

FOLLOW-UP REPORT & SUMMARY NOTES

THE 14TH ANNUAL
DEAN'S FORUM ON ACCESS TO JUSTICE AND DISPUTE RESOLUTION:

Advancing an Access to Justice Collaborative Toolbox &
Collective Impact Strategies for A2J Stakeholders

Frank Chou

Sarah Hodson

Amell Jomha

Molly Waldman

University of Saskatchewan College of Law

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DEAN'S FORUM
ON ACCESS TO JUSTICE AND DISPUTE RESOLUTION

ACKNOWLEDGMENT

We would like to express our sincere gratitude to everyone who supported the development of our research projects and the preparation of our presentations. The guidance, encouragement, and thoughtful insights we received throughout the process were especially valuable.

We are particularly grateful to our consultees for generously sharing their time and expertise. Their thoughtful feedback and perspectives contributed meaningfully to the development of both projects. We also wish to thank the Forum Day attendees for their engagement, participation, and constructive feedback, which helped us further reflect on and strengthen our work for the Forum.

We extend our sincere appreciation to Brea Lowenberger, Dean's Forum Course Instructor, for her exceptional support and dedication throughout this process. Her commitment to her students is evident in the care and attention she brings to the program, including her thoughtful guidance and responsiveness **at all hours.**

We would like to acknowledge Martin Phillipson, Dean of the College of Law, as this year marks his final Dean's Forum. We are grateful for his participation and for the support he has shown not only to our group but to the many students who have taken part in the Forum over the years. His encouragement and endorsement of this program have been deeply meaningful and greatly appreciated.



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I. INTRODUCTION

The **14th Annual Dean's Forum on Access to Justice and Dispute Resolution** was held on Thursday, March 5th, 2026, at the College of Law, University of Saskatchewan. The 2026 Dean's Forum marked the 10th anniversary year of the Saskatchewan Access to Justice Network (SK A2J Network) and CREATE Justice, along with a new partnership with the National Action Committee on Access to Justice (Action Committee). This year's Forum focused on "capacity building" for justice sector collaboration with both a local and national lens. Two topics were advanced, both grounded in the touchstone report of the Action Committee, *A Roadmap for Change*, published in 2013.

Group 1 (Sarah Hodson and Amell Johma) worked on the topic: *Advancing an Access to Justice Collaborative Toolbox: Developing Orientation Materials & A Guidebook/Primer for Collaborative Leadership*. Their research focused on **how collaborative strategies to advance access to justice** in Canada can be evolved. This involved considering various theories for change and how they may be implemented in the justice sector.

Group 2 (Frank Chou and Molly Waldman) worked on the topic: *Advancing Collective Impact Strategies for Access to Justice Stakeholders*, and the development of a "How-To" Guide for Collective Impact. Their research focused on **how collective impact approaches** can be practical, inclusive, and genuinely useful for justice stakeholders to advance access to justice.

Both groups positioned their presentations to advance next steps that emerged from CREATE Justice's family justice and strategy-mapping workshop on November 3rd-4th, 2025. The topics advanced in this year's Forum were different than those from past Forums. Participants were invited to consider **how** work is being done to advance access to justice in Saskatchewan and across Canada and how the tools presented during the Forum might assist Network members in continuing to work collaboratively.

This follow-up report¹ provides a summary of the meeting agenda. It then summarizes the policy discussion papers advanced by both groups, followed by a summary of both small and large group discussions from the morning and afternoon, indicating key themes that emerged from both. Following, it outlines next steps to advance both groups' resources and recommendations that arose during the Forum. Lastly, the appendices outline next steps to advance the family justice topic (**Appendix A**) and, for reference, include the presentation slides from Dean's Forum Day (**Appendix B and D**).

¹ This report reflects the work of the student authors. Following project completion, a final review focused on accessibility, readability, consistency, and formatting was conducted to support public dissemination.

II. SUMMARY OF MEETING AGENDA

The Dean's Forum Day was organized into two parts. Group 1 presented and engaged with the Forum in the morning, and Group 2 followed in the afternoon.

The breakdown of the agenda was as follows:



14th ANNUAL MEETING AGENDA – MARCH 5th, 2026
9:00-4:00 – Main Boardroom (Room 254), College of Law

9:00	Registration & Coffee/Refreshments (provided outside of doors of Main Boardroom)
9:30	Opening Remarks <i>Martin Phillipson & Lora Bansley (for Max Bilson, KC), Dean's Forum Co-Chairs</i>
	Introductions <i>Your name, organization, & one thing you hope to take away from the day.</i>
10:00	Topic 1 Presentation – “Advancing an A2J Collaborative Toolbox” <i>Amell Jomha & Sarah Hodson, Dean's Forum Students</i>
10:30	Morning Coffee Break (provided outside of doors of Main Boardroom)
10:45	Topic 1 Small Group User-Testing – Applying sample of the “ Collaborative Leadership Guidebook ” to advance continuous improvements in family justice
11:15	Large Group Discussion – Debrief & next steps for the afternoon
11:50	Topic 1 Individual Input Form – Help determine next steps
12:00	Lunch & Research Poster Competition (lunch provided outside of doors of Law Boardroom) <i>View the College of Law & CREATE Justice 11th annual Student Research Poster Competition on display outside the Indigenous Law Centre & vote for your favorite poster.</i>
12:50	Regroup to Main Boardroom
1:00	Welcome Back
1:10	Topic 2 Presentation – “Advancing Collective Impact Strategies for A2J Stakeholders” <i>Frank Chou & Molly Waldman, Dean's Forum Students</i>
1:45	Afternoon Coffee Break (provided outside of doors of Main Boardroom)
2:00	Topic 2 Small Group User-Testing – Applying sample of the “ Collective Impact How-To Guide ” to advance continuous improvements in family justice
3:00	Large Group Discussion – Reporting back & compare + forward thinking
3:40	Topic 2 Individual Input Form – Help determine next steps
3:50	Closing Remarks

The day began with opening remarks from Dean's Forum Instructor and Facilitator, Brea Lowenberger, and Dean's Forum Co-Chairs, Dean Martin Philipson and Lora Bansley, on behalf of Max Bilson, KC. Brea indicated:

- We have a **unique** Dean's Forum Day ahead. You will notice that this year's topics differ a bit from the substantive law or legal practice focus used in previous Forums.
- **To provide context and a roadmap for the day:** the SK A2J Network is **recognized nationally** as a leader and a model for what a successful A2J network can look like. In my **new part-time role** with the National Action Committee on Access to Justice, our students had the **unique opportunity** this year to consult with stakeholders beyond Saskatchewan.
- Our work today will directly support both the Action Committee and the SK A2J Network, our provincial-territorial (PT) Collaborative. PT A2J Collaboratives, as you will not be surprised to hear from the students, **sit at the heart of the national structure**.
- As Strategic Advisor to the Action Committee, I support the PT A2J Collaboratives **Working Group** from across Canada, which brings together access to justice networks and committees from **every province and territory**. Following a recent meeting in Ottawa, there is strong national interest in developing a practical "toolbox" or "platform" to help collaboratives (and individual justice organizations) build, sustain, and evolve to advance access to justice.

As the students will also explain, the topics we are exploring today were **shaped by two perspectives as indicated on the screen:**

1. **Perspective 1:** Across Canada, collaborative leads have expressed a desire to **advance a "toolbox for collaboration strategies to improve access to justice."** Locally, as our network and the access to justice landscape in Saskatchewan continue to evolve, **the SK A2J Network can remain a leading collaborative** by introducing and strengthening tools that support collaboration and collective impact – creating value both locally and nationally.
2. **Perspective 2:** To build on the work emerging from the **November family justice workshop** – which most of you attended and expressed interest in continuing through your feedback. Advancing these efforts will help us **keep strengthening our collective approach to improving family justice** in Saskatchewan. This idea has been taking shape since the feedback gathered at the **Spring 2024 SK A2J Network meeting**, which some of you will recall.

In case you missed the November workshop, here is the quick context you need:

- The project unfolded in **two phases**:
 - First, **mapping family justice processes** as part of last year's Dean's Forum (2025); and

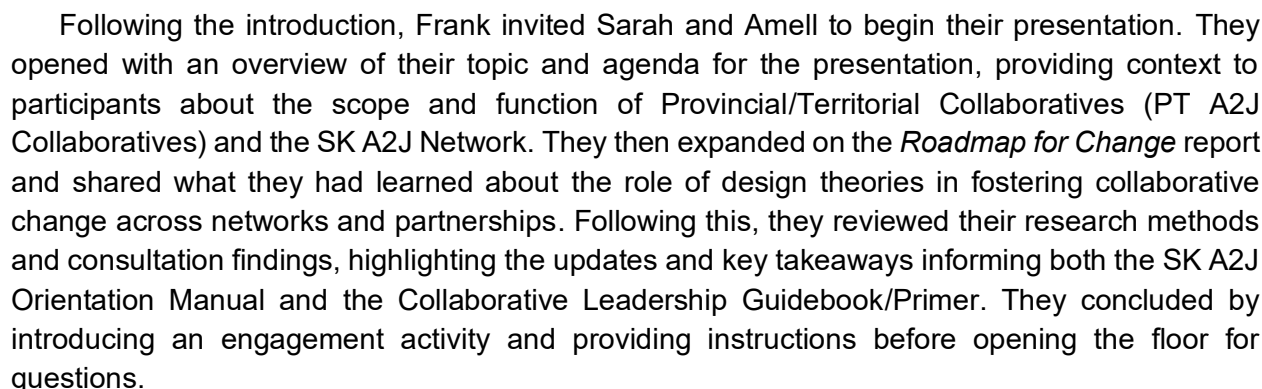
- Second, exploring whether a **strategy map** would be useful in Saskatchewan for shared goal-setting and data collection, work that continued over summer 2025.
- In fall 2025, many of you joined a follow-up workshop, which helped surface the key themes you'll see today.
- These themes appear in the “**adaptive loop**” that will show up in both the morning and be built upon through the afternoon sessions.

Today's session is designed as an **exercise** – an opportunity **to test two collaboration tools** the students have developed that could support our collective work moving forward on family justice, or on any access to justice topic. We are using the **family justice example** as a **testing ground for these tools**. Our hope is that this exercise will spark ideas about how these tools could help advance other priority areas in the future.

Your feedback today will be **incorporated into the materials** the students have prepared. Future iterations of these documents will also be **shared nationally**, and we will be advancing them with our own Leah Howie and Dr. Judy Jaunzems Fernuk, and Alberta's Diana Lowe, KC at the May Action Committee conference.

Finally, I want to extend a sincere **thank-you to the students**. All four have risen to the occasion in each of their own unique ways. The amount of learning, analysis, and productivity shown over the past two months has been impressive and their **dedication to making this day meaningful for all** of you has been unwavering.

Following the opening remarks, Frank led attendees through a round of introductions, sharing their name, organization, and one thing they hope to take away from the day. **Some desired takeaways shared are highlighted in the image below:**



Upon completion of the presentation portion of the morning, the group took a coffee break and headed directly into breakout rooms. Participants were split into five groups, each supported by a facilitator, a student note taker, a timekeeper, and a designated reporter. **The groups worked through three questions:** the first focused on **advancing a portion of the SK A2J Orientation Manual**; the second focused on **advancing a Collaborative Leadership Guidebook/Primer**; and the third focused on **advancing continuous improvements in family justice in Saskatchewan**. Following the small group discussions, the groups reconvened into the boardroom, where each group shared the key themes that emerged. Group 1 collected participant feedback following the large group discussion.

At 12:00 pm, the lunch break began and attendees were invited to visit the CREATE Justice and College of Law Research Poster Competition in the Denton's Student Lounge. After lunch, the Forum resumed with a presentation delivered by Group 2. They opened with a brief introduction on the ***Advancing Continuous Improvements in the Family Justice System Project*** (the project), providing background on phases one and two for attendees who had not previously participated. They then outlined the purpose of phase three (**the development of a "How-To" Guide using the Collective Impact Framework** for access to justice stakeholders) informed by materials from the Foundations Strategy Group (FSG). To illustrate the framework's effectiveness, they cited a 1990s example from Tillamook County, Oregon, where collective impact efforts reduced teen pregnancy rates by 75% over a decade. They followed with an overview and agenda for the rest of their presentation. First, they explained the five components of the Collective Impact Framework. Second, they explained the consultation process related to their work. Third, they explained how their collective impact guide was developed. Fourth, they provided instructions for the afternoon small group activity. Finally, the presentation concluded with questions and reflections from participants.

