COLLECTIVE IMPACT
Putting Theory Into Practice

October 2nd , 2019 – Plaza Room

9:30 am – 11:00 am

Goals for the Session

- Consider the importance of trust and discover tools and practices to nurture and sustain it

- Discover the importance of embracing a systems lens and learn simple tools to foster this view

- Learn about and share resources to continue to build your CI Implementation Toolkit

What is Your Knowledge of Collective Impact?

Very Little or Nothing

Familiar with the Theory

Implementing a CI Project

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Who's In the Room

What Questions Are You Bringing?

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An Overview of Collective Impact

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Pre-conditions for Collective Impact

- Influential Champion(s)

- Urgency of Issue

- Adequate Resources

5 Conditions of Collective Impact

Common Agenda

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

Diverse Voices * Responsive * Community Aspiration

Shared Measurement

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

Exploring * Alignment * Tracking Progress * Results

Mutually Reinforcing Activities

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

Weaving * System * Supportive * Centered

Continuous Communication

Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation
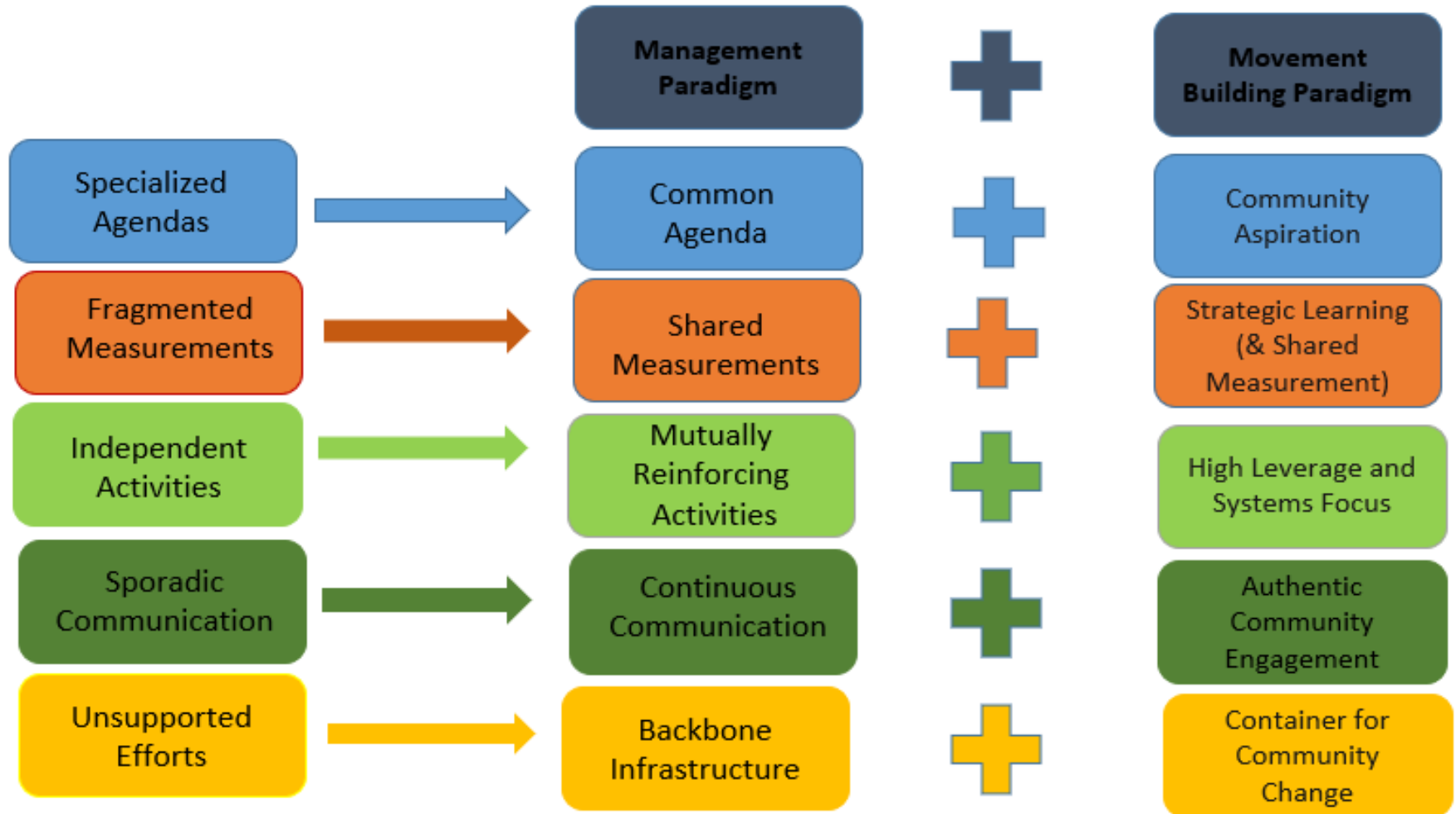
Trust * Transparency * Ongoing * Engagement

