help to foster mutual respect and understanding, ensuring that cultural differences are seen as strengths rather than sources of division.
	Preventing hate crimes can reduce the economic costs of crime, including law enforcement, healthcare, and legal expenses. Investing in community programs and public awareness campaigns may require initial funding. Still, the long-term financial benefits include healthier, more cohesive communities that are less costly to maintain and support.
	While combating hate crimes does not directly impact natural capital, creating inclusive and safe public spaces may encourage all community members to use and appreciate natural environments more. This can lead to a more equitable distribution of resources, such as parks and recreational areas, fostering a connection to nature across diverse groups.
	Addressing social media's role in spreading hate speech and political partisanship is crucial for maintaining digital capital. By promoting responsible online behavior and combating hate speech, communities can create safer digital spaces that support positive interactions and exchange diverse ideas, essential for a healthy society.
	Effective responses to hate crimes can increase political capital by demonstrating a commitment to justice, equity, and protecting vulnerable groups. This can lead to greater public trust in institutions and support for leaders prioritizing inclusivity and safety. Conversely, failure to address hate crimes can erode political capital, leading to social unrest and decreased trust in governance.
	Efforts to prevent hate crimes could lead to the development of safer and more inclusive public spaces, such as community centers, educational facilities, and public transport systems. These enhancements contribute to the physical infrastructure that supports community well-being and cohesion.
	Addressing hate crimes and promoting inclusivity can strengthen human capital by creating environments where all individuals feel safe and valued. This leads to better mental and emotional health and allows people to contribute more fully to society. Educational programs that raise awareness about diversity and tolerance also equip individuals with the knowledge and skills to navigate a diverse world.

Environmental & Technological Trends

Trend 10

Get Out(side)

Trend Highlights

- Environmental Engagement: Using natural settings to alleviate technology's negative mental health impacts.
- Intergenerational Programs: Initiatives that connect young people and the elderly through outdoor activities.
- Knowledge Gaps: Addressing the divide in technological literacy across different age groups.
- Community Building: Enhancing social bonds and sense of belonging through shared environmental experiences.
- Mental Health Benefits: Reducing loneliness and sadness by promoting outdoor activities and intergenerational interactions.



Trend Description

Amidst the rapid advancement of technology and its pervasive integration into daily life, there is an emerging movement focused on leveraging the natural environment to mitigate the negative impacts of tech, particularly addressing issues of loneliness and isolation. This phenomenon is characterized by outdoor activities and programs to foster a sense of community and well-being across multiple generations. Research has shown that spending time can significantly reduce feelings of sadness and isolation, often exacerbated by prolonged technology use.
This movement also underscores the growing awareness of the knowledge gaps that arise as technology evolves, particularly between younger and older generations. By creating programs that bring these generations together, such as intergenerational support initiatives and community-building activities, the movement aims to bridge these gaps and promote mutual understanding and shared learning experiences.

This shift is particularly significant in recognizing the complex interplay between technological progress and human well-being. By promoting environmental engagement, the movement addresses the psychological and social deficits associated with excessive technology use and fosters resilience and adaptability in an AI-driven world. The integration of nature-based solutions to combat the adverse effects of technology is gaining traction as it becomes evident that the environment plays a crucial role in maintaining mental health and social cohesion. Programs encouraging intergenerational interactions in natural settings help preserve and transfer knowledge and build stronger, more connected communities.



Supporting Signals

- Technologies for fostering intergenerational connectivity and relationships: Scoping review and emergent concepts
- Loneliness and belonging in narrative environments
- Beyond Traditional Learning: Exploring Innovative Approaches to Higher Education
- Friendships important for belonging, wellness and a healthy life
- Camp Kin provides queer youth in the Comox Valley with a sense of community, belonging

Plausible Short-Term Impacts

- Buildings have lack of access to windows/ sunshine. worse mental health.
- Balance of health and tech literacy through multi-generational learning.
- Making connections/ friendships
- More tech using more energy = worse for the environment
- Reduce risks of depression

Possible Long-Term Outcomes

- Global exchange programs with integrated best practices
- Fully accessible spaces
- Doctors prescribing the 'outdoors' as a therapeutic option.
- Expansion of wilderness therapy/programs to be multigenerational or welcome to all ages
- Creation of adult day camps

