Collective Impact Stream

Connection, Community and Collective Impact
Power Session
June 28, 2016: 1:15 pm – 2:30 pm

Liz Weaver, Vice President, Tamarack Institute

www.tamarackcommunity.ca

A Connected Force for Community Change
Join us www.tamarackcommunity.ca

We support Learning Communities around five ideas for making significant community change.

Collective Impact  Community Engagement  Collaborative Leadership  Community Innovation  Evaluating Community Impact

Turning theory into practice is critical for community change. We support two Action Learning Communities to get to impact.
Your Facilitator

Liz Weaver, Vice President
liz@tamarackcommunity.ca

Power Session Objectives

- Increased knowledge of how communities are implementing collective impact
- Deeper understanding of engagement of community members in this approach
Who is in the Room?

Why is it important that I am here today?

Connection: Who is at your Table?
Top 100 Partners Exercise

Brainstorm at your table a list of key stakeholders that should be engaged in refining your shared vision.

<table>
<thead>
<tr>
<th>Business</th>
<th>Government/Public Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Citizen/Lived-Experience</td>
<td>Voluntary/Charitable/NFP</td>
</tr>
</tbody>
</table>

The Engagement Cycle

1. Identification
   - Pick one Partner

2. Inform
   - What is the ask?

3. Engagement
   - What is the activity?

4. Engaged
   - When will we know they are engaged?

5. Stewardship
   - How will we keep them engaged?

Lessons from Fundraising
Community

Communities are Complex

Figure 2.3 Dimensions of powerlessness and illbeing

Oxfam Assessment of The Causes of Poverty for Young Mothers

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Characteristics of Complex Problems

<table>
<thead>
<tr>
<th>Complex problems are difficult to frame</th>
<th>The cause and effect relationships are unclear</th>
</tr>
</thead>
<tbody>
<tr>
<td>There are diverse stakeholders</td>
<td>Each experience is unique</td>
</tr>
<tr>
<td>The characteristics and dynamics of the issue evolve</td>
<td>There is no obvious right or wrong set of solutions</td>
</tr>
<tr>
<td>There is no single measure of success</td>
<td>The community is also evolving and changing</td>
</tr>
</tbody>
</table>

How we respond to complexity

- Simple solutions
- Silo’d approaches
- Break down the problem
- Fund small segments
- Compete
How do we build our Community Change Muscle?

Putting the community at the centre

7 Habits of Effective Communities

1. Reach for it
2. Go with who you got
3. Hold the centre
4. Keep the circle open
5. Avoid the blame game
6. Choose measurable outcomes
7. Develop a sense of urgency and keep going

Source Jay Connor.
www.workingdifferently.org
Where is your community?

- Waiting place – waiting for something to create a pivot point
- Impasse – know there is a problem, but it’s someone else’s problem
- Catalytic – gearing up for change
- Growth – engaging citizens in change
- Renewal and sustaining
  - Source: The Harwood Institute

Creating an Enabling Community Environment

- Multiple layers of leadership
- Boundary spanning organizations
- A sense of purpose
- A shared community story
- Community ownership
- Strategies that fit the community
- A focus on impact and belief
- A sustainable enabling environment
What does this mean for Collective Impact?

Collective Impact

What is it?

"Collective Impact is the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration."

Collective Impact

What it is not!

- Collaboration as usual
- Single sector approach
- A focus on individual programs and single focused solutions
- Short term impacts

The Collaboration Spectrum

<table>
<thead>
<tr>
<th>Turf</th>
<th>Loose</th>
<th>Tight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compete</td>
<td>Co-exist</td>
<td>Communicate</td>
</tr>
<tr>
<td>Competition for clients, resources, partners, public attention.</td>
<td>No systematic connection between agencies.</td>
<td>Inter-agency information sharing (e.g. networking).</td>
</tr>
</tbody>
</table>
Collective Impact is...

...positive and consistent progress at scale”
Having a significant and measurable impact.

Preconditions for Collective Impact

• Influential Champion(s)
• Urgency of issue
• Adequate Resources
The Five 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.

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

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

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**.

**Source:** FSG

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Common Agenda

- Define the challenge to be addressed.
- Acknowledge that a collective impact approach is required.
- Establish clear and shared goal(s) for change.
- Identify principles to guide joint work together.

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Saskatoon Poverty to Possibility Framework

“City that bridges”
A connected and cohesive community
Re-orienting organizations and services to be responsive to community

“Nothing about us without us”
Indigeneity
Community involvement in decision making, particularly those with lived experience

Community Leadership
Lead, Organize and Facilitate: Act as a catalyst to re-orient organizations, services and policies to address poverty; facilitate community connections.
Build Awareness: Build community awareness of and response to poverty.
Collaborate Across Sectors: Build a common strategic vision and plan and language to express them across sectors; promote accountability and transparency, balance structure and flexibility in what we do and how we do it; work to create a high level of trust and credibility among partners; create a hub to streamline coordination and support for those working to reduce poverty; build strong connections with related work provincially and nationally.

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Shared Measurement

• Identify key measures that capture critical outcomes.

• Establish systems for gathering and analyzing measures.

• Create opportunities for “making-sense” of changes in indicators.

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5 Elements of a Vibrant Community

- Comprehensive Thinking & Action
- Multisectoral Collaboration
- Poverty Reduction
- Community Asset Building
- Community Learning & Change
Mutually Reinforcing Activities

• Agreement on key outcomes.

• Orchestration and specialization.

• Complementary – sometimes “joined up” - strategies to achieve outcomes.
"People Think the Battle Against Obesity Takes Willpower; Somerville Knows It Takes the Will of an Entire Community"
- The Wall Street Journal*

Past interventions aimed at individual behavior change were *not* successful.

A new approach was needed to change both individual behaviors *and* the context of social and environmental influences at community level.

* Somerville, Massachusetts is a socio-economically, racially diverse community near Cambridge and Boston. This data is from 2003.

Source: “Shape Up Somerville,” School of Nutrition Science and Policy, Tufts University, FSG Interview and Analysis.

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Continuous Communication

- Create formal and informal measures for keeping people informed
- Communication is open and reflect a diversity of styles
- Difficult issues are surfaced, discussed and addressed

Source: FSG Interviews and Analysis, Shape Up Somerville Website: http://www.ci.somerville.ma.us/departments/health/sus
Continuous Communication: HCIA Trails

Like a manager at a construction site who attends to the whole building while carpenters, plumbers and electricians come and go, the support staff keep the collaborative process moving along, even as the participants may change.

Jay Connor, 2004
Community Visions, Community Solutions: Grantmaking for Comprehensive Impact
www.tamarackcommunity.ca

Backbone Infrastructure

- Guide vision & strategy
- Support aligned activities
- Established shared measurements
- Build public will
- Advance policy
- Mobilize funding

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Collective Impact as a Disruptive Innovation

Mindset Shift: Who is Involved?

*Whose “eyes should be on the problem” but aren’t, currently?*

- At the Steering Committee Level
- At the Working Group Level
Mindset Shift: How People Work Together

• Create a common intent
• Structure to take advantage of emergence
  • Collective Seeing
  • Collective Learning
  • Collective Doing

Mindset Shift: How Progress Happens

Think ‘System Strategy’ not ‘Program Strategy’
Strategies to get to Systems Change

- **Policy**: advocating for policy change at local or provincial levels to improve the systems
- **Enhancing services**: bringing in previously unnoticed practice, movement or resources to enhance existing local services
- **Learning through a prototype**: start small with willing partners, learn from the experience and then expand
- **Increasing coordination**: re-aligning existing programs and stakeholders to maximize system efficacy

Mindset shift: Collective Leadership

- Positional Leadership
- Shared & Adaptive Leadership

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Things to Consider in Collective Impact

- Patient capital
- Persistence for longer term systems change
- Align funders across sectors to common agenda
- Legitimize the work of the collaborative table
- No playbook, support and advance the skills and capacity of collaborative partners

Questions?
Thank You!

Please share your feedback with us at tamarack@tamarackcommunity.ca