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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**.

Evaluating Impact (Orange circle with bar chart icon)

Collective Impact (Teal circle with network icon)

Community Engagement (Yellow circle with speech bubble icon)

Collaborative Leadership (Red circle with people icon)

Community Innovation (Blue circle with lightbulb icon)

COMMUNITY CHANGE

CITIES REDUCING POVERTY || CITIES DEEPENING COMMUNITY

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

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Participant Poll

Rating my knowledge of the Collective Impact Framework.

1. I have heard about the framework but do not know much more.
2. I have attended workshops about Collective Impact
3. I participate in collaboratives using the Collective Impact approach
4. I have deep knowledge about Collective Impact and can train others



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An Overview of Collective Impact



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Setting the Stage for Collective Impact



Community Readiness Community Context Complexity of Issue Collective Impact Approach

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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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Tackling Complex Challenges



- No one sector, working alone can effectively address complex issues
- Complexity is best addressed with a multi-sector approach
- “Context experts” are as necessary as “content experts” in generating effective solutions to complex issues.



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Collective Impact...

DOES NOT:	DOES:
<ul style="list-style-type: none"> • Employ a single organization or sector approach • Focus solely on programmatic outcomes • Work on short term priorities • Resolve simple or complicated problems 	<ul style="list-style-type: none"> • 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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3 Success Factors of Collective Impact

1. Assessing & Building Readiness
2. Cultivating a Systems Lens
3. Understanding the How of Collective Impact



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Collective Impact Success Factor #1
Building over time

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Collective Impact Unfolds Over 5 Phases

CI Components of Success	Phase I Assess Readiness	Phase II Initiate Action	Phase III Organize for Impact	Phase IV Begin Implementation	Phase V Sustain Action and Impact
Governance & Infrastructure	Convene community leaders	Identify champions & form cross-sector Steering Committee (SC) to guide the effort	Determine initial Action Teams and plan backbone infrastructure	Launch Action Teams & establish backbone infrastructure	Build out the backbone infrastructure; evolve Action Teams to meet emergent strategy
Strategic Planning	Hold dialogue about issue, community context & available resources	Map the landscape & use data to make the case	Create a common agenda, clear problem definition & population level goal	Develop blueprint for implementation; identify early wins	Refine strategies & mobilize for early wins
Community Engagement	Determine community readiness; Create a community engagement plan	Begin outreach to community leaders	Incorporate community voice & an equity lens - gain community perspective & input around the issue	Engage community more broadly & build public will	Continue engagement & conduct advocacy
Evaluation, Improvement & Learning	Determine if there is consensus/urgency to move forward collaboratively	Analyze baseline data to ID key issues and gaps	Develop high-level shared metrics and/or strategies at the SC level	Establish shared measures (indicators & approach) at SC & Action Team levels	Collect, track and report progress; establish processes to learn & improve

- The work of Collective Impact unfolds over 5 phases that are NOT linear
- It is not unusual for work of one to span more than one phase
- Different Pillars may also be in different phases at any given time
- The aim is to keep the pillars “roughly” in sync

Source: www.fsg.org

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Collective Impact Mindset Shift

Programs



Youth Program

+

Systems





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Programmatic Versus Systems Change