Community Capital	Trend 10: Get Out(side) Impacts & Influence on Community Capitals
	Promoting outdoor activities and intergenerational programs strengthens social capital by building connections across age groups and fostering community. These initiatives create opportunities for shared learning and mutual support, enhancing social bonds and reducing feelings of isolation.
	The emphasis on intergenerational learning and community-building through nature-based activities contributes to cultural capital by preserving and passing down cultural practices, knowledge, and values related to the environment. This trend fosters a deeper appreciation of cultural heritage and promotes the integration of traditional wisdom with modern approaches to well-being and community resilience.
	Investments in outdoor programs and community initiatives that leverage nature for mental health benefits can generate economic returns by reducing healthcare costs associated with mental health issues. However, funding these programs might require reallocating resources from other areas, potentially impacting financial priorities in sectors heavily reliant on indoor, tech-driven environments.
	This trend emphasizes using natural environments to combat the mental health impacts of technology, encouraging the preservation and appreciation of natural spaces. As more people engage with nature, efforts may increase to protect and sustain these environments, leading to better conservation practices.
	While this trend seeks to mitigate technology's negative impacts, it also highlights the need for a balanced approach to digital capital. By encouraging outdoor activities, there may be a push to use technology more mindfully, potentially leading to innovations that integrate digital tools with nature-based experiences healthily and sustainably.
	As the benefits of outdoor activities for mental health and community cohesion become more evident, there may be increased advocacy for policies that protect natural spaces and fund nature-based programs. Governments and institutions that support these initiatives could gain political capital by aligning with public interest in mental health and environmental sustainability.
	The trend could inspire the design of built environments that integrate more natural elements into urban settings, such as green spaces and outdoor areas. This shift might also reduce the emphasis on purely technological solutions in favor of more balanced, nature-inclusive approaches to community planning and development.
	Engaging with nature and participating in intergenerational outdoor activities can enhance human capital by improving mental health, increasing physical activity, and fostering the transfer of knowledge and skills between generations. This contributes to a more resilient and adaptable population better equipped to navigate the challenges of a tech-driven world.

Economic & Technological Trends

Trend 11

Mind the Gap: The Great Divide and Generational Differences

Trend Highlights

- Generational differences are increasingly evident in attitudes towards work, education, and technology adoption.
- Younger generations prioritize work-life balance, frequent job changes, and innovative educational approaches.
- Older generations have traditionally pursued stable, long-term employment and conventional educational pathways.
- Technological advancements, particularly AI and automation, are driving continuous learning and adaptation, which younger generations are more readily embracing.
- Bridging the generational gap is essential for fostering intergenerational collaboration and understanding in the workplace and beyond.

Trend Description

In today's rapidly evolving technological and economic landscape, generational differences are becoming increasingly pronounced, particularly in attitudes toward work, education, and adopting new technologies such as AI and automation. The younger generations, notably Millennials and Generation Z, are redefining traditional career paths by prioritizing work-life balance, frequent job changes, and innovative educational approaches. This contrasts sharply with older generations, such as Baby Boomers and Generation X, who often pursued stable, long-term employment and conventional educational pathways. These shifts are influenced by the pervasive integration of technology in all aspects of life, changing the very nature of work and learning.

The evolution of work, driven by technological advancements, highlights the generational divide in several ways. Older generations, characterized by their loyalty and straightforward approach to work, now work alongside younger colleagues who value flexibility, independence, and a more progressive, global outlook. This divide is further exacerbated by the rise of AI and automation, which necessitates continuous learning and adaptation—skills that younger generations more readily embrace through innovative educational models. As a result, there is a growing need for organizations to bridge this gap by fostering intergenerational collaboration and understanding. The significance of these differences is profound, as they affect workplace dynamics and influence broader economic trends and societal values.

