COLLECTIVE IMPACT
Case Studies & Innovative Stories

October 1st, 2019 – Plaza Room

9:30 am – 11:00 am

Goals for the Session

- Be inspired by stories that profile the highs and lows of Collective Impact in action

- Discover the opportunities that CI creates to work differently; the challenges this can generate; and, what can be done to mitigate these risks

- Learn how the work of CI evolves across 5 phases and determine what you'll need to focus on next

- Share lessons and resources from your own Collective Impact work

What is Your Knowledge of Collective Impact?

Very Little or Nothing

Familiar with the Theory

Implementing a CI Project

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What Questions Are You Bringing?

An Overview of Collective Impact

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Collective Impact: A Definition

"A disciplined, cross-sector approach to solving complex social and environmental issues on a large scale."

- FSG: Social Impact Consultants

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Pre-Conditions for Collective Impact

- Influential Champion(s)

- Urgency of Issue

- Adequate Resources

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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

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 • Focus solely on programmatic outcomes • Work on short term priorities • Resolve simple or complicated problems	• Require a backbone investment to steward the collective work forward • Require diverse perspectives • Use data to inform the issue and outcomes • 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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Innovative Stories of Collective Impact in Action

1. Cultivating CI Capacity: The Lehigh Valley Story

2. A National Movement to Reduce Poverty: The VC-CRP Story

3. Addressing Sector Strategies *AND* Community Needs with Multisolving: The TransformTO Story

Lehigh Valley Collective Impact Fellows Initiative

THE CATALYST

What Is It?

- A 5-year commitment with potential offer wide-spread and long-term results that:

  - Ensure that social transformation in the Lehigh Valley – parallels and supports – the region's economic revitalization

  - Proactively increases cross-sector capacity to address the community's complex health/social issues

- Each year, a cross-sector cohort of 10-12 Fellows from non-profit and government sectors participate in a 180 hour learning curriculum over 9 months led by a diversity of North American Thought-Leaders

- CI Fellows Community of Practice links present and past Fellows in continuing their learning and connections

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Design Assumptions
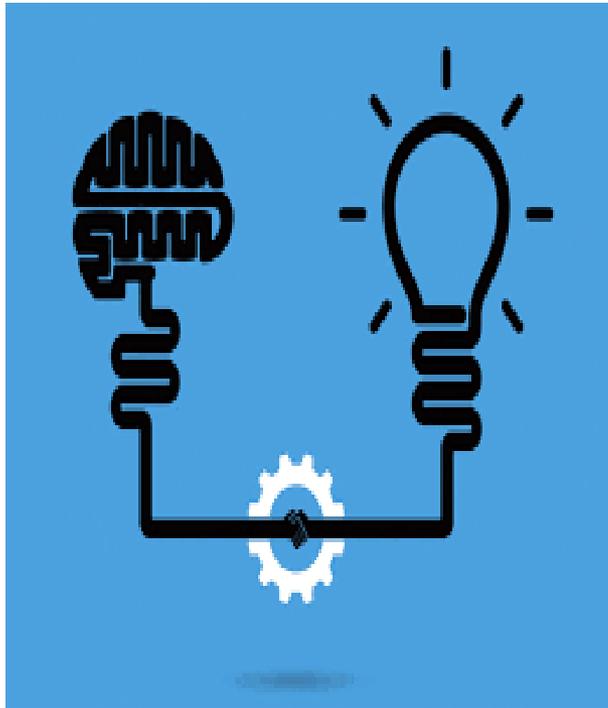
- Complex, cross-sector problem-solving requires a different way of generating positive outcomes

- Authentic intentional connectivity – a safe, trusting and new-found relationship with a diverse network of peers – is the foundation of positive change

- Effective connectivity between peers generates increased knowledge and understanding of issues and greater readiness to address them.

