

Thematic Analysis of Brainwriting Sheets

1. Bold Ideas

Key themes from participant suggestions for transformative actions:

- **Services and Service Orientation:** Suggestions focus on improving government services to better meet people's needs.
 - **People-centred Outcomes:** Participants emphasize outcomes that benefit citizens directly, with a focus on measurable improvements.
 - **Social Programs:** Enhancing the effectiveness of social programs is a recurring priority.
 - **Public Sector Innovation:** Ideas to "create" and "provide" better frameworks and resources for innovative solutions.
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2. Barriers

Common challenges and obstacles identified:

- **Lack of Budget and Resources:** Funding limitations and insufficient resources are significant hurdles.
 - **Resistance to Change:** Participants cite reluctance to adopt new approaches within public systems.
 - **Data and Information Gaps:** Challenges related to accessing, managing, and using data effectively for decisions.
 - **Time Constraints:** Delays and long timelines hinder progress.
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3. Metrics

Recurring themes for measuring success:

- **People-Centric Outcomes:** Emphasis on tracking how services improve the lives of citizens.
 - **Service and Program Performance:** Metrics focus on evaluating the impact and effectiveness of government programs.
 - **Data-Driven Insights:** Using data to assess progress and measure results, particularly in health and public services.
 - **Results-Oriented Evaluation:** Participants prioritize tangible metrics like shorter wait times and improved accessibility.
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Cross-Cutting Themes

- **Public Services and Outcomes:** Across all categories, participants consistently focus on making public services more effective and people-centered.
- **Data and Measurement:** Data-driven approaches are seen as critical for both identifying barriers and tracking progress.
- **Innovation and Change:** Bold ideas highlight opportunities for transformative innovation, while barriers reflect resistance and resource constraints.

1. Citizen-Centric Service Redesign

- **Shift priorities** to treat the government as a service organization rather than a compliance body.
 - Establish **life-events-based service delivery**, providing seamless and holistic support for citizens' real-life needs (e.g., housing, education, mental health).
 - Implement a **"No Wrong Door" policy**, ensuring citizens can access services without bureaucratic barriers or arbitrary eligibility criteria.
 - Create **one-person, one-file systems** where government agencies share data to streamline service delivery.
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2. Structural and Budgetary Realignment

- **Rebuild budgets** from scratch, focusing on priorities and outcomes rather than siloed departmental allocations.
 - Implement **participatory budgeting** at all levels, involving citizens in funding decisions and program priorities.
 - Encourage **floating budgets** that allow cross-department collaboration and flexibility in funding for shared outcomes.
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3. Collaboration and Cross-Department Accountability

- Break down silos by fostering **cross-department collaboration** and establishing shared accountability for outcomes.
 - Develop **interdepartmental task forces** to address systemic issues such as housing affordability and social equity.
 - Reward **cross-department partnerships** and incentivize departments to share resources and achieve collective goals.
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4. Data-Driven Decision Making

- Leverage data to define and measure success through **outcomes-based metrics**, such as improved graduation rates, reduced homelessness, or increased mental health access.
 - Make data accessible to citizens and use it to drive **accountability and transparency** across departments.
 - Establish standards for **real-time data collection** to monitor progress and adapt to changing needs effectively.
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5. Empowerment of Frontline Workers and Communities

- Provide autonomy to **frontline service providers** to make decisions and adapt services to meet citizen needs.
 - Engage **citizens, youth, and seniors** in co-designing policies and programs, ensuring diverse voices inform government decision-making.
 - Strengthen **community-oriented services**, focusing on group-based solutions rather than individual casework where applicable.
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6. Simplifying Access and Processes

- Reduce **bureaucratic and regulatory barriers** by eliminating redundant steps and creating clear, user-friendly guidelines.
 - Implement **integrated housing-first models**, combining social services, education, and health care to tackle homelessness and poverty.
 - Streamline public processes, such as connecting government services with **CRA data** to eliminate repetitive paperwork for citizens.
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7. Workforce and Cultural Transformation

- Foster a **culture of innovation** by incentivizing creativity, collaboration, and risk-taking across government levels.
 - Train government employees in **trauma-informed practices**, design thinking, and cross-disciplinary teamwork.
 - Develop mentorship programs and **pair seasoned leaders with younger professionals**, fostering capacity-building and leadership development.
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8. Universal Access to Basic Needs

- Increase access to **post-secondary education** through targeted funding, grants, and incentives for retention.
 - Provide **universal basic income** and "no-strings-attached" social assistance to ensure economic security.
 - Design programs to support **low-income families**, including affordable housing, childcare, and nutrition programs.
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9. Recognition and Reward Systems

- Establish systems to **publicly celebrate successes**, reinforcing positive outcomes and fostering morale.
 - Provide **bonuses and incentives** for government employees and nonprofits that achieve measurable social impact.
 - Showcase "what good looks like" through public recognition of effective collaboration and innovation.
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10. Legislative and Policy Reform

- Reform outdated regulations and **eliminate legacy processes** that hinder innovation or progress.
 - Focus on long-term solutions that address root causes of systemic issues, such as poverty and housing affordability, rather than short-term fixes.
 - Align policies with evidence-based practices and **co-create strategies** with those most affected by the issues.
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11. Resilient Housing and Urban Development

- Prioritize **walkable communities** and policies that address urban density, discouraging sprawl through incentives.
- Increase **housing stock** with affordable options for middle-class families and first-time renters.
- Develop **renovation funds and home equity programs** to improve housing quality and accessibility for vulnerable populations.

