



COLLECTIVE IMPACT
CAPACITY BUILDING WEBINAR SERIES

Building and Sustaining your
Collective Impact Collaborative

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Gratitude & Acknowledgement

We begin this workshop by acknowledging that we are meeting on Indigenous land. As settlers, we are grateful for the opportunity to meet and we thank all the generations of Indigenous peoples who have taken care of this land.

As settlers, this recognition of the contributions and historic importance of Indigenous peoples must be clearly and overtly connected to our collective commitment to make the promise and the challenge of Truth and Reconciliation real in our communities.

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THANK YOU TO THE SERIES SPONSORS



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Webinar 1: **Building Community Capacity for Collective Impact**
March 31, 2021

Webinar 2: **Collective Impact - The First Year**
April 14, 2021

Webinar 3: **From idea to Impact - Using Data to Drive Change**
April 28, 2021

Webinar 4: **Building and Sustaining your Collective Impact Collaborative**
May 12, 2021

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Liz Weaver
Co-CEO, Tamarack Institute



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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**.



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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Webinar Objectives

- **Strategies for building your collective impact effort**
- **Navigating the shifts and changes over time**
- **Building sustainability into your collective impact efforts**



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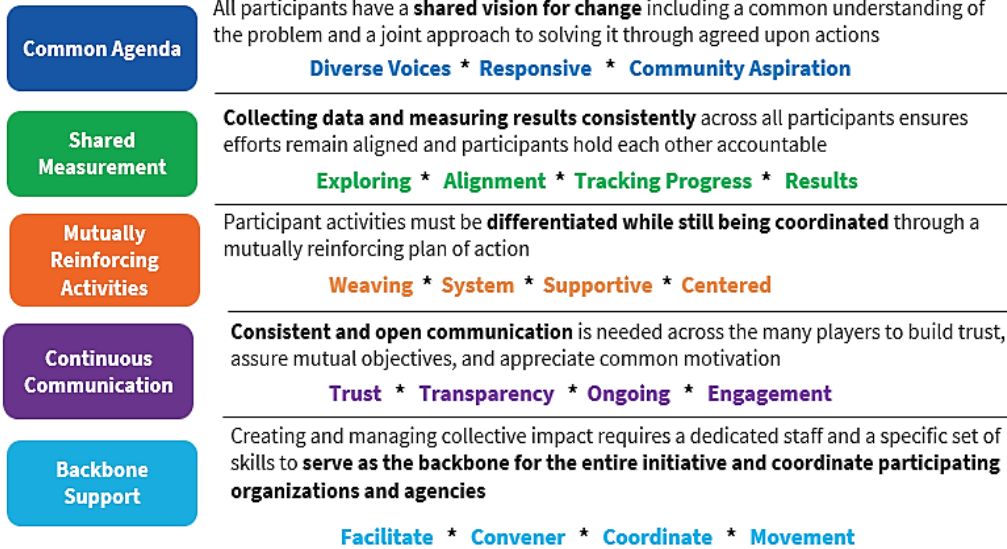
PRE-CONDITIONS OF COLLECTIVE IMPACT

- Influential Champions – content and context experts
- Urgency of the issue
- Adequate human and financial resources



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Collective Impact



Source: FSG

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The Phases of Collective Impact

CI Components of Success	Phase I <i>Assess Readiness</i>	Phase II <i>Initiate Action</i>	Phase III <i>Organize for Impact</i>	Phase IV <i>Begin Implementation</i>	Phase V <i>Sustain Action and Impact</i>
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

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Tools for Navigating Collective Impact Shifts



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Tools for Navigating Shifts and Changes in Collective Impact

- Collective Impact Plan on a Page
- Collective Impact Values and Principles
- Collective Impact Governance Structure
- Collective Impact: 5 Phases Self Assessment Tool
- Collective Impact Key Milestone Report



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Sustaining Collective Impact



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Sustaining Collective Impact

1. **to support, hold, or bear up from below; bear the weight of, as a structure.**
2. to bear (a burden, charge, etc.).
3. to undergo, experience, or suffer (injury, loss, etc.); endure without giving way or yielding.
4. to keep (a person, the mind, the spirits, etc.) from giving way.
5. **to keep up or keep going, as an action or process:
*to sustain a conversation.***
6. to supply with food, drink, and other necessities of life.
7. **to provide for (an institution or the like) by furnishing means or funds.**

Source: <http://www.dictionary.com/browse/sustain>



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Core Elements for Sustainable Success

- Buy-in and support from key decision-makers as well as community volunteers.
- Sufficient leadership, funding, and channels of communications.
- Procedures in place to monitor policy (e.g., city ordinances) results through enforcement and compliance, and to modify strategies accordingly.
- Create a long-term plan for ensuring the viability of the coalition or initiative.
- Develop a diverse funding portfolio, collaborative leadership, and marketing/branding strategies.
- Ensure that all community stakeholders are ready to respond to a changing environment.