Following Group 2's presentation, attendees returned to the same breakout groups from the morning to complete a small group consultation activity. Each group was again supported by a facilitator, a student note taker, and a designated reporter. The groups worked through four questions from the Guide for collective impact (the "**Guide**"), building on question 3 from the morning consultation activity (see **Appendix E**). The first question focused on determining the desired outcome of the agreed-upon goal/topic from the adaptive loop. The second question focused on setting boundaries on the goal/topic. The third question focused on understanding each organization's work and determining required action. The fourth question asked participants to identify potential backbone support roles. Following the small-group discussions, the groups reconvened in the boardroom and shared the answers to all four questions, identifying areas for improvement in the Guide. Group 2 collected feedback from participants after the large-group discussion.

The day ended with brief closing remarks from Molly, Dean Philipson, Lora, and Brea.

III. SUMMARY OF POLICY DISCUSSION PAPER – GROUP 1

Group 1's policy discussion paper considered how PT A2J Collaboratives can advance collective action to improve access to justice in Canada. It begins by providing an overview of the local and national PT A2J Collaborative landscapes, acknowledging that these groups emerged because of the call for the implementation of coordinated local access to justice "implementations commissions" or "collaboratives" in the *Roadmap for Change* report. The paper then addresses the challenge and opportunity for advancing collective access to justice action: there is a need to accelerate collective action on access to justice improvements. Systems change work can be challenging, but may be aided through collaborative tools and systems thinking theories.

The paper then considers feedback received during the consultation phase of research on both the orientation materials and guidebook. For each resource, it looks in-depth at revisions made to the materials following the consultation phase and key takeaways from user-testing that PT A2J Collaboratives may wish to consider in the future.

To advance these resources, the paper provides an overview of the implementation of the SK A2J Network Orientation Manual and the Collaborative Leadership Guidebook/Primer and next steps for both resources. Both resources may be shared nationally to aid in advancing a "toolkit" for PT A2J Collaboratives. The SK A2J Orientation Manual may serve as an exemplar or starting point for other PT A2J Collaboratives interested in developing orientation materials for their Collaborative. The Collaborative Leadership Guidebook/Primer will be workshopped with national partners in May 2026 at the Action Committee's first national research and data conference.

The success of the SK A2J Orientation Manual and the Collaborative Leadership Guidebook/Primer will depend on their ability to help PT A2J Collaborative members orient new participants and support Collaboratives in starting, maintaining, maturing, and measuring their effectiveness. We are hopeful that both resources can successfully bridge the gap between **why** access to justice is necessary and **how** PT A2J Collaboratives can contribute to improving access to justice.

IV. SUMMARY OF POLICY DISCUSSION PAPER – GROUP 2

Group 2's policy discussion paper focuses on developing a practical "how-to" Guide for implementing Collective Impact approaches, using family justice as a key example. The paper begins by detailing the methodology for creating the "how-to" Guide, and providing an overview of the Collective Impact Framework, a literature review, and existing initiatives that have applied the framework in practice. The paper then dives into the stakeholder consultation phase. This phase took place over a two-week period where virtual consultations were conducted with representatives from the Saskatchewan Health Authority, the Ministry of Justice and its Dispute Resolution Office, the education sector, the Private Bar, Legal Aid Saskatchewan, CLASSIC, the Elizabeth Fry Society of Saskatchewan, and the Centre for Transformation at the University of Calgary.

The paper then discusses the themes that emerged from the consultation phase, namely: support for the development of a "how-to" Guide; opportunities and challenges for implementation; frequency of meetings; data sharing; and backbone support. The consultations helped further the authors' understanding of the Collective Impact Frameworks, governance structures, data-sharing practices, implementation feasibility, adaptability across sectors, and perceived barriers to collaboration in developing the "how to" Guide.

Next, the paper explained how the "Guide for Collective Impact" was developed and outlined the main objectives considered during its development. The Guide was designed to be concise, visually clear, approachable, and practical. These objectives were chosen to ensure the Guide could provide meaningful tools to users while avoiding information overload.

Finally, the paper discusses the user testing phase and how it helped shape earlier revisions of the Guide. Specifically, a draft was tested with one consultee, who emphasized the need for clarity of language and simplicity for practical use.

V. SUMMARY OF DISCUSSIONS – GROUP 1

A. Key Themes Arising from the Discussions

Key themes that emerged from the morning discussions following the first presentation centred around perspective and connection. Attendees noted that the SK A2J Network and events like this serve as a reminder of **why** we gather in the first place. The meeting, presentations, and discussions play an important role in highlighting the opportunities for actionable change. Several attendees highlighted that Network and Forum gatherings such as this one facilitate and create a space to step outside the pressures of everyday work to deliberately consider access to justice issues broadly, including actionable change. As a result, the morning became both a reflection on why the Network exists and a demonstration of the shared learning and practical initiatives that can emerge when people engaged in access to justice come together.

B. Small Group Discussions

The small group discussions allowed us to gauge reactions to the orientation materials, assess the likelihood of using the Guidebook/Primer, and user-test a sample question from the Guidebook/Primer. We asked three questions in groups of 5-6 participants, with a facilitator and note-taker present (see **Appendix C** for a complete list of Group 1 discussion questions).

The first question we posed to the small groups was:

“How does being a part of a network help advance A2J? Please refer to the SK A2J Network (if you are a member). If you are not a member, please feel free to reflect on another network you belong to.”

The following are the common findings identified across the five groups:

- ***The Network enables cross-sector collaboration that strengthens both capacity and impact.***
 - Participants emphasized there is value in bringing people together from different organizations across the justice system. Having a cross-sector, multi-disciplinary approach with decision-makers and practitioners at the same table fosters an opportunity to form partnerships and trust.
- ***The Network, and Network meetings, provide dedicated opportunities for reflection, learning, and connection across the access to justice community.***
 - Members highlighted their experience of having opportunities to step back from their daily work and reflect on access to justice issues broadly through these types of meetings. The Network allows a space to identify new ideas and engage with challenges that may be more difficult to address on a typical workday. The space allows participants to test new ideas and gain perspective by thinking strategically and collaboratively about access to justice issues and opportunities.
- ***The exchange of knowledge, practices, and expertise across organizations is deeply valued.***

- Coordinated discussions allow participants to understand the operations of different organizations, and to identify emerging issues within the system. The Network strengthens capacity by allowing members to discuss and draw on other's expertise. This exchange of information helps participants to identify who to contact for follow up questions, knowledge, and referrals.
- ***Practical resources and initiatives that support access to justice work are produced through meetings and discourse, such as the Dean's Forum.***
 - The resources which are borne from the Dean's Forum are useful to the Network, and the importance of this collaboration is exemplified through these resources. Several examples were mentioned across groups, including the GenAI public handbook and public legal education resources. This dialogue illustrates how collaboration can be translated into practical, impactful tools, which assist Network members in supporting the public.
- ***The Network can help build trust among organizations, facilitating smoother and more effective service referrals.***
 - Participants noted how the Network serves to improve awareness of roles, mandates, and services, which is integral for its members. Awareness and understanding of each other's organizations allows members to direct clients to appropriate resources, enabling more comprehensive use of services and resources.
- ***Alignment allows for shared commitment despite complex challenges characterized by access to justice.***
 - It was noted the Network brings people together around a shared commitment. Network participants recognize access to justice issues are complex, and one single organization cannot solve or tackle obstacles alone. The Network reinforces a shared commitment and provides a collective space to address this multi-faceted problem. In other words, connectivity and collaboration are both being achieved and are recognized as necessary.

The second question posed to the small group was intended to gauge how well a potential Guidebook/Primer would be received and utilized in practice. The question used to investigate this purpose was:

*"How could the frameworks discussed in the Guidebook/Primer chapter you reviewed help support **more coordinated action and strengthen collective impact on A2J issues in Saskatchewan**? What kinds of **backbone support** – from either your organization or external partners – would be required to enable more collaboration?"*

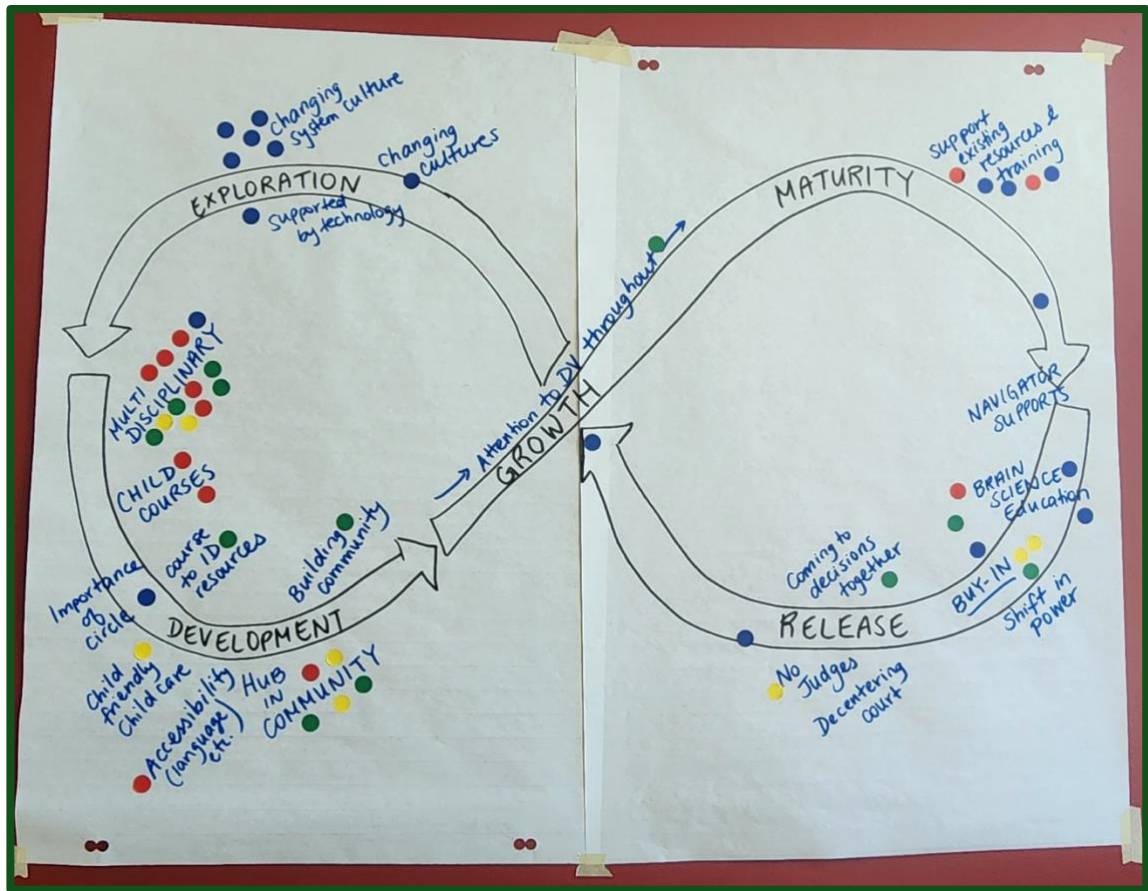
The common responses emerging from the discussions were:

- **Frameworks provide a shared language and structure for collaboration.**
 - Many participants note that providing a structured framework for discussing problems and strategies support more effective coordination. A shared structure and common language can foster alignment among partners and increase the likelihood of adopting a coordinated approach to solve access to justice challenges.
- **Frameworks help to visualize systems change and strategies.**
 - The frameworks discussed in the Guidebook/Primer allow organizations to situate themselves within a broader context and better understand their role within the Network. Participants noted how, for example, the “Three Horizons Framework” helps groups map progress, identify next steps, and set goals. This is helpful for when organizations may need to step back and reframe their approach, as frameworks provide a structured guide for doing so.
- **Practicality of frameworks allows for easy adoption.**
 - Participants noted that intuitive frameworks are more likely to be adopted in practice. Again, the “Three Horizons Framework” was widely discussed as both easy to understand and apply. Similarly, “Stretch Collaboration” was highly accessible across the groups, due to its clarity and practical focus.²
- **Coordination is essential.**
 - Several participants emphasized that effective collaboration requires dedicated backbone support, such as a Network Coordinator, to organize efforts and make change sustainable. They noted that tasks such as setting agendas, distributing materials, and keeping everyone at the table informed is what drives momentum for collaboration.
- **Time, resources, and leadership are integral to collaboration.**
 - It was noted how meaningful collaboration requires dedicated time, funding, and support. While the frameworks outlined in the Guidebook/Primer provide a structure for innovation and solution development, their success depends on the availability of support, like time, space, coordination, funding, and leadership. These inputs are required to enable and sustain collaboration, even when strong frameworks are in place.
- **Collaboration requires cultural shifts.**
 - Participants noted that for change to occur successfully, there must be a cultural shift aligned across the Network. These tools, such as the Guidebook/Primer, are helpful and support coordinated action. However, their success also rests on the broader culture of the SK A2J Network and the issues it is trying to address.

