# Thinking and Acting Differently An Overview of Collective Impact





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## Your Workshop Facilitator



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# A Connected Force for Community Change Join us <a href="https://www.tamarackcommunity.ca">www.tamarackcommunity.ca</a>

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.





## What is Your Knowledge of Collective Impact?







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

### **Trust**

Compete	Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Competition for clients, resources, partners, public attention.	No systematic connection between agencies.	Inter-agency information sharing (e.g. networking).	As needed, often informal, interaction, on discrete activities or projects.	Organizations systematically adjust and align work with each other for greater outcomes.	Longer term interaction based on shared mission, goals; shared decision- makers and resources.	Fully integrated programs, planning, funding.

Turf





## **Used for Many Complex Issues**

**Teen Pregnancy** 



**Homelessness** 



Health



**Community Safety** 



**Education** 



**Poverty** 



## What Type of Problem Is It?

## Simple

### **Making Soup**



Right "recipe" essential

Gives same results every

time

## Complicated

# Sending a Rocket to the Moon



"Formulae" needed

Experience built over time and can be repeated with success

## Complex

#### Raising a Child



No "right" recipes or protocols Outside factors influence Experience helps, but doesn't guarantees success

**KNOWN** 

#### **KNOWABLE**

#### **UNKNOWABLE**



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

## **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

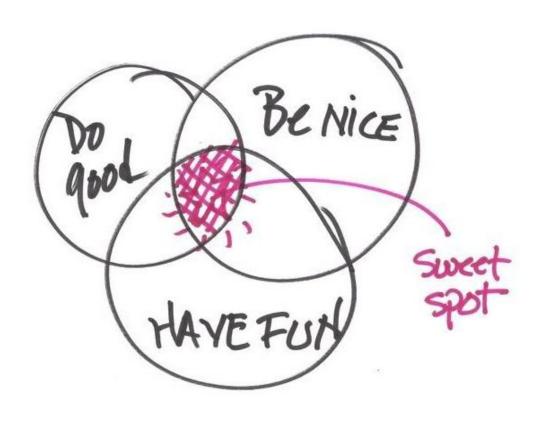
Trust \* Transparency \* Ongoing \* Engagement

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

#### **HEALTHY PEOPLE**

- Strengthening our health and social services
- Providing excellent sport and recreation services
- Encouraging healthy lifestyles

#### **ENGAGED CITIZENS**

- Nurturing a shared sense of community
- Honouring diversity and inclusion

COMMUNITY WELL-BEING

#### DYNAMIC ECONOMY

- Vibrant and diverse local economy
- Fair wages
- Educational and employment opportunities
- Affordable housing

#### VIBRANT CULTURE

- Respecting our heritage
- Encouraging artistic and cultural expression

### SUSTAINABLE ENVIRONMENT

- Protecting and responsibly managing our built and natural environment
- Minimizing our impact on the environment
- Stewarding our natural resources

# 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 or previous initiatives while working together to ensure our region thrives. The answers to our most complex issues and haillenges cannot be solved with "guick-fus" solutions. No single sector can be effective in addressing these issues in isolation. Fragmented thinking and action will only produce fragmented, parial solutions. Now, innovative and comprehensive ways of working together must be found in order to strategically impact the quality-of-file 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 nord.

#### 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, nutrier leaders, build stronger organizations and mobilize resources."

.... Caledon institute for Social Folio

**HCIA's 2006 Community Action Plan** 

# 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, communitybased solutions to complex issues.
- Serves as a backbone to collective impact initiatives



## Collective Impact in Action

## **Headwaters Communities in Action**

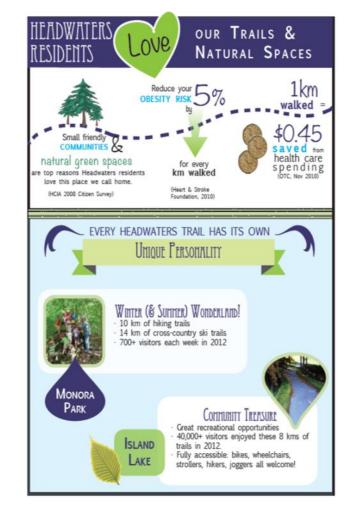






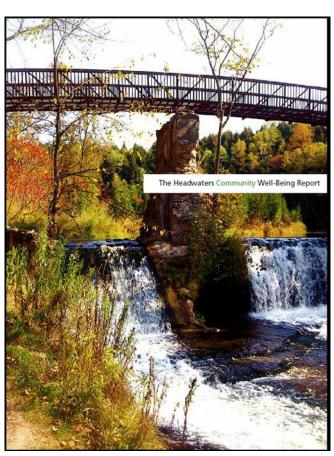








# Collective Impact in Action Headwaters Communities in Action



- 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



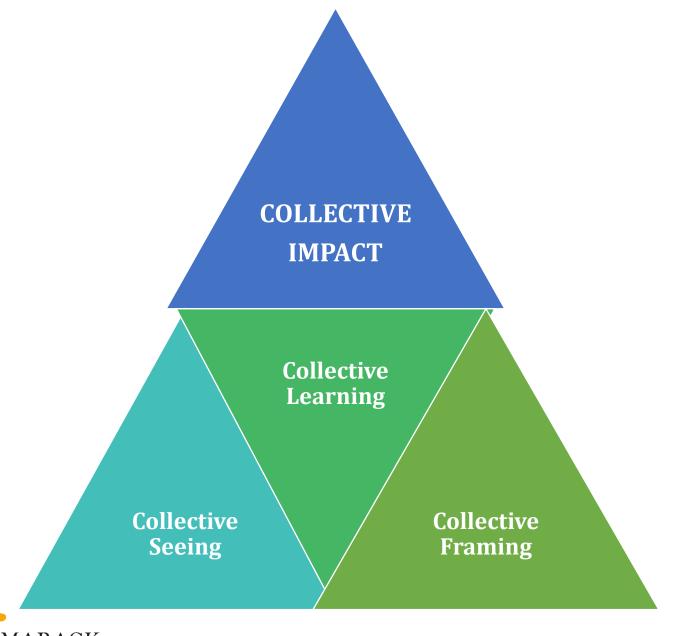












Whose "eyes should be on the problem" but aren't, currently?