Thematic Analysis of Concept Transcripts

1. Collaboration and Co-Design

- **Focus:** Encouraging collaborative efforts across sectors, departments, and communities to address complex social challenges.
 - **Examples:**
 - Task force with citizens for co-designing services (#31).
 - Increase NGO engagement to report systemic gaps (#21).
 - Bottom-up and top-down collaboration with social development agencies (#15).
 - Inclusive policy development requiring youth and senior advisory roles (#20, #35).
 - **Insights:** Collaboration is recognized as essential for aligning policies and services with real community needs. Overcoming silos and promoting shared responsibility are central ideas.
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2. Accessibility and Simplification of Government Services

- **Focus:** Streamlining government processes and making services more accessible and user-friendly.
 - **Examples:**
 - Increase accessibility and findability of government services through intelligent content (#24).
 - Streamline income verification using CRA data (#16).
 - Develop user personas and journey maps for service improvement (#25).
 - **Insights:** Simplifying service delivery is prioritized to improve citizen experience and reduce bureaucratic burdens.
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3. Data and Evidence-Based Decision Making

- **Focus:** Leveraging data to inform policies, improve transparency, and measure impact.
 - **Examples:**
 - Promote open data for innovation and incremental improvements (#23, #39).
 - Establish evidence-based innovation practices (#36).
 - Make policy and spending data-informed (#33).
 - **Insights:** There's a strong emphasis on using data not just for tracking but also for driving innovation and accountability in decision-making.
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4. Equity, Inclusion, and Marginalized Groups

- **Focus:** Addressing systemic barriers and ensuring representation in decision-making processes.
 - **Examples:**
 - Recognize intergenerational impacts of poverty and systemic exclusion (#29).
 - Shift from "welcoming" to "belonging" by addressing deeper institutional barriers (#14).
 - Require marginalized groups' representation in policymaking (#35).
 - **Insights:** Equity-focused approaches aim to empower marginalized communities by addressing root causes and ensuring their voices are part of systemic changes.
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5. Preventative and Holistic Approaches

- **Focus:** Moving from reactive measures to proactive, long-term solutions.
 - **Examples:**
 - Prioritize preventative health, education, and community well-being (#17).
 - Promote co-design to address root causes of service challenges (#8, #37).
 - Improve living conditions for vulnerable groups, focusing on long-term quality-of-life metrics (#32).
 - **Insights:** Emphasis on prevention suggests a desire to break cycles of systemic issues rather than addressing symptoms.
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6. Structural Reform and Resilience

- **Focus:** Changing institutional structures and processes to better align with citizen needs and foster adaptability.
 - **Examples:**
 - Restructure departments around citizen service journeys (#37).
 - Recognize the need for a cultural shift in government management (#18).
 - Encourage risk acceptance and innovation within teams (#11).
 - **Insights:** Structural change is seen as a prerequisite for creating more adaptive and citizen-centered systems.
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7. Empowering Communities

- **Focus:** Building capacity within communities to drive change, advocate for their needs, and co-create solutions.
- **Examples:**

- Assign social parents/navigators for children in care (#1).
 - Leverage community leaders and mentorship for sustained change (#14).
 - Integrate public engagement in policy development (#19).
 - **Insights:** A bottom-up approach is emphasized, empowering communities to participate actively in shaping policies and services.
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8. Metrics and Accountability

- **Focus:** Defining success through clear, meaningful metrics and holding stakeholders accountable for outcomes.
 - **Examples:**
 - Use metrics to measure outcomes like retention, satisfaction, and quality of life (#22, #32).
 - Shift evaluations to focus on key outcomes like graduation rates or economic impact (#26, #30).
 - **Insights:** Metrics and accountability are central to ensuring transparency, assessing progress, and fostering trust in public systems.
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9. Innovation and Creativity

- **Focus:** Introducing creative thinking and innovative practices to solve systemic challenges.
 - **Examples:**
 - Create a space for innovative thinking in social services (#13).
 - Foster design-thinking approaches and user-centered practices (#25).
 - Encourage iterative, problem-based learning to build civic data literacy (#23).
 - **Insights:** Innovation is not only technological but also cultural, with an emphasis on fostering creativity at all levels of governance.
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10. Partnerships with Nonprofits and Private Sector

- **Focus:** Collaborating with external organizations to address social challenges and enhance service delivery.
- **Examples:**
 - Leverage nonprofits and private enterprises for health and education (#27, #28).
 - Work with private services to address homelessness and improve quality of life (#27).
- **Insights:** Cross-sector partnerships are seen as a critical avenue to supplement public sector efforts and bring in additional resources and expertise.