The third and final question in the morning session was:

“Stakeholders can apply principles of systems thinking to identify potential leverage points using the ‘Adaptive Loop’ map developed during the November 3-4, 2025, workshop. Below is an image and a short explanation of “leverage points” from the Guidebook/Primer”:

² See Chapter 3: Frameworks for Change in the *Collaborative Leadership Guidebook/Primer* for more information on frameworks.



→ **High leverage** actions are those that create **deep impact** while requiring relatively **low effort**.

→ **Low leverage** actions are those that create **limited impact** and require **significant effort**.

“What is an example of a high leverage action (low effort but deep impact) on the adaptive loop that would be more effective if carried out in collaboration with multiple organizations?”

The following are each group’s responses to a potential low effort, high-impact next step:

Group 1

- Increased education (example is brain science).
- Increased accessibility of resources.
- Toolkit creation, and a guided pathway through technology (like GenAI).

Group 2

- Leveraging access to justice connections.
- Privacy in court proceedings.
- Increased availability and notice of public resources.

Group 3

- Have a designated leader and coordinator.
- Increased awareness of public resources.
- Increased utilization of public resources.

Group 4

- Connection of work in stronger ways.
- Maintaining a culture shift with a guiding, shared principle.
- Implementing a multidisciplinary approach.

Group 5

- Increased accessibility and awareness of resources.
- Expanding well beyond the SK A2J Network to achieve a true multidisciplinary approach.
- Leaning on technology, like GenAI.

C. Large Group Discussion

Following the small group discussion, we returned to the main meeting room to share what each individual group had discussed. A spokesperson from each large group presented the group's responses to all the remaining participants.

The large group discussion reinforced key themes from the small groups, highlighting priorities for the Network's success and strength. The following themes emerged:

- The value and need of a shared language to understand one another at a base level;
- A *true* multidisciplinary approach—including the health sector, police, victim services, Indigenous perspectives, housing services, and other communities impacted by access to justice—is necessary for effective collaboration and success in overcoming challenges;
- An increase of accessibility to resources is integral for supporting services;
- Sharing perspectives and understanding one another's role is what energizes the Network;
- There is value in pausing and reflecting, and the Network allows for this space for reflection; and
- Appreciation for the openness and willingness for collaboration among Network members.

The discussion emphasized that the SK A2J Network's strength lies in a shared purpose and commitment, supported by a collaborative environment where participants feel trusted, energized, and able to advance meaningful, sustainable change together.

VI. SUMMARY OF DISCUSSIONS – GROUP 2

In the afternoon, discussions on the use and practicality of the Guide occurred during both small group activities and the large group debrief. Since similar themes emerged across both, they are discussed together below (see **Appendix E** for a complete list of Group 2 discussion questions).

A. Key Themes of Small and Large Group Discussions

i. Usability of the Guide

Due to time constraints, only two components of the Guide were user-tested during the small group engagement exercise: “Pillars 1.2.2 to 1.2.4: the Common Agenda” and “Pillar 5.0: Backbone Support”. Despite some uncertainty among Forum participants about whether the questions were being answered correctly, each group was able to work through the Guide and formulate responses relevant to the topic. Many of the question prompts in the Guide were interconnected, requiring Forum participants to think ahead or refer to previously answered questions.

The **first question (Pillar 1.2.2)** asked Forum participants to identify the desired outcome of the established goal. The **second question (Pillar 1.2.3)** asked Forum participants to establish boundaries for the goal in order to prevent it from becoming overly broad. The **third question (Pillar 1.2.4)** asked Forum participants to identify potential strategies by first listing the relevant individuals and organizations. It then required participants to determine who is currently doing what in relation to the collective impact initiative. The **fourth and final question (Pillar 5.0)** invited Forum participants to identify who is suitable for potential backbone support roles.

Given that the Guide was designed as a step-by-step checklist, the earlier questions, particularly those under **Pillars 1.1 to 1.2.1**, which were not initially completed, created some confusion about the goal and the common definition of the issue. As a result, several participants found it difficult to answer later prompts without first establishing a clear context around the goal. **Participants noted that the first pillar of the Guide—the Common Agenda pillar—is fundamental to the Collective Impact Framework.** If the Common Agenda is not clearly established, the remaining components of the framework are unlikely to function effectively.

Despite these challenges, all groups successfully created goals and sub-goals before working through the question prompts. When the groups reconvened and reported back on their small group discussions, a consistent theme emerged: a shared focus on **advancing a multidisciplinary approach to family justice.**

In relation to the **first question (Pillar 1.2.2)**, many Forum participants answered the desired outcomes, outputs, and results associated with their identified goals. However, some participants were uncertain about how broad or narrow the outcomes and goals should be, as well as whether an outcome could also be considered a goal. Nonetheless, the Guide effectively supported groups in identifying desired outcomes related to a multidisciplinary approach within the family justice system. Most responses focused on continuing to advance systems change focused on **achieving fair dispute resolution in a timely manner**, as well as **utilizing a neutral navigator to help families navigate the process.**

In relation to the **second question (Pillar 1.2.3)**, most Forum participants established boundaries to limit the scope of their goals, sub-goals, and desired outcomes. For example, some groups **proposed creating multidisciplinary hubs at three specific locations, incorporating virtual assistance, and implementing “warm handoffs” when making client referrals.** However, some participants interpreted the prompt as asking about potential challenges that could arise from the goal. They suggested that additional clarification may be helpful in future iterations of the Guide

In relation to the **third question (Pillar 1.2.4)**, all groups successfully identified the relevant organizations and individuals that would need to be involved to support the initiative, as well as the actions required to implement it with no issues.

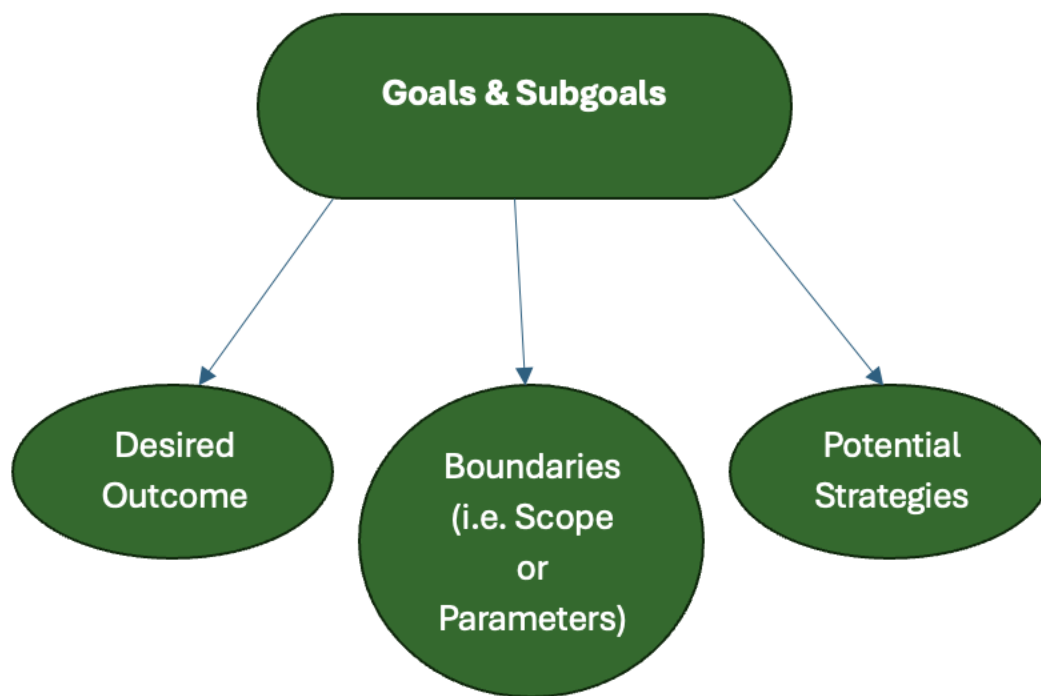
Lastly, in relation to the **fourth question (Pillar 5.0)**, participants found the concept of backbone support particularly helpful for structuring project teams across the six core roles associated with each topic. Participants also reported that this section of the Guide was relatively easy to work through.

ii. Terminology and Visuals

Many Forum participants indicated a need for clarity on definitions. While Forum participants were working through the Guide, many debated the meanings of certain terms in the question prompts. In particular, the following terms needed further clarification: goal, subgoal, outcome, result, output, and boundaries.

Some Forum participants found it confusing when asked to identify a goal, as they were not sure whether a goal could also be defined as an outcome and/or a project. Others commented that terms like “boundaries” were interpreted as challenges, which led participants to raise challenges rather than narrow down a specified goal. One participant suggested that using “scope” or “parameters” instead of boundaries may help improve clarity.

In relation to the visuals, many participants commented that a flowchart would have helped clarify the relationships between the question prompts under **pillars 1.2.1 to 1.2.4**. They noted that a visual structure—with a main heading such as “Goals and Subgoals”, branching into three sub-headings for desired outcomes, boundaries, and potential strategies—would make it easier to understand the relationships among the different question prompts and the purpose of each question. See below for an example.



iii. Instructions and Clarifications

Before the afternoon small group engagement activity, most Forum participants reported having basic knowledge of the Collective Impact Framework, while some had more substantial knowledge. Notably, **Forum participants found that the Guide, which used the Collective Impact Framework, helped put theory into practice.** The Guide essentially allowed information to be broken down into components. However, some Forum participants still found it difficult to focus and narrow down the details and suggested that splitting the questions further might help.

The Guide used the CREATE Justice initiative, “advancing continuous improvements in the family justice system” as an example. Therefore, underneath different question prompts, examples of how questions could be answered were provided. Many participants expressed a desire for the Guide to **include more examples illustrating how each question could be answered.** One suggestion was to include examples unrelated to the family law topic to enhance clarity.

Some participants suggested the Guide would be more usable if it were anchored to the existing strategy map, because doing so would make the questions more focused and manageable and provide clearer direction for how to use the Guide. At the same time, the Guide is designed to be flexible and transferable across different topics, so using on the strategy map is just one possible approach, not the only way.

To further clarify the question prompts, participants also suggested to:

- Further simplify questions by stating, for example, under **Pillar 1.2.2**: “Do we need to distinguish between outcomes, results, and output or focus on one or two of these?”
- Incorporating clearer visuals and prompts to signal when readers should revisit earlier pillars as needed.
- Remove the brackets for sub-questions (i.e. **Pillar 1.2.2 to 1.2.4**).
- Change the structure of the Guide, removing the numbered format (**1.2.1**) as headings; instead, for clarity, use letters format (i.e. A, B, C, D...).

In summary, despite the need for clearer instructions, Forum participants indicated that the SK A2J Network could effectively use and benefit from the Guide and the Collective Impact Framework.

VII. NEXT STEPS AND RECOMMENDATIONS – GROUP 1

The next steps and recommendations are derived from the feedback we received after the presentation, and group discussions were completed. Our recommendations are as follows:

SK A2J Orientation Manual:

- Awareness of the manual existing is necessary. Ensure members are aware of the manual and that it is distributed.
- The manual will be useful in onboarding new members and other job transitions.
- Larger font, more images, and more white space is recommended.
- Including photos of representatives.
- Including information on how to contact and connect with communities.
- Condense some of the information, such as the schedule of activities.
- Include more information on strategic planning, for 2022-2025.

Collaborative Leadership Guidebook/Primer

- Include analogies to explain the theories and frameworks.
- Include QR codes to direct participants to watch videos which explain the theories and frameworks
- More examples are highly recommended. Including real world, practical examples as it is more easily applicable and therefore preferred
- An example for each framework associated with the SK A2J Network initiative would be most helpful.
- A facilitator to help a group work through the Guidebook/Primer is preferred.
- Include real-life scenarios, like including voices of people impacted by the justice system such as a child in court proceedings.
- Establish at the outset of any facilitation of the sections, or the Guidebook/Primer, whom the target audience is and what the purpose of the Guidebook/Primer is.
- Perhaps choose easier frameworks to grasp, and focus on those, instead of having multiple examples.
- Instructions on implementation of the Guidebook/Primer.
- Include definitions, such as one for the meaning of “person-centred.”
- Time to digest the information in practice, such as during a workshop.
- There is an appetite for this type of tool.
- It is most beneficial to use the Guidebook/Primer in a workshop.
- Having the Guidebook/Primer available to all organization within the network is recommended to ensure each organization has the same information, language, and processes readily available.

