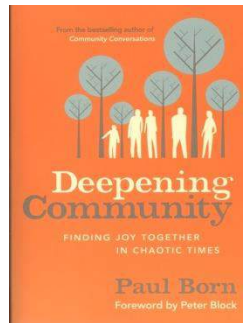


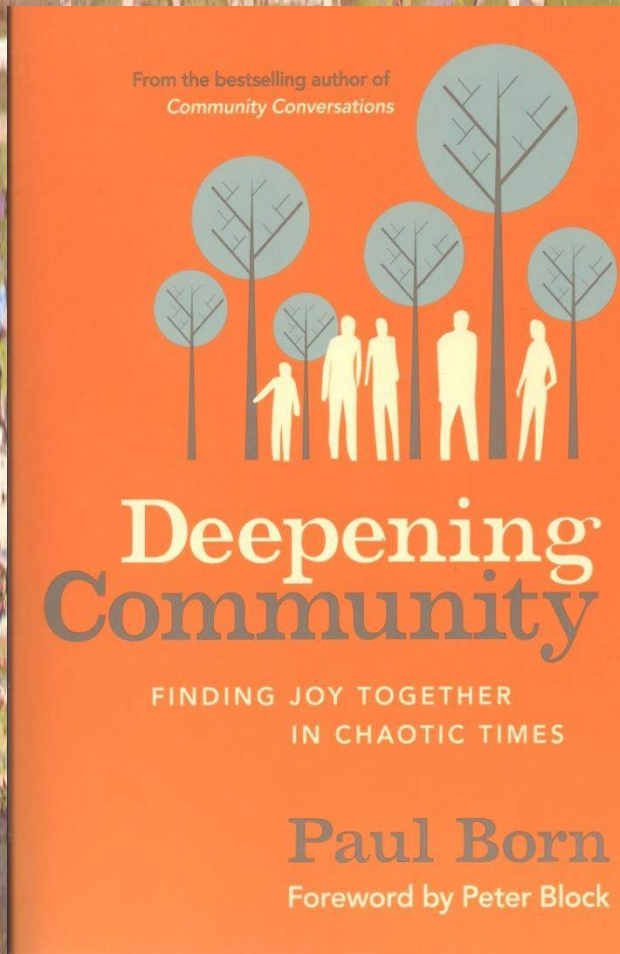
# DEEPENING COMMUNITY for COLLECTIVE IMPACT



BY PAUL BORN  
[WWW.TAMARACKCOMMUNITY.CA](http://WWW.TAMARACKCOMMUNITY.CA)

Photos by Carl Hiebert

# DEEPENING COMMUNITY for COLLECTIVE IMPACT



## Our time together today Morning

- Deepening Community
- Community as an Organizing Principle
- Community change ideas

## Afternoon

- Collective Impact
- 5 Conditions of Collective Impact
- Building a Common agenda for change



BY PAUL BORN

[WWW.TAMARACKCOMMUNITY.CA](http://WWW.TAMARACKCOMMUNITY.CA)

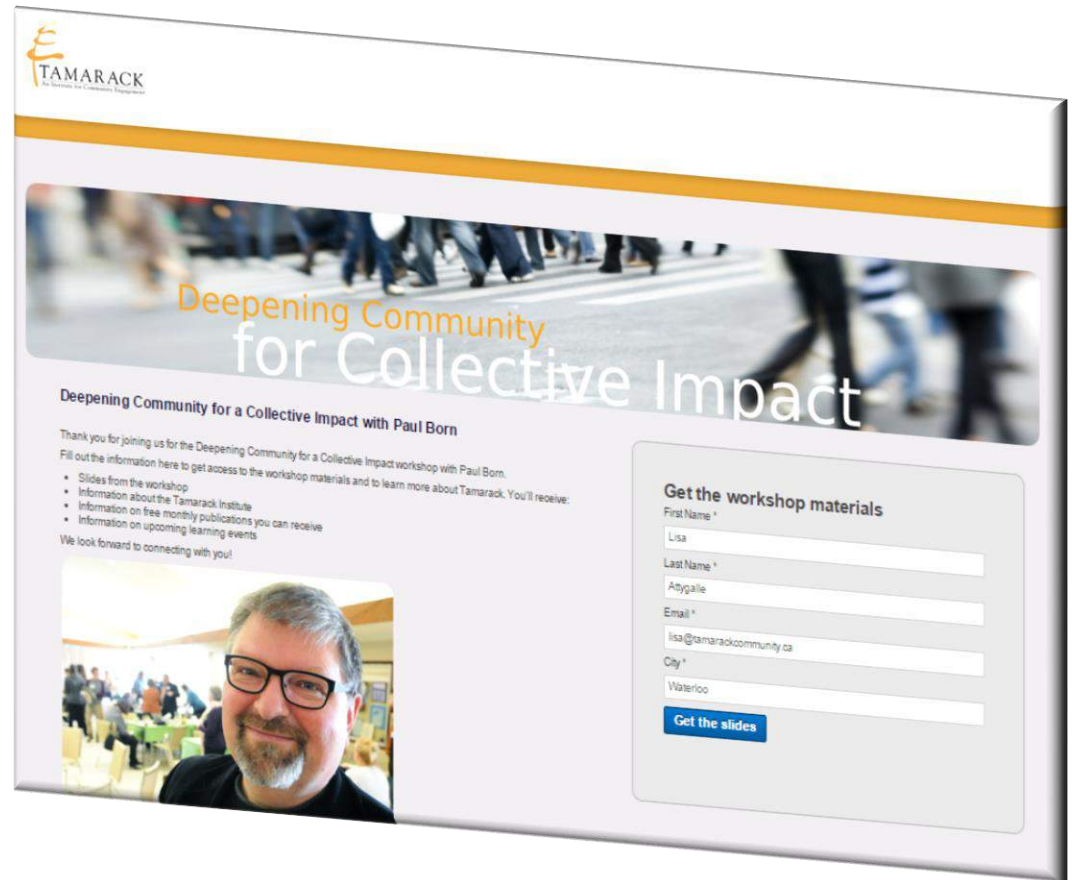


**Go to:**

**[www.pauldownunder.com](http://www.pauldownunder.com)**

**Enter your information  
to receive:**

- Slides from this presentation
- Deepening Community Bonus Materials
- Links to Collective Impact Resources
- Information about Tamarack



The screenshot shows a registration page for a workshop. At the top left is the Tamarack logo. The main header features a blurred image of people walking with the text "Deepening Community for Collective Impact". Below this, a sub-header reads "Deepening Community for a Collective Impact with Paul Born". A thank-you message follows, asking users to fill out information to receive workshop materials. A bulleted list specifies the materials: slides from the workshop, information about the Tamarack Institute, free monthly publications, and information on upcoming learning events. A photo of Paul Born is shown. On the right, a form titled "Get the workshop materials" contains fields for First Name (filled with "Lisa"), Last Name (filled with "Atygaile"), Email (filled with "lisa@tamarackcommunity.ca"), and City (filled with "Waterloo"). A blue "Get the slides" button is at the bottom of the form.

**TAMARACK**  
An Institute for Collective Impact

## Deepening Community for Collective Impact

### Deepening Community for a Collective Impact with Paul Born

Thank you for joining us for the Deepening Community for a Collective Impact workshop with Paul Born. Fill out the information here to get access to the workshop materials and to learn more about Tamarack. You'll receive:

- Slides from the workshop
- Information about the Tamarack Institute
- Information on free monthly publications you can receive
- Information on upcoming learning events

We look forward to connecting with you!

**Get the workshop materials**

First Name \*  
Lisa

Last Name \*  
Atygaile

Email \*  
lisa@tamarackcommunity.ca

City \*  
Waterloo

**Get the slides**

An aerial photograph of a winding dirt road that curves through a lush green field. In the background, a calm blue body of water stretches across the horizon under a clear sky. The road is light brown and contrasts with the vibrant green of the crops.

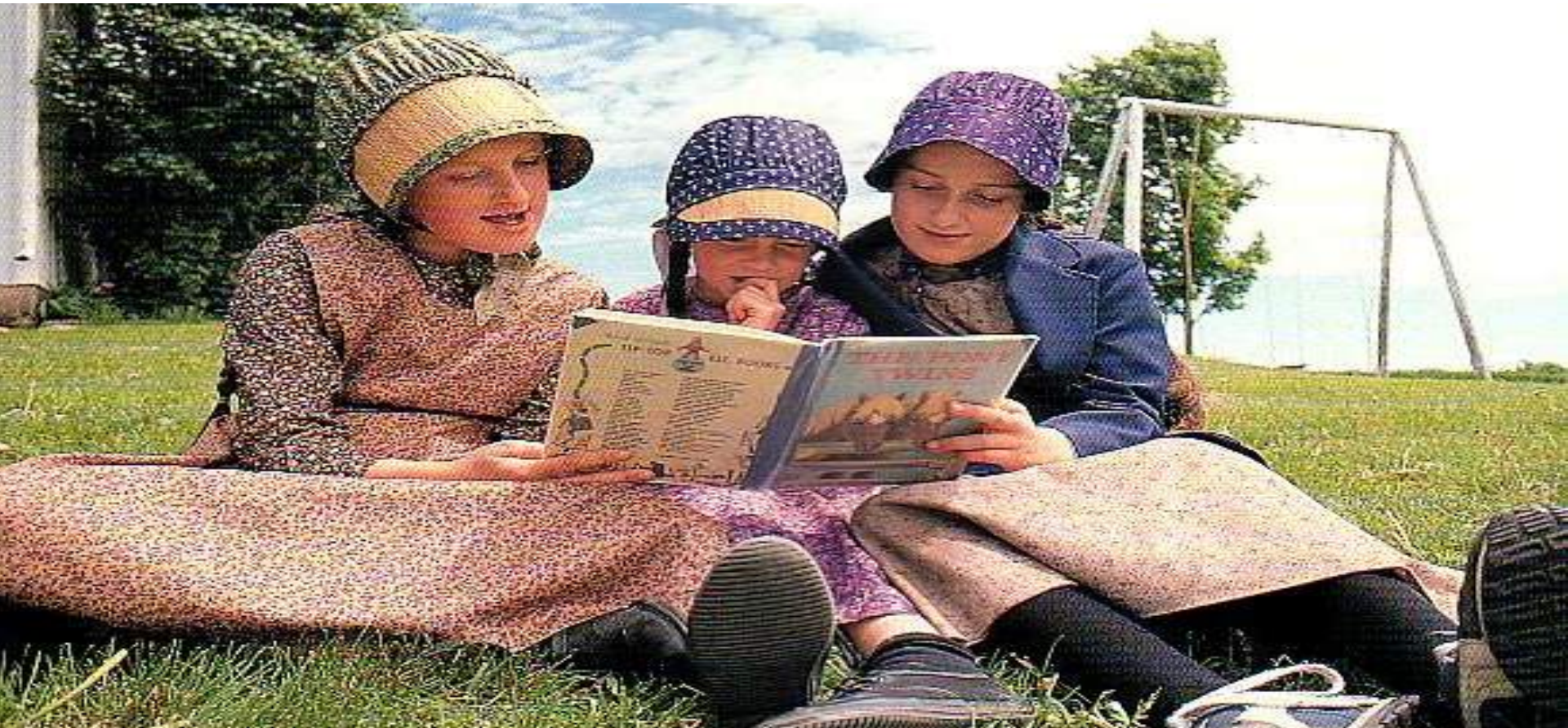
## My Story

- Son of Mennonite refugees
- Grew up in a tight knit community in the Fraser Valley of BC, Canada
- Community Activist at the Tamarack Institute
- Author



# Think, Pair, Share

- Why is it important that I am here today?







**DEEPENING COMMUNITY**



# A study - 500 Voices

## What does community mean to you?

- Working together
- Mutual support
- Geographic area
- Common good
- Belonging

Download the whole study at

[www.deepeningcommunity.org](http://www.deepeningcommunity.org)

## **What does community breakdown mean to you?**

- Isolation
- Individualism
- Lack of caring and support
- Conflict and hostility
- Poverty

## **What does a caring community mean to you?**

- People supporting each other
- Inclusive
- Sharing opportunities

We also ask a group of youth to read the book and produce a rap video based on their understanding of the ideas.

Hear what they saw...