Backbone Support

Creating and managing collective impact requires a dedicated staff and a specific set of skills to **serve as the backbone for the entire initiative and coordinate participating organizations and agencies**

Facilitate * Convener * Coordinate * Movement

Source: FSG

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6 Additions in Collective Impact to 3.0

Specialized Agendas	→	Management Paradigm	➕	Movement Building Paradigm
Specialized Agendas	→	Common Agenda	➕	Community Aspiration
Fragmented Measurements	→	Shared Measurements	➕	Strategic Learning (& Shared Measurement)
Independent Activities	→	Mutually Reinforcing Activities	➕	High Leverage and Systems Focus
Sporadic Communication	→	Continuous Communication	➕	Authentic Community Engagement
Unsupported Efforts	→	Backbone Infrastructure	➕	Container for Community Change

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Collective Impact...

DOES NOT:	DOES:
• Employ a single organization or sector approach	• Require a backbone investment to steward the collective work forward
• Focus solely on programmatic outcomes	• Require diverse perspectives
• Work on short term priorities	• Use data to inform the issue and outcomes
• Resolve simple or complicated problems	• Focus on the systemic barriers & identify policy change opportunities
	• Leverage existing assets & programs in an intentional and aligned way
	• Focus collective resources on high impact priorities

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2 Tools for Putting Collective Impact Into Action

1. Hosting a Data Walk

2. The Multisolving FLOWER Tool

Tools for Putting Collective Impact into Action #1

Hosting a Data Walk

Source: The Urban Institute

Taking A Data Walk: The Purpose

- To foster a shared and deepened understanding of significant contributing factors your common agenda.

- To inform, engage and empower stakeholders to better understand and act to address their common agenda.

- To emphasize the need for collective action and community leadership to realize your common agenda

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Data Walk: Logistics

- A data-walk typically has 4-6 data "stations"

- Small groups will visit each data "station" for 7 minutes

- At each station there is a reflective questions posted to guide the group's reflection on that data point

- Participants are encouraged to use post-it notes to capture key insights at each station

A Data Walk on Youth Violence Prevention

Adverse Childhood Experiences

- In our region, 37% of individuals aged 20 years and older have experienced child abuse before the age of 16 (i.e., physical abuse, sexual abuse and/or exposure to intimate partner violence). This is similar to the province (32%).

- Nationally over 9 in 10 (93%) victims of childhood physical and/or sexual abuse never spoke to police about their experiences.

 Interpretive Question: *In what ways might adverse childhood experiences impact a young person's risk of violence and/or victimization?*

Youth Employment

- The youth unemployment rate is higher in our region compared to the province. (depicted on a graph)

 Interpretive Question: *In what ways might high youth unemployment impact a young person's ability to thrive in our Region?*

Connectedness

- In our region,, 68% of the population have a very or somewhat strong sense of community belonging. However, individuals 19 to 29 years old (56%) are the least likely to have a strong sense of community belonging compared to other age groups

 Interpretive Question: *In what ways might a low sense of community belonging affect a young person's perception of community safety and well-being?*

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A Data Walk on Youth Violence Prevention

Mental Well-Being

- In our region, 38.7% of grade 7 to 12 students reported moderate-to-high levels of psychological distress. This is similar to the province (39%).