VIII. NEXT STEPS AND RECOMMENDATIONS – GROUP 2

Overall, participants found the Guide to be an effective tool, as it helped structure conversations and kept users focused on relevant topics. Participants also noted that the Guide could be applied beyond family justice topics and adapted for use in other areas of discussion. After all, there are no right or wrong answers when responding to the questions in the Guide; its purpose is to encourage meaningful dialogue and help move conversations toward actionable outcomes.

The Guide was intentionally designed to be simple, practical, and easy to use. However, in future iterations, a supplemental document could be developed to provide additional clarity regarding the questions being asked. This supplemental document could include further explanation of the purpose behind each question, along with examples demonstrating how responses could be structured under each pillar. It could also provide more detailed definitions of key terms used in certain question prompts to reduce potential confusion. Additionally, a flowchart illustrating how sub-questions relate to the broader topic could be developed to provide users with greater visual clarity as they navigate the Guide.

Lastly, future iterations of the Guide could include larger text boxes or additional sub-questions, as many participants noted that responding to each question can require a significant amount of time and reflection. Some questions may also benefit from additional frameworks to support more structured responses. For example, incorporating the SMART goal framework (specific, measurable, achievable, relevant, time-bound) when identifying goals or sub-goals could help ensure that objectives remain specific, measurable, achievable, relevant, and time-bound, preventing them from becoming overly broad.

IX. GROUP 2 RESOURCE

To download Collective Impact Guide, click here:

https://www.canva.com/design/DAHCeLHINnc/mAPn6FBJXDjB8nXeqapjhQ/edit?utm_content=DAHCeLHINnc&utm_campaign=designshare&utm_medium=link2&utm_source=sharebutton

To edit our Collective Impact Guide, follow the below instructions:

Step 1: Sign up for a free Canva Account: www.canva.com

Step 2: Access an editable version of the Guide here, but do not edit on this template as this is a live link (see step 3 below):

https://www.canva.com/design/DAHCeC-loDo/KshzgJYpu-FdFgcAwZCNbg/edit?utm_content=DAHCeC-loDo&utm_campaign=designshare&utm_medium=link2&utm_source=sharebutton

Step 3: Do not edit on the Guide directly, as this will change the Guide for other's who are hoping to create their own version. Copy / paste all the pages of the Guide into a new page in your Canva account using the Canva "Whiteboard" feature. To copy the guide, select the portions you want to copy by clicking and dragging your cursor over the guide.

Step 4: Once you have copied and pasted all the pages of the Guide into your own account, you are able to freely edit it!

This version of the guide was delivered to all participants via email prior to the Dean's Forum Day. As long as the owner's Canva account stays active, the above links will be accessible. To address concerns around losing access, we encourage interested participants to download the resource, or copy/paste the resource into their own Canva account.

X. CONCLUSION

The 2026 Dean's Forum Day invigorated meaningful engagement and thoughtful discussions around systems change theories. Our goal on Dean's Forum Day was to emphasize the strength of collective impact to drive collective action within Saskatchewan, to inspire further action nationally. While both projects provide a framework for how this work can be done, we are optimistic that through future iterations of our resources, stakeholders will be able to work collaboratively toward improving access to justice locally and nationally.

We are sincerely grateful to the Dean's Forum Day attendees for their engagement, meaningful feedback, and desire to advance this work further. There is significant and important work being done to advance access to justice by many of the stakeholders who joined us this year, and we are humbled by their willingness to commit to the development of new methods for working collaboratively.

We recognize that our work is a small step in the journey of improving access to justice, but we are hopeful that the resources we developed can provide a solid foundation as collaboratives work toward collective action. We look forward to seeing how the resources evolve as well as following continued discussions on the work being done to improve family justice Saskatchewan.

APPENDIX A: NEXT STEPS FOR THE FAMILY JUSTICE TOPIC

OVERVIEW

This appendix provides a summary of key themes and potential next steps related to family justice that emerged during the 14th Dean's Forum. It is intended to serve two purposes.

First, to provide a brief overview for stakeholders who were unable to attend the Forum, as well as for participants wishing to revisit the discussion.

Second, to highlight potential areas for continued conversation and collaboration. Rather than presenting formal recommendations, the themes and next steps below reflect areas where participants saw opportunities to make meaningful improvements in the family justice system.

INTRODUCTION

Family justice was a central topic throughout the Forum. Participants explored system improvements through small group exercises and large group discussions, using collaboration frameworks to identify areas for change. While perspectives varied, several clear themes and areas of overlap emerged:

- Improving coordination between services.
- Enhancing navigation support for families.
- Developing multidisciplinary hubs to provide holistic, coordinated support.
- Supporting outcomes that prioritize child and family wellbeing.
- Strengthening connections across the family justice ecosystem.
- Building on existing resources in Saskatchewan to reduce barriers and improve access.

Discussions highlighted strong alignment on the value of multidisciplinary collaboration, navigation support, and a family-centered approach. Participants consistently emphasized that Saskatchewan already has robust services in place; the key opportunity lies in coordinating resources, reducing barriers, and providing sustainable, accessible, and trauma-informed support.

Pilot initiatives, backbone support, and structured frameworks were identified as essential next steps to translate these ideas into tangible improvements in the family justice system.

MULTIDISCIPLINARY HUBS

A remarkable point of consensus across the Forum was that all five discussion groups independently chose to explore the concept of multidisciplinary community hubs. These hubs would serve as centralized points where families could access coordinated support from

professionals across multiple sectors. Hubs could bring together lawyers, mediators, social workers, counselors, healthcare and mental health providers, financial advisors, and community organizations to address the full spectrum of family needs in a holistic, family-first approach.

Hubs could operate in-person, virtually, or through hybrid models to ensure accessibility, particularly for families in rural or underserved areas. Core objectives would include reducing duplication, improving referral coordination, and providing timely support tailored to each family's needs. Pilot programs in select communities could test feasibility, refine service models, and identify best practices. Backbone support, such as project coordinators or advisory committees, would be essential to manage partnerships, resources, and sustainability. Integrating technology, such as centralized directories, decision-tree tools, and AI-assisted pathways, could complement human support while keeping family-centered guidance at the core. Because courts are sometimes viewed as intimidating and can add stress, participants emphasized the importance of locating hubs outside of the court system to provide families with accessible, welcoming spaces to receive comprehensive support.

NAVIGATION AND LEGAL GUIDANCE

Building on the hub concept, navigation and legal guidance emerged as complementary elements to ensure families not only have access to a range of services but also receive practical support in understanding and moving through the family justice system. The discussions reinforced the process map developed during the 2025 Dean's Forum, highlighting the importance of clear navigation and practical guidance as key focus points for ongoing family justice improvements. Many participants noted that the family justice system can be confusing, and it is often unclear where to start, what services exist, or which options are right for a given situation.

Participants talked about the difference between legal information and legal advice. Legal information explains processes and general options but does not answer personal questions. Legal guidance could be a middle ground, offering practical help while staying separate from legal advice.

To provide this guidance, trusted community touchpoints could be trained. This could include social workers, counsellors, healthcare providers, librarians, or even people like hairdressers and estheticians who interact with families regularly. A training or certification program could prepare these navigators. While creating such a program would take time and coordination with courts and service providers, it could have a big impact. Trained navigators could guide families, connect them with services, and reduce stress and confusion. Improving navigation and legal guidance in this way would help families get support earlier and more effectively while building on the process map from the 2025 Dean's Forum.

BACKBONE

Another theme that came up consistently was the need for a backbone organization to support future initiatives. Participants noted that such a backbone should provide coordination and continuity while remaining neutral, outside of government and not acting as a direct service provider. This neutral role can help bring together multiple disciplines, maintain momentum, and ensure that diverse voices are included. The organization CREATE Justice was frequently mentioned as an example that could serve this role, helping to coordinate, facilitate, and sustain collaborative family justice initiatives.

POTENTIAL NEXT STEPS

The discussions at the Forum reinforced a shared interest in improving how families experience the justice system. While the ideas summarized represent early-stage conversations, they point to several areas where collaboration across sectors may help advance meaningful change.

The following reflect potential next steps and future considerations discussed during the Forum. Participants frequently emphasized the potential value of a multidisciplinary hub and navigation services to help individuals and families better access legal and community supports when navigating family conflict. Any future work should build on existing resources and organizations in Saskatchewan and focus on improving coordination across services.

1. Explore a Multidisciplinary Hub Model

Consider models that bring together professionals such as lawyers, mediators, social workers, counsellors, health and mental health professionals, financial advisors, and community service providers to support families through coordinated services.

2. Navigation Support and Certification

Explore navigation supports to help individuals understand processes and available services. One option discussed was creating a certification or training program for family law navigators. This training could be available to professionals across sectors who regularly interact with the public, such as librarians, social workers, community service providers, and other professionals in community-facing roles. Participants also noted that individuals working in trusted client-



facing professions, including fields such as personal care and wellness, often hear about personal challenges from clients and may be well positioned to share information about available resources. Training could focus on system navigation, legal information/guidance, trauma-informed approaches, and how to connect individuals to appropriate services.

3. Pilot Projects

Pilot multidisciplinary hub and navigation models in select communities to test feasibility and identify opportunities for improvement before broader implementation.

4. Education and Professional Development

Expand education for both families and professionals. This could include accessible resources for families on topics such as brain science, stress responses, and the impacts of conflict on children, as well as professional development for lawyers and other practitioners on trauma-informed practices.

5. Technology Tools

Expand technology supports by developing online directories, decision-tree tools, and other digital resources to complement human guidance, potentially including, as appropriate, GenAI tools. Ensure tools help families identify appropriate services efficiently and reduce system navigation stress.

6. Strengthening Referral Networks

Improve coordination and communication between organizations to reduce referral fatigue and connect individuals to appropriate services more efficiently. Build centralized or shared resource lists to connect families to services more efficiently.

7. Expand SK A2J Network

Include broader cross-sector collaboration, engaging stakeholders from social services, housing, health, and community organizations to ensure comprehensive, family-centered support.

Advancing an Access to Justice Collaborative Toolbox

Developing Orientation Materials and a Guidebook for Collaborative Leadership

DEAN'S FORUM
ON ACCESS TO JUSTICE AND DISPUTE RESOLUTION



Prepared by **Sarah Hodson & Amell Jomha**

Prepared for **the 14th Annual Dean's Forum on Access to Justice, University of Saskatchewan, College of Law**

This Morning's Agenda

Objective for today: To build on the family justice workshop by applying a framework for change to advance continuous improvements in access to justice.

1. Overview of our objective
2. Background
3. Overview the Collaborative resource toolbox
4. Research methodology & consultation process
5. Findings & takeaways from consultations
6. Implementation
7. Small group user-testing



Image source: Canva

Reminders About Structure

Provincial/Territorial Access to Justice Collaboratives (Collaboratives): Refers to each province's officially designated access to justice collaborative (i.e., in Saskatchewan, the Saskatchewan Access to Justice Network).

Saskatchewan Access to Justice Network (SK A2J Network): Saskatchewan's Collaborative



Refer to page 4 of our policy paper.

3

Image source: Canva

Background



The 2013 *Roadmap for Change* report called for the implementation of coordinated local access to justice “implementation commissions” or “collaboratives” to promote, design, and implement change on an ongoing basis.

Refer to pages 8-10 of our policy paper.

4

Image source: Canva

Impetus: Two-Fold

This year, the Forum has two goals:

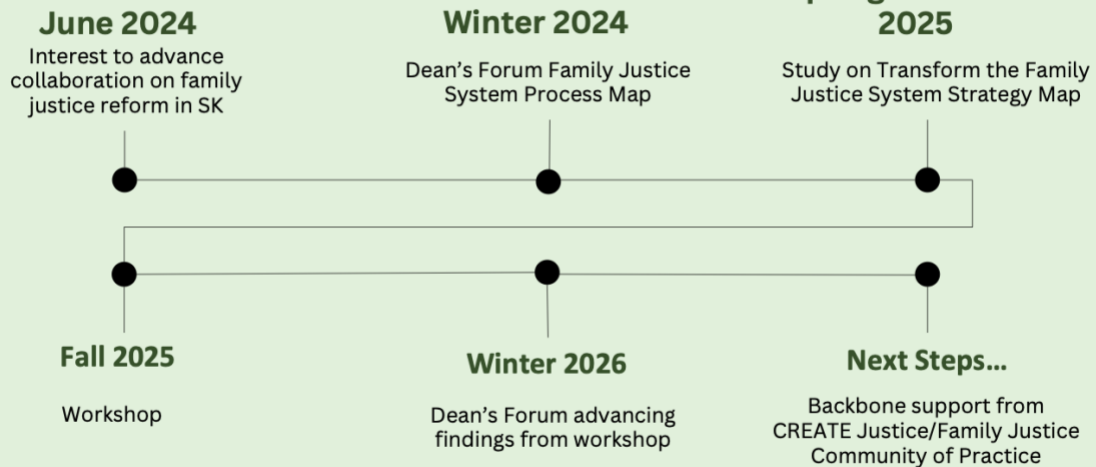
1. To advance the work that emerged from the November family justice workshop, and
2. To introduce and strengthen tools that support collaboration and collective impact within the SK A2J Network and other collaboratives across Canada – creating both local and national value.