- Increased understanding and readiness of peers also generates new connections with a broader network of partners

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CI Fellows Theory of Change

Rapid Prototyping

Cultural Capital

Community Engagement

Transformational Capital

Exchange Network Data Platform

Bridging Social Capital

Fellowship and Community of Practice

Human Capital

Built Social Capital
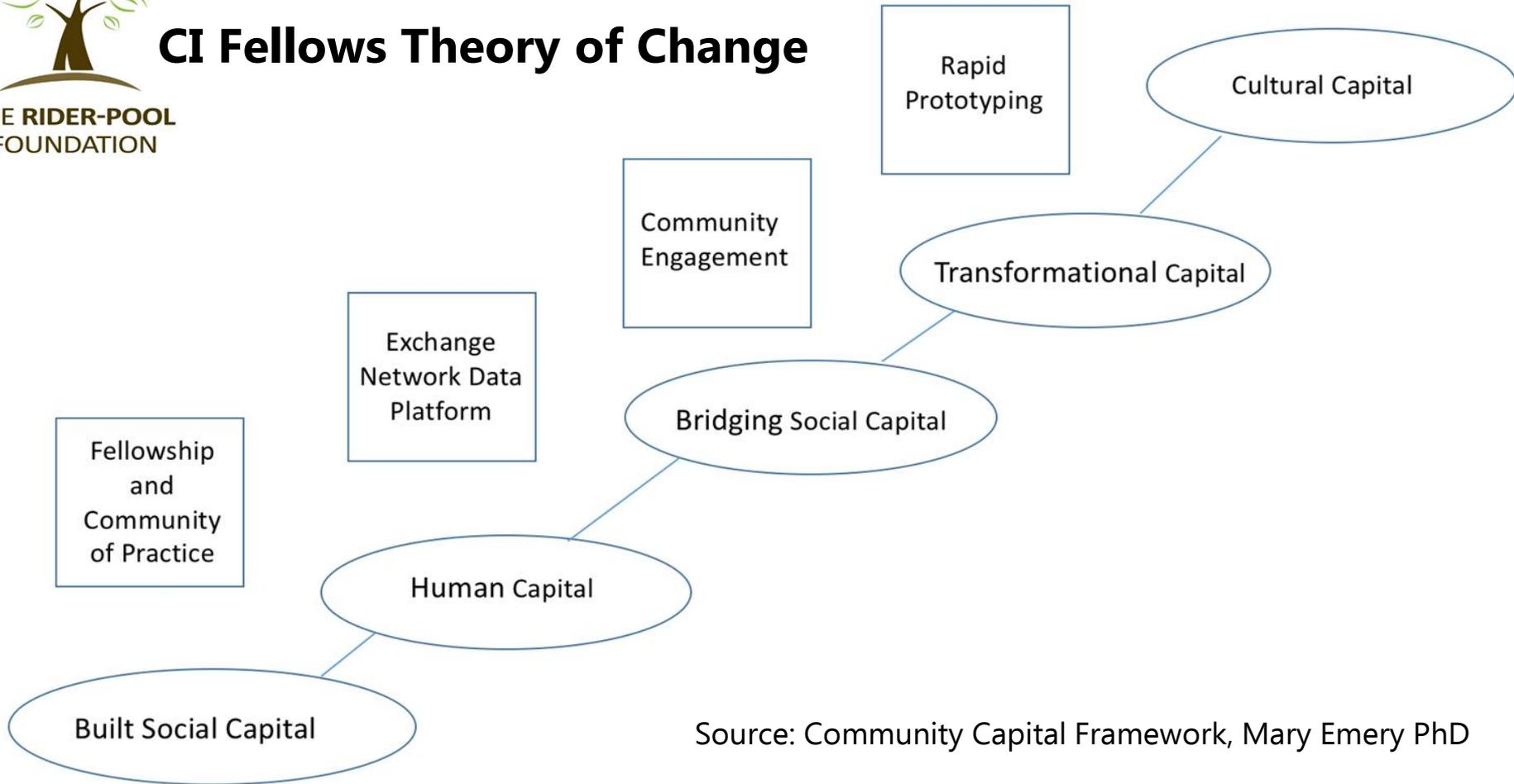
Source: Community Capital Framework, Mary Emery PhD

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Selection Criteria for the CI Fellows Initiative

Lehigh Valley CI Fellows

34%   66%
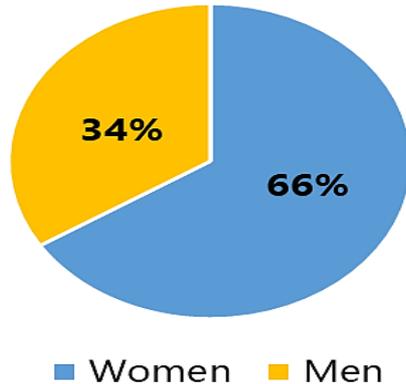
■ Women ■ Men

Lehigh Valley CI Fellows

34%   66%
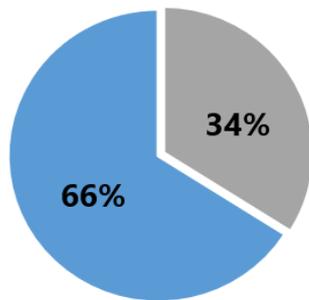
■ People of colour and/or minorities   ■ White