Karen J. Pittman
Co-Founder, President & CEO
of the Forum for Youth
Investment

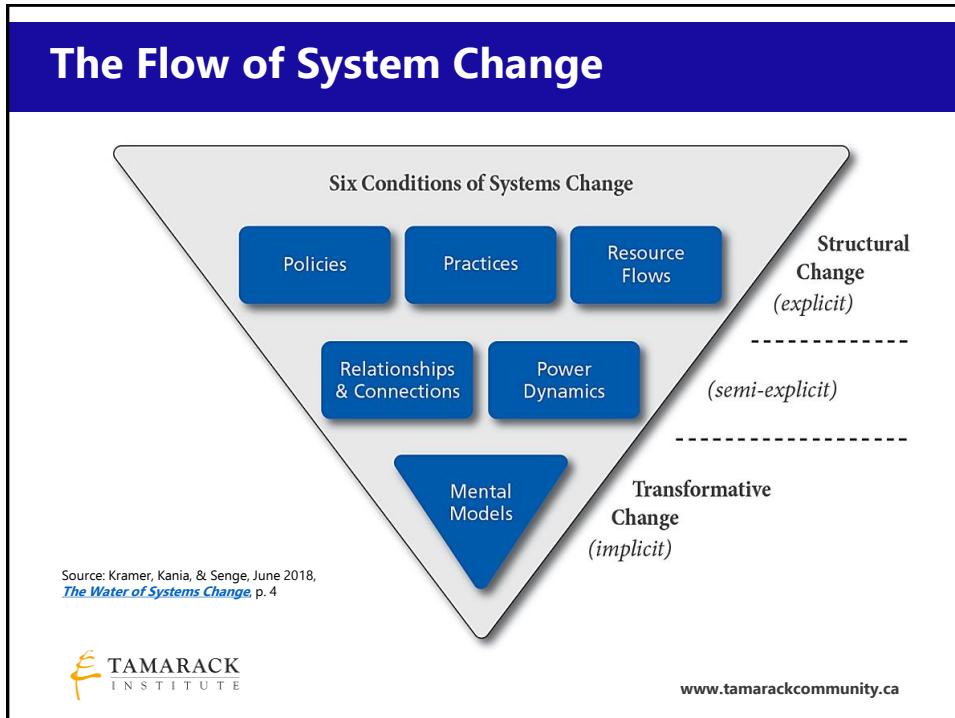
- Programmatic interventions help people **beat the odds**
- Systemic interventions seek to **change the odds**



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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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Creating Boundaries

Creating Boundaries

- **“What’s in” and “What’s out”:** Establishing boundaries for what issues, players, and systems to engage in the project is essential to its successful execution
- **No Set Playbook:** Determining boundaries is a situation-specific judgment call
- **Loosely-Defined and Malleable:** Boundaries change over time and subsequent analysis or activity may draw in other issues, players, or systems
- **Apply to Geography:** Discerning geographic boundaries requires same type of judgment (e.g., city, state, national or global engagement)

Developing a Strategic Action Framework

- **Molding the “Mental Model”:** The strategic action framework shapes the strategic thinking of the group, helps determine allocation of scarce resources, and guides monitoring and evaluation
- **Flexibility:** The framework must be flexible to changes in project hypothesis
- **Key Components:**
 - Description of problem (informed by research)
 - Clear goal for change
 - Portfolio of key strategies
 - Set of principles to guide group’s behavior
 - Approach to evaluation

While the project boundaries and strategic action framework must be clearly defined, they also require flexibility to adjust to changing project dynamics

Source: Channeling Change: Making Collective Impact Work, 2012

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Sample Common Agenda



Living SJ – Common Agenda Framework

- Description of the network
- Commitment to collective impact
- Strategy and impact

THE LIVING SJ NETWORK
Multi-sector leadership:
100+ partners representing

- Business
- Community
- Employers
- Individuals
- Non-profits
- Organizations

Collective LEADERSHIP
Collective IMPACT

WORKING DIFFERENTLY
Increasing our IMPACT

OUR IMPACT
Transform low-income neighbourhoods into vibrant mixed-income communities

NEIGHBOURHOODS
Everyone has a voice. Everyone is changing. Everyone is changing our future

EDUCATION
Every child succeeds, from cradle to career

EMPLOYMENT
Everyone has the skills and supports to meet the needs of the labour market

HEALTH
Building a healthy community one person at a time

Connect low-income residents to employment and training

- 200 low-income people employed by 2017
- 100 low-income entrepreneurs by 2020

Improve the health of residents through neighbourhood-based model of care

- Avoid of one in every 100 young people with depression and anxiety by 2020

Close the Education Achievement Gap

- Every child has access to early education (24 months) of the year
- Every child is a graduate, equipped for secondary school (95% by 2020)

Education. Health. Employment. Neighbourhoods. Our way forward. Learn more at living-sj.ca

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Common Agenda - Strategy Planning Canvas