- Among all grade 7 to 12 students in our region, 33.1% did not know where to turn for mental health or emotional issues. This is similar to the province at 31.2%.
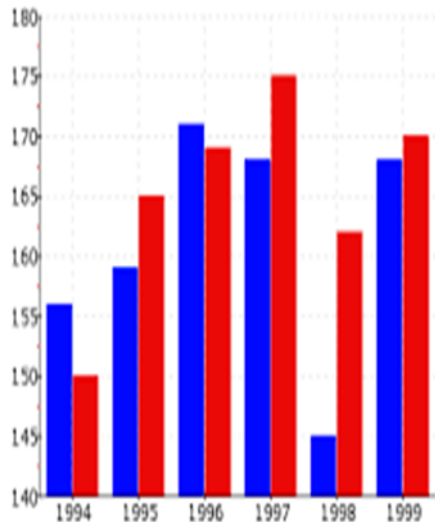
Interpretive Question: *What barriers might youth in our region face that impact their ability to seek care for mental health problems?*

Income:

- This is a map of median household income across our region. The overall median household income in our region is higher than the province ($75,667 vs $65,285)

- In 2015 there were 41,810 children in our region (aged 0 to 17 years) living in low income. This represents 13.5% of children in the region is comparable to the province (11.5%)

Interpretive Question: *In what ways could neighbourhood household income influence a young person's perception of safety and well-being?*

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Making Sense of Data on 3rd Grade Reading

- # of 3rd Graders reading below, at or above grade level in Rockford **Interpretive Question: *What are some factors outside of schools that might affect 3rd Grade Reading?***

- 3rd Grade Reading Rates (below, at and above) linked to low income or medium-high income. **Interpretive Question: *In what ways might family income levels affect a Rockford 3rd Grader's ability to read at or above grade level?***

- 3rd Grade Reading Rates (below, at & above) linked to mobility rates for 3rd Graders in the city. **Interpretive Question: *What factors might contribute to higher mobility rates for Rockford 3rd Graders?***

- 3rd Grade Reading Rates (below, at and above) linked to school absenteeism in the city. **Interpretive Question: *What might be some factors that could affect absenteeism rates for Rockford 3rd Graders?***

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Data Walk: Sense-Making

- At your tables, **identify possible contributions** that the following groups could make to support all 3rd Graders in our city to read at or above grade level:
    - Parents, kids and families
    - Non-educational organizations (and/or programs)

- What systems and/or policy changes might also be needed? Who should address them?

- As a group, draw a shared picture of highlights from your sense-making dialogue

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Data Walk: Facilitating Ideas into Action

SMALL GROUP GALLERY WALK & DEBRIEF

- Walk the room and view the posters other groups have created.

- Are there common themes emerging?

- Are their unique ideas that captured your attention?

- What are **3 recommendations** your group would make to keep today's thinking moving forward?

Implications for Collective Impact Practioners

- Data is valuable for both planning & tracking progress on a CI Initiative

- Data about your issue AND your CI process is both important

- Sense-making ABOUT the data and what it means is as important as the data itself.

- Ensure that processes and structures exist to regularly engage in sense-making

- Inviting diverse perspectives to participate in sense-making activities deepens engagement, supports learning and generates insights into root causes.
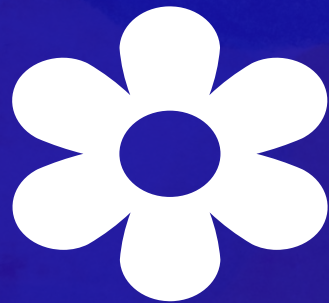
SMALL TABLE DIALOGUE

- **At your table, plan a Data Walk for your CI Initiative (15 minutes)**
  - **What data points will you profile?**
  - **What interpretive questions would you ask?**

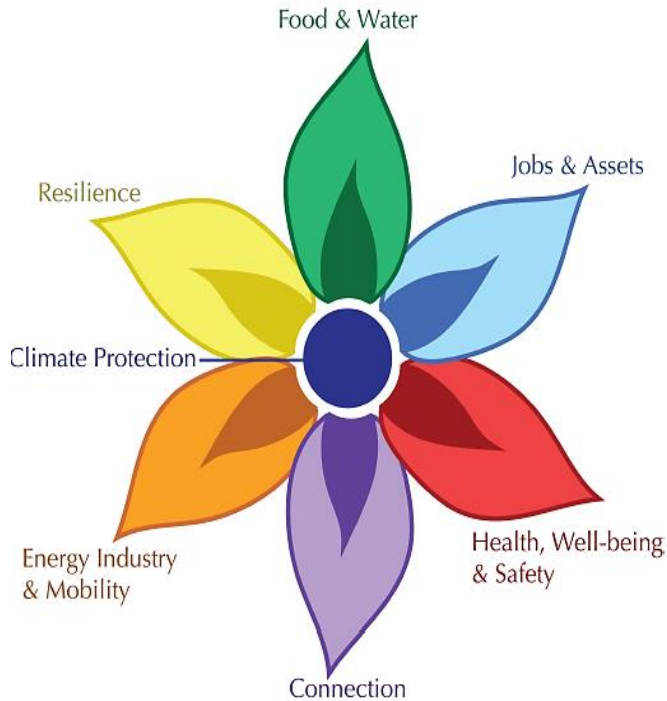- **Capture questions & AHAs from your table to share**

- **Comments?**

- **Questions?**

Tools for Putting Collective Impact into Action #2
Multisolving FLOWER Tool

What is Multisolving?