- Recommendations from previous cohorts of CI Fellows

- Works for a non-profit or public sector organization with a "footprint in our place" (neighbourhoods surrounding downtown Allentown)

- Strive to have 10 organizations/sectors represented in each class

The CI Fellowship has a focus on under-represented populations. Therefore there is a strong selection bias towards:
- People of colour
- Other minorities
- Women

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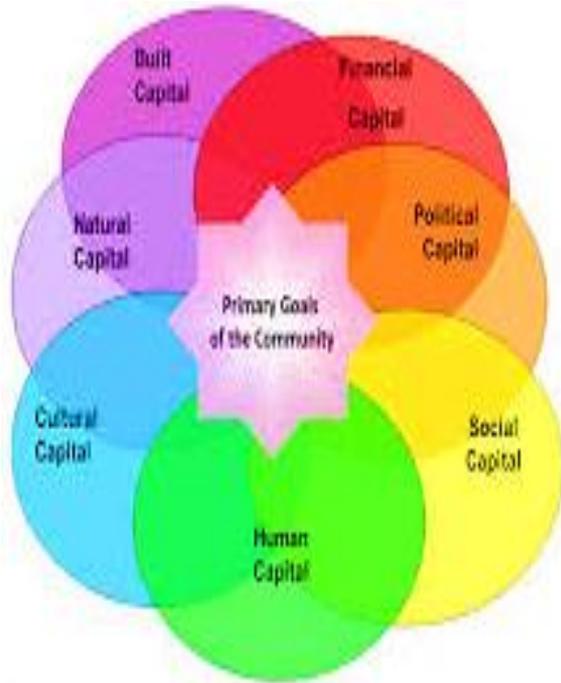
- More connectedness (**social bonding capital**), knowledge sharing, strong trusting relationships that have generated meaningful multi-organizational collaborations
    - Health systems are now partnering with staff from county drug & alcohol system to address opioid addiction
    - Fellows from mental health, health and law enforcement have identified common metrics that have led to new approaches for addressing community's suicide rates and the number of people with mental illness who are incarcerated

- Increased engagement of non-traditional partners along with for-profit sector partners (**bridging social capital**)

- Fellows are using shared qualitative and quantitative data to drive the prototyping of new approaches on a range of community issues (**transformational capital**)

- Fellows report an increase in understanding of the dynamics of complex social issues

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Lehigh Valley Collective Impact Fellows Initiative
Key Elements of Success

Shared quantitative & qualitative data

Arts & Health

Community Data Platform

Faith-based Community Development

Leadership Without Limits

Rapid Prototyping Grants

Opioid Response Initiative

Short-term, flexible grants to test & refine new ideas

Collective Impact Fellows and CI Fellows Community of Practice

Growing & Strengthening Community Capital

Suicide Prevention

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"Real power comes from focusing on issues important to our wider group."

"Rider-Pool needs to intentionally recruit CI Fellows for action & influence."

"The in-person human connection is key to the value of the CI Fellowship."