Image source: Canva

6

Impetus for this Year's Dean's Forum Topic



5

The Current Challenge

How can *collective action* on access to justice improvements be advanced?

- There is a strong understanding of **why** access to justice is necessary in Canada
- To improve access to justice, there needs to be a greater understanding on **how** *cross-sector systemic change* and collaboration occur

Refer to page 7 of our policy paper.

7

Why Access to Justice is Necessary in Canada

How to Improve Access to Justice in Canada

Improved Access to Justice in Canada

Our Project

Advancing a Collaborative Resource Toolbox

Our task was to **research**, **edit**, **prototype**, and **user-test** a resource toolbox. The two tools focused on in our project include a **Collaborative Orientation Welcome Package** and a **Collaborative Leadership Guidebook**.



Image source: Canva

Refer to pages 18-19 of our policy paper.

8

Collaboration Drives Better Outcomes for the Public

Collaboration is needed, as per page 7 of the 2013 *Access to Civil & Family Justice: A Roadmap for Change...*



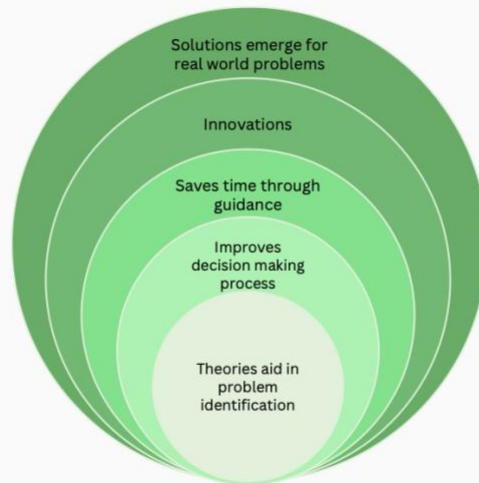
Image source: Canva

- “...it is hard to say that there is a system – as opposed to **many systems and parts of the system.**”
- “...collaboration and coordination is not only needed but **achievable.**”
- “...[collaboration] must **animate** how we approach improving access to justice...”

Refer to pages 13-14 of our policy paper.

9

Systems Change Theories Drive Collective Change



Refer to pages 14-18 of our policy paper.

10

System Change Frameworks

Action Research

Stretch Collaboration

Geels Multi-Level Framework on Sustainable Transitions

Three Horizons Framework

Futures Triangle

Adaptive Loop

Refer to page 14-18 of our policy paper.

11

Collaborative Resource Toolbox

Collaborative Orientation Welcome Package

- Based on the SK A2J Collaborative Orientation Welcome Package:
 - A welcome email
 - National Action Committee PT A2J Collaborative background
 - An overview of the SK A2J Network
 - The SK A2J Network Strategic Plan for 2022-2025
 - The SK A2J Network Mandate for 2022-2025
 - A sample of a SK A2J Network newsletter
 - Background information on the value of networks

Refer to page 20 of our policy paper.

12

Collaborative Resource Toolbox

Collaborative Leadership Guidebook

- The guidebook is an interactive resource given to new network members to help provide context for what it means to be a member of a collaborative.
- It sets out time to reflect on how one can contribute to change within the collaborative both individually and as a collective.
- The guidebook may additionally act as a manual for members of the Collaborative to navigate the cultural shift that the justice system has experienced.

Refer to pages 28-29 of our policy paper.

13

Research Methodology

- 1 Build on the work of previous **Dean's Forum projects**
- 2 Comprehensive **literature review** on systems change theories and access to justice
- 3 Consultation process **interviewing stakeholders** both within and outside the network



Image source: Canva

Refer to pages 19-20 of our policy paper.

14

Consultation Process

To gain diverse perspectives and information, we undertook a purposive sampling approach to four different groups:

- A leader from a different A2J network
- A new member of the SK A2J Network
- Existing members of the SK A2J Network (ideally one long standing)
- Experts on systems change thinking from other disciplines

Refer to page 19-20 of our policy paper.

15

User-Testing the Orientation Materials

Two categories of feedback emerged from our consultations:

**Ideas to highlight
the connectivity
and alignment
function of the
network**

**Formatting
considerations**

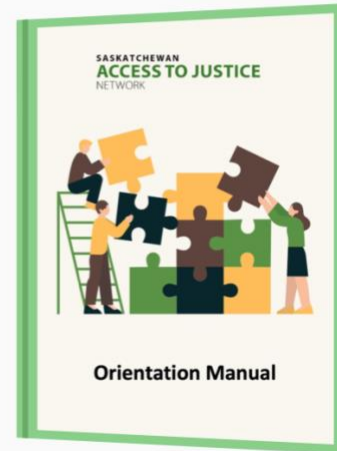
Refer to pages 21-22 of our policy paper.

16

Key Changes Made to Orientation Materials

SK A2J Network Orientation Manual

- Organized the documents into one file to create an orientation manual
- Included network members' names and their organization's mandate
- Included an opening statement explaining who the SK A2J Network is and what they do
- Acknowledged capacity concerns when contributing to projects
- Added a sample network meeting agenda



Refer to pages 20-26 of our policy paper

17

Key Takeaways for our SK A2J Network and Other Collaboratives

The orientation materials reinforce connectivity within the network

The orientation materials foster integration of new members into the network

The orientation materials inspire productivity within the network (and beyond!)

Refer to pages 26-28 of our policy paper.

18

Feedback from Consultations on the Guidebook

We focused on gathering stakeholders' initial impressions of the idea of a guidebook on systems change

A tool of this kind can be helpful if accompanied with active facilitation to assist someone to walk through it

The guidebook must not be created in isolation, but must be used collaboratively

The benefit of dialogue and context can get lost from a group setting if only going through it alone

Examples can add value

Refer to page 29 of our policy paper.

19

Key Changes Made to Guidebook

Collaborative Leadership Guidebook

- Updating the title to reflect the purpose of the resource
- Adding in a core values analysis
- Providing research on frameworks
- Adding white space for reflection



Refer to pages 30-32 of our policy paper.

20

Key Takeaway for Our SK A2J Network and Other Collaboratives

The guidebook can act as a reference point when working through change



Refer to page 32 of our policy paper.

Image source: Canva

21

Next Steps

Next steps for SK A2J Orientation Manual and Collaborative Leadership Guidebook

SK A2J Orientation Manual

- Inviting examples of successes members of networks have experienced individually or together (today!) (under section 02)

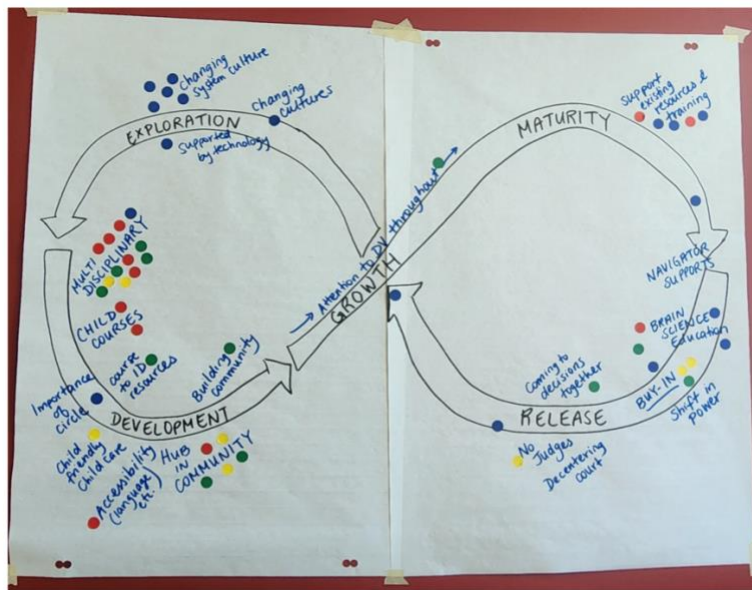
Collaborative Leadership Guidebook

- User-testing chapter 3 (today!)
- Finish researching, editing, and writing the remaining chapters
- Presenting/user-testing with national partners at the AC's first national research and data conference

Refer to pages 33-35 of our policy paper.

22

From Family Law Workshop
hosted by CREATE Justice,
Nov 3-4, 2025.



23

Applying Theory from the Guidebook to Advance Findings from the November Family Justice Workshop

- We will be breaking into small groups to discuss three questions.
 - **Goal of Question 1:** To help finalize the next iteration of content in the SK A2J Orientation Manual by discussing how being a part of a network helps advance access to justice.
 - **Goal of Question 2:** To help finalize the next iteration of content in the Collaborative Leadership Guidebook by discussing how the frameworks in Chapter 3 could help support more coordinated action and strengthen collective impact on access to justice issues in SK – and the “backbone support” needed to do so.
 - **Goal of Question 3:** To advance continuous improvement in family justice in SK by assessing high-leverage actions on the adaptive loop that would be more effective if carried out in collaboration.

24

Small Group Discussion

Instructions

- 1) Designate an assigned speaker for the group and identify the student notetaker in the group.
- 2) Designate a timekeeper who can start a timer on their phone.
- 3) In breakout groups, take 2-5 minutes to independently review (skim) Chapter 3 of the Collaborative Leadership Guidebook.
- 4) Then, as a group, read and discuss questions 1 through 3, taking notes of the discussion. The group facilitator will write answers/themes on flipchart paper.
- 5) We will return to room 254 to debrief the reflections with the larger groups at 11:15.

25

Groups and Breakout Rooms

Group 1 ILC Ceremonial Space Facilitator: Leah Howie Note-Taker: Molly Waldman Lora Bansley Tim Brown, KC Adrienne Danyliw Lindsay Gates Suneil Sarai	Group 2 Room 211 Facilitator: Melissa Steele Note-Taker: Sarah Hodson Associate Chief Judge Sanjeev Anand Joel Janow Kim Newsham, KC Colleen Schmidt	Group 3 ILC Boardroom Facilitator: Itee Umoh Note-Taker: Bethany Pratchler Justice Haaf Heather Heavin Chantelle Johnson Jayne Mallin	Group 4 Room 228 Facilitator: Stacy Muller Note-Taker: Frank Chou Kenzy Horudko Pamela Kovacs Sarah Nordin Dean Martin Philipson	Group 5 Room 254 Facilitator: Joanne Khan Note-Taker: Amell Jomha Beau Atkins Alanna Bugera Judy Jaunzems-Fernuk Michaela Keet Brenden Prokopchuk
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26

**Thank you for your time,
feedback, and inputs in
advancing this year's
Dean's Forum topics!**

27

APPENDIX C: GROUP 1 SMALL GROUP ENGAGEMENT ACTIVITY

Advancing an Access to Justice Collaborative Toolbox:

Advancing (1) Orientation Materials, (2) a Guidebook/Primer for Collaborative Leadership, & (3) Collaboration in Family Justice System Reform

Goal of this session: This session invites attendees to connect the guidebook material to your real-world leadership responsibilities and identify why it (collaboration) matters in advancing A2J. The aim is to ensure that (1) these resources are genuinely helpful to you as the intended audience of the materials, and (2) we build shared understanding of potential short-term goals that could be pursued following the November family justice workshop.

Instructions:

1. Designate an assigned speaker for the group and identify the student notetaker in the group.
2. Designate a timekeeper who can start a timer on their phone.
3. In breakout groups, take 2-5 minutes to independently review (skim) Chapter 3 of the Collaborative Leadership Guidebook/Primer.
4. Then, as a group, read and discuss questions 1 through 3, taking notes of the discussion. The group facilitator will write answers/themes on flipchart paper.
5. We will return to room 254 to debrief the reflections with the larger group at 11:15.

Questions:

Invitation: Input on advancing SK A2J Network Orientation Materials
(and to share as an exemplar with other Provincial/Territorial [PT] A2J Collaboratives)

Please introduce yourself and in **1-2 sentences**, provide one example in response to the question:

- 1) **How does being a part of a network help advance A2J?** Please refer to the SK A2J Network (if you are a member). If you are not a member, please feel free to reflect on another network you belong to.
 - **For example:** What are examples of projects that have spun out of network conversations or information sharing?
 - **For example:** Have you learned anything during network meetings that you were able to use/apply in your work, contributing to your own or your organization's success in advancing A2J?