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





















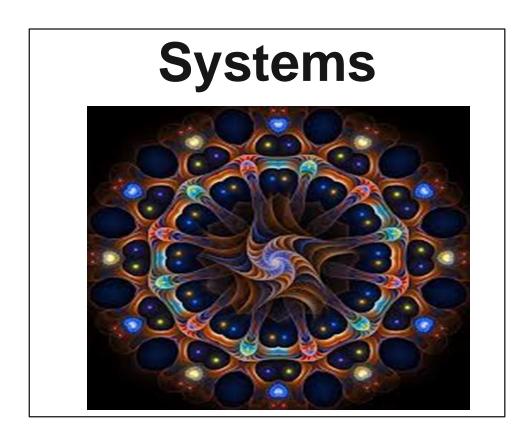








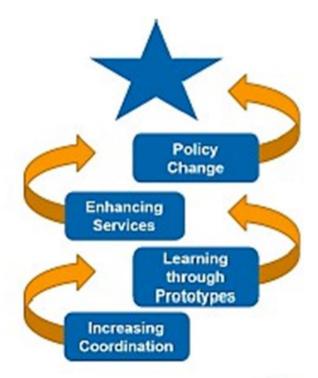






## Strategies to Get to Systems Change

- 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 loc 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



IMPACT 3.0 AN EVOLVING FRAMEWORK FOR COMMUNITY CHANGE

MARK CABAL AND UZ WEAVER

FROM THE IMPROBABLE TO THE POSSIBLE

in 2015, the leading of Neddone Hat, a small city of 61,000 on the Canadian-prairies, declared that they had attimisated the onic-homelassess, white adverting that furnish of whates a summary of the others that risk former some results a poor jobs, mental health, family transitions, or high proced-housing—they had diversigned a system that can place someone in an affordable house, with an array of support amonts, within boldy of think on the street. Embolishmed by this sectors, Neddona Hat is now harming to attention to all mounting flood insecurity and poverty.

The obtains of this prairie obtains not alone in their efforts to mobe the results\* or complex stores. Accord Carela there are hundreds of community-wide industries to end homelessness, reduce powerty, improve early childhood development outcomes, moreaus high school graduation rates, and strengthers community safety. There are thousands may accord the wind.

Many of them are inspired and informed by the California inspaci(i) framework, the us come disbill by John Assis and Mark Namer of PSG Consulting. Their Issafe and Sank Namer of PSG Consulting. Their Issafe and Sank Namer of the Ray inspections of accessive community efforts to wow "from Pspace and accessive community efforts to wow "from Pspace and accessive community in "solincities action and deep and durable impact." "locincities action and deep and durable impact in "locincities action and deep and durable impact in "locincities action and deep and substituting activities, continuous commerciation, and backbone support."

The laticia's effect on the field of community

change has been electric. The imministrat whose with the article described present the distillation of the key elements of an approach to community change. Paul bern, a softentive impact process, said "familia and towner understood the south we were disting so well, and described it see filectively, that they exceeds a just out a new operating system for community change." See Conner, an early practicioner and crook for community—wide conflictations are and crook for community—wide collaboration, next the "are greater for Fish for what they have done, see these described to Fish for what they have done, see keep less they great, typing in our own way to explain it dearly, we can spend more time during the hardwork patche ground."

The article sociated said judicities in ensurious. Countries community regardations, government agencies, phil arthropies, and sociatly ministed businesses embracied in shopes that in regist help them to make deep and disable thanges in the social, economic, and even-ensurious metals challenges fastly disease communities. Tom world, an experienced coation business (and vision circle of O), ordised the response as a "revision" or the art your that, governments and hundres thought about and approached community change.

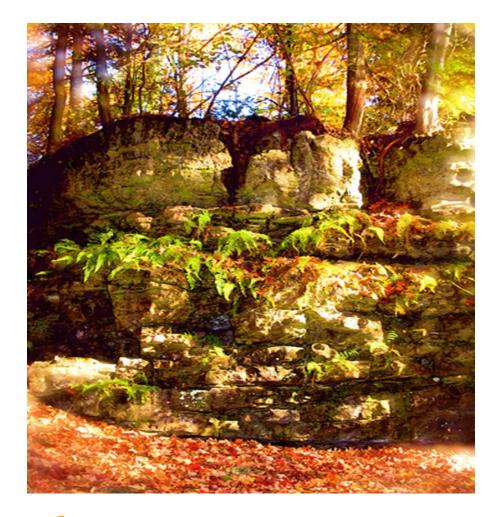
Collective Impact 2.0	$\longleftrightarrow$	Collective Impact 3.0				
The Leadership Paradigm						
Management	+	Movement Building				
The Five Conditions						
Common Agenda	+	Community Aspiration				
Shared Measurement	+	Strategic Learning				
Mutually Reinforcing     Activities	+	High Leverage Activities				
<ul> <li>Continuous</li> <li>Communications</li> </ul>	+	<ul> <li>Inclusive Community Involvement</li> </ul>				
• Backbone	+	Containers for Change				





- Comments?
- Questions?





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

- Meg Wheatley

