

Thinking and Acting Differently

An Overview of Collective Impact



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Waterloo Memorial Recreation Complex, 101 David Bauer Drive



www.tamarackcommunity.ca

Your Workshop Facilitator



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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.



**Deepening
Community**

What is Your Knowledge of Collective Impact?



**Very Little or
Nothing**



**Familiar with the
Theory**



**Implementing a
CI Project**

Collective Impact: A Definition



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

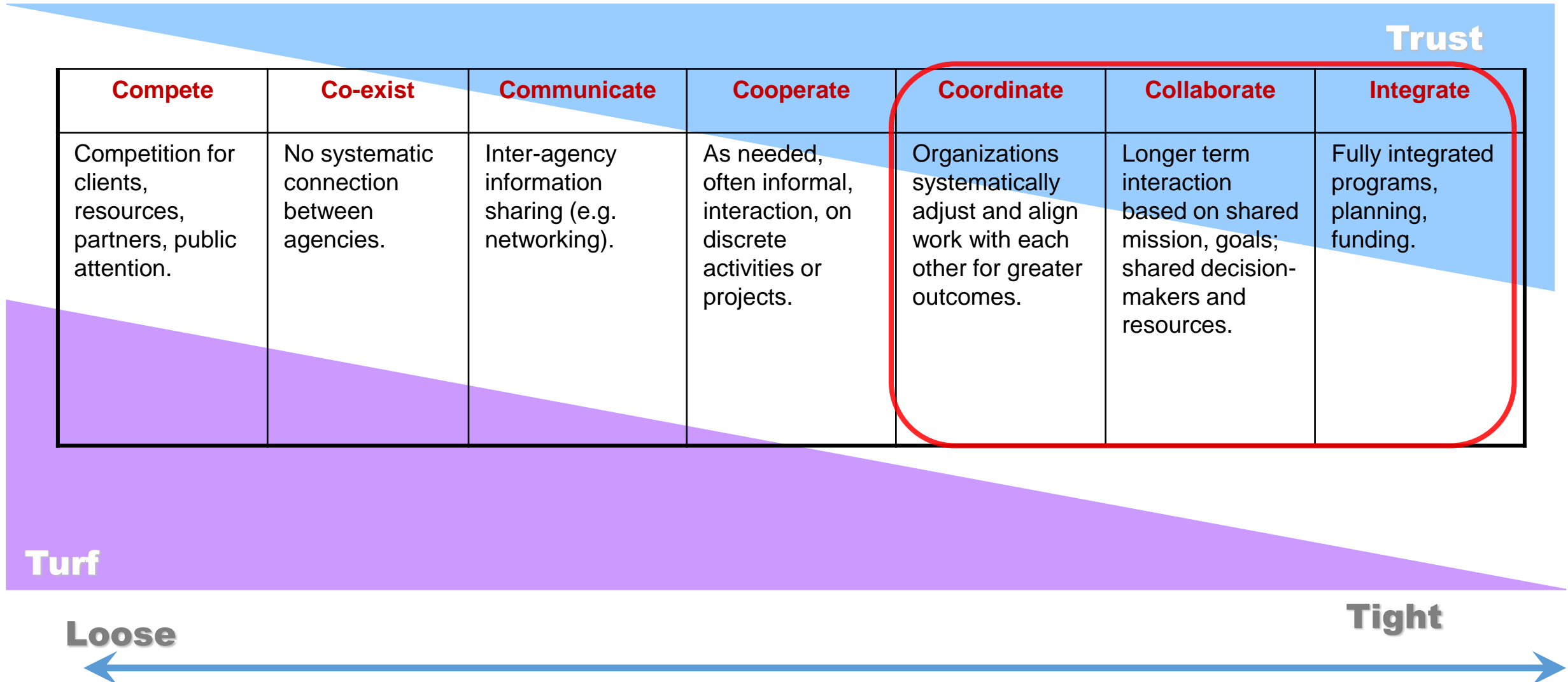
- FSG: Social Impact Consultants

Collaboration & Complexity

Some Grounding Ideas



The Collaboration Spectrum



Used for Many Complex Issues

Teen Pregnancy



Health



Education



Homelessness



Community Safety



Poverty



What Type of Problem Is It?

Simple

Making Soup



Right “**recipe**” essential
Gives same results every
time

KNOWN

Complicated

Sending a Rocket to the Moon



“**Formulae**” needed
Experience built over time
and can be **repeated** with
success

KNOWABLE

Complex

Raising a Child



No “**right**” recipes or
protocols Outside factors
influence Experience helps,
but doesn’t guarantees
success

UNKNOWABLE

Change in Complex Systems



- Behavior of the system can be largely explained by understanding “**attractors**”
- **Relationships** and coordination among parts can be more important than the parts themselves.
- Living systems - follow **simple relationship “rules”** or minimum specifications that create complex adaptability
 - Creates coherence rather than consistency
 - Allows for constant adaptation & innovation

Source: **Brenda Zimmerman**, Director of Health Industry Management Program, Schulich School of Business

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

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

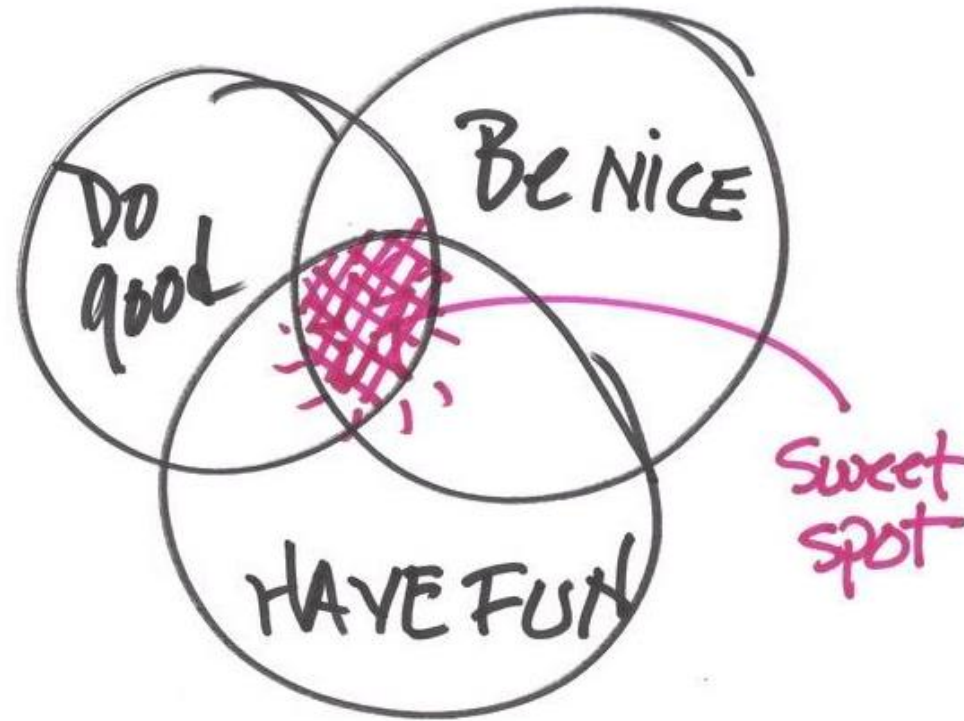
Trust * **Transparency** * **Ongoing** * **Engagement**

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**

Collective Impact **Example in Action**



Collective Impact in Action

Headwaters Communities in Action



Mission

Headwaters Communities in Action (HCIA) is a grassroots citizen group that fosters community leadership and action in support of a long-term vision of well-being for the Headwaters region.

www.headwaterscommunities.org



Foundations of a Healthy Community



www.tamarackcommunity.ca

Collective Impact in Action

Headwaters Communities in Action

HCIA Role

To monitor community well-being

To educate and engage citizens

To convene community conversations & coordinate effective responses

HCIA Work: 2006-2014

Championing Trails & Active Transportation

Profiling Community Well-Being

Convening Regional Food & Farming Alliance

Strengthening Dufferin's NFP Sector

Rural Transportation Options



Embracing a New and Unique Approach

The Headwaters region has a long and proud history of community action and commitment. **Headwaters Communities in Action**, a broad based community action group, provides the opportunity to do this work in a fundamentally new way. The group is committed to building on previous initiatives while working together to ensure our region thrives. The answers to our most complex issues and challenges cannot be solved with "quick-fix" solutions. No single sector can be effective in addressing these issues in isolation. Fragmented thinking and action will only produce fragmented, partial solutions. New, innovative and comprehensive ways of working together must be found in order to strategically impact the quality-of-life for residents in our region.

Headwaters Communities in Action has been created to drive a process for community change in partnership with existing community organizations and the citizens of our region. Our project will be a catalyst while needed initiatives take root.

Quality of Life CHALLENGE:

Fostering Engagement, Collaboration and Inclusion

"A vibrant community is one with strong relationships. Studies have shown that connecting people with each other enhances their ability to talk about and address community issues, and together overcome barriers to improve the quality of their lives. Well-connected communities are more resilient. They have greater capacity to assess problems, nurture leaders, build stronger organizations and mobilize resources."

... Caledon Institute for Social Policy



HCIA's 2006 Community Action Plan

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Collective Impact in Action

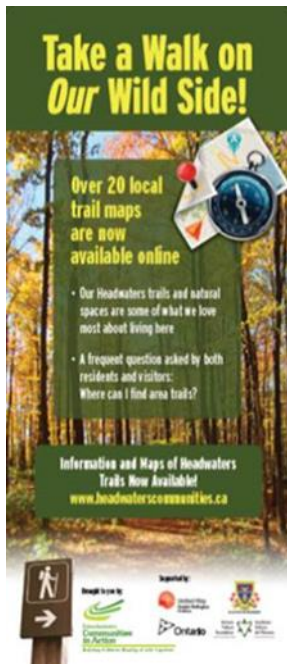
Headwaters Communities in Action



- Rooted in a **citizen** perspective
- Champions projects that exist **beyond the boundary** of any one organization or municipality
- Emphasizes a **multi-sector approach** and
- Promotes comprehensive, **community-based solutions** to complex issues.
- Serves as a **backbone** to **collective impact** initiatives

Collective Impact in Action

Headwaters Communities in Action



HEADWATERS RESIDENTS

Love

OUR TRAILS & NATURAL SPACES

Small friendly COMMUNITIES & natural green spaces are top reasons Headwaters residents love this place we call home.
(HCA 2008 Citizen Survey)

Reduce your OBESITY RISK by 5% for every km walked

1km walked = \$0.45 saved from health care spending
(OTC, Nov 2010)

EVERY HEADWATERS TRAIL HAS ITS OWN UNIQUE PERSONALITY

WINTER (& SUMMER) WONDERLAND!

- 10 km of hiking trails
- 14 km of cross-country ski trails
- 700+ visitors each week in 2012

MONORA PARK

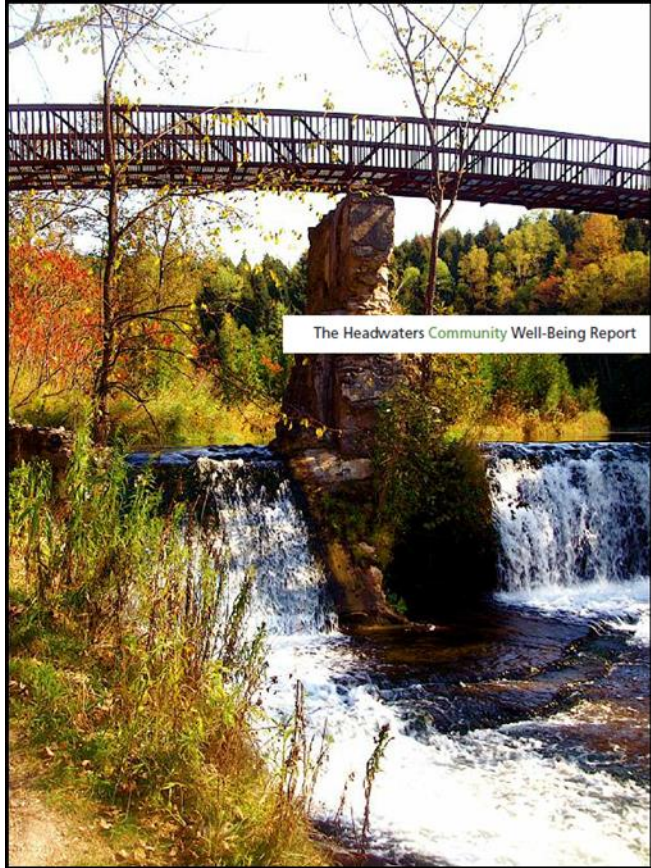
ISLAND LAKE

COMMUNITY TREASURE

- Great recreational opportunities
- 40,000+ visitors enjoyed these 8 kms of trails in 2012
- Fully accessible: bikes, wheelchairs, strollers, hikers, joggers all welcome!

Collective Impact in Action

Headwaters Communities in Action



- Small Town Feel
- Protecting the Headwaters
- Rural Roots
- Community Safety
- Economy
- Poverty
- Health & Social Services
- Arts and Culture
- Community Involvement

Collective Impact as a Disruptive Innovation



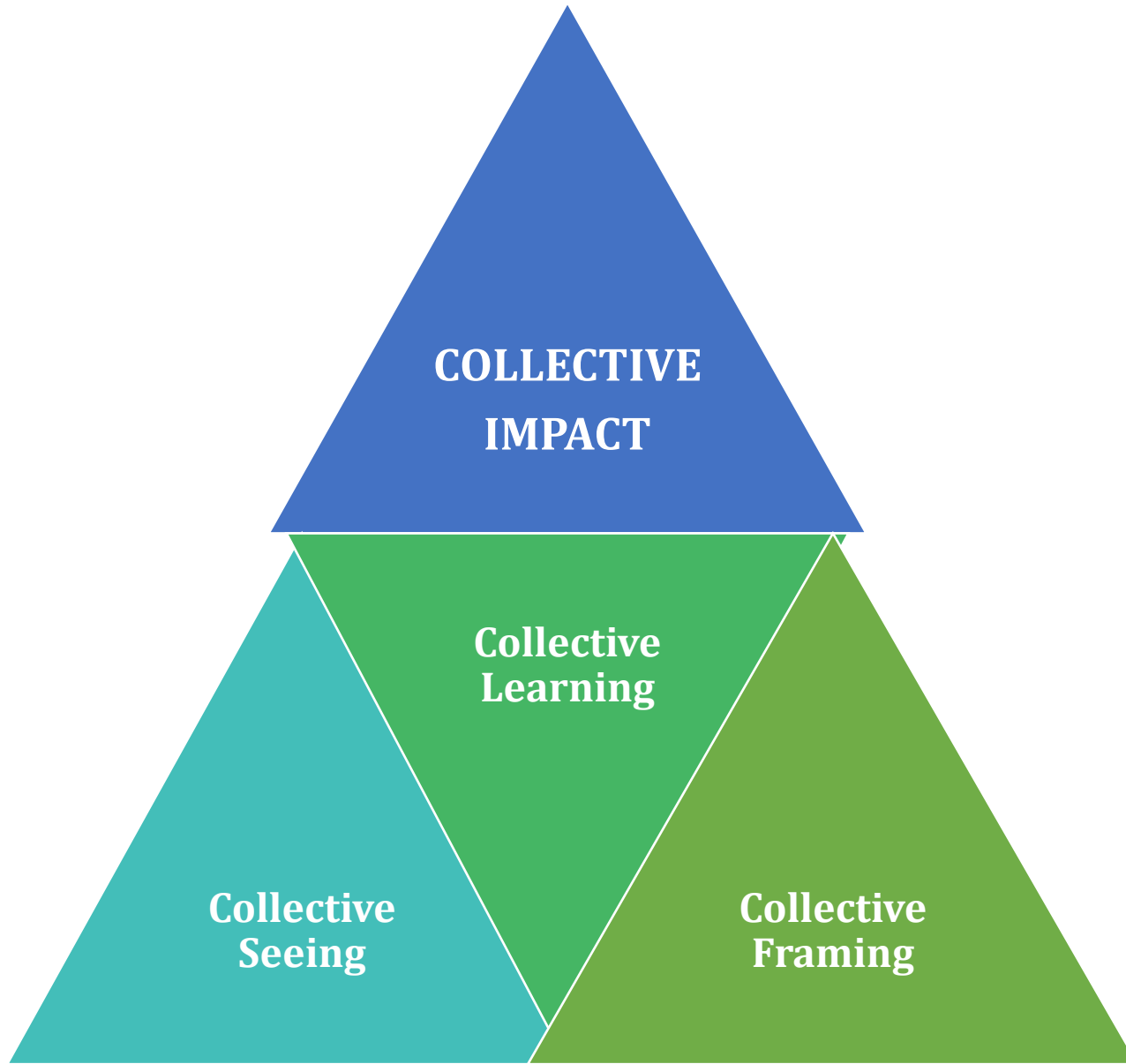
Collective Impact Mindset Shift

Buy-In



Ownership





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

- At the Steering Committee Level
- At the Working Group Level

Collective Impact Mindset Shift

Content



Context



Collective Impact Mindset Shift

Positional Leadership



Shared & Adaptive Leadership



Collective Impact Mindset Shift

Funding



Investment



Collective Impact Mindset Shift

Programs

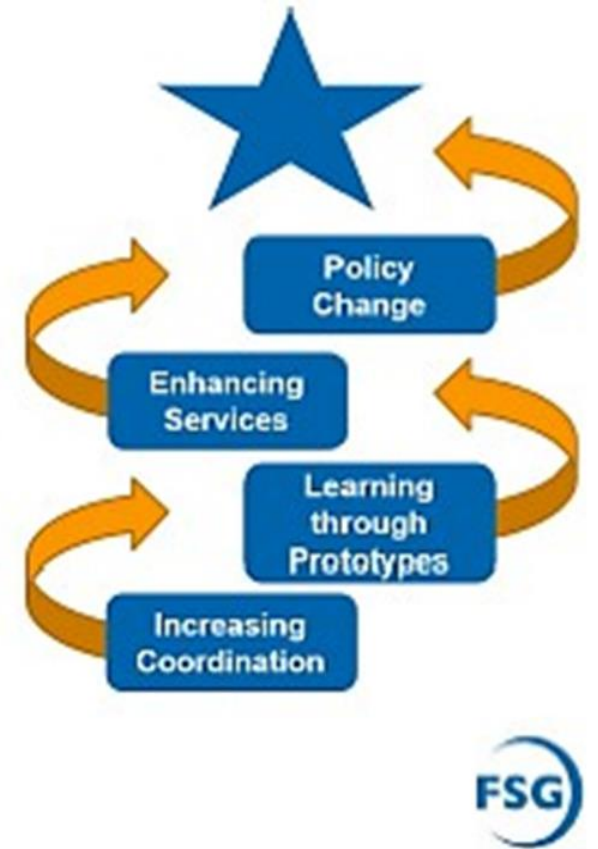


Systems



Strategies to Get to Systems Change

- **Policy** – advocating for policy change at local or provincial levels to improve the systems
- **Enhancing Services** – Bring in previously unnoticed practice, movement or resources to enhance existing local services
- **Learning Through Prototyping** – Start small with willing partners, learn from the experience and then expand
- **Increasing Coordination** – Re-aligning existing program and stakeholders to maximize system efficacy



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

Collective Impact 3.0

Collective Impact 1.0

- Broad and diverse experimenting with “CI” approach

Collective Impact 2.0

- Shared language and framing of broad parameters & emerging practices

Collective Impact 3.0

- Deepen the practices, capacities and ecology required

Collective Impact 3.0: Diving Deeper



Collective Impact 2.0	↔	Collective Impact 3.0
The Leadership Paradigm		
• Management	+	• Movement Building
The Five Conditions		
• Common Agenda	+	• Community Aspiration
• Shared Measurement	+	• Strategic Learning
• Mutually Reinforcing Activities	+	• High Leverage Activities
• Continuous Communications	+	• Inclusive Community Involvement
• Backbone	+	• Containers for Change



- Comments?
- Questions?



***There is no power
greater than a
community
discovering what it
cares about....***

- Meg Wheatley