Pre-Planning		Strategy Development		Engagement
Relevant Data:	Potential Actions /Strategies:	Assumptions:		Government
Ongoing Work:	Influential Factors:	Problem/Issue/Opportunity	Desired Results, Outputs, Outcomes	Community Stakeholders
		Community Needs / Assets		Other Stakeholders

Adapted from Kellogg Foundation, 2004

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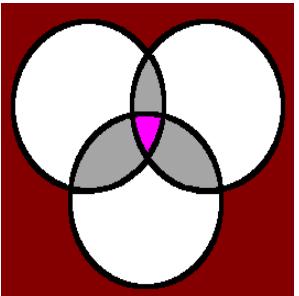


Mutually Reinforcing Activities – An Opportunity for Alignment

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Mutually Reinforcing Activities

- Agreement on key outcomes.
- Orchestration and specialization.
- Complementary – sometimes “joined up” - strategies to achieve outcomes.



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Mutually Reinforcing Activities

Tips and Techniques:



- Use the Community Assets Map to leverage existing resources - <https://www.tamarackcommunity.ca/library/a-guide-to-community-asset-mapping>
- The 15% Solution - <http://www.liberatingstructures.com/7-15-solutions/>
- Shared ownership and shared leadership
- Multiple layers of investment



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Inspiring Communities

Te Whakawhanake ā-Hapori ki Aotearoa Community-led Development in Aotearoa



Te Whakawhanake ā-Hapori
Weaving our connections and contributions

Ngā Mātāpono CLD Principles

1. Grow from shared local visions
2. Build from strengths
3. Work with diverse people and sectors
4. Grow collaborative local leadership
5. Learn by doing



www.inspiringcommunities.org.nz



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Shared Measurement

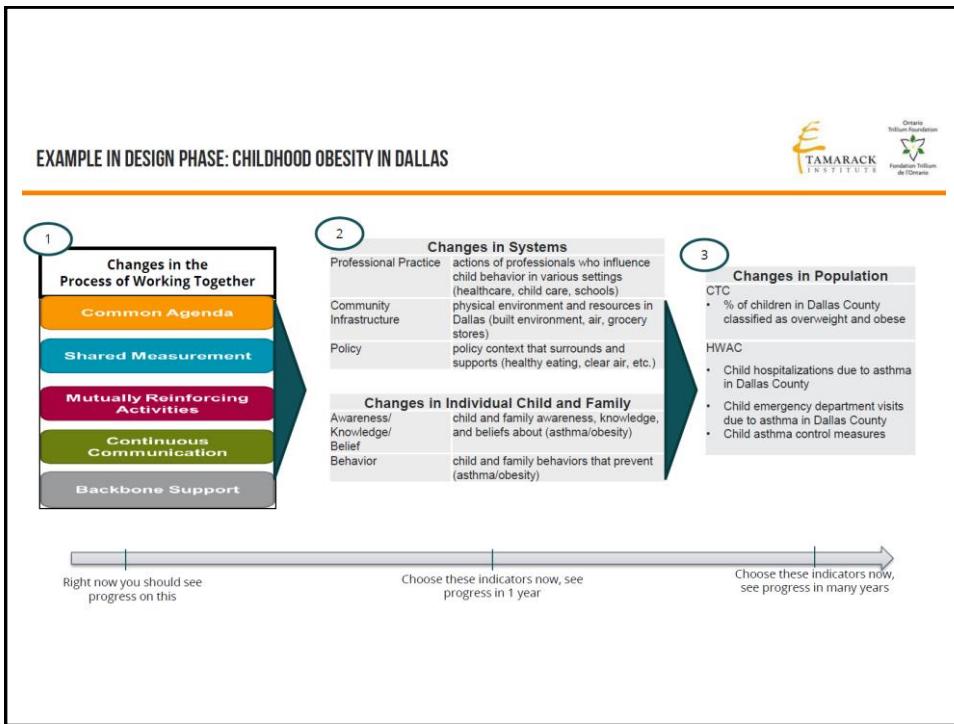
- Identify key measures that capture critical outcomes.
- Establish systems for gathering and analyzing measures.
- Create opportunities for “making-sense” of changes in indicators.