Food & Water
Jobs & Assets
Resilience
Climate Protection
Energy Industry & Mobility
Health, Well-being & Safety
Connection

Framework For **L**ong-Term, **W**hole-System, **E**quity-Based **R**eflection

- Multisolving is an approach for tackling complex, problems by focusing simultaneously on achieving "multiple benefits in climate change, health, the economy, equity, disaster resilience etc." in a holistic way

- It resists the temptation to simplify complex problems in favour of addressing them holistically

- It invites people to pool expertise, funding, and political will to solve multiple problems with a single investment of time and money

- **FLOWER** is a visual framework for mapping potential benefits and also how they are distributed

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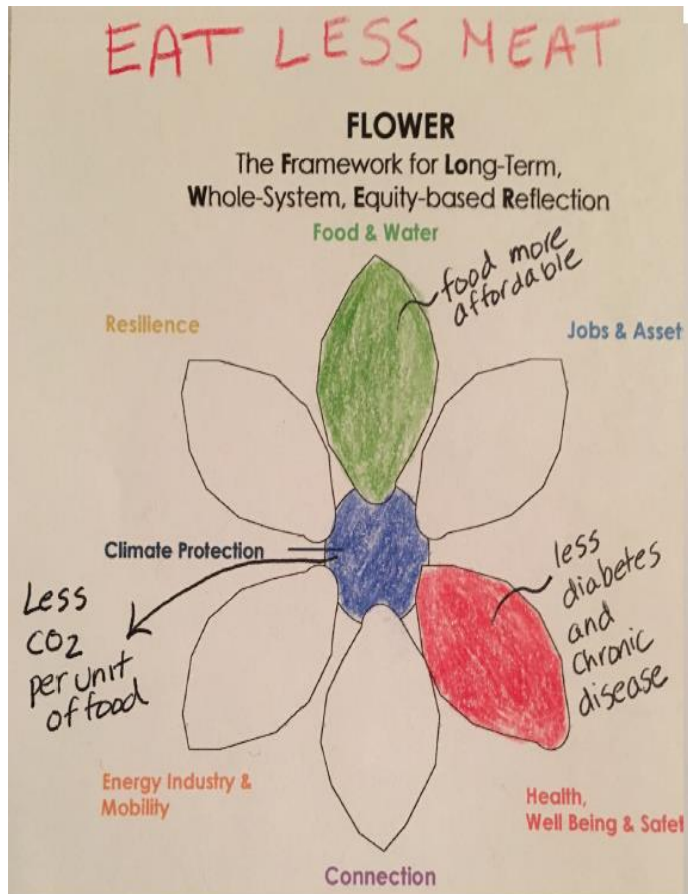**www.tamarackcommunity.ca**

Multisolving: Helping Citizens & Organizations to Work Well Together

- Citizens speak in story but systems & organizations respond to patterns and themes

- Citizens view issues & opportunities holistically

- Organizations tackle issues in silos and shape solutions based on patterns and themes