1. Expanding to cover a broader geographic reach

2. Seeking funding partners to expand the initiative

3. Focusing on specific priority areas such as housing, education, behavioural health etc.

4. Expand to include the for-profit and academia

5. How do we move forward and continue this work?

6. How do we continue to capture and communicate our impact and results?

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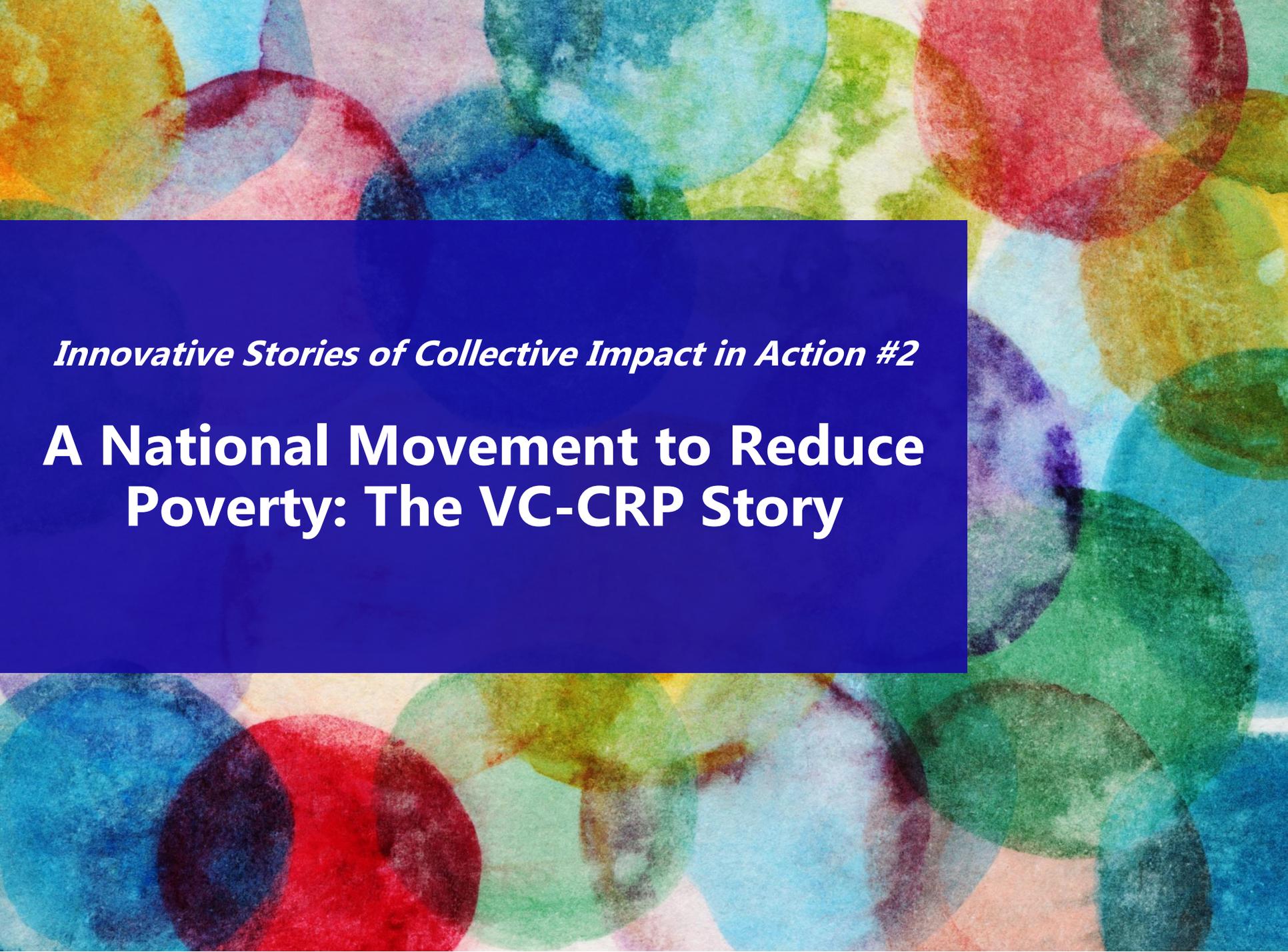
Innovative Stories of Collective Impact in Action #2

A National Movement to Reduce Poverty: The VC-CRP Story

Vibrant Communities – Cities Reducing Poverty

Phase I: 2002-2010

- Began as a network of 5 Canadian cities who each established a multisector, collaborative effort and plan to reduce poverty

- In Phase I, the Vibrant Communities network grew to include 13 Canadian cities to "test if a place-based approach could reduce poverty by 10% or more

Phase I Impact

- **322,698** poverty reducing benefits experienced by **202,931** households in Canada

- **164** poverty-reducing initiatives were completed or in progress

- **$22.8 million invested** in local communities

- **53 substantive government policy changes** implemented

CITIES REDUCING POVERTY | CITIES DEEPENING COMMUNITY
Vibrant Communities

A National Collective Impact Effort to Reduce Poverty by connecting local communities since 2002

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Building a National Movement for Change

Phase II – 2011 – Ongoing

- In 2018, **344** municipalities representing **70** regional partners are embracing this multi-sector approach to reduce poverty in their communities
- **12** Provinces & Territories have poverty-reduction strategies

- Strong local efforts remain essential:
  - **Vibrant Calgary** tax clinics generate **$3,721,649** in refunds & benefits for modest income individuals
  - **Smart Start Halton** increased uptake of the Canada Learning Bond so that $ 8,744,000 was made available for low-income families to support post-secondary education;
  - **End Poverty Edmonton** supports a low-income transit pass

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OPPORTUNITY FOR ALL
CANADA'S FIRST POVERTY REDUCTION STRATEGY

What's Next?

