



Strategy-in-Action for Communities - SiAC

Framework & Quick Guide

An Introduction to Norwalk Speaks! Community Engage Approach

Introduction to SiAC

Strategy-in- Action for Communities (SiAC) is a strategic planning **framework** developed to ensure communities leverage **disruptive change**.

- **Strategy in Action:** *Strategy that is directly linked to and in sync with action, and vice versa; a real- time and dynamic strategy that uses action to test conditions and reset itself whenever necessary.*
- **Framework:** *Useful tools that help you analyze issues, structure your thinking, and communicate recommendations*
- **Disruptive Change:** *Disturbances or problems that interrupt an event, activity or process*

We have created this guide, as a way to engage, inform and educate Norwalk Community stakeholders of the framework that will be used as a listening tool. The framework has five stages that will be executed over the course of a year, and will serve as an easy to use system that responds to disruption in the community.

Stage 1

Understanding the Condition

- **Conditions:** *The factors or prevailing situations influencing performance or outcomes.*
- **Conditions analysis:** the procedure in which the object of study is presented with the same or equivalent stimulation in a series of differently structured conditions.

After meeting with several **community stakeholders**, we will identify community networks and neighborhoods that would like to engage in “Condition Analysis” conversations that will be held over the course of the next ten to twelve weeks.

There are a few elements that come to play when we are discussing conditions and how we decide to look at each lens and to context to what we are analyzing. Conditions can be either immediate conditions or emerging conditions.

An **immediate condition** is something that is taking place right now, it exists. An **emerging**

condition is the process of becoming or becoming prominent. Frequently arising as an effect of complex and/or undetected causes.

When discussing the conditions we have to understand the scale in which we analyse them. There are three scales we apply to conditions. They are as follows:

- **Mega Conditions:** *The conditions influencing performances or outcomes at a global scale.*
- **Macro Conditions:** *The conditions particularly influencing performances or outcomes at the national or regional scale.*
- **Micro Conditions:** *The conditions particularly influencing performances or outcomes at one's local or organizational scale*

Conditional Lenses

- **Conditional Lenses:** *8 unique points of perspective used to gather data during the SIAC process.*
- **Qualitative Data:** *Describes qualities or characteristics. It is collected using questionnaires, interviews, or observation, and frequently appears in narrative form.*

By using eight **conditional lenses**, we are able to have an opportunity to see how every neighborhood and community stakeholder views those lenses. When we obtain this information, we're able to pull together similar thoughts, feelings and emotions and document them, so that we can create a collective response to how

we want to engage based on the represented feelings throughout each stakeholder group.

Over the next two months we will be hosting a series of interactive and engaging community discussions that will help drive the conversation around equitable solutions for all.

Using a diverse set of eight conditional lenses each stakeholder group will engage using their unique perspective and personal knowledge of Norwalk. Sharing it's point of view through the optics of the lense.

The **qualitative data** is then documented for analysis and exploratory discussions with stakeholders to identify an action plan that will spark outcomes around the key objectives identified in scope of work. This framework is participatory and democratic in nature that allows for a transparent and relatable process that people of all ages and abilities can contribute to the conversation

The 8 Conditional Lenses

Social: Health, well-being, lived experience of the people in the community, housing, depth of key social and social justice issues, quality of life

Economic : Employment, unemployment, types of jobs / industries, income,small business growth, affordability, relative rates of poverty, etc

Transportation : Formal transportation system throughout the city, walkability, bikeability, new mobility systems, rideshare, connections with region, locations via road and rail, access to airports, internet access / broadband, etc

Built Form : Development, quality of buildings, opportunities for growth, mix of uses, streetscapes and greenways

Environment: Open space, air quality, natural amenities, exposure to extreme weather and other environmental impacts such as carbon emissions

Community Knowledge: Formal education, public education plus higher education, quality of the K-12 system, entrepreneurship education and informal education – including tutoring programs, life lessons from environment

Aesthetic: The senses of place include art, culture, food, music, cultural diversity and other things that make a place come alive (or go to sleep), etc.

Government Relations: Transparent processes, common council / mayor relations, participatory budgets, public safety, civil services, and public administration

Stage 2

Identifying Strategic Opportunities and Risk

- **Strategic Opportunity:** *A set of conditions that provides for progress towards value generation.*
- **Strategic Risk:** *Exposure to danger, loss, or threat arising from the pursuit of an unsuccessful strategy or business plan (e.g., failure to adjust a business model when conditions shift).*
- **Tipping point:** *The point at which a series of small changes or incidents becomes significant enough to cause a larger, more important change.*

Strategic Opportunity-Risks (SORs) are the opportunities and risks that are inherent in conditions and point the way to generating value.

If you choose to actively pursue them, SORs can pave the way for sustainable value generation. However, if you ignore them, SORs can disrupt your community and create a **tipping point**

Stage 3

Sustainable Community Value Generation

- **Sustainable Community Value:** *To develop or create value, which is then delivered to others or captured for a community.*
- **Synergy:** *A combination or cooperation of elements that produce a greater combined effect than the sum of their separate effects*

Sustainable Community Value Generation is important and sits in the center of the SiAC framework because generating value—the most sustainable value possible and creating **synergy**—is the central purpose of your SiAC.

Once we have identified all the **conditions**, analyzed the **qualitative data** and worked with the community to identify the **SORs**, we then need to determine which **SOR's** will generate the most sustainable community value.

Stage 4

Focus on the Capabilities

- **Capability:** *The ability to do something.*
- **Capacity:** *The amount or size of a capability.*
- **Core Capabilities:** *The system of capabilities most essential to sustainable value generation.*

A capability is whatever exists to facilitate, enable or power the community toward sustainable value generation. Capabilities tend to appear in the following forms:

- *Space*
- *People/Community*
- *Networks/Key partners*
- *Funding*
- *Software*
- *Hardware, Systems & Processes*

Stage 5

Initiate Catalytic Action

Catalyst: *Something that stimulates an event, an activity, or a change in conditions.*

Catalytic: *Relating to or involving the action of a catalyst.*

Catalytic action: *A targeted action that builds upon capabilities to generate value, and/or tests the alignment of a SOR*

The final stage in the SIAC Framework is initiating the **Catalytic Action**. A well-designed catalytic action builds new capabilities and stimulates existing ones to start generating sustainable community value.

The Community is Key

So why is this framework important? What makes this process different? Well, it requires the voices of Norwalk to come out and speakout! Your voices and perspectives are imperative to the process. We want to hear those voices and get to know the community from your lens.

Norwalk as a community must come together and implement new tools, strategies and common values. As we approach the complexity of this work, our goal is to bridge perspectives for an equitable and transformative future.

Ways to get involved:

- **Join the conversation:** Download our Community App “**Mighty Networks**” and join the Norwalk Speaks! Community Or go to <http://norwalkspeaks.mn.com>



- Be a part of the “Conditional Analysis” process. Visit: www.norwalkspeaks.com
- Email your questions or concerns: Norwalkspeaks@gmail.com



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