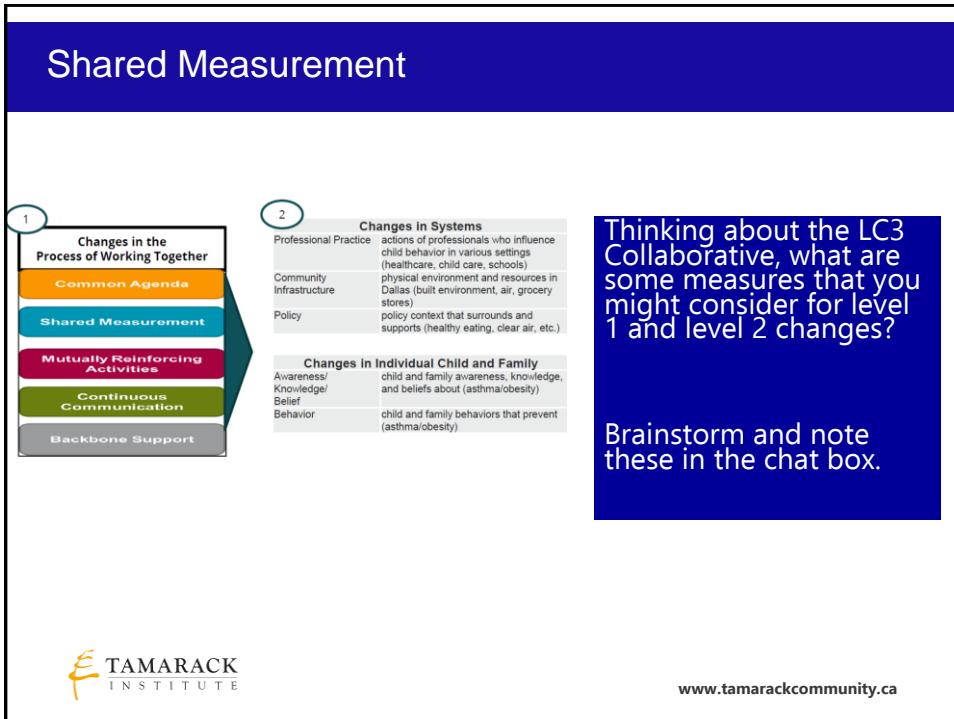
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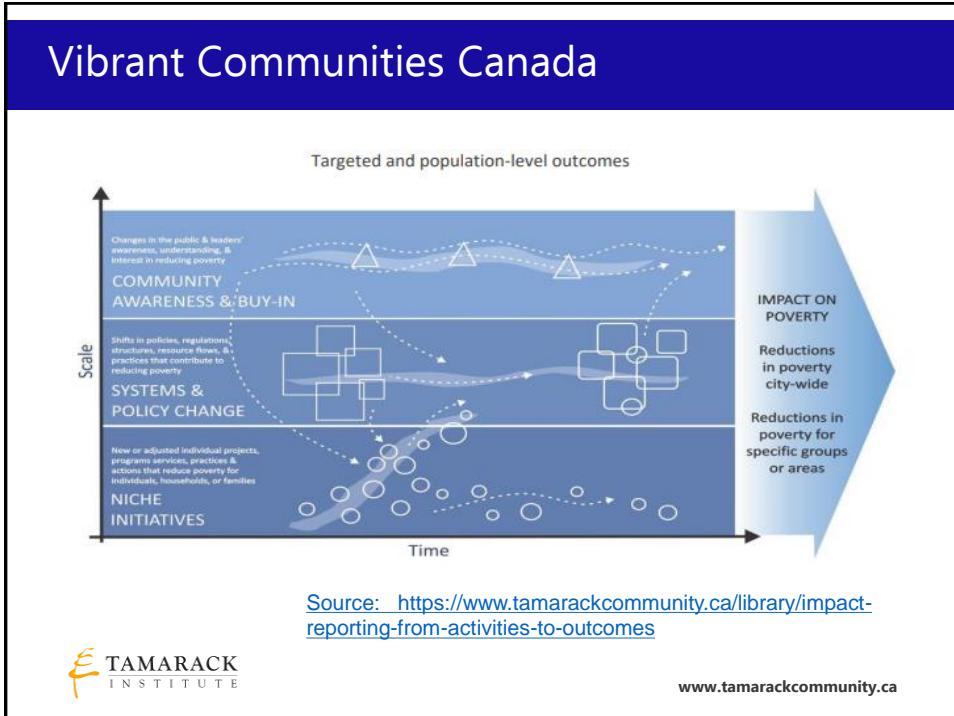
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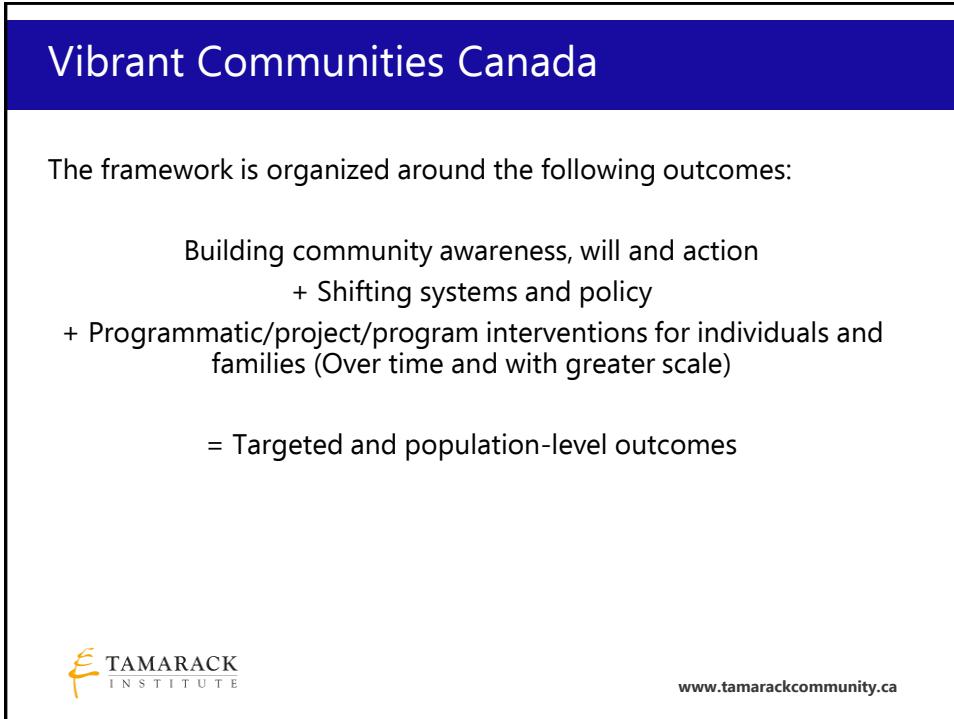
