

# People, Power, Change

## **Social Housing and Human Rights: Organizing for Change**

**Institute for Change Leaders**

# Today's Agenda

- Welcome and Introduction
- Public Narrative Lecture and Breakout
- Lunch
- Strategy Lecture and Breakout
- Tactics Lecture and Breakout
- Next Steps
- Evaluation

# Updated Call to Action

## **We call on the Prime Minister and the Minister of Housing to:**

- Invest in social housing in the 2025/26 federal budget to add, within ten years, a minimum 300,000 net new units of non-market housing where rents are no more than 30% of before-tax household income in perpetuity.
- Ensure those investments facilitate the construction, acquisition, operation, and maintenance of non-market rent-geared-to-income housing that meets the unique and varied requirements of people in core housing need.

## Our purpose for today:

- Build capacity to collectively organize and advocate to achieve the social housing call to action.
- Begin to develop a unified action plan for social housing in Canada.



# Duncan Pike

## Institute for Change Leaders





# Icebreaker

With your table, 1 minute each:

- Name, where you are coming from
- What is your superpower?
- What is your hope for this training session?

# **PUBLIC NARRATIVE**

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## Goals for this session:

- Learn how you can use storytelling to deeply connect with your values & purpose
- Learn how to tell a powerful personal story to motivate people to act



We all have stories within us. Sometimes we hold them gingerly, sometimes desperately, sometimes as gently as an infant.

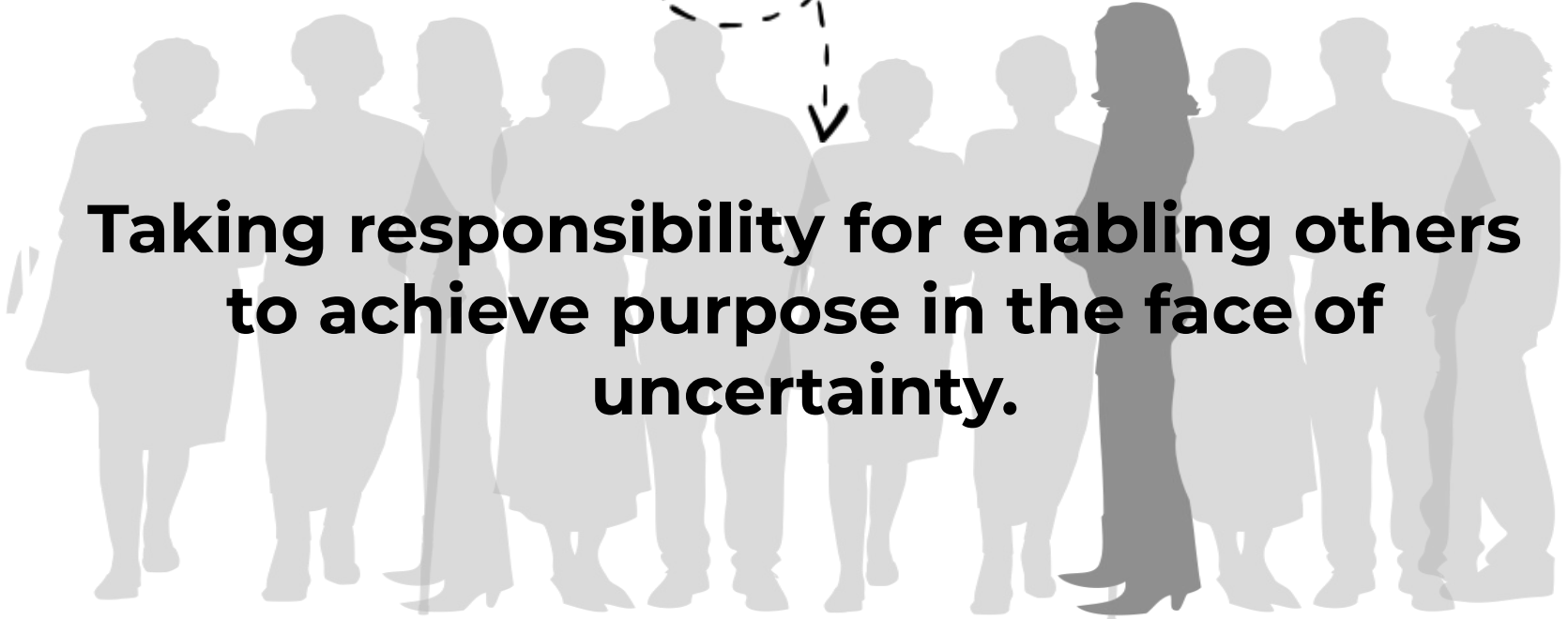
It is only by sharing our stories, by being strong enough to take a risk – both in the telling and in the asking – that we make it possible to know, recognize and understand each other.

- Richard Wagamese

# Leadership



**Taking responsibility for enabling others  
to achieve purpose in the face of  
uncertainty.**

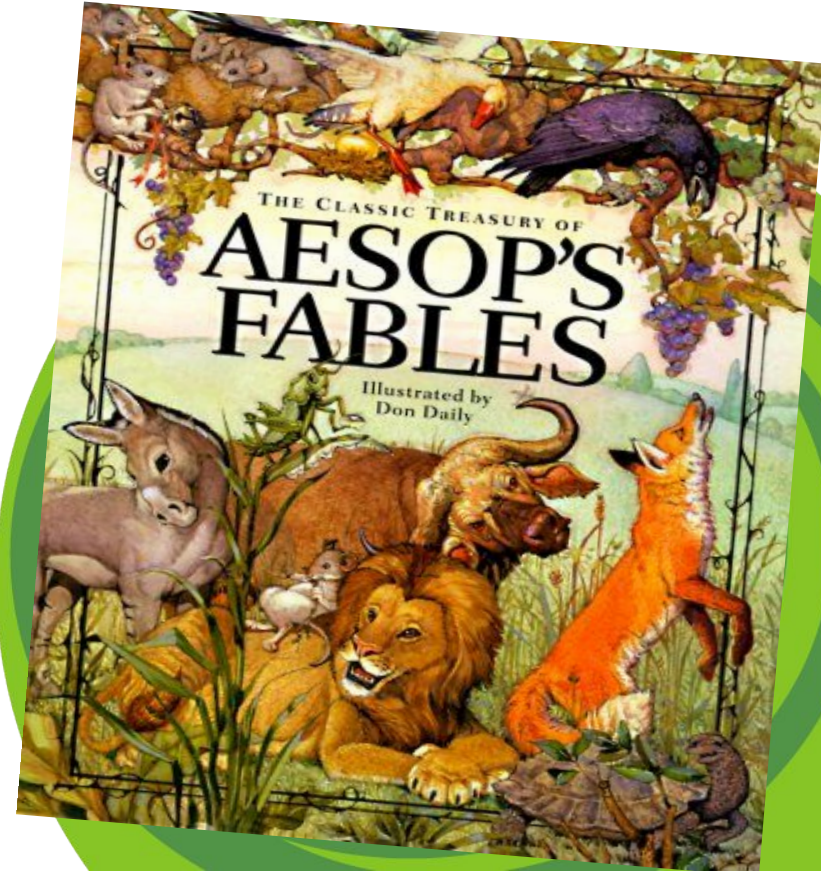


# Why do we tell stories?



# Stories Teach

- Morals
- Values
- Lessons
- How to Make Choices



# The Role of Stories in Organizing

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**How**



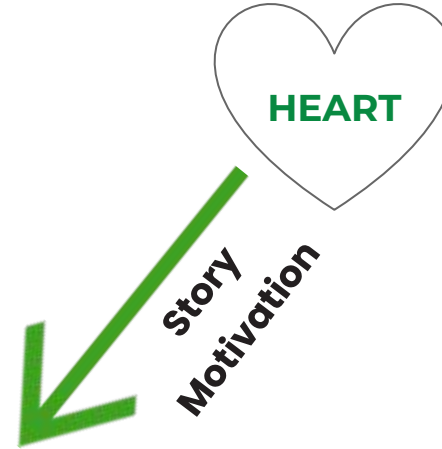
# The Role of Stories in Organizing

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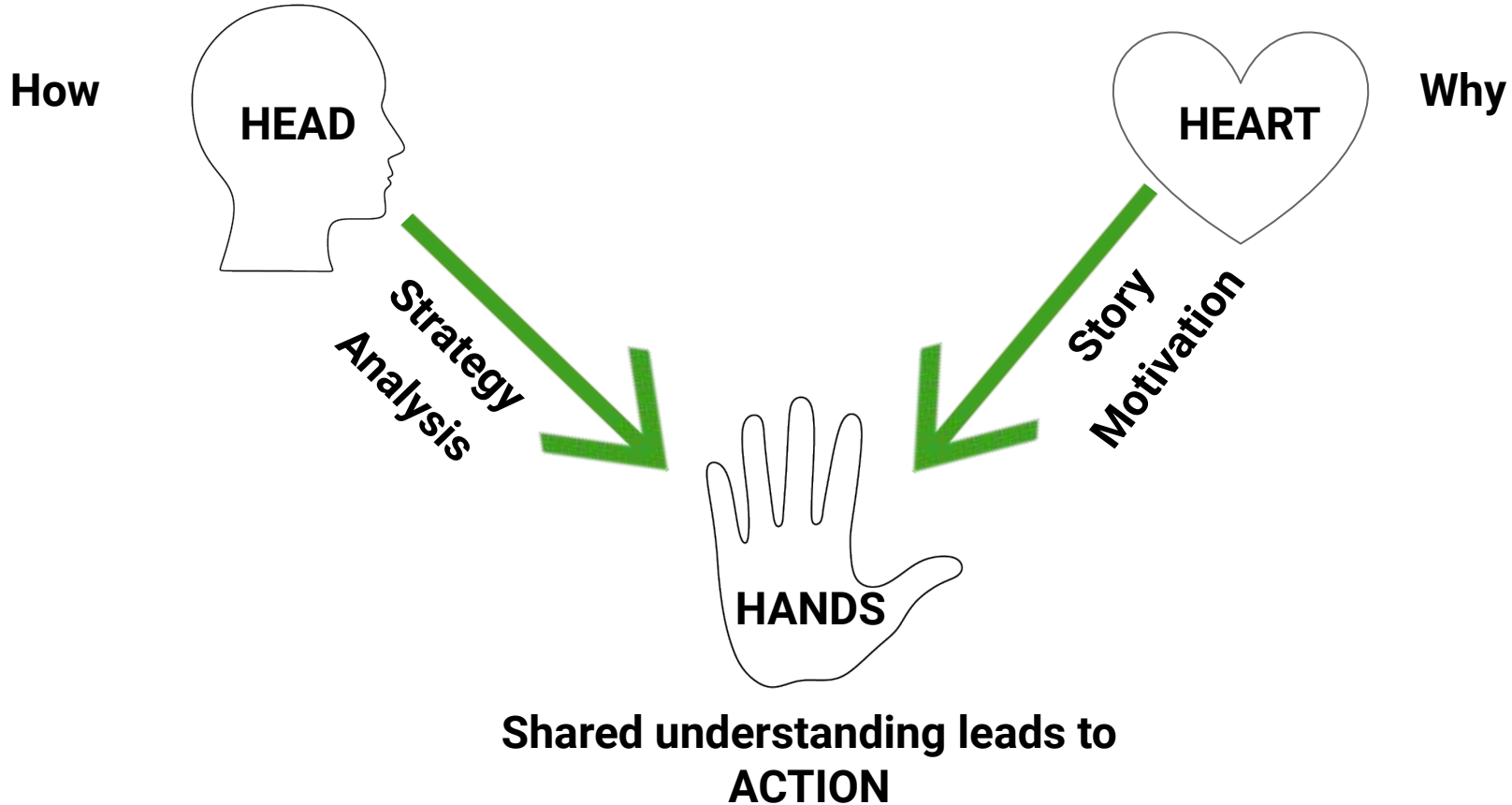
How



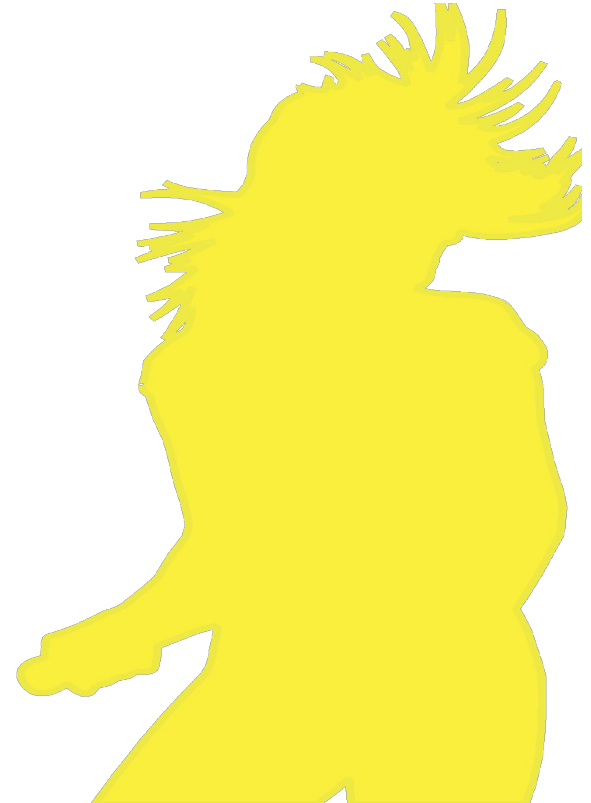
Why



# The Role of Stories in Organizing



# How do Stories Move us to Action?





# Leadership in uncertain times



**Inertia**

**Apathy**

**Fear**

**Isolation**

**Self Doubt**

# Leadership in uncertain times



**Action  
Inhibitors!**

**Self Doubt**

# Stories can mobilize emotions



Inertia

Apathy

Fear

Isolation

Self Doubt

Urgency

Anger

Hope

Solidarity

You Can Make A  
Difference!

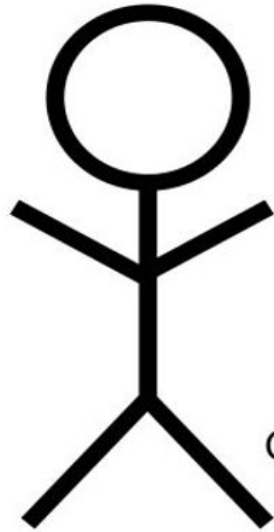
# Story of Self:

**a public story communicating the values that are calling you to act.**

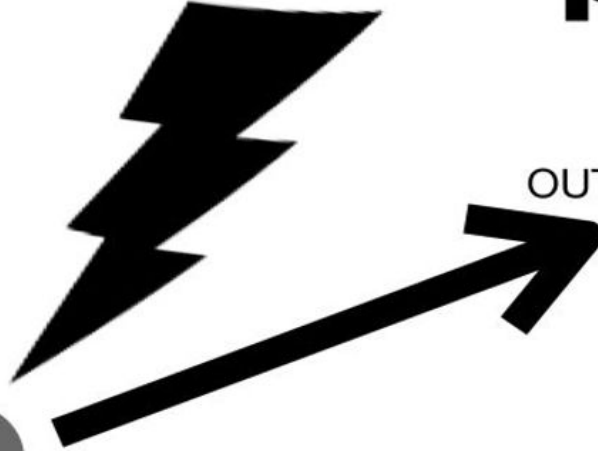
**character**

CHALLENGE

**plot**



CHOICE



OUTCOME



**moral**

# Structure of the Story of Self:

**Your Challenge:**

- Why did you feel it was a challenge?
- What was so challenging about it?

**Your Choice:**

- Why did you make the choice you made?
- How did it feel?

**Your Outcome:**

- How did the outcome feel and why?
- What did it teach you?

# Video: Alana



# Debriefing the story



- Challenge, choice, outcome?
- Key Moments?
- Images?
- Feelings?
- Values?



# Michelle's Story



**Before you decide how to tell  
your story, you need to decide  
which story to tell.**

# “The Sweet Spot”

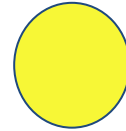


# The Right Story



## Does

- Connect you to your cause
- Evoke emotion
- Describe a pivotal moment



## Does Not Have To

- Prove your credibility
- Overwhelm you
- Represent *all* the moments

# Stories can change



- Your story can/should change based on individual campaigns
- You can choose to emphasize or de-emphasize certain aspects
- You accumulate life experiences that can add to your story of self
- Practice makes perfect!

# Questions?

# **Writing your Story 10 minutes**

# Story of Self Worksheet

## Story of Self

Your Story of Self shows who you are, the choices that have shaped your identity, the lessons you've learned from those choices, and the values that guide you. **Remember: Your Story of Self is a narrative, not a biography.**

Be sure to include the following in your Story of Self

- The challenge you faced: what it looked like and how it felt
- A setting: where you were and what it looked like
- How you felt emotionally and physically
- A specific choice you made
- The lesson you learned, how it felt, and the concrete change you saw

### 1

#### Your Challenge:

- Why did you feel it was a challenge?
- What was so challenging about it?

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### 2

#### Your Choice:

- Why did you make the choice you made?
- How did it feel?

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### 3

#### Your Outcome:

- How did the outcome feel and why?
- What did it teach you?

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## IV



# Story of Self



## **Be sure to include the following in your Story of Self:**

- The challenge you faced: what it looked like and how it felt
- A setting: where you were and what it looked like
- How you felt emotionally and physically
- A specific choice you made
- The lesson you learned, how it felt, and the concrete change you saw

# Body Break

Please be back by 11:10am



# Breakout Session: Groups of 3

24 mins



- Review agenda, pick a timekeeper (1 min.)
- Share your stories with your partners:
  - 3 minutes Story
  - Partner gives feedback for 3 mins
- Switch. Do a second round!
- Switch. Do a third round!
- Pick one person to share their story with the group

# Giving feedback:

- Do you understand why this person cares?
- What are the key moments they shared?
- Do you hear a **CHALLENGE? A CHOICE? AN OUTCOME?**
- What **VALUES** are they trying to communicate?
- Did you feel connected with them?

**Let's hear some stories!**

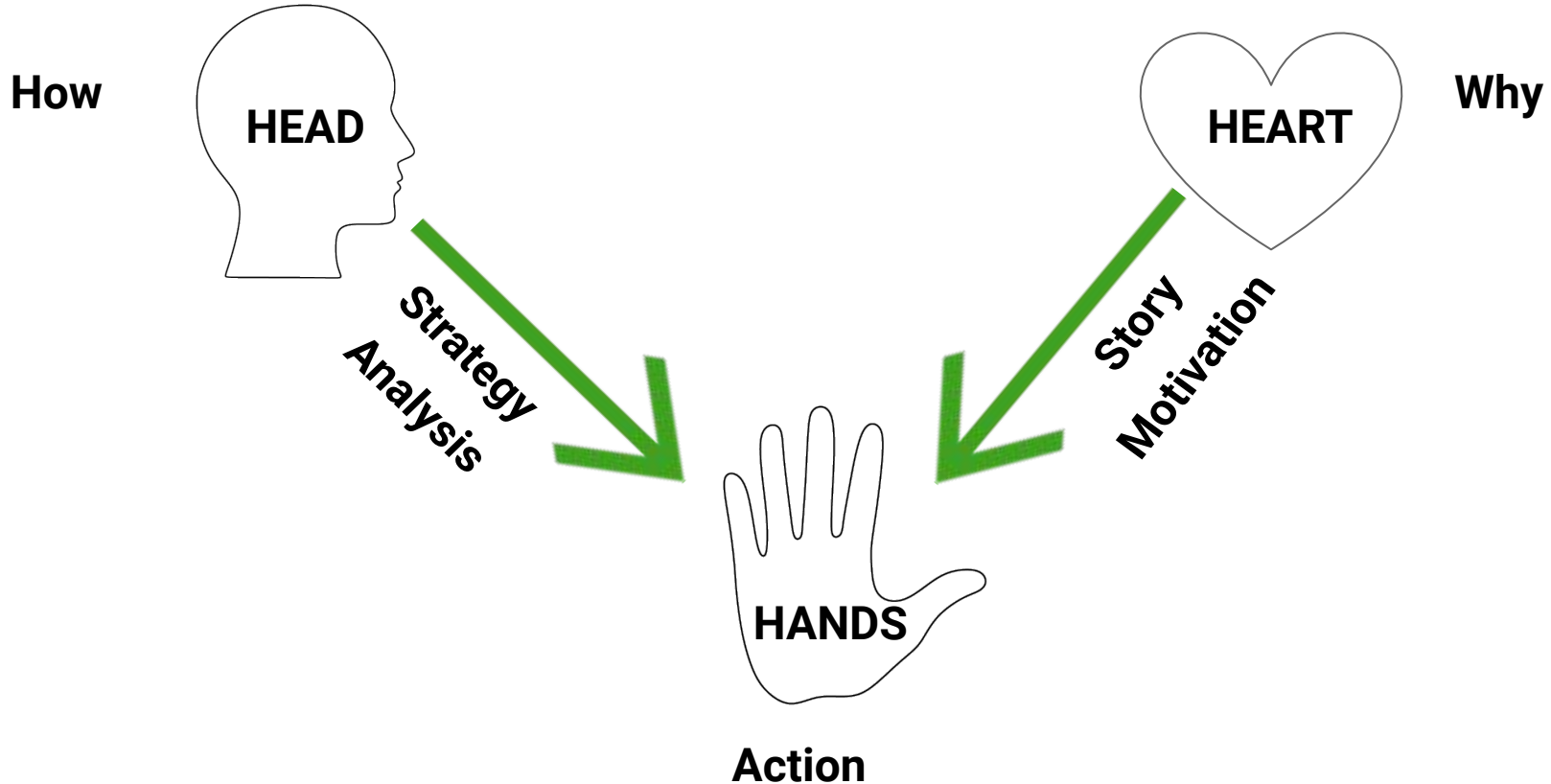
# **LUNCH!**

**Please be back by 1:00 pm**

# STRATEGY AND ACTION

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# The Role of Stories in Organizing





## Goals for this session:

- Learn how to identify key pillars of power and develop a strategy to move them
- Learn to design tactics that advance your strategy
- Begin to develop your campaign timeline and action plan

# Strategy is...




Our plan for getting from where we are **now** to where we **want** to be

It requires figuring out power.

## **(to-be-updated) Call to Action**

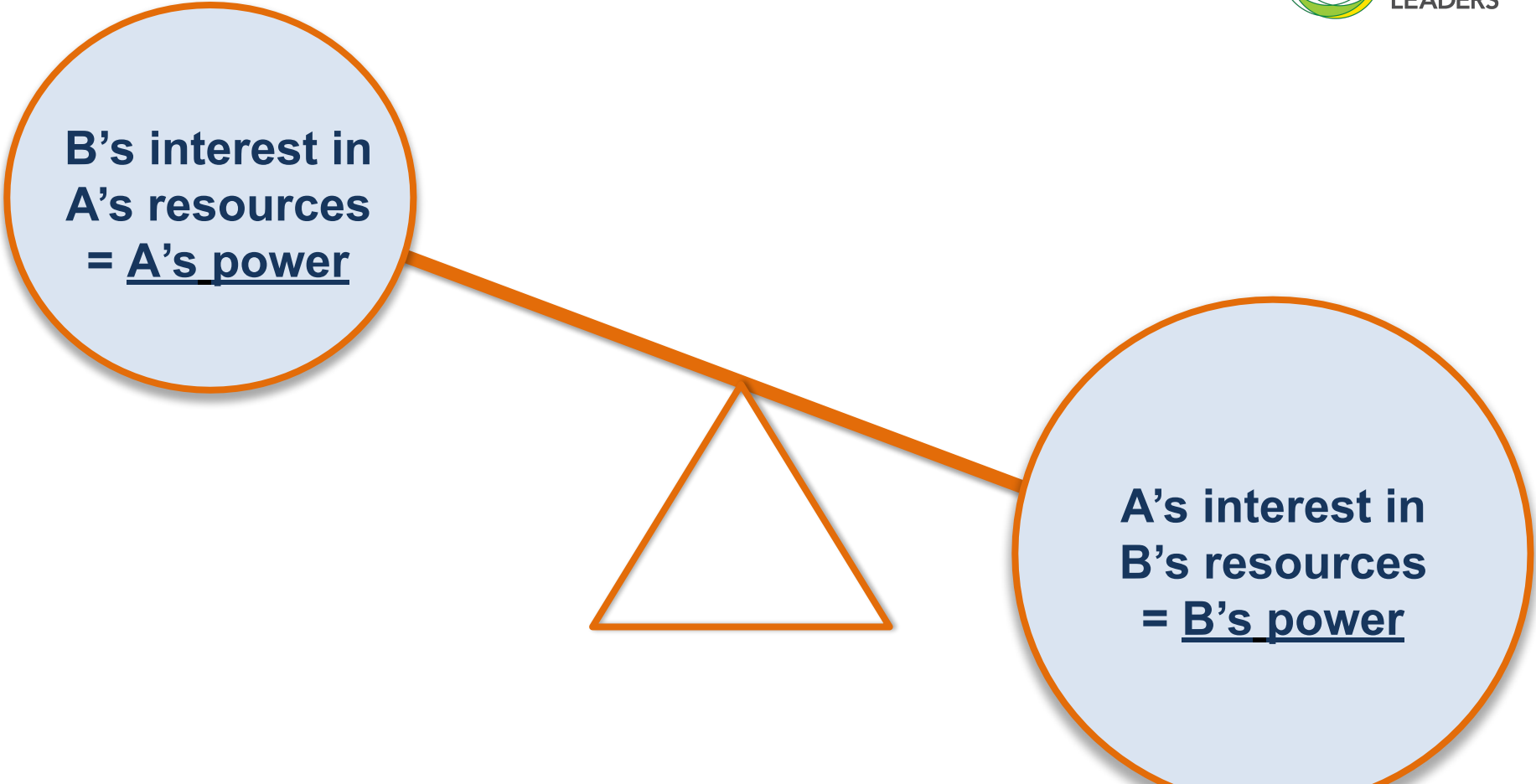
### **We call on the Prime Minister and the Minister of Housing to:**

- Invest in social housing in the 2025/26 federal budget to add, within ten years, a minimum 300,000 net new units of non-market housing where rents are no more than 30% of before-tax household income in perpetuity.
- Ensure those investments facilitate the construction, acquisition, operation, and maintenance of non-market rent-geared-to-income housing that meets the unique and varied requirements of people in core housing need.

A black and white photograph of Martin Luther King Jr. He is shown from the chest up, wearing a dark suit, a white shirt, and a dark tie. He is looking upwards and to the right, with his mouth open as if speaking. A microphone is visible in the foreground on the right side of the frame. The background is out of focus, showing a crowd of people.

“Power properly understood is  
nothing but *the ability to achieve  
purpose.*”

# Power Is Relational



**B's interest in  
A's resources  
= A's power**

**A's interest in  
B's resources  
= B's power**

# Strategy is...



## **People**

Turning your  
resources...  
(what you have)



## **Power**

Into power  
(what you need)

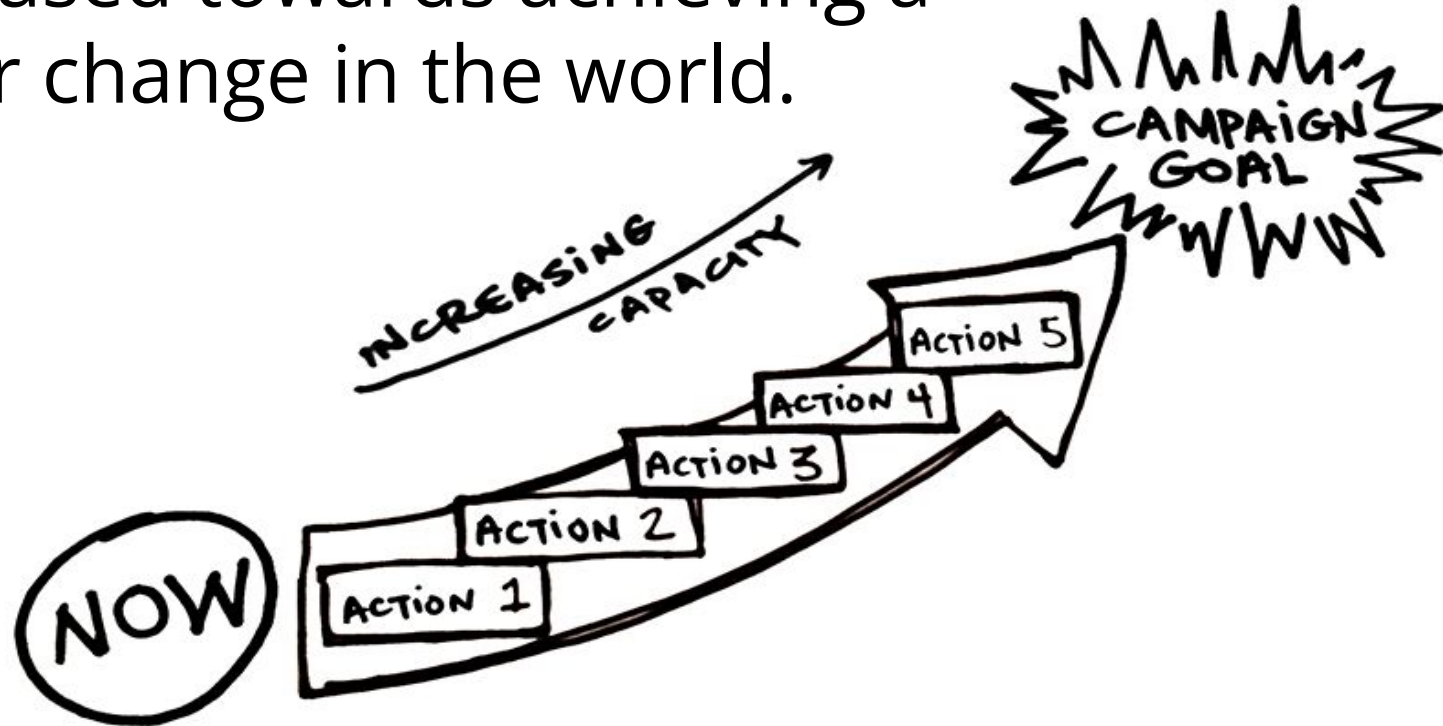


## **Change**

To create change  
(what you want)

# What is a campaign?

Work focused towards achieving a particular change in the world.



# 6 Big Questions

- 1 **Who are our PEOPLE?**
- 2 What is the PROBLEM?
- 3 What is our GOAL?
- 4 How do we get there? (THEORY OF CHANGE)
- 5 What are the TACTICS?
- 6 What is our TIMELINE?





**Who are my people?**



# Who are my people?

**Your Constituency**

**Your Target**

**Your Allies**

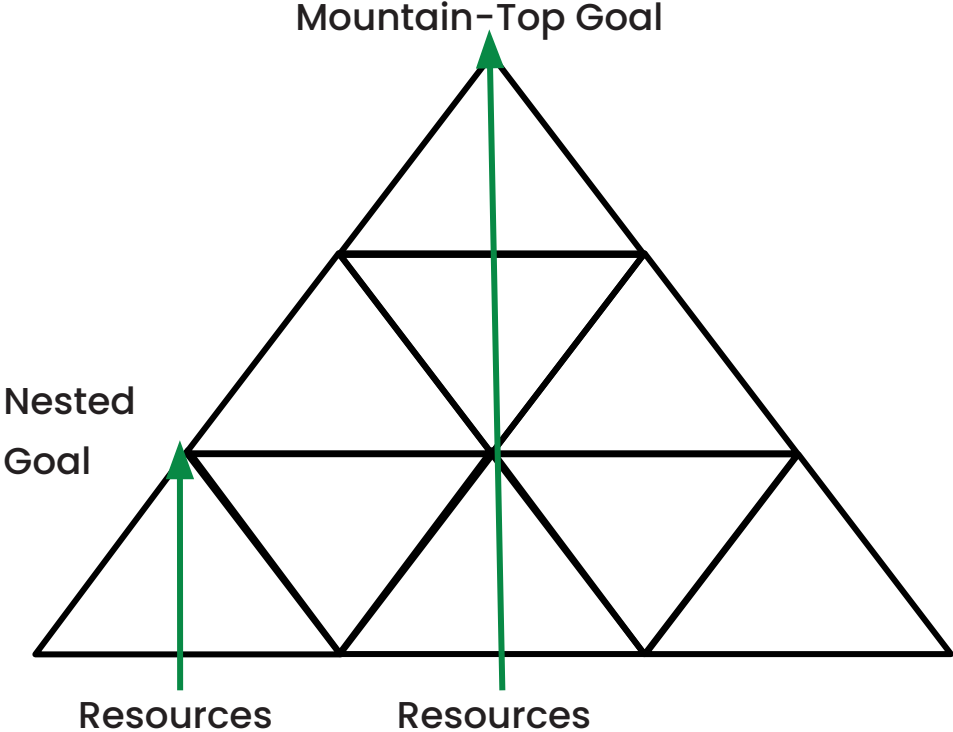
**Your Opposition**

# 6 Big Questions

- 1 Who are our PEOPLE?
- 2 **What is the PROBLEM? (anyone?)**
- 3 **What is our GOAL? (we got this!)**
- 4 How do we get there? (THEORY OF CHANGE)
- 5 What are the TACTICS?
- 6 What is our TIMELINE?

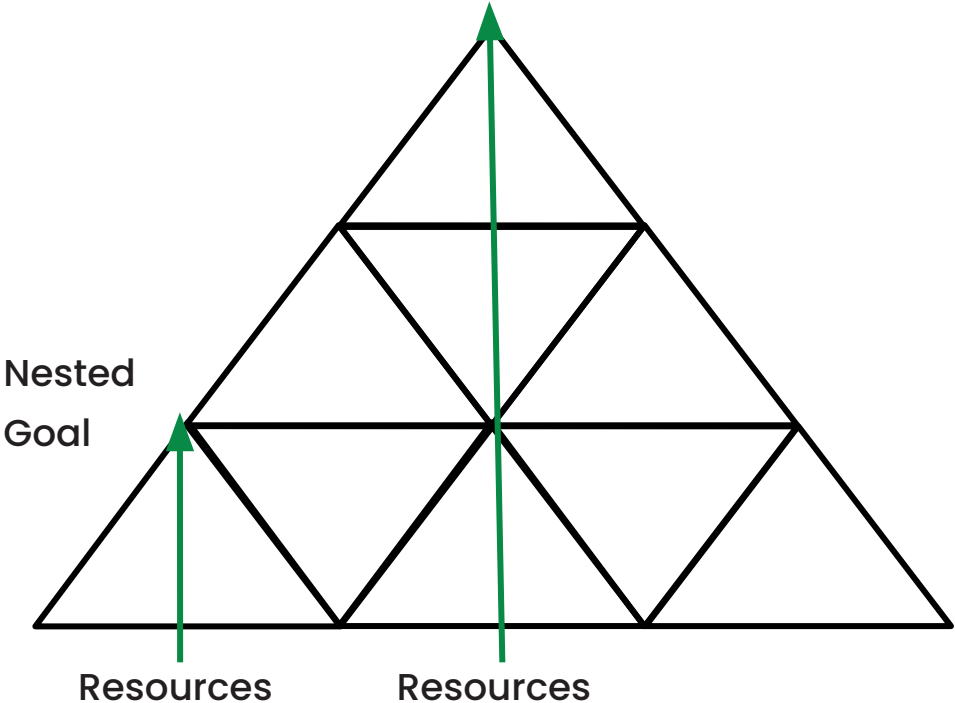


# What is our goal?



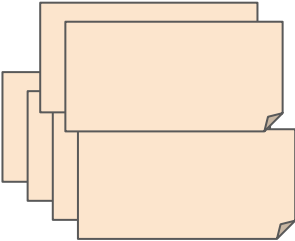
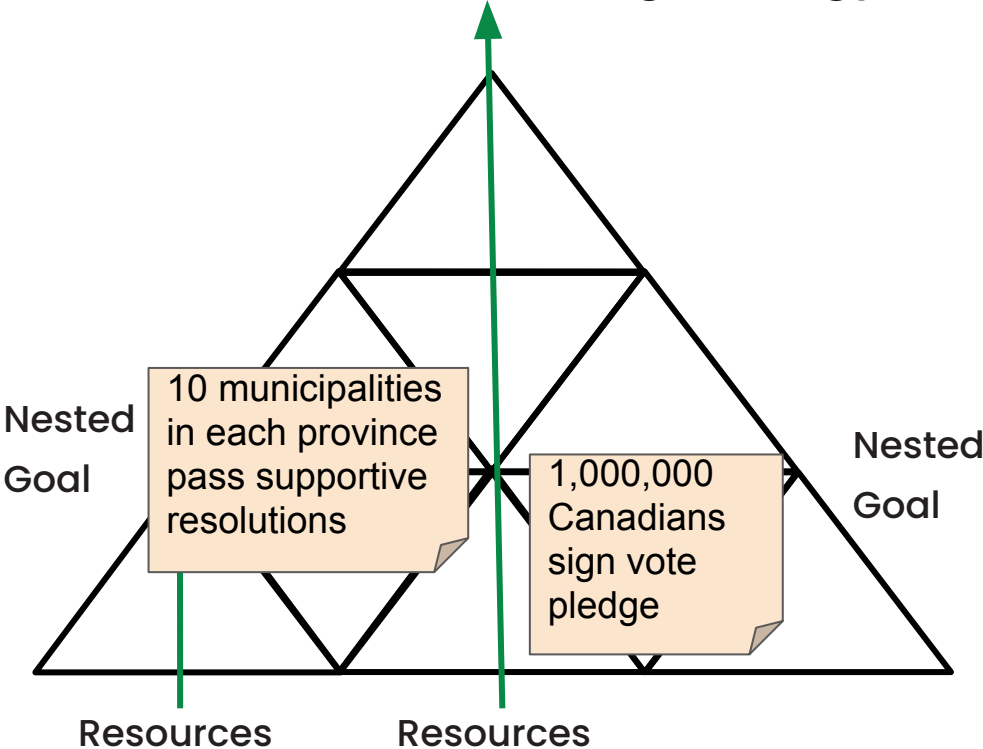
# What is our goal?

Mountain-Top Goal =  
Federal social housing investment



# What is our goal?

Mountain-Top Goal =  
national social housing strategy

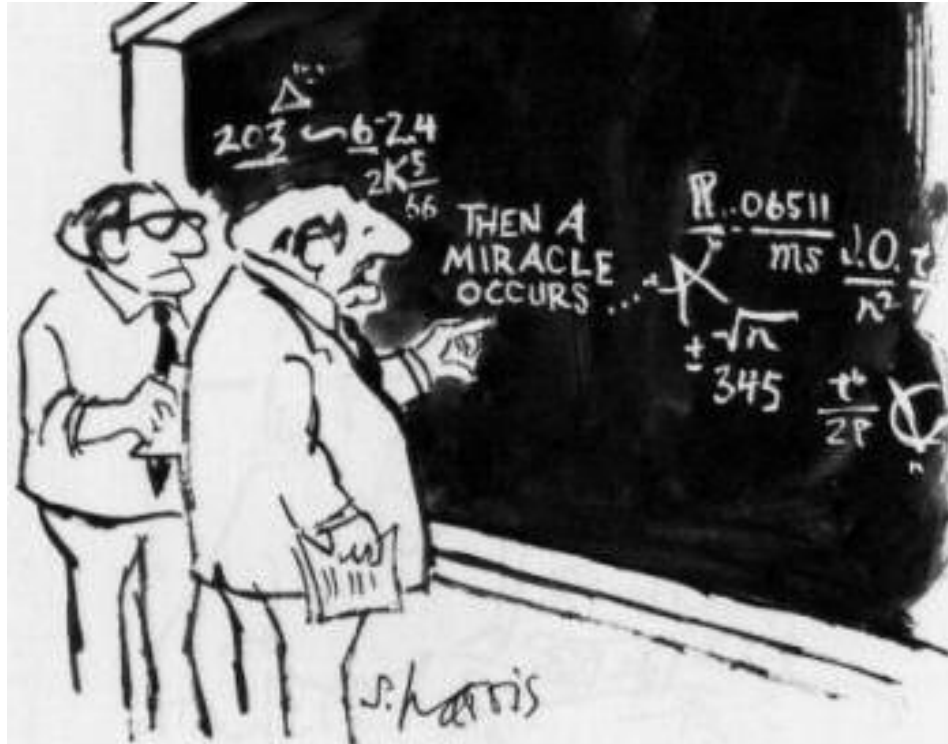


# 6 Big Questions

- 1 Who are our PEOPLE?
- 2 What is the PROBLEM?
- 3 What is our GOAL?
- 4 **How do we get there? (THEORY OF CHANGE)**
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- 6 What is our TIMELINE?



# Theory of Change



"I think you should be more explicit here in step two."



# Theory of Change

Our best guess for how we think that change will happen

It is a theory that if we use **what we have (our resources)** in a specific way, we will get **the power we need** to achieve **the change we want.**

# Theory of Change



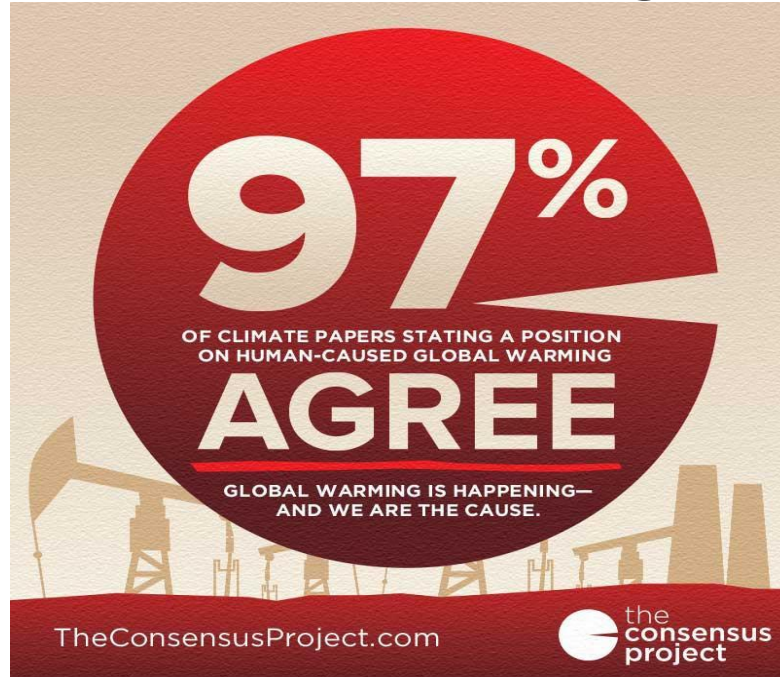
Phrased in an “If this, then that” formula:

**If our constituency** (use our resources in this particular fashion)

**Then** (we’ll achieve the strategic goal)

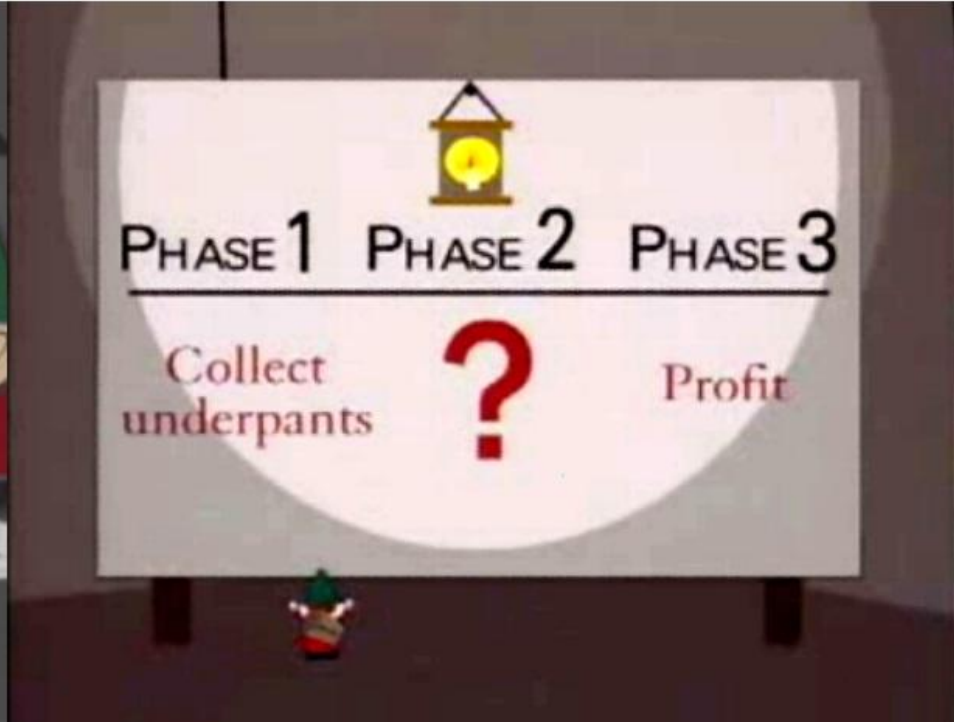
**Because** (reasoning/assumption)

# Theory of Change



**If** we educate people  
**then** we can stop climate change  
**because** knowledge leads to action

# Theory of Change



# Theory of Change



**If** African Americans in Montgomery, Alabama boycott the bus system  
**then** the bus company will desegregate the buses  
**because** the decrease in ridership will significantly impact their profits

# Why Theory of Change?

- Expose weak assumptions
- Forces refinement and tough conversations
- Drives persuasion and recruitment

# Theory of Change



<b>If...</b>	We conduct research and prepare a report with detailed recommendations on how an investment in social housing will help address the housing crisis.
<b>then...</b>	The federal government will agree to invest in the social housing
<b>because...</b>	Lack of knowledge is what's holding the government back from action



*Is this assumption correct?*

# Theory of Change: Social Housing



<b>If ...</b>	We build a coordinated Canada-wide advocacy plan to apply political pressure on local members of Parliament, the Prime Minister and Housing Minister
<b>then...</b>	They will agree to implement a federal government-funded social housing initiative
<b>because...</b>	They will be convinced that doing this will make them popular and help them get reelected.



# Questions?

# Breakout Session (30 mins)



STRATEGY CHART			Adapted from Bob, Kim et al. Organizing for Social Change.	
GOALS	ACTORS	TARGET	TACTICS	RESOURCES
<p><u>Long-Term Goal:</u> The Federal Government commits to investing in a National Social Housing Strategy in the 2025/26 budget.</p>	<p><u>Constituents:</u> The people who you are organizing</p>	<p><u>Primary Target:</u> Who has the power to give you what you want? What power do you have over them?</p> <p><u>Secondary Targets:</u> Who has the power to influence your primary target? What power do you have over them?</p>	<p>What are the steps you can take to influence your target?</p>	<p><u>What We Have:</u> What resources, people, money, info, other do you have to carry out the campaign?</p>
<p><u>Intermediate Goal:</u> Medium-term win on your way to the long-term goal.</p>	<p><u>Allies:</u> The people &amp; organizations who align with your issue</p>			<p><u>What We Need:</u> What resources do we need, and what problems do we need to solve, to move forward?</p>
<p><u>Short-Term Goal:</u> Short term win on your way to the intermediate goal.</p>	<p><u>Opponents:</u> The people &amp; organizations who oppose you and who will lose if you win.</p>			

# Breakout Session (30 mins)



- Select time keeper (1 min)
- Complete Goals section (5 min)
- Complete Actors section (5 min)
- Complete Target section (5 min)
- Share within group (12 min)
- Wrap up and pick someone to report out (2 min)

# Report back

# Body Break

Please be back by \_\_\_\_



# Tactics

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## Goals for this session:

- Learn how to develop tactics that are tied to strategy - make sense for our understanding of power, and the unique resources of our people.
- Identify the resources we have and the resources we need to develop to succeed
- Develop a campaign timeline

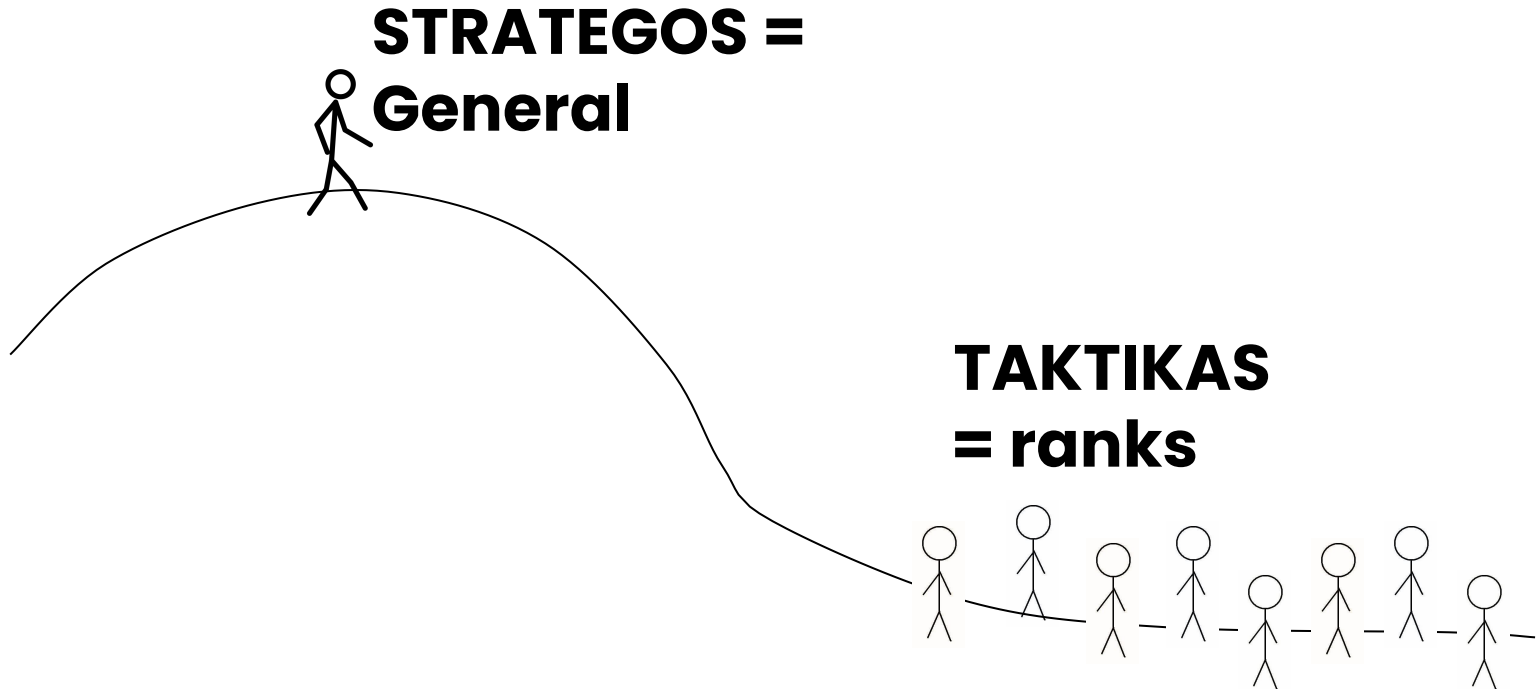
# 6 Big Questions

- 1 Who are our PEOPLE?
- 2 What is the PROBLEM?
- 3 What is our GOAL?
- 4 How do we get there? (THEORY OF CHANGE)
- 5 **What are the TACTICS?**
- 6 **What is our TIMELINE?**





# Strategy vs Tactics



Tactics are  
specific actions  
through which  
strategy is  
implemented

# How to choose tactics that will reach your goal?

# Choosing Tactics



**Strategic**

- Consistent with your theory of change?
- Moves you closer to your goal?
- Tracks your progress?

# Choosing Tactics



**Strategic**

**Strengthens  
Organizations**

- Improves your understanding?
- Deepens relationships and commitments?
- Generates new resources?

- Consistent with your theory of change?
- Moves you closer to your goal?
- Tracks your progress?

# Choosing Tactics

**Strategic**

- Consistent with your theory of change?
- Moves you closer to your goal?
- Tracks your progress?

**Strengthens  
Organizations**

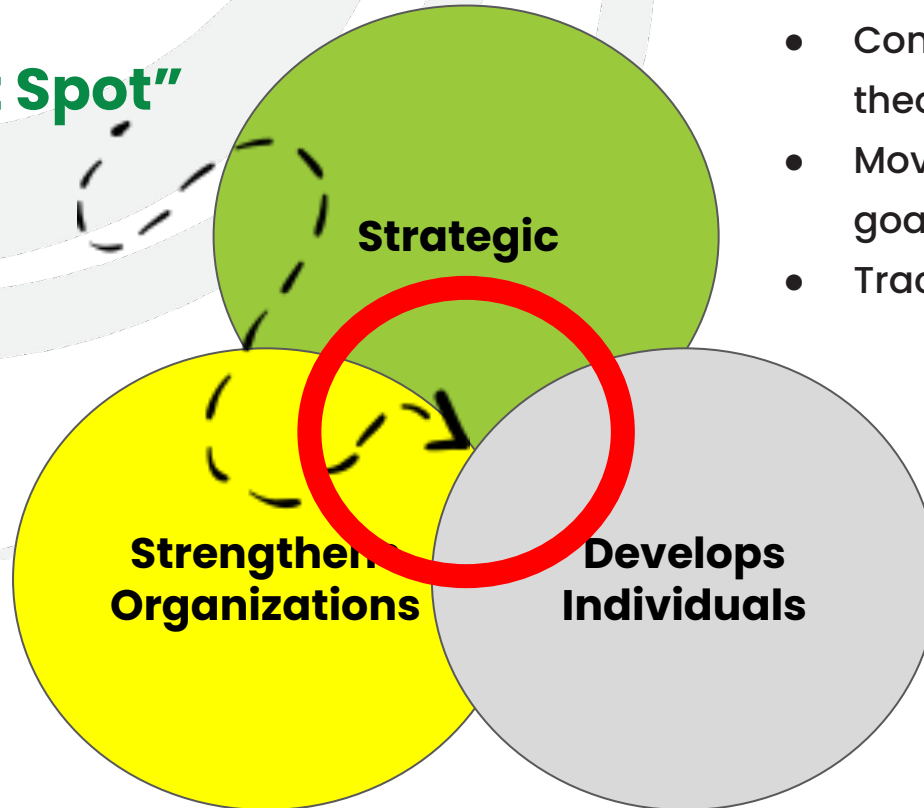
- Improves your understanding?
- Deepens relationships and commitments?
- Generates new resources?

**Develops  
Individuals**

- Opportunity to learn new skills?
- Builds confidence?
- Makes you more engaged?

# Choosing Tactics

## The "Sweet Spot"

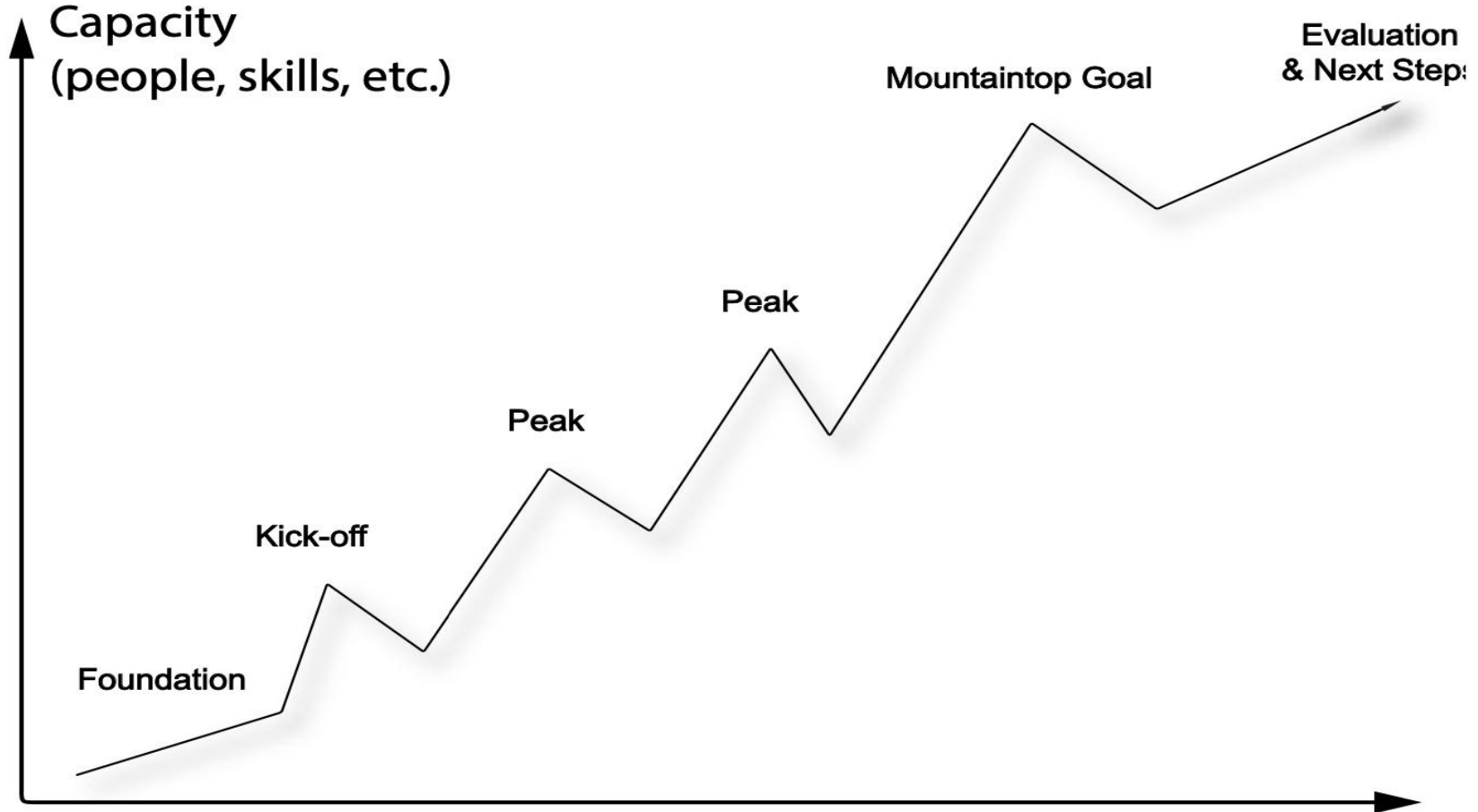


- Consistent with your theory of change?
- Moves you closer to your goal?
- Tracks your progress?

- Opportunity to learn new skills?
- Builds confidence?
- Makes you more engaged?

- Improves your understanding?
- Deepens relationships and commitments?
- Generates new resources?

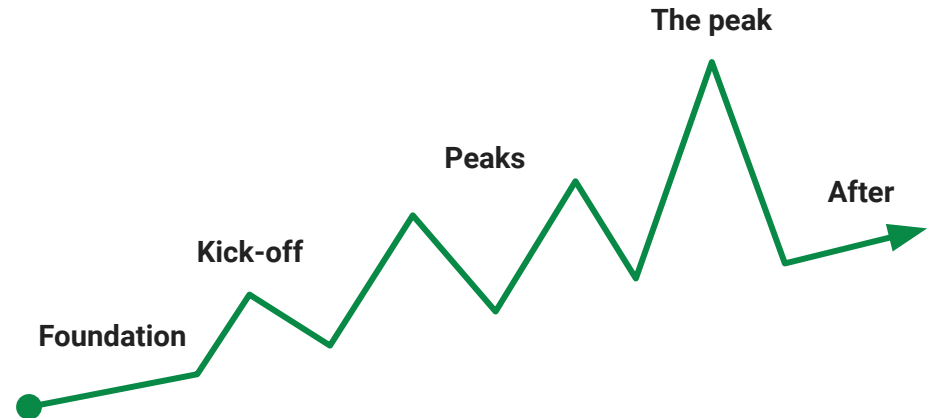
# Campaign Timeline





# The campaign arrow

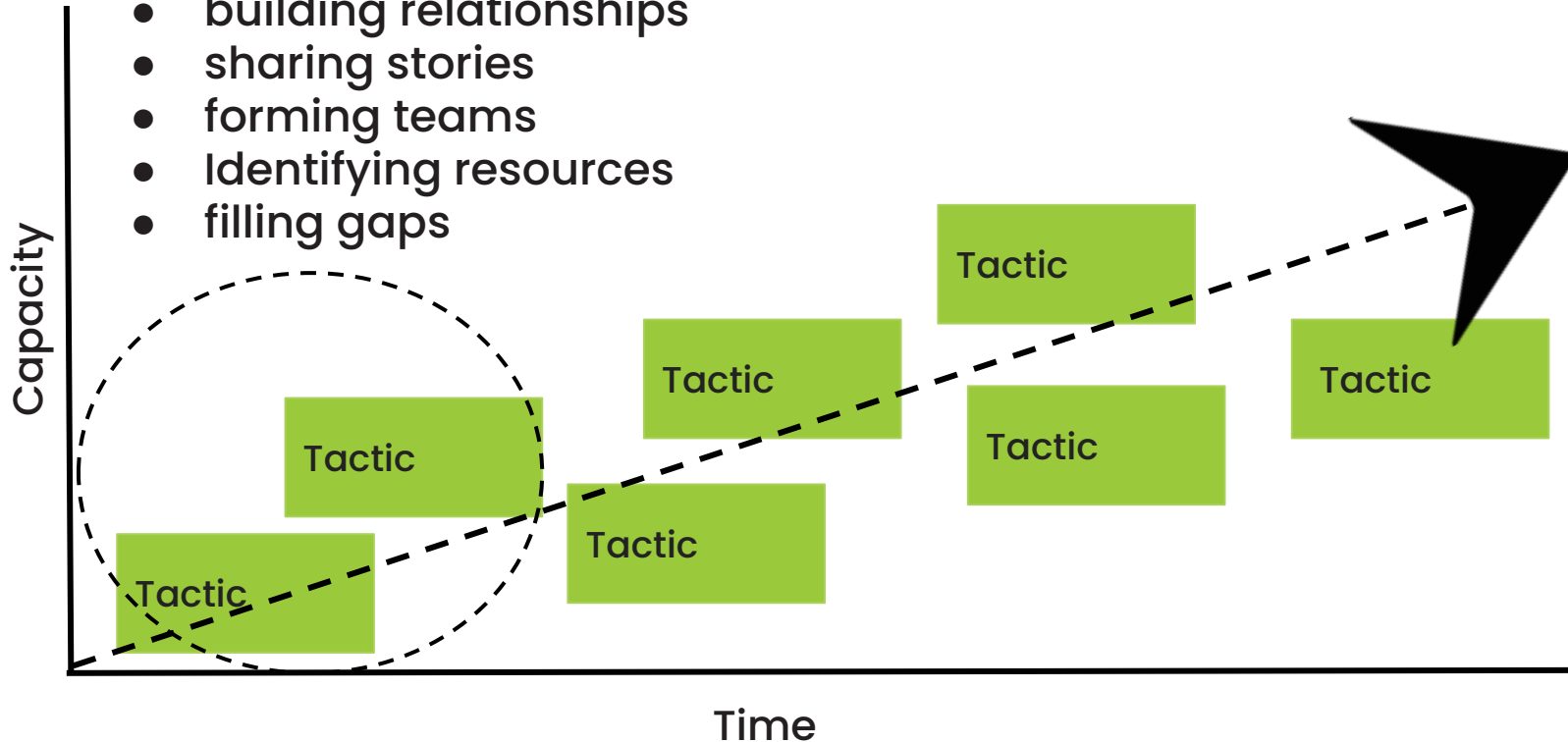
1. **Foundation:** create the resources needed to launch the campaign.
2. **Kick-off:** the official start of the campaign
3. **Peaks:** every peak is a milestone where we show the world that we have collected enough resources to move us to the next level.
4. **The Peak:** when we reach our strategic goal.
5. **After:** regardless, win or lose, we have to evaluate our campaign. We celebrate success and grieve our losses. We prepare for the next phase.



# Campaign Timeline

## Foundation:

- building relationships
- sharing stories
- forming teams
- Identifying resources
- filling gaps



# Breakout Session- 30 Min.



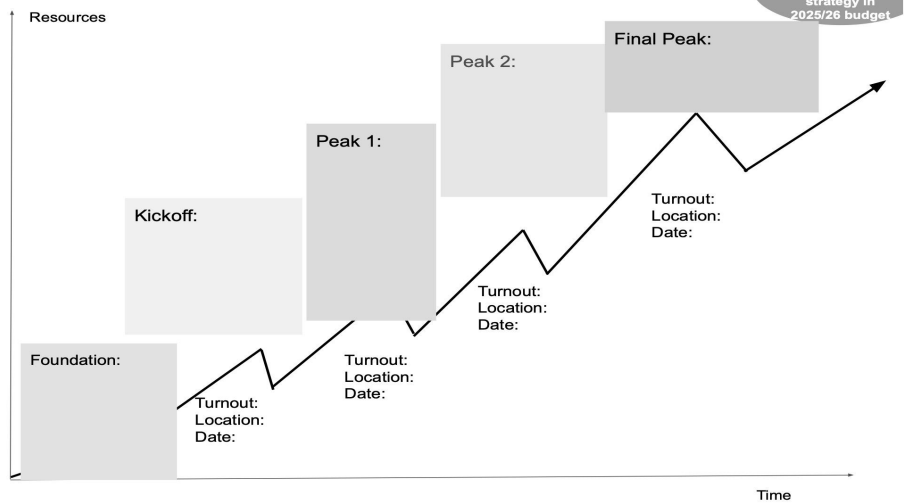
- Get settled, designate timer (1 min)
- Brainstorm tactics (8 min)
- Brainstorm resources (8 min)
- Position tactics on timeline (8 min)
- Share within your group (5 min)
- Wrap up and pick someone to report out (1 min)

# Breakout Session (40 mins)



STRATEGY CHART		Adapted from Bob, Kim et al. Organizing for Social Change.		
GOALS	ACTORS	TARGET	TACTICS	RESOURCES
<b>Long-Term Goal:</b> The Federal Government commits to investing in a National Social Housing Strategy in the 2025/26 budget.	<b>Constituents:</b> The people who you are organizing	<b>Primary Target:</b> Who has the power to give you what you want? What power do you have over them?	<b>TACTICS</b> What are the steps you can take to influence your target?	<b>RESOURCES</b> <b>What We Have:</b> What resources, people, money, info, other do you have to carry out the campaign?
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<b>Short-Term Goal:</b> Short term win on your way to the intermediate goal.	<b>Opponents:</b> The people & organizations who oppose you and who will lose if you win.			

## Timeline of Tactics



# Report back

# Keep the momentum going!

**Join the follow up action meeting:**

- **Thursday, May 4 at 1-3pm ET**
- **Tuesday, May 9 at 1-3pm ET**

**Email with calendar invites to follow!**

**Take a picture of your  
strategy chart and send it to:  
[shhr@policyalternatives.ca](mailto:shhr@policyalternatives.ca)**







# Evaluation

# Need Help with your Organizing Efforts?

## Stay in Touch!



[Facebook.com/iChangeLeaders](https://www.facebook.com/iChangeLeaders)



[@ichangeleaders](https://twitter.com/ichangeleaders)



[@ichangeleaders](https://www.instagram.com/ichangeleaders)



[contact@changeleaders.ca](mailto:contact@changeleaders.ca)



[changeleaders.ca](https://www.changeleaders.ca)