We will include responses to this question on page 8 of the orientation manual in your materials.

(Estimated time: 2-5 minutes).

Invitation: Input on advancing “Guidebook/Primer for Collaborative Leadership”

(as a tool for the SK A2J Network and other PT A2J Collaboratives)

- 2) How could the frameworks discussed in the guidebook chapter you reviewed help support more coordinated action and strengthen collective impact on A2J issues in Saskatchewan?

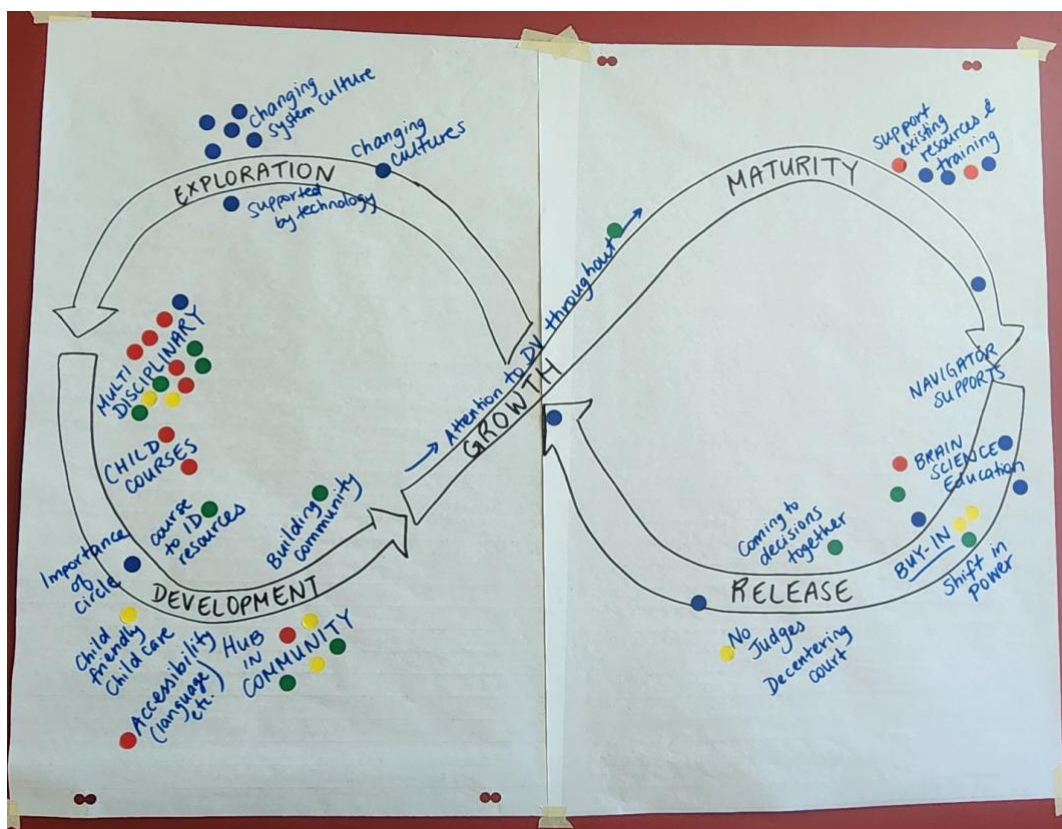
What kinds of backbone support – from either your organization or external partners – would be required to enable more collaboration?

(Estimated time: 7-8 minutes)

Invitation: Input on advancing continuous improvements in family justice in Saskatchewan

(building on Family Justice Workshop hosted by CREATE Justice, Nov 3-4, 2025)

- 3) Stakeholders can apply principles of systems thinking to identify potential leverage points using the “adaptive loop” map developed during the workshop. Below is an image and a short explanation of “leverage points” from the guidebook/primer:



→ **High leverage** actions are those that create ***deep impact*** while requiring relatively ***low effort*** .

→ **Low leverage** actions are those that create ***limited impact*** and require ***significant effort***.

What is an example of a high leverage action (*low effort but deep impact*) on the adaptive loop that would be more effective if carried out in collaboration with multiple organizations?

After reflecting on your responses to this question, you may also wish to note examples on the adaptive loop that would take **high effort but generate meaningful impact**.

Please rank your group's top three topics/themes from the adaptive loop for exploration this afternoon.

(Estimated time: 13-15 minutes)

APPENDIX D: GROUP 2 PRESENTATION SLIDES

See below.



DEAN'S FORUM

ON ACCESS TO JUSTICE AND DISPUTE RESOLUTION

From Many Peoples' Strength: Advancing Collective Impact Strategies for Access to Justice Stakeholders

Frank Chou & Molly Waldman

Prepared for the 14th Meeting of the Dean's Forum on Access to Justice and
Dispute Resolution

"It has been said that the justice system lacks a CEO. The justice system is a system of systems, each with its own diffuse leadership (levels of court, levels of government, professional bodies, service providers) and underdeveloped mechanisms for communication, cooperation and collaboration."



CBA Access to Justice Committee

Project Objective

Design and develop a “How-To” Guide for Collective Impact for access to justice stakeholders

"Advancing Continuous Improvements in Family Justice System" Project

Phase 1: 2025 Dean's Forum and Summer 2025 consultations

Phase 2: Fall 2025 Saskatchewan Access to Justice Network meeting

Phase 3: 2026 Dean's Forum



3

Tillamook County, Oregon

In the 1990s, teen pregnancy rates were among the highest in the State



4

**Different
sectors.
Different
solutions.
Shared
concern.**

Health advocates

- promote safe sex

Educators

- sexual literacy

Faith-based groups

- abstinence

5

Teen Pregnancy
DOWN
-75% in
10 years

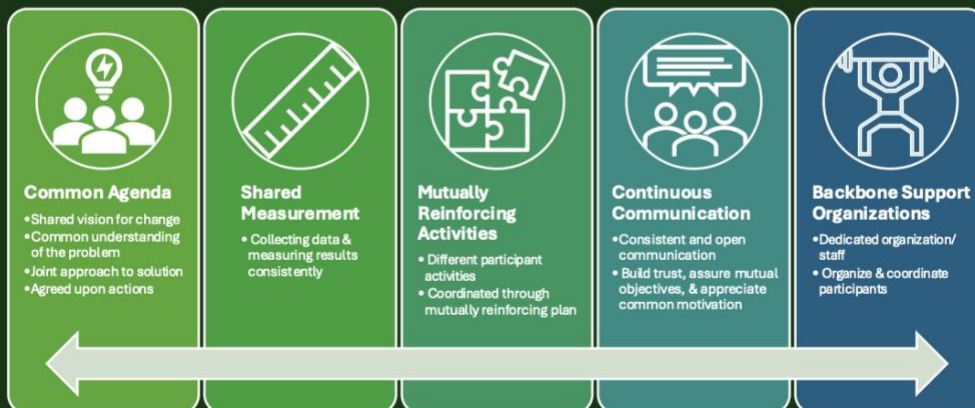
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Overview

- What is collective impact?
- Consultations
- Guide Development
- Afternoon Activity
- Questions

7

Collective Impact (CI)



8

Consultations

9

Overall Process

Timeline:

- 2 weeks

Participants:

- 11 individuals from 9 organizations

Sectors

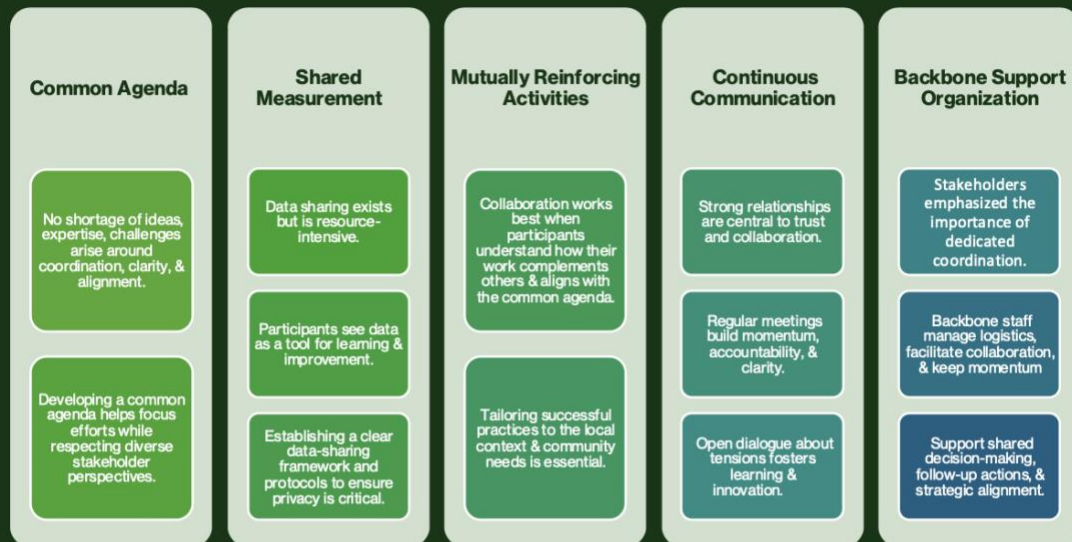
Represented:

- Justice sector (family law focus)
- Health & systems change
- Education & systems change
- Government
- Private sector
- Community-based organizations



10

What We Heard



11

Guide Development



12

Inside the Guide

Introduction

A few successful examples:

Purpose of the Guide

Preliminary Consideration

BC's A2J Network

Greg's Wings Project



DEAN'S FORUM

ON ACCESS TO JUSTICE AND DISPUTE RESOLUTION

A Guide on How to Use Collective Impact Approaches to Strengthen Access to Justice

INTRODUCTION

The Collective Impact ("CI") Approach is a strategy created by the Foundations Strategy Group ("FSG") which allows organizations to work together to address complex social challenges.

The 5 Conditions/Pillars of a CI Approach are:

- 1. **Common Agenda** – agreeing to a common goal
- 2. **Shared Measurement** – agreeing to shared ways of tracking progress
- 3. **Mutually Reinforcing Activities** – focusing on strengths while collaborating together
- 4. **Continuous Communication** – having consistent communication
- 5. **Backbone Support** – having dedicated personnel in supporting ongoing efforts

SUCCESSFUL CI EXAMPLES

- **BC's A2J Network** has adapted this CI approach, working to transform the family justice system, and the network has evolved to call itself a "Collective Impact Network". [<https://tinyurl.com/mu6y3pj>]
- **Greg's Wings Project** has adapted this CI approach to challenge the health care system, and the Co-Pilot Collective has been created as a result. [<https://tinyurl.com/3htzr2r> & <https://tinyurl.com/4jucb0w>]

PURPOSE

The purpose of this Guide is to provide a structured framework incorporating the 5 pillars of the CI approach. The pages to follow offer guiding prompts and reflective questions designed to support collaboration, alignment, and coordinated action toward achieving a shared goal. Advancing continuous improvements in the family justice system through a CI framework is used as an example throughout the Guide, building on a Fall 2025 workshop of CREATE Justice - but the Guide can be used for any shared problem-solving.

PRELIMINARY CONSIDERATIONS

Consider agreeing to at least 3 of the following 5 questions before continuing with the CI framework (adapted from the Tamarack Institute: Tool - Assessing Readiness):

1. Do we aim to affect a "needle moving" change (i.e. 10% or more) on a community-wide metric?
 2. Do we believe a long-term (3-5+ year) investment is needed by diverse stakeholders to achieve success?
 3. Do we believe cross-sector engagement is essential for community-wide change?
 4. Are we committed to using measurable data to set the agenda and improve over time?
 5. Are we committed to having community members as leaders, partners and producers of impact?
- After answering the questions above and before diving into the 5 pillars of CI framework, we must identify who the influential champions are, the urgency of the issue at hand and whether we have adequate resources to tackle this issue.

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Preliminary Considerations



The 5 Questions



Influential Champions



Urgency of the Issue



Adequate Resources

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“Planning is bringing the future into the present so that you can do something about it now.”

Alan Laken

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#1 Common Agenda

Purpose: All participants have a shared vision for change, including a common understanding of the problem and a joint approach to solving it through agreed upon actions.

First Pillar: Common Agenda

The following questions and exercises will help create a shared vision of a common agenda.

1.2 - GUIDING PRINCIPLES:
Determine shared principles that will guide the group in making decisions. Refer to the Strategy Map referred to during the Nov 2020 Family Justice Workshop. (e.g. see sample principles from the map that have guided individual or of collective family justice reform efforts in British Columbia.)