- In August 2018, the Government announced work to create Canada's first-ever national poverty reduction strategy. ***Opportunities for All*** aims to reduce the poverty rate in Canada by 50% by 2030

- Canada's National Poverty Reduction Strategy has 3 pillars:

   1. **Dignity**: Lifting Canadians out of poverty by ensuring basic needs – such as safe and affordable housing, healthy food, and healthcare – are met;

   2. **Opportunity and Inclusion**: Helping Canadians join the middle class by promoting full participation in society and equality of opportunity;

   3. **Resilience and Security**: Supporting the middle class by protecting Canadians from falling into poverty and by supporting income security and resilience.
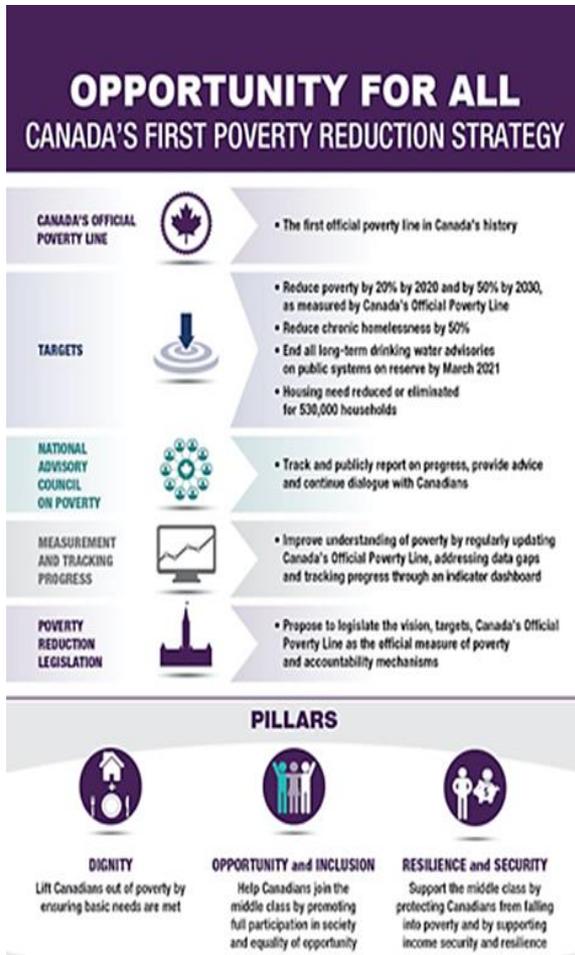
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COMPREHENSIVE THINKING & ACTION

MULTISECTORAL COLLABORATION

POVERTY REDUCTION

COMMUNITY ASSET BUILDING

COMMUNITY LEARNING & CHANGE

- A focus on poverty-reduction

- A commitment to comprehensive thinking & action

- A Multi-sector collaborative approach

- An emphasis on building and/or strengthening community assets and connections

- A commitment to community learning and change – shifting the narrative on poverty

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- Influential and credible convener(s)

- Cross-sector, connected leadership table

- Challenging community aspiration

- Clearly articulated purpose and approach – A Framework for Change

- High degree of resident mobilization

- Research and Understanding of Poverty which informs the work and captures shared impact

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5 Lessons to Share

1. Get – and link - a "worm's eye" view and a "bird's eye view"

2. Learn and adapt to the local context

3. Learn by doing and share that learning

4. Make both horizontal **AND** vertical connections

5. Be persistent, have appropriate expectations and make a long-term (multi-year) commitment

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Innovative Stories of Collective Impact in Action #3

Addressing Sector Strategies *AND* Community Needs with Multisolving: The TransformTO Story

About TransformTO

- TransformTO is the City of Toronto's Climate Action Strategy whose goal is to:
  - Reduce GHG emissions by 80% by 2050
  - Improve health
  - Grow the local economy
  - Improve social equity

- Developed as a collaboration between the City of Toronto and The Atmospheric Fund