- How can we distill the common patterns and themes of individual stories and share them in ways that our "systems" can hear and act?
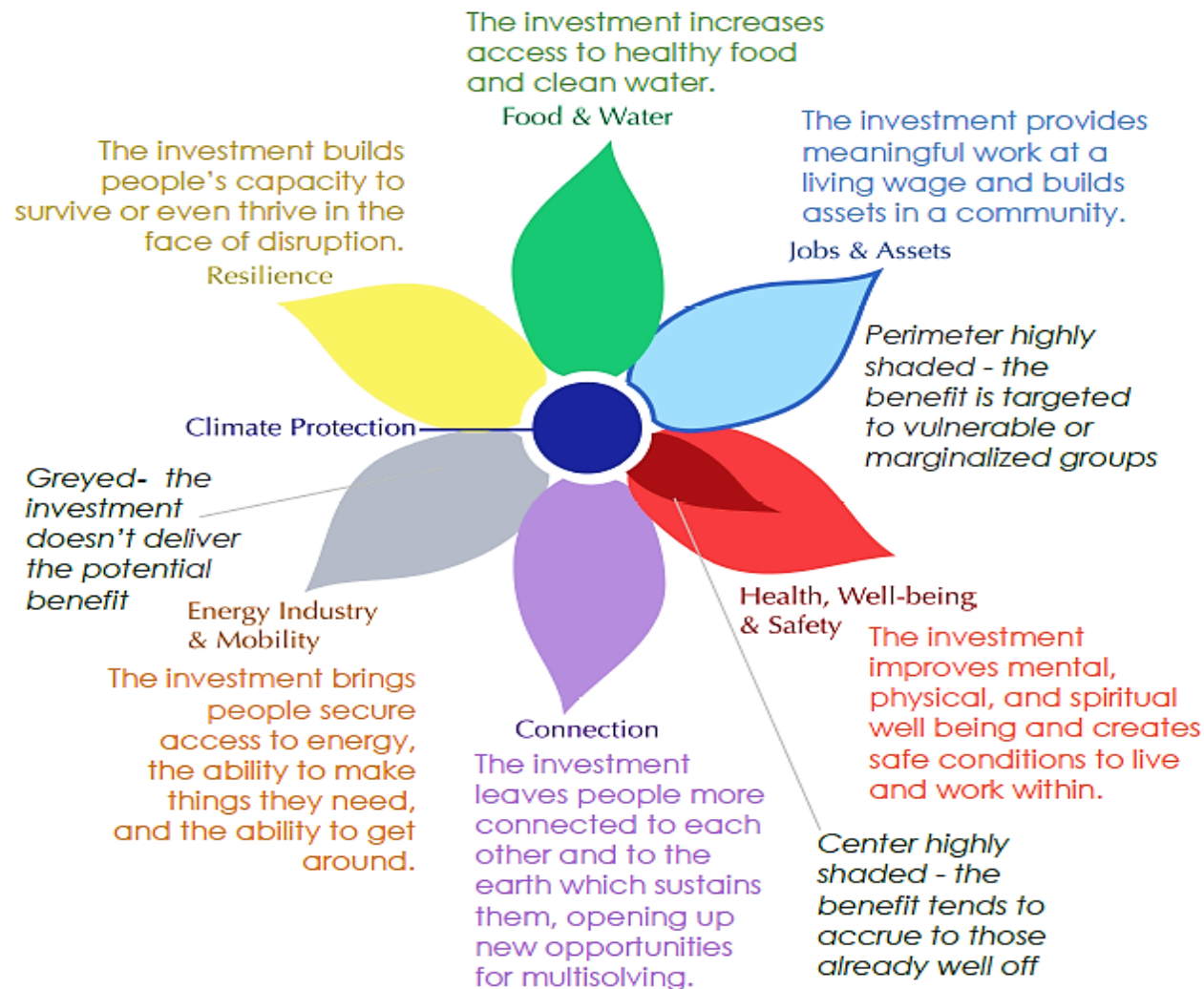
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Multisolving: The FLOWER Framework

- **FLOWER** (**F**ramework **for L**ong-Term, **W**hole-System **E**quity-Based **R**eflection) is a visual framework developed by Climate Interactive to map potential benefits and also how they are distributed

- It provides a way to consider which co-benefits might be generated from a given response to climate action.

- It also helps reveal not only what benefits might accrue, but also how those benefits would be distributed across a population

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The FLOWER Framework Components

The investment increases access to healthy food and clean water.
Food & Water

The investment provides meaningful work at a living wage and builds assets in a community.
Jobs & Assets

The investment builds people's capacity to survive or even thrive in the face of disruption.
Resilience

Perimeter highly shaded - the benefit is targeted to vulnerable or marginalized groups

Climate Protection

Greyed- the investment doesn't deliver the potential benefit

Energy Industry & Mobility

The investment brings people secure access to energy, the ability to make things they need, and the ability to get around.

Connection
The investment leaves people more connected to each other and to the earth which sustains them, opening up new opportunities for multisolving.

Health, Well-being & Safety
The investment improves mental, physical, and spiritual well being and creates safe conditions to live and work within.

Center highly shaded - the benefit tends to accrue to those already well off

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Possible Areas of Co-Benefit

Food and Water = increases access to healthy food & clean water

Jobs & Assets = provides meaningful work at living wages & builds assets in the community

Health, Well-Being & Safety = improves well-being (mental, physical & spiritual) & creates safe conditions to live and work within.