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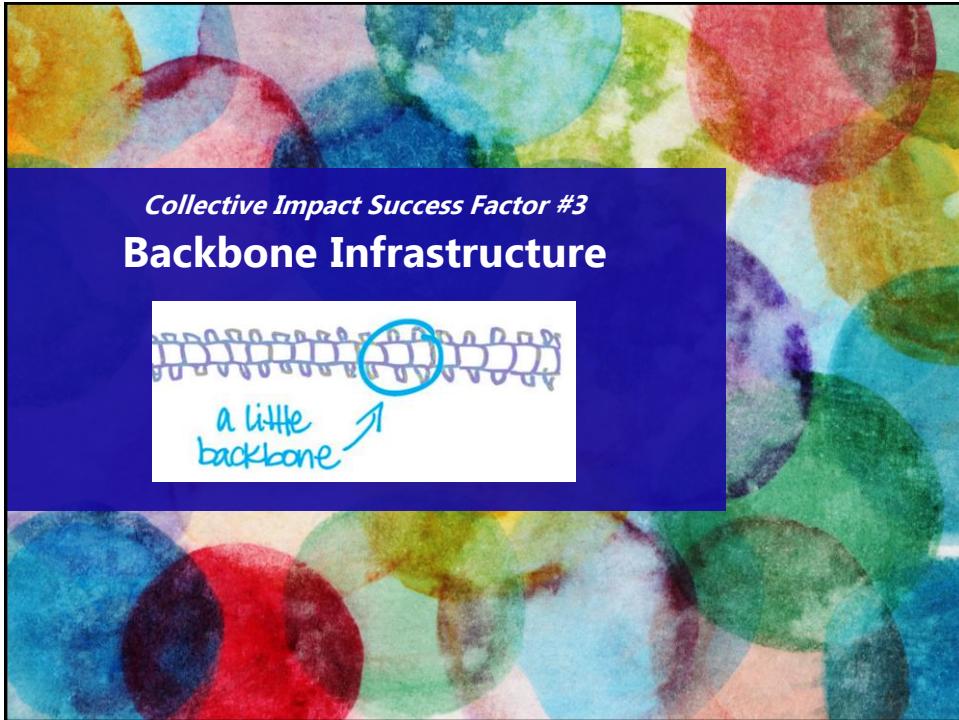
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Backbone Infrastructure



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

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6 Functions of the Backbone

- Guide Vision and Strategy
- Advance Policy
- Mobilize Resources
- Build Community Engagement
- Support Aligned Activities
- Establish Shared Measurement Practices

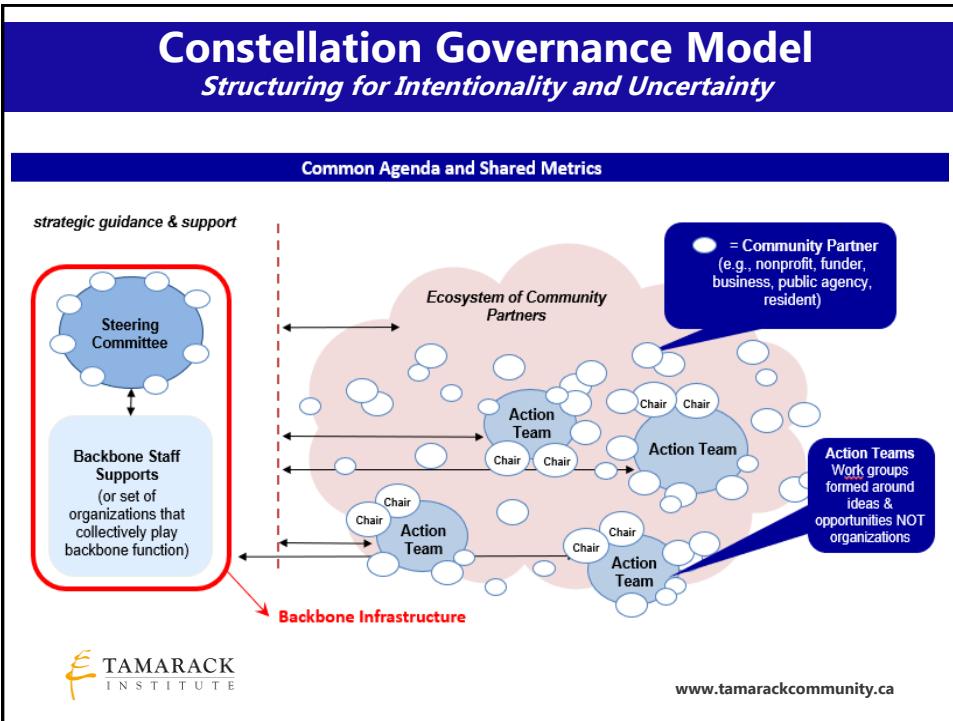
Backbones must balance the tension between coordinating & maintaining accountability, while staying behind the scenes to establish collective ownership.

Source: FSG Interviews & Analysis

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Backbone Infrastructure and Collaborative Governance

Final Thoughts On Backbone Supports



- The working relationship amongst partners is vital
- Understanding and working within the limits of accountability and structures
- There is a need to focus both on the process and the product of governance in collaboratives
- Use this opportunity to learn and have fun

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“Collective Impact happens at the speed of trust.”

- Liz Weaver, Tamarack Institute

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Participant Poll

Of the five conditions of Collective Impact, where do you think the LC3 Collaborative has strengths.

1. We have a well defined **Common Agenda** and Strategy
2. We are using data and **Shared Measurement** to track our progress.
3. We actively engage partners through **Mutually Reinforcing Activities**.
4. We engage in **Continuous Communications** with diverse community stakeholders.
5. We have a strong **Backbone Team** including a leadership table and staff to support the work.



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Questions and Comments



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Healthier Together Initiative

- Grounded in a Collective Impact approach
- Infrastructure provided to each of the six communities included a full-time project director.
- Project directors were employed by lead organizations within the six communities
- Palm Health Foundation provided annual \$200,000 investment
- Each community's initiative was guided by a steering committee of residents
- Action Teams involving additional residents and other community stakeholders were also formed as needed to drive implementation of each community's priorities.

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Lessons Learned

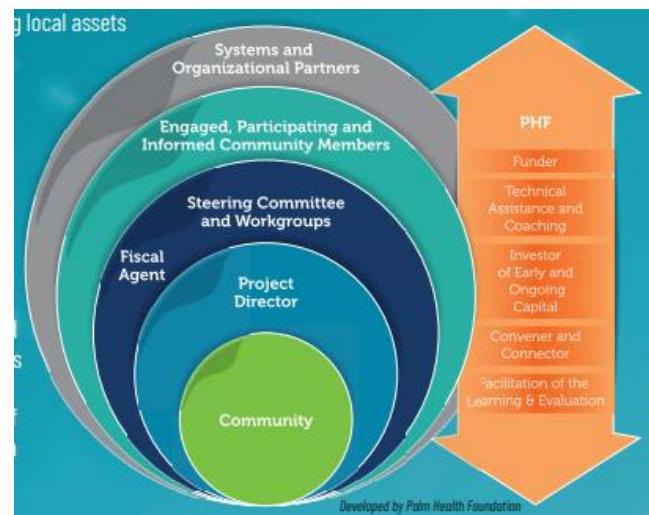
One of the early challenges faced by the Healthier Together Initiative was underestimating the length of time needed to cultivate trust and shift the power dynamics. Residents were skeptical of the Foundation's willingness to grant funding without a pre-determined set of outcomes and metrics. Residents needed to be supported in building their own capacity and skills to support community-led decision-making and action. At the same time, Foundation Trustees and staff struggled to let go of their own traditional ways of thinking and acting. This was uncharted territory.



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The Framework



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Theory for Culture Change

Palm Health Foundation's Theory for Culture Change

Aspiration
We seek a Palm Beach County where all communities are healthy, thriving and equitable.

Goals
In order to achieve this, the aim of Healthier Together is to narrow Palm Beach County's health disparities and grow communities' capacity for action.

How We Work
We shine a light on communities' aspirations for a healthier future and engage residents in a meaningful way while expanding and sharing leadership at a local level. Based on the visions for healthier communities, community participation and shared leadership, Healthier Together communities grow networks in partnership with their residents, organizations and system partners.

The Change We Want To See
The networks define challenges facing communities, and design and implement effective problem-solving approaches to influence programs, policies, resource flows, relationships, power dynamics, and ultimately, the mindsets which hold conditions in place.

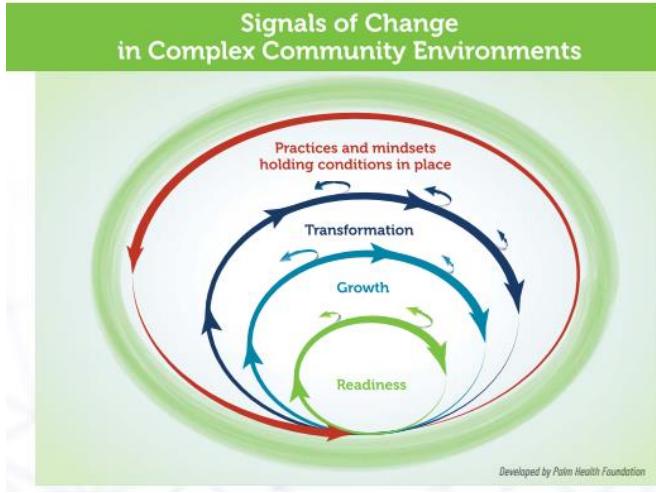
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Signal of Change

Signals of Change in Complex Community Environments



Developed by Palm Health Foundation

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Watch the Signals

Readiness Signals	Growth Signals	Transformation Signals
<ul style="list-style-type: none"> Trust is built and nurtured Coalition of the willing is established Residents, organizations and systems Highly participatory, inclusionary practices are established A clear, flexible shared purpose is present Leadership is evident in a community-led process New and existing local networks emerge and/or are engaged; organizing is evident Meaningful collaboration through new connections is taking place 	<ul style="list-style-type: none"> Local networks have increased legitimization by influencing change Shifts in awareness and understanding of issue area Shifts in cultural norms and capacities that support behavioral change Increase organizational responsiveness to targeted community needs System interests align and tap into growing networks Local networks grow and deepen their organizing power Sources of capital inputs are expanding and diversifying 	<ul style="list-style-type: none"> Sustained behavior and systems change Mindsets evolve maintaining a culture of wellness Health disparities are minimized Sustained expansion and diversification of capital Networks are thriving and connecting community-based assets with organizational and system partners Organizations and systems adopt participatory practices in the design and implementation of programs Power is built in communities most impacted by health disparities

Developed by Palm Health Foundation

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Lessons Learned

Prime Everyone for the Long Term

- Key Insight: Embracing adaptability and fostering outcomes that value social capital, human capital and developing people's capacity

Signals of Change

- Key Insight: Developing approaches for navigating complexity and emergence.

Readiness Takes Courage

- Key Insight: Encouraging local community solutions without traditional constraints, creating a safe-to-fail environment

Authentic Community Participation:

- Key Insight: Adopting mechanisms for tapping and aligning local assets.

Acknowledge Challenges to Residents and Agencies

- Key Insight: Embracing adaptability and fostering outcomes that value social capital, human capital and developing people's capacity for collaborative leadership.

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Insights for Palm Health Foundation

The foundation learned three valuable lessons that, over time, deepened relationships for community change work to take hold. The first two Healthier Together communities learned these lessons through trial and error. Knowing their experiences would be extremely valuable to the next Healthier Together communities, the foundation created a learning environment to share knowledge and provide the structure that was lacking in the first communities. Regardless of how experienced one community was over another, there was one challenge that all had to confront: power dynamics.

1. Be mindful of perceptions and community culture
2. Communicate frequently and recognize wins early and often
3. Find the best fit for everyone

Access the full [Reflections report here](#).



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Participant Poll

Which of the conditions of Collective Impact do you think the LC3 Collaborative should focus on moving forward.

1. **Common Agenda and Strategy**
2. **Data and Shared Measurement**
3. **Mutually Reinforcing Activities**
4. **Continuous Communications and engagement**
5. **Backbone and Governance**



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LC3 Collaborative – Strategic Plan

Key Design Features:

- Strategic Planning process to take place between December 2020 and July 2021
- Final Report is due in August 2021
- Strategic Planning process to include Collective Impact capacity building
- Strategic Planning process should integrate with the results of the LC3 Collaborative Evaluation

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LC3 Collaborative – Strategic Planning Approach

- Co-design will ensure that the LC3 leadership will be engaged throughout including the decision-making process
- Planning process includes a community engagement phase - each board member will connect with 3 to 5 key stakeholders including potential funders, community leaders and others to share the common agenda approach and key strategies
- Community engagement is core to building a resilient and sustainable collective impact effort



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Your involvement in Strategic Planning

- You will be invited to participate in one of two interactive strategic planning sessions in February and March 2021
- You will be invited to provide feedback to the early draft of the Vision, Mission and Strategies
- The design for the sessions is currently being developed with the support of the Strategic Planning Committee and the Board.



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