1.3 - COMMON PROBLEM (UNDERSTANDING):
Set boundaries on the urgency of the issue (e.g., 'services' well being is not being met) together with the shared principles determined above under 1.2. Identify what is well being is not being met together with the shared principles determined above under 1.2. Identify what is well being is not being met together with the shared principles determined above under 1.2. Identify what is well being is not being met together with the shared principles determined above under 1.2.

1.2.1 - GOALS AND SUBGOALS:
Looking at the Adaptive Loop Diagram from the Nov 2020 Family Justice Workshop below, consider the applicable goals and subgoals as well as the timeline for achieving them. (e.g. the most immediate priority to achieve is to create a multidisciplinary community hub.)

Blue dots represent where existing efforts align around the initiative on the adaptive loop (how ready for change they are).
Other colours represent the specific new initiatives were personally initiated or working on.



DEAN'S FORUM

First Pillar: Common Agenda

1.2.2 - GOALS AND SUBGOALS (DESIRED OUTCOMES):
Determine the desired outcomes, results and outputs of the established goals and subgoals.

1.2.3 - GOALS AND SUBGOALS (BOUNDARIES):
Set boundaries around the established goals and subgoals. Consider geographic scope of work, population & demographic focus etc.

1.2.4 - GOALS AND SUBGOALS (POTENTIAL STRATEGIES):
Identify who is currently doing what, and how it relates to the established goals and subgoals, then determine additional actions that need to be taken to reach the established goals and subgoals.

1.3 - FRAMEWORK FOR CHANGE:
Create a structure of how work is to be distributed. Note that working groups may need to be created and certain duties may need to be supported by facilitative roles.

1.4 - PLAN FOR LEARNING:
Create a plan for learning. Consider what we are learning as a group? What is important to pay attention to right now? What trends are we seeing? How do we incorporate our learning into our current work?

1.5 - OTHER CONSIDERATIONS:
Determine other considerations needed to complete this pillar. (e.g. what are some challenges that might hinder your organization's ability to achieve the goals and sub-goals established above?)

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#2 Shared Measurement

Purpose: Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.

Second Pillar: Shared Measurement



The following questions will help clarify the focus of CI effort by identifying a common set of metrics in tracking progress to assist with decision making.

☐ 2.0 - EVALUATION:

Set criteria for an evaluation and learning process. Consider what is already being measured and leverage it. How does your organization currently keep track of data?

☐ 2.1 - CREATING A SHARED MEASUREMENT SYSTEM:

Identify relevant metrics/indicators needed to track progress of the established goals and subgoals; no more than 10 indicators to start with, to keep it manageable. Metrics must be available consistently over time. Consider whether the metrics will accurately measure the ultimate goal/subgoals and drive the needle moving change.

☐ 2.2 - DEVELOP WORKING GROUPS

Allocate tasks of a shared measurement system based on the groups created above, under Pillar 1.3 - Framework for Change.

☐ 2.3 - OTHER CONSIDERATIONS:

Determine other considerations needed to complete this pillar.

#3 Mutually Reinforcing Activities

Purpose: Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.

Third Pillar: Mutually Reinforcing Activities



The following questions will help align existing efforts and resources to achieve the common agenda.

☐ 3.0 - AGREEMENT ON KEY OUTCOMES:

Reflecting on the desired outcomes created above, under Pillar 1.2.2, unanimously agree on the key outcomes to focus on.

☐ 3.1 - FOCUSING ON ORCHESTRATION AND SPECIALIZATION:

Identify who is doing what in the community? Who can do what together? How do these activities fit within a larger strategy? Note that if the organizations' programs and services are used to working independently, reinforcing activities require them to come together in understanding who is delivering what to achieve the desired outcome.

☐ 3.2.1 - ADDITIONAL RESOURCES:

What additional resources or supports are required for organizations to successfully achieve the desired goals/subgoals?

☐ 3.2.2 - ALIGNMENT OF EXISTING PROGRAMS:

What existing programs delivered by different stakeholders can be better linked or aligned? Consider any gaps in current programs and the service delivery continuum that could be altered to achieve the desired outcome.

☐ 3.2.3 - REFINEMENT IN EXISTING PROGRAMS:

What refinements in the design of existing programs and services could better support the achievement of our desired outcome?

☐ 3.3 - OTHER CONSIDERATIONS:

Determine other considerations needed to complete this pillar.

Fourth Pillar: Continuous Communication



The following questions will help identify expectations and set standards to promote trust, transparency and engagement to achieve continuous communication.

4.0 - FREQUENCY OF MEETINGS:

Determine how early and often groups need to meet to report, discuss and communicate on progress? Consider frequency based on the timeline of progress and different working groups. E.g. meet weekly at the outset to build momentum, then transition to monthly or quarterly check-ins.

4.1.1 - MEETING CONSIDERATIONS (WHO):

As progress continues, determine who needs to receive what information? Consider the information being presented during meetings and identify the individuals that need to receive the information.

4.1.2 - MEETING CONSIDERATIONS (HOW):

How should the information be packaged? Consider the limitations and capacity of each of the individuals, and identify efficient ways to present information. E.g. using a one page report.

4.1.3 - MEETING CONSIDERATIONS (WHY):

Determine what the stakeholder should do with the information being presented? Consider the purpose of the information, and what decisions need to be made in light of it.

4.2 - ADDRESSING DIFFICULT ISSUES:

What can we do to ensure difficult issues are being addressed without compromising the trust between each stakeholder? Consider ways to provide understanding if deadlines are not being met.

4.3 - OTHER CONSIDERATIONS:

Determine other considerations needed to complete this pillar.

#4 Continuous Communication

Purpose: Consistent and open communication is needed across the many players to build trust, assure mutual objectives and create common motivation.

#5 Backbone Support Role

Purpose: Creating and managing Collective Impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire for the entire initiative and coordinate participating organizations and agencies.

Fifth Pillar: Backbone Support



The following exercises are designed to help identify who and what the role of backbone support will be.

5.0 - ROLE IDENTIFICATION:

Looking at the chart below, consider the number of individual(s) or organization(s) needed and who would be suitable to take on each role (adapted from FSG Backbone Starter Guide). E.g. SK Health Authority's systems change department utilizes 13 staff members for backbone support.

Data Manager / Facilitator / Executive Director	
Roles	Tasks
Guide Vision and Strategy	Build a common understanding of the problem Serve as a thought leader/standard bearer for the initiative Ensure common agenda is updated as needed as strategy evolves
Advance Policy	Advocate for an aligned policy agenda Stay on top of policy developments that impact the effort
Mobilize Resources	Monitor and align public and private resources to support initiative's goals (and the backbone itself)
Build Community Engagement	Create a sense of urgency and articulate a call to action Support community member engagement activities Produce and manage communications (e.g., news releases, reports)
Support Aligned Activities	Coordinate and facilitate partners' coordination and collaboration (e.g., run taskforce meetings) Recruit and convene as needed and as external stakeholders Seek out opportunities for alignment with other efforts Ensure taskforces are being data-driven
Establish Shared Measurement Practices	Collect, analyze, interpret, and report data Coordinate or develop shared measurement systems Provide technical assistance for building partners data capacity

5.1 - OTHER CONSIDERATIONS:

Determine other considerations needed to complete this pillar.

ACTIVITY

Small Groups Activity Instructions:

- Everyone will be assigned into **1 of 5** groups
- Three different topics of the Adaptive loop, identified this morning
- Exploring Pillars **1 (Common Agenda)** & **5 (Backbone)** of the Guidebook for Collective Impact
- Assigned facilitator to write down and report what the group's answers are
- Pillar **5** to discuss as a group, but to be complete individually

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Checklist: Step by Step Guide



PRELIMINARY CONDITIONS

Considering the preliminary conditions above, if it is determined that the CI approach is appropriate, a group can then move on to the following 5 Pillars.

FIRST PILLAR: COMMON AGENDA

Begin by ensuring that all participants gathered around the table have a **shared vision** for change, including a common understanding of the problem and a joint approach to solving it through agreed-upon actions.

Note:
Second,
Third,
and
Fourth
Pillars
will be
skipped
intentionally!

SECOND PILLAR: SHARED MEASUREMENT

Next, identify a common set of metrics that allow participants to collect data and measure results consistently to aid with tracking progress for decision making.

THIRD PILLAR: MUTUALLY REINFORCING ACTIVITIES

To continue, we must create plans of action, weaving existing programs together in a supportive system, while centring on the issue at hand to advance progress.

FOURTH PILLAR: CONTINUOUS COMMUNICATION

As collaboration continues, we must create formal and informal processes to keep stakeholders engaged and encourage open communication to discuss and address issues as they surface.

FIFTH PILLAR: BACKBONE SUPPORT

Lastly, six core roles should be considered for different individual(s) and/or organization(s) to facilitate the CI initiative.

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First Pillar: Common Agenda



The following questions and exercises will help create a shared vision of a common agenda:

1.0 - GUIDING PRINCIPLES:

Determine shared principles that will guide the group in making decisions. Refer to the Strategy Map referred to during the Nov 2025 Family Justice Workshop. E.g. see sample principles in the map that have guided individual and collective family justice reform efforts in British Columbia.



For the purpose of this exercise, we will use the shared principles highlighted in blue above.

1.1 - COMMON PROBLEM (UNDERSTANDING):

Set boundaries on the urgency of the issue (e.g., families' well-being is not being met) together with the shared principles determined above under Pillar 1.0, identify what *will* and *will not* be done to resolve it. E.g. to advance continuous improvements in family justice, we may need to expand the membership of the A2J Network's current family justice community of practice to include more interdisciplinary perspectives.

For the purpose of this exercise, it was identified that members of the A2J Network want to come together to work on reforms, as further identified in the November 2025 Workshop.

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First Pillar: Common Agenda



Directions:
#2 Pause
complete
Pillar 1.2.2
with your
group.
Note that
subgoals are
not steps.

1.2.2 - GOALS AND SUBGOALS (DESIRED OUTCOME):

Determine the desired outcome, results and outputs of the established goals and subgoals.

10 - 15 mins

Directions:
#2 Pause
complete
Pillar 1.2.3
with your
group.

1.2.3 - GOALS AND SUBGOALS (BOUNDARIES):

Set boundaries around the established goals and subgoals. Consider geographic scope of work, population & demographic focus etc.

10 - 15 mins

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Your Name (Optional): _____

Fifth Pillar: Backbone Support

The following exercises are designed to help identify who and what the role of backbone support will be.

Directions:
#4 Please discuss Pillar 5.0 with your group and write down your answers individually.

☐ **5.0 - ROLE IDENTIFICATION:**
Looking at the chart below, consider the number of individual(s) or organization(s) needed and who would be suitable to take on each role (adapted from FSG: Backbone Starter Guide). E.g. SK Health Authority's systems change department utilizes 13 staff members for backbone support.

Data Manager Facilitator Executive Director	
Roles	Tasks
Guide Vision and Strategy	- Build a common understanding of the problem. Serve as a thought leader/standard bearer for the initiative. - Ensure common agenda is updated as needed as strategy unfolds.
Advance Policy	- Advocate for an aligned policy agenda. - Stay on top of policy developments that impact the effort.
Mobilize Resources	Mobilize and align public and private resources to support initiative's goals (and the backbone itself).
Build Community Engagement	- Create a sense of urgency and articulate a call to action. - Support community member engagement activities. - Produce and manage communications (e.g., news releases, reports).
Support Aligned Activities	- Coordinate and facilitate partners' continuous communication and collaboration (e.g., run telephone meetings). - Recruit and convene partners and key external stakeholders. - Seek out opportunities for alignment with other efforts.
Establish Shared Measurement Practices	- Collect, analyze, interpret, and report data. - Collaborate on developing shared measurement systems. - Provide technical assistance for building partners' data capacity.

10 - 15 mins

Directions:
Optional, if there is extra time.

☐ **5.1 - OTHER CONSIDERATIONS:**
Determine other considerations needed to complete this pillar.