- Rooted in a strong commitment to engagement and community ownership including input from 10 city divisions & 20 diverse community stakeholders

- Embraced a multisolving approach that proposes climate actions be designed to maximize benefits and mobilize the necessary support to achieve multiple community goals simultaneously

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Goals of TransformTO

Toronto's GHG reduction targets, based on 1990 levels:

↓ 30% by 2020   ↓ 65% 2030   ↓ 80% by 2050

How we'll get there:

100% of new buildings are near zero GHG emissions by 2030

100% of existing buildings are retrofitted by 2050

75% of energy comes from renewable or low-carbon sources by 2050

30% of total floor space uses low-carbon thermal energy by 2050

100% of transportation uses low or zero carbon energy by 2050

75% of trips under 5km are walked or biked by 2050

95% of waste is diverted in all sectors by 2050

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TransformTO Guiding Principles

Advance social equity

Protect low-income residents

Improve affordability particularly for vulnerable population

Enhance and strengthen the local economy
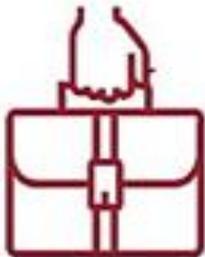
Maintain and create good quality local jobs

Improve public health

Contribute to poverty reduction

Create resilient communities and infrastructure

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What is Multisolving?

Food & Water

Jobs & Assets

Resilience

Climate Protection

Energy Industry & Mobility

Health, Well-being & Safety

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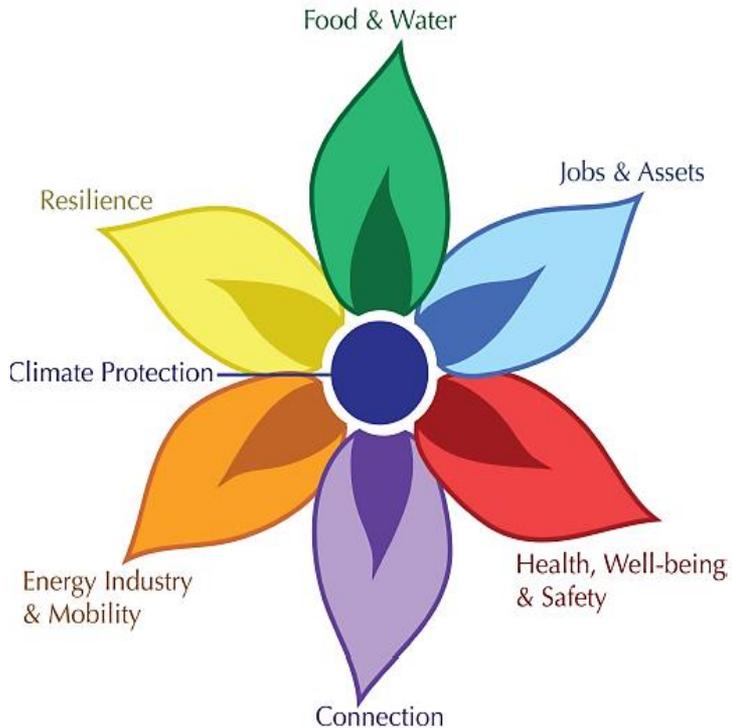
Framework For **L**ong-Term, **W**hole-System, **E**quity-Based **R**eflection

Source: Elizabeth Sawin, Climate Interactive

- 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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Reframing the Focus Question

Initial Focus Question

How will we reduce Toronto's greenhouse gas emissions by 80% by 2050?

Reframed Focus Question

How can we mobilize diverse community intelligence & resources to address local priorities AND contribute to an equitable, low-carbon city?

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Driving Local Employment Via Building Retrofits

(estimated 80,000 person-hours of local employment by 2050)

Mobilize Low-Carbon Neighourhoods

(Tap the creativity of neighbourhoods to create innovative, low-carbon solutions e.g. home retrofits & promoting active transportation