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10 Steps to Sustainability

1. Create a shared understanding of sustainability
2. Create a plan to work through the process
3. Position coalition efforts to increase the odds of sustainability
4. Look at the current picture and pending items
5. Develop criteria to determine which efforts continue
6. Decide what to continue and prioritize
7. Create options for maintaining priority efforts
8. Develop a sustainability plan
9. Implement the sustainability plan
10. Evaluate outcomes and revise as needed

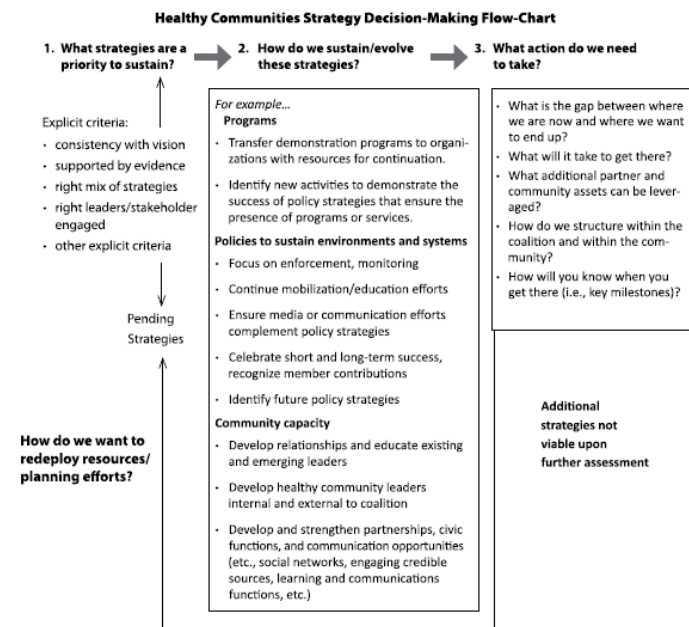
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Developing a Shared Understanding of Sustainability

- Be clear about what sustainability means in the context of coalition policy strategies and activities.
- Agree (earlier rather than later) that planning for sustainability is valuable.
- Include multiple community stakeholders in the sustainability planning process.



Sustainability Decision Flow Chart



Adapted from Wong, E., Norris, T., and Solomon, L. (2009). Kaiser Permanente Community Benefit v4.1



Sustainability Plan Format



★ STEP 8: Healthy Carrolton City (HCC) Develops a Sustainability Plan
SUSTAINABILITY PLAN OUTLINE

I. Executive Summary

- > Organizational and/or program history (brief)
- > Definition of sustainability–Step 1
- > Description of who was involved–Step 3
- > Summary of efforts for which sustainability is an issue–Step 4
- > Goals, needs, and costs for efforts being continued–Step 6 and 7

II. Situational Analysis

- > Organizational strengths as they relate to positioning–Step 2
- > Current picture/pending items–Step 4

III. Criteria to Determine Program Value-Added Benefits–Step 5 and 6

- > Identify what elements will be used to determine criteria (e.g., population reached, evidence of effectiveness, broad support)

IV. Sustainability Planning Goal(s)–Step 6

- > Efforts to continue
- > Efforts to revise and continue
- > Efforts to ask another organization to continue

V. Sustainability Strategies

- > Describe any organizational or structure changes–Step 7
- > Recruit program champions and partners–Step 2
- > Marketing and public relations–Step 2
- > Funding–Step 7
- > Communication of justification matrix–Step 7

VI. Action Plan by Strategy – Step 9

- > Develop SMART objectives for organizational and policy efforts
- > Develop action plan and timetable for strategies

8 Factors for Collective Impact Sustainability



Source:
<https://www.tamarackcommunity.ca/hubfs/Events/CI%203.0/Workshop%20Resources/Sustaining%20CI%20-%20Tool%20.pdf?t=1497903311895>



8 Factors for Collective Impact Sustainability

Leadership Competence

- clearly developed and articulated common vision and objectives
- performing regular community needs and assets assessments
- ongoing planning, adaptation of approach and evaluation;
- securing funding, fiscal management;
- building a sustainability approach early in the initiative.

Effective Collaboration

- identifying relevant stakeholders who actively support the collective impact common agenda and strategies and have clearly identified roles and responsibilities.
- Includes a broad base of support in the community and of key stakeholders

Understanding the Community

- having knowledge of community needs and resources;
- having respect for community members, and involving key community members in the effort
- understanding the socioeconomic, political and equity considerations; community participation in all aspects of the initiative; honoring community values and cultural relevance; cultivating key community leader support; and hiring local staff

Community Responsivity

- adapting programming to meet changes in community needs.
- addressing evolving issues and contexts and includes the ability of the initiative to be modified to meet changing community needs and resources

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8 Factors for Collective Impact Sustainability

Staff Leadership

- Inclusion of committed, qualified staff in design, implementation, evaluation and decision making develops a culture that values broad-based participation.

Strategic Funding

- having plans and resources in place to support current and prospective requirements.
- Intentional planning for continued funding includes an analysis of short-term and long-term funding needs;
- developing a range of financing options;
- recognizing that sustainability is enhanced when there is diversity in funding streams

Demonstrating Results

- Evaluating process and outcomes using acceptable research methods
- informing stakeholders of the results and building learning and sense-making into the design of evaluations is critical
- evaluation findings can then be used to leverage current successes for establishing future funding and impact

Learning and Innovation

- Building in a culture of learning and continuous improvement enables the initiative to evolve over time
- Innovative practices leverage learning

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Chat Box Conversation

- Which of the 8 factors resonate with you?
- Are there other factors to consider?



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QUESTIONS?

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THANK YOU