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SMALL GROUPS

Small Group 1 (2:00 – Room 130)

Facilitator: Leah Howie – Law Reform Commission of Saskatchewan
Note-taker: Molly Waldman – Dean's Forum (Justice Innovations) Course Student

- Lora Bansley – Ministry of Justice
- Tim Brown, KC – Law Society of Saskatchewan
- Adrienne Danyliw – Saskatchewan Health Authority
- Lindsay Gates – Law Foundation of Saskatchewan
- Suneil Sarai – Court of King's Bench

Small Group 2 (2:00 – Room 228)

Facilitator: Melissa Steele – Family Law Lawyer/Dean's Forum Alumna
Note-taker: Sarah Hodson – Dean's Forum (Justice Innovations) Course Student

- Associate Chief Judge Sanjeev Anand – Provincial Court of Saskatchewan
- Joel Janow – Public Legal Education Association
- Kim Newsham, KC – Family Justice Services
- Colleen Schmidt – Law Foundation of Saskatchewan

Small Group 3 (2:00 – Room 254, Main Boardroom)

Facilitator: Itee Umoh – Dispute Resolution Office
Note-taker: Bethany Pratchler – CREATE Justice Intern

- Justice Haaf – Court of King's Bench
- Heather Heavin – College of Law
- Chantelle Johnson – CLASSIC
- Jayne Mallin – Legal Aid Saskatchewan

Small Group 4 (2:00 – Faculty Lounge)

Facilitator: Stacy Mueller – Dispute Resolution Office
Note-taker: Frank Chou – Dean's Forum (Justice Innovations) Course Student

- Kenzy Horudko – Elizabeth Fry Association
- Pamela Kovacs – Law Society of Saskatchewan
- Sarah Nordin – Dispute Resolution Sector/Dean's Forum Alumna
- Dean Martin Phillipson – College of Law

Small Group 5 (2:00 – Room 120)

Facilitator: Joanne Khan – Legal Aid Saskatchewan
Note-taker: Amell Jomha – Dean's Forum (Justice Innovations) Course Student

- Beau Atkins – Family Law Lawyer
- Alanna Bugera – Pro Bono Law Saskatchewan
- Judy Jaunzems Fernuk – College of Law
- Michaela Keet – College of Law
- Brenden Prokopchuk – Family Law Screening Officer

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“A definite purpose is something that you must create for yourself. No one else will create it for you, and it will not create itself. What are you going to do about it? And when? and how? ”

Napoleon Hill

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**The floor is now
open for
questions.**

**Questions &
Reflections**

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APPENDIX E: GROUP 2 GUIDE FOR COLLECTIVE IMPACT – SMALL GROUP ENGAGEMENT ACTIVITY



A Guide on How to Use Collective Impact Approaches to Strengthen Access to Justice

INTRODUCTION

The Collective Impact (CI) Approach is a strategy created by the Foundations Strategy Group ("FSG") which allows organizations to work together to address complex social challenges.

The 5 Conditions/Pillars of a CI Approach are:

- 1. **Common Agenda** – agreeing to a common goal
- 2. **Shared Measurement** – agreeing to shared ways of tracking progress
- 3. **Mutually Reinforcing Activities** – focusing on strengths while collaborating together
- 4. **Continuous Communication** – having consistent communication
- 5. **Backbone Support** – having dedicated personnel in supporting ongoing efforts

SUCCESSFUL CI EXAMPLES

- **BC's A2J Network** has adapted this CI approach, working to transform the family justice system, and the network has evolved to call itself a "Collective Impact Network".
[https://tinyurl.com/mu5y3p]
- **Greg's Wings Project** has adapted this CI approach to challenge the health care system, and the Co-Pilot Collective has been created as a result.
[https://tinyurl.com/3htz2r & https://tinyurl.com/4jucb6w]

PURPOSE

The purpose of this Guide is to provide a structured framework incorporating the 5 pillars of the CI approach. The pages to follow offer guiding prompts and reflective questions designed to support collaboration, alignment, and coordinated action toward achieving a shared goal. Advancing continuous improvements in the family justice system through a CI framework is used as an example throughout the Guide, building on a Fall 2025 workshop of CREATE Justice – but the Guide can be used for any shared problem-solving.

PRELIMINARY CONSIDERATIONS

Consider agreeing to at least 3 of the following 5 questions before continuing with the CI framework (adapted from the Tamarack Institute: Tool - Assessing Readiness):

1. Do we aim to affect a "needle moving" change (i.e. 10% or more) on a community-wide metric?
 2. Do we believe a long-term (3-5+ year) investment is needed by diverse stakeholders to achieve success?
 3. Do we believe cross-sector engagement is essential for community-wide change?
 4. Are we committed to using measurable data to set the agenda and improve over time?
 5. Are we committed to having community members as leaders, partners and producers of impact?
- After answering the questions above and before diving into the 5 pillars of CI framework, we must identify who the influential champions are, the urgency of the issue at hand and whether we have adequate resources to tackle this issue.

Checklist: Step by Step Guide



PRELIMINARY CONDITIONS

Considering the preliminary conditions above, if it is determined that the CI approach is appropriate, a group can then move on to the following 5 Pillars.

FIRST PILLAR: COMMON AGENDA

Begin by ensuring that all participants gathered around the table have a **shared vision** for change, including a common understanding of the problem and a joint approach to solving it through agreed-upon actions.

SECOND PILLAR: SHARED MEASUREMENT

Next, identify a common set of metrics that allow participants to collect data and measure results consistently to aid with tracking progress for decision making.

THIRD PILLAR: MUTUALLY REINFORCING ACTIVITIES

To continue, we must create plans of action, weaving existing programs together in a supportive system, while centring on the issue at hand to advance progress.

FOURTH PILLAR: CONTINUOUS COMMUNICATION

As collaboration continues, we must create formal and informal processes to keep stakeholders engaged and encourage open communication to discuss and address issues as they surface.

FIFTH PILLAR: BACKBONE SUPPORT

Lastly, six core roles should be considered for different individual(s) and/or organization(s) to facilitate the CI initiative.

Note: Second, Third, and Fourth Pillars will be skipped intentionally due to time constraints!

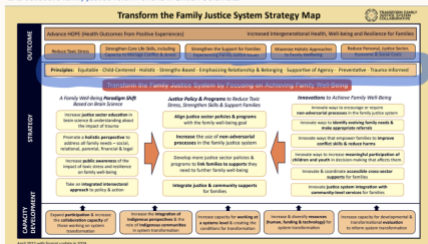


First Pillar: Common Agenda

The following questions and exercises will help create a shared vision of a common agenda:

1.0 - GUIDING PRINCIPLES:

Determine shared principles that will guide the group in making decisions. Refer to the Strategy Map referred to during the Nov 2025 Family Justice Workshop. E.g. see sample principles in the map that have guided individual and collective family justice reform efforts in British Columbia.



For the purpose of this exercise, we will use the shared principles highlighted in blue above.

1.1 - COMMON PROBLEM (UNDERSTANDING):

Set boundaries on the urgency of the issue (e.g., families' well-being is not being met) together with the shared principles determined above under Pillar 1.0. Identify what still and still not be done to resolve it. E.g. to advance continuous improvements in family justice, we may need to expand the membership of SK A2J Network's current family justice community of practice to include more interdisciplinary perspectives.

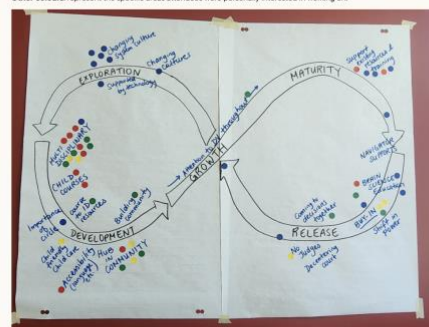
For the purpose of this exercise, it was identified that members of the SK A2J Network want to work collaboratively, as possible, to advance continuous improvements in family justice, as further identified in the November 2025 Workshop.

First Pillar: Common Agenda

1.1 - GOALS AND SUBGOALS:

Looking at the Adaptive Loop Diagram from the Nov 2025 Family Justice Workshop below, consider the applicable goals and subgoals as well as the timeline for achieving them. E.g. the main interest among some attendees is to create a multidisciplinary community hub.

Blue dots represent where workshop attendees placed themselves on the adaptive loop (how ready for change they felt). Other colours represent the specific areas attendees were personally interested in working on.



Recall the Adaptive Loop Diagram from this morning. Your group has already identified your top three topics/goals. Your group is now invited to choose and focus specifically on one topic/goal to answer the questions below.



First Pillar: Common Agenda

Directions: #1 Please complete Pillar 1.2.2 with your group.
Note that subgoals are not steps.

1.2.2 - GOALS AND SUBGOALS (DESIRED OUTCOME):
Determine the desired outcome, results and outputs of the established goals and subgoals.

10 - 15 mins

Directions: #2 Please complete Pillar 1.2.3 with your group.

1.2.3 - GOALS AND SUBGOALS (BOUNDARIES):
Set boundaries around the established goals and subgoals. Consider geographic scope of work, population & demographic focus etc.

10 - 15 mins

First Pillar: Common Agenda

Directions: #3 Please complete Pillar 1.2.4 with your group.
Then move on to Pillar 1.5 below.

1.2.4 - GOALS AND SUBGOALS (POTENTIAL STRATEGIES):
Identify who is currently doing what, and how it relates to the established goals and subgoals, then determine additional actions that need to be taken to reach the established goals and subgoals.

10 - 15 mins

Directions: (L3): Optional, if there is extra time.
When considering how to structure the distribution of work, you may want to refer back to Group 1's contribution in Chapter 3 of "Guidebook for Collaborative Leadership".

1.3 - FRAMEWORK FOR CHANGE:
Create a structure of how work is to be distributed. Note that working groups may need to be created and certain duties may need to be supported by backbone roles.

Directions: Optional, if there is extra time.

1.4 - PLAN FOR LEARNING:
Create a plan for learning. Consider what are we learning as a group? What is important to pay attention to right now? What trends are we seeing? How do we incorporate our learning into our current work?

Directions: Optional, if there is extra time.

1.5 - OTHER CONSIDERATIONS:
Determine other considerations needed to complete this pillar. E.g. what are some challenges that might hinder your organization's ability to achieve the goals and sub-goals established above?



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Your Name (Optional): _____

Fifth Pillar: Backbone Support

The following exercises are designed to help identify who and what the role of backbone support will be.

Directions: #4 Please discuss Pillar 5.0 with your group. Please write down your answers individually to this question, to hand in when you return to the main boardroom.

5.0 - ROLE IDENTIFICATION:
Looking at the chart below, consider the number of individual(s) or organization(s) needed and who would be suitable to take on each role (adapted from FSG Backbone Starter Guide). E.g. SK Health Authority's systems change department utilizes 13 staff members for backbone support.

Data Manager Facilitator Executive Director	
Roles	Tasks
Guide Vision and Strategy	Build a common understanding of the problem Serve as a thought leader/standard bearer for the initiative Ensure common agenda is updated as needed as strategy unfolds
Advance Policy	Advocate for an aligned policy agenda Stay on top of policy developments that impact the effort
Mobilize Resources	Mobilize and align public and private resources to support initiative's goals (and the backbone itself)
Build Community Engagement	Create a sense of urgency and articulate a call to action Support community member engagement activities Produce and manage communications (e.g., news releases, reports)
Support Aligned Activities	Coordinate and facilitate partners' continuous communication and collaboration (e.g., run backbone meetings) Recruit and convene partners and key external stakeholders Seek out opportunities for alignment with other efforts
Establish Shared Measurement Practices	Collect, analyze, interpret, and report data Catalyze or develop shared measurement systems Provide technical assistance for building partners data capacity

10 - 15 mins

Directions: Optional, if there is extra time.

5.1 - OTHER CONSIDERATIONS:
Determine other considerations needed to complete this pillar.

Terminology

Adequate Resources: Adequate financial resources to last at least two to three years and generally involving at least one anchor funder to support needed infrastructure and planning.

Collective Impact ("CI"): Disciplined, cross-sector approach to solving complex social and environmental issues at scale.

Evaluation: Refers to a range of activities that involve the planned, purposeful, and systematic collection of information about the activities, characteristics, and outcomes of a CI initiative.

Influential Champions: An individual or small group who command the respect necessary to bring CEO level cross-sector leaders together and keep them actively engaged over time.

Needle Moving Change: Making a change in the community of +/- 10% or more.

Urgency of the Issue: A new opportunity or crisis that convinces people that a particular issue must be acted upon now and/or that a new approach is needed.

Shared Measurement Systems (SMS): Use a common set of indicators to monitor an initiative's performance and track its progress towards goals.

Theory of Change: A comprehensive description and illustration of how and why a desired change is expected to happen in a particular context.

Strategy Map: A condensed graphic that shows a logical, cause-and-effect connection between strategic objectives.

Systems Change: Shifting component parts of a system, and the pattern of interactions between these parts, to ultimately form a new system that behaves in a qualitatively different way.

System Transformation: Having multiple theories of change, which are all needed to get to a specific outcome.

Definitions of terms informed by the Tamarack Institute, the Balanced Scorecard Institute and the World Resources Institute.



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