Supporting Equity Outcomes in the Electric Vehicle Revolution

(Promotion of electric cars considering impact on the energy grid and keeping mobility & public transit affordable)
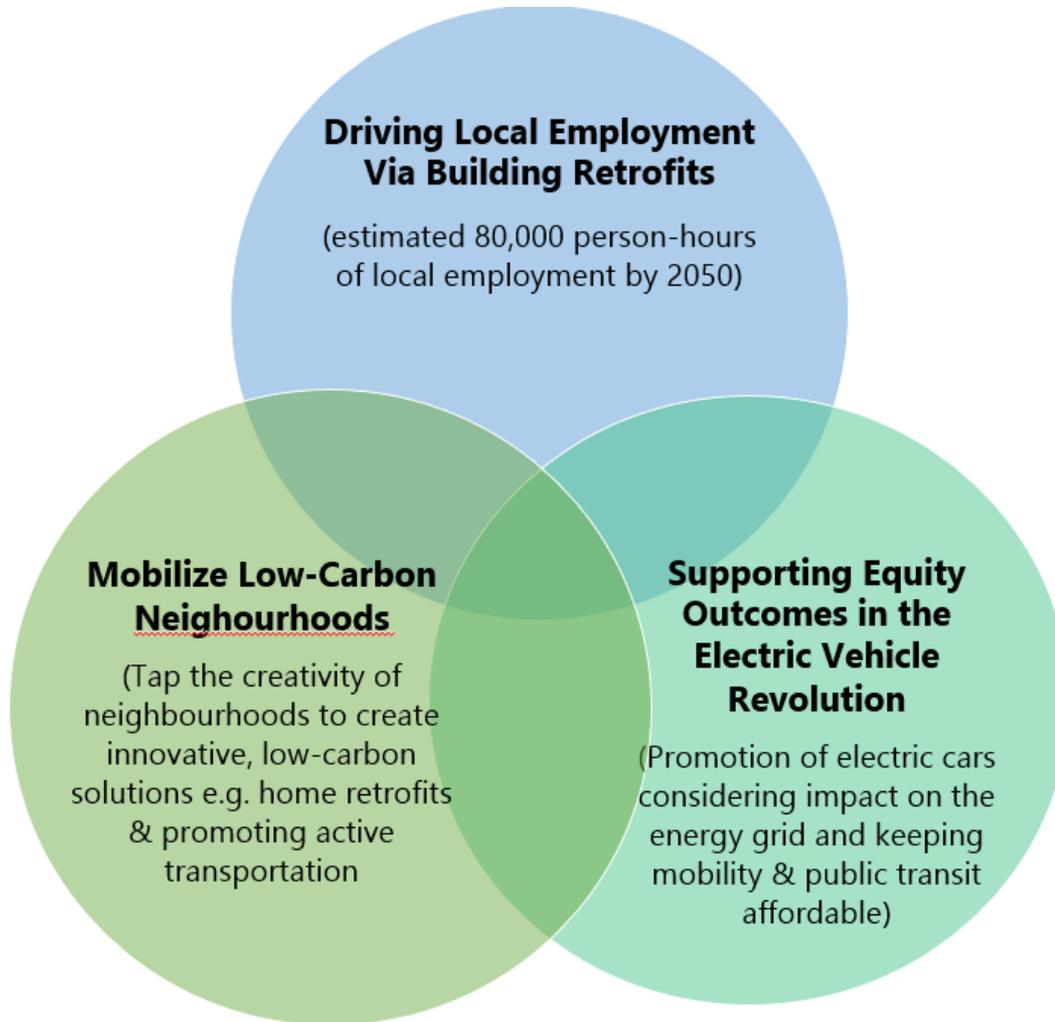
- "Achieving emission reductions is an important opportunity AND we need to understand community priorities and design climate action to address them as well."

- "Recognize that it's possible, and necessary, to achieve significant emission reductions at the same time as achieving other public policy priorities – particularly social equity."

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Lessons to Share

Thorncliffe Park Students at City Hall

- Multisolving asks us to resist the temptation to simplify complexity by focusing on a single issue or narrow focus in favour of solutions that simultaneously achieve ambitious environmental, health and social goals.

- "Community residents rarely view issues in the same siloed, issue-specific ways that organizations & subject matter experts do."

- "I believe that systems shift most effectively when change is happening at multiple levels with some sort of loose congruence. I also think change is held back when a preponderance of effort is focused at a single layer of the system and other layers are frozen in place or even changing in an opposing direction." (Elizabeth Sawin, Climate Interactive)

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LARGE GROUP DIALOGUE

- **Share insights from your table**

- **Share your own stories of collective impact**

- **What advice would we offer the field?**

Capture your group's highlights to share

Get in touch with Sylvia Cheuy

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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**.

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

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So What? Now What?

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