Supporting Signals

- The number of Gen Zers who aren't in work or school is rising. Here's how to tackle it, according to experts.
- Beyond Traditional Learning: Exploring Innovative Approaches to Higher Education
- The Nature of Innovation: Cultivating Collaboration in Nonprofits Through Natural Wisdom
- "Quiet quitting" and the decline of hustle culture
- The role of assistive technology in addressing social isolation loneliness and health inequities among older adults during the COVID-19 pandemic

Plausible Short-Term Impacts

- Increase in unemployment rates
- Intergenerational Communities: housing increase, costs decrease
- Tensions, different value systems

- Enhanced civic engagement and participation in democratic processes.
- Challenging societal norms (attitudes)
- Increase demand for social and mental health services
- Better work/life balance

Possible Long-Term Outcomes

- Educational system change - adapting to new ways to learning with AI
- Implementation of universal Income globally



Community Capital	Trend 11: Mind the Gap Impacts & Influence on Community Capitals
	Generational differences can strain social capital, particularly in workplaces where varying attitudes toward work-life balance and job loyalty create tension. However, initiatives that foster intergenerational collaboration and understanding can strengthen social bonds, enhance mutual respect, and build more cohesive communities.
	Generational differences in values and priorities can impact cultural capital, with younger generations promoting inclusivity, diversity, and innovation. Bridging the generational gap is essential to preserving and adapting cultural heritage while embracing new cultural practices that resonate with younger people, ensuring cultural continuity and evolution.
	Generational differences in financial priorities and career paths can impact economic trends, with younger generations potentially driving demand for flexible job markets and gig economy opportunities. However, these shifts may challenge the financial stability traditionally valued by older generations, leading to potential economic instability or changes in financial planning strategies.
	Generational differences in attitudes towards environmental sustainability may influence how natural resources are managed. Younger generations, who often prioritize sustainability, may push for more environmentally conscious practices, while older generations might be more accustomed to traditional methods of resource use.
	Younger generations' readiness to embrace digital tools and AI could enhance digital capital by driving innovation and technological integration in various sectors. However, the generational gap in digital literacy could widen if older generations are not supported in adopting new technologies, potentially leading to disparities in access and usage.
	The generational divide can influence political capital as younger generations push for policies that reflect their values, such as work-life balance, social equity, and environmental sustainability. This shift could lead to political polarization if older generations resist these changes, or it could foster new alliances across age groups that support progressive policies.
	Younger generations' adoption of new technologies may lead to advancements in infrastructure, such as smart cities and automated workplaces. However, the gap in technological adoption between generations could slow down the integration of these advancements, as older generations may resist changes that require significant shifts in their work environments.
	Continuous learning and adaptation are becoming more critical, particularly with the rise of AI and automation. Younger generations, who are more accustomed to these changes, may have an advantage in developing new skills. In comparison, older generations might struggle to keep pace, potentially leading to skill levels and employability disparities.

Political & Values Trends

Trend 12

Bridging Divides: Strategies to Counter Political Partisanship

Trend Highlights

- Dialogue and Empathy: Encouraging open dialogue and understanding to bridge ideological divides.
- Media Influence: Addressing the role of media and social networks in reinforcing partisanship.
- Educational Programs: Implementing programs that foster critical thinking and knowledge of biases.
- Cultural Respect and Cooperation: Fostering a culture that values respect and cooperation over division.
- Preventive and Remedial Approaches: Combining preventive educational strategies with remedial tools for constructive political engagement.

Trend Description

Combating political partisanship involves addressing the deep divisions and hostilities that emerge within societies around political and ideological lines. This trend is increasingly recognized as threatening social cohesion and democracy, prompting initiatives to foster dialogue and understanding across differing viewpoints. Efforts include educational programs, public discourse platforms, and community engagement activities to bridge gaps and encourage critical thinking over alignment with rigid ideological groups. The goal is to reduce polarization by promoting a culture of respect, listening, and cooperation among diverse groups.

The need to combat political partisanship arises from the realization that such divisions can lead to societal instability and hinder effective governance. By involving various stakeholders, including policymakers, educators, activists, and the public, these initiatives strive to create environments where diverse opinions can coexist peacefully. This is particularly crucial in times of national or global crises where unified responses are necessary. The approach is preventive, aiming to educate young populations about the value of diversity in thought, and remedial, providing tools for adults to navigate political conversations constructively.

Supporting Signals

- Our Tribal Future - David R. Samson on CBC Radio
- What's behind the growing drag storytime hostility
- Far-right attacks on LGBTQ2S+ community rising in Canada: Canadian Anti-Hate Network

Plausible Short-Term Impacts

- Improved social cohesion and reduced hostilities between different political and ideological groups.
- Greater community resilience and ability to navigate political and social challenges.
- Enhanced civic engagement and participation in democratic processes.

Possible Long-Term Outcomes

- Development of community programs and initiatives that foster dialogue and understanding across political divides.
- Integration of empathy and conflict resolution training in educational curriculums.
- Use of technology and social media platforms to facilitate constructive conversations and reduce misinformation.

Community Capital

Trend 12: Bridging Divides
Impacts & Influence on Community Capitals

Bridging political divides strengthens social capital by fostering trust, cooperation, and mutual respect among community members. This can lead to more cohesive and resilient communities where diverse opinions are valued, and conflicts are resolved constructively.

Encouraging respect and cooperation across ideological divides helps preserve and enrich cultural capital by promoting a more inclusive and diverse cultural landscape. This approach ensures that a variety of cultural expressions and perspectives are recognized and valued, contributing to a more harmonious society.

Reducing political partisanship can stabilize economies by fostering a more predictable and collaborative policy environment, encouraging investment and economic growth. Conversely, prolonged division can lead to economic instability, as polarized policies may hinder effective governance and financial planning.

Political partisanship can impede progress on environmental issues, as divided groups may fail to collaborate on sustainable practices. Bridging divides through dialogue and cooperation can lead to more unified efforts in environmental conservation and climate action, benefiting natural capital.

Addressing the role of media and social networks in reinforcing partisanship is crucial for maintaining a healthy digital environment. By promoting responsible use of digital platforms and combating misinformation, societies can protect digital capital and ensure that technology serves to unite rather than divide.

Efforts to counter political partisanship can enhance political capital by building more inclusive and participatory democratic processes. Leaders prioritizing dialogue and cooperation over division may gain broader support and legitimacy, leading to more effective governance.

Infrastructural Projects and public services may benefit from decreased political partisanship, as collaborative decision-making can lead to a more efficient and equitable distribution of resources. Conversely, political divides may delay or block critical infrastructure developments, negatively impacting community development.

Educational programs that promote critical thinking, empathy, and understanding can enhance human capital by equipping individuals with the skills necessary for constructive dialogue and collaboration. This fosters a more educated and adaptable population capable of navigating complex societal challenges.



APPENDIX E

Key Terms & Glossary

Actors: Persons, groups, or organizations acting within a system of interest, replacing the term 'stakeholder' due to ethical implications. Context and actor analysis (futurelearn.com)

Belonging: a feeling of being happy or comfortable as part of a particular group and having a good relationship with the other members of the group because they welcome you and accept you: A sense of belonging is one of humanity's most basic needs. BELONGING | English meaning - Cambridge Dictionary

Community Capitals: A comprehensive tool used to assess and enhance community development by focusing on eight interconnected types of capitals: natural, cultural, human, social, political, built, digital, and financial.

Collective impact: A framework and structured approach to collaboration where organizations from different sectors commit to a common agenda to solve complex social issues.

Community Innovation: place-based efforts to create new approaches or futures that address diverse community needs and values. It emphasizes the involvement and empowerment of community members in the co-design or value co-creation process.

Community Impact Lab: a collaborative workspace where people with shared values and collective impact agendas can work on community innovations using various tools and resources to develop an idea from concept to protoytpe.

Community Innovation Council: A proposed membership-driven organization of ecosystem actors to coordinate and foster transformative community-driven innovations and collaborations in the Community Innovation Network. The Council serves as a platform for identifying emerging issues, promoting uncommon collaborations, and supporting novel community-based financing infrastructures.

Community Innovation Network: a collaborative framework that brings together diverse ecosystem actors to foster creativity and steward place-based innovations to local challenges. This network operates with the goal of enhancing community well-being and addressing pressing issues by leveraging collective expertise, resources, and perspectives.

Data Visualization & Mapping: The practice of visually representing complex data and relationships to make information more accessible and actionable.

Digital innovation: The use of digital technologies and tools in new and transformative ways to novel or improved processes, services, or solutions that address social challenges and enhance community well-being.

Ecosystem: The dynamic network of human and non-human actors that interact and influence each other within a community.

Ecosystem Actors: The diverse actors—both human and non-human—that participate in and influence the dynamics of an ecosystem.

Equity-deserving: A group of people who, because of systemic discrimination, face barriers that prevent them from having the same access to the resources and opportunities that are available to other members of society, and that are necessary for them to attain just outcomes. Equity should be achieved from systemic, cultural or societal change and the burden of seeking equity should not be placed on the group. Guide on Equity, Diversity and Inclusion Terminology (noslangues-ourlanguages.gc.ca)

Fit-For-Purpose: Means an organization's approaches, business operations and how it creates value are relevant to long-term sustainability.

Future-Fit: A concept that refers to the current state of policies, organizations and systems to strategically not only be resilient to change and collaborative but also positioned to flourish long-term.

Future-Ready: Refers to the current preparedness of communities, organizations, or initiatives to effectively respond to, absorb and collaborate on future challenges, opportunities, and changes in the social, political or economic landscape.

Horizon Scanning: A strategic foresight methodology to explore potential future developments, trends, and emerging issues.

Intermediaries: Intermediaries are entities that can take a variety of forms (e.g. organizations, support services, initiatives or bodies), and are essentially focused on enabling the formation of collaborative ecosystems. In this role, they are usually charged with initiating and/or maintaining infrastructures that support ecosystem actors to more effectively work towards transformational agendas. (source: https://medium.com/good-shift/governance-in-and-for-complexity-eac108d8b589)

Psychological safety: Termed by Carl Rogers in 1950, psychological safety is associated with three processes: accepting the individual as of unconditional worth; providing a climate in which external evaluation is absent; and understanding empathically.

Prototype: an early, tangible representation of an idea or concept designed to test, refine, and validate potential solutions to community or social challenges. Prototypes can take various forms, including physical models, digital tools, or service frameworks, and are used to gather feedback, identify strengths and weaknesses, and make iterative improvements

Scan Club: a collaborative group or initiative where participants regularly gather to share, discuss, and analyze emerging trends, innovations, and signals of change within a specific field or across various sectors. The purpose of a Scan Club is to collectively identify and understand patterns or shifts that could impact future strategies, decision-making, or community development efforts

Sensemaking: When diverse actors collaboratively interpret and understand complex information, experiences, and challenges. It involves actors actively engaging in dialogue, sharing perspectives, and developing a shared understanding of the problem or context, from the information collected through various community-based research sources and methods.

Semi-structured interviews: A qualitative data collection method where the interviewer uses a set of prepared questions with flexibility in how they are asked and answered. This approach allows respondents to express their views more freely and provide richer, more detailed information.

Signals: Small, often subtle indicators or early signs of potential future trends, shifts, or disruptions.

Social innovation: A broader concept that explores the development and implementation of transformational ideas, practices, relationships, and/or models designed to meet inclusive needs of society and create social value.

Social Lab: a collaborative, experimental approach to addressing complex social challenges by bringing together diverse system level actors — such as community members, organizations, and experts—to co-create innovative solutions. Social Labs typically involve iterative cycles of testing, learning, and adapting, allowing participants to develop and refine strategies in real-time, with the goal of achieving systemic change.

Strategic Foresight: Strategic Foresight is a systematic approach to exploring and anticipating possible futures to inform better decision-making in the present.

Systemic barrier: A barrier that results from seemingly neutral systems, practices, policies, traditions or cultures, and that disadvantages certain individuals or groups of people. Guide on Equity, Diversity and Inclusion Terminology (noslangues-ourlanguages.gc.ca)

Trauma-informed: To be trauma-informed means to recognize and understand the effects of trauma on individuals and communities. It means to be aware of the potential triggers and responses of trauma survivors, and to create a safe and supportive environment that does not cause further harm. It also means to respect the whole person and their choices, and to help them access the resources and services they need. What Does it Mean to Be Trauma-Informed? | Psychology TodayTrauma-Informed Therapy: Definition, Techniques, and Efficacy (verywellmind.com What is Trauma-Informed Care? - University at Buffalo School of Social Work - University at Buffalo

Uncommon Innovation clusters: unique, collaborative groups of actor that strategically leverage various community capitals and power dynamics in novel ways to drive place-based social innovations. These clusters bring together actors that we might not consider putting together across diverse industry and community sectors, address local challenges through creative and unconventional approaches.




COMMUNITY
INNOVATION
NETWORK
+ Founded by Georgian College and
the YMCA of Simcoe/Muskoka