Connection = leaves people more connected to each other and the earth

Energy, Industry & Mobility = brings secure access to energy and the ability for people to make things they need and get around.
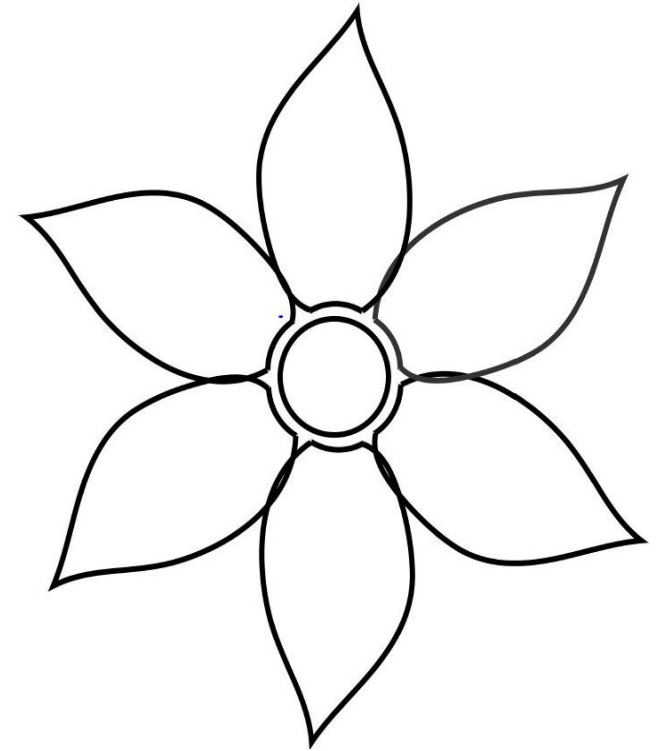
Climate Protection = protects the climate and reduces greenhouse gases in the atmosphere

Resilience = builds people's capacity to survive and thrive in the face of disruption.

To complete your FLOWER Framework, answer the following 3 questions:

1. **Your Primary Focus** - Label the centre of the flower with the primary focus of your CI Project. If this project positively affects this issue colour the centre in dark blue

2. **Co-Benefits** – Label each of the six petals with another area of community focus. If the project produces benefit for this focus area, colour that petal. If not, leave the petal uncolored.

3. **Who Benefits?** – If **everyone** benefits for each petal, colour it in evenly. If those who are **well-off** gain most, shade the centre of the petal darker. If marginalized groups gain most, darken the outer edge or outline of the petal.
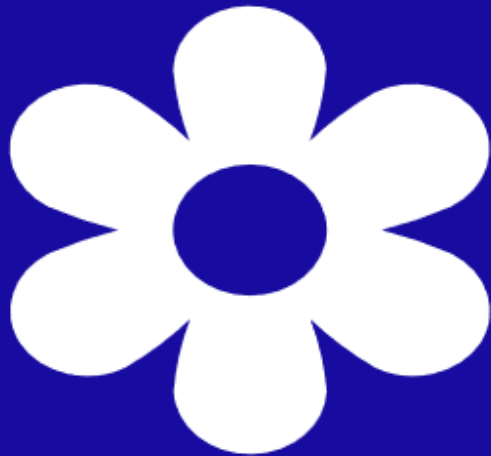
Source: Climate Interactive's Multisolving FLOWER (Framework for Long-Term, Whole System Equity-Based Reflection) Tool-Kit

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SMALL TABLE DIALOGUE

- **Individually complete the FLOWER worksheet for your initiative** (5minutes)

- **Share your plans at the table for feedback** (10 minutes)

- **Capture AHAs from your table dialogue to share**

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- **Comments?**

- **Questions?**

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In the Tamarack **Learning Centre** we support our learners in the **five interconnected practices** that we believe lead to impactful **community change**.

Community Change

- Evaluating Impact
- Collective Impact
- Community Engagement
- Collaborative Leadership
- Community Innovation

CITIES REDUCING POVERTY | CITIES DEEPENING COMMUNITY
Vibrant Communities

In **Vibrant Communities** we support **cities and local leaders** to implement large-scale change initiatives to **reduce poverty** and **deepen community**.

Feedback?

Please be sure to fill out the event evaluation on the last day of the festival.

Questions and Concerns? Email us at tamarack@tamarackcommunity.ca

So What? Now What?

- What learning is needed to further the practice of Collective Impact?