

COMMUNITY CHANGE INSTITUTE

CITIES OF THE FUTURE
CO-CREATING TOMORROW



#CCI2017



**Collective
Impact 3.0**
Co-creating for Impact



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www.tamarackcommunity.ca



Workshop Overview



- Building the collective Impact approach from 1.0 to 3.0
- Lessons we are learning
- Co-creating the future of cities through collective impact

Collective Impact 3.0



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Table Discussion

To what degree do you support the idea that now is the time to work together to build collective impact 3.0? Why or why not?



An Evolution in the Collective Impact Revolution

CI 1.0: many pioneer were doing Collective Impact type work for many decades before 2011.

CI 2.0: the 2011 article by FSG kicked off the 2.0 period: it provided language, structure and coherence to the work in a way that engaged a widespread interest and participation.

The five years of experimentation and practice in the 2.0 period has been productive: see the contributions of FSG and many other on the CI Forum to see how far thing have come.

CI 3.0: we have enough insights since then that there is pressure for evolution in the 2.0 framework.

This paper – and following series – is our contribution to CI 3.0 and we invite many others to join in that process. Our communities needs us to be even better at this.

Setting the Stage for Collective Impact

Four Important Considerations



Community Readiness



Community Context



Complexity of Issue



Collective Impact Approach

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**

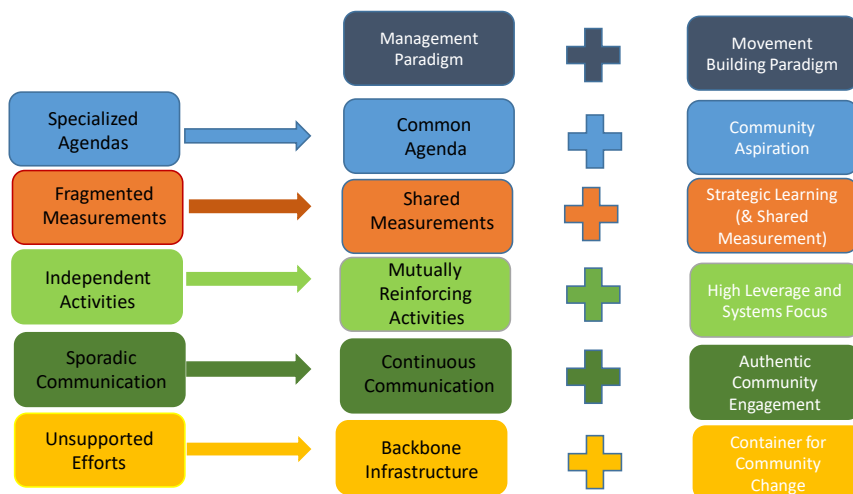
Backbone Support

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**

Source: FSG

Six Shifts for Moving from 1.0 to 3.0



From Management to Movement Building

Management Paradigm

- Dominated by single sector leadership
- Focus is on programmatic interventions, improvements or shifts
- Community change outcomes achieved through collaboration are focused on organizational results

Movement Building

- Broad & diverse group of leaders including those not in traditional seats of power
- Open peoples hearts and minds to new possibilities
- Community change outcomes achieve by collectively reforming or transforming systems

From Management to Movement Building

What are the characteristics of movement building?

Why is this important for collective impact?



From Continuous Communications to Authentic Engagement

- Put community at the centre of the community change process
- Draw from 360 degree insight into the issue
- Creates a broad and engaged constituency for change
- Those impacted by an issue should participate fully in attempts to address the issue – ‘Nothing about us without us’
- Employ an equity lens

Robust community engagement is back-breaking work. It takes time to map out which stakeholders to invite to the table, skill to create good opportunities to engage people at each stage of the change process, and confidence and humility to navigate the inevitable conflicts between participants who differ in their values, interests, and power.

From Common Agenda to Shared Aspiration

The difference between a good movie and a bad movie is that in a good movie, everyone is making the same movie.

Francis Ford Coppola

Community Aspiration

This requires participants to develop outcomes that are based on community values sufficiently ambitious that they cannot be realized through business as usual. A solid community aspiration can also create the kind of “big tent” under which a wide range of participants can pursue the interdependent challenges underlying tough issues.

Community at the Centre

Table Discussion



What strategies has your collaborative or collective impact effort put into place to put community at the centre?

From Shared Measurement to Strategic Learning

Lessons from Social Innovation:

A robust learning and evaluation process is even more critical in community-wide change efforts. Social innovators are trying to change the dynamic and complex systems that underlie social problems. Measurement systems should have the following characteristics:

- provide real-time feedback on the multiple outcomes expressed in their theory of change or strategy;
- are manageable;
- have robust processes for sense-making and decision-making;
- can co-evolve with their ever-changing strategies.

From Shared Measurement to Strategic Learning

How do we build a culture of strategic learning in Collective Impact?



From Mutually Reinforcing Activities to High Leverage Opportunities

- See beyond collaboration and focus on strategies that provide high leverage opportunities for change
- Commit to engaging with, reading and adapting to complex systems
- Allow for the pursuit of mutual and independent strategies which enables innovation – mixing co-operation with competition (aka loose and tight relationships)

Find the sweet spot of intersection between high leverage collaboration, independent actions and evolving systems

From Backbone to a Container for Change

Characteristics of Containers

- Mobilization of a diverse group of funders, backbones sponsors and stewardship arrangements the demonstrate cross-sector leadership
- Facilitation of participants' 'inner journey of change'
- Processes which cultivate trust and empathy
- Ability to engage with the many dilemmas and paradoxes of community change
- Timely nudges to sustain the process of self-refueling

You cannot force commitment. What you can do is nudge a little here, inspire a little there, and provide a role model. Your primary influence is the environment you create.

Peter Senge

From Backbone to a Container for Change

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What else might you add as an essential component of a container for community change?

Table Discussion Question



How can the framing ideas for Collective Impact 3.0 be used to co-create cities for impact?

Your Comments on Collective Impact 3.0

What would you add?	What would you change?
What questions does this paper leave with you?	What other collective impact topics should we explore?

Additional Collective Impact Articles

- The Context Experts – Lisa Attygalle, Tamarack Institute - <https://www.tamarackcommunity.ca/hubfs/Resources/Publications/The%20Context%20Experts.pdf?hsCtaTracking=56bc3396-2e91-49d8-8efc-95fa20b82878%7Cbdd6a62d-6f5b-4aa4-8b0d-292bbd5c5b9b>
- How to Develop a Common Agenda for Collective Impact – Paul Born, Tamarack Institute - <https://www.tamarackcommunity.ca/library/common-agenda-for-collective-impact>
- Turf, Trust, Co-Creation and Collective Impact – Liz Weaver, Tamarack Institute - <https://www.tamarackcommunity.ca/library/turf-trust-co-creation-collective-impact>
- Developing Collective Impact Strategies – Mark Holmgren, Tamarack Institute - <https://www.tamarackcommunity.ca/latest/developing-collective-impact-strategies>



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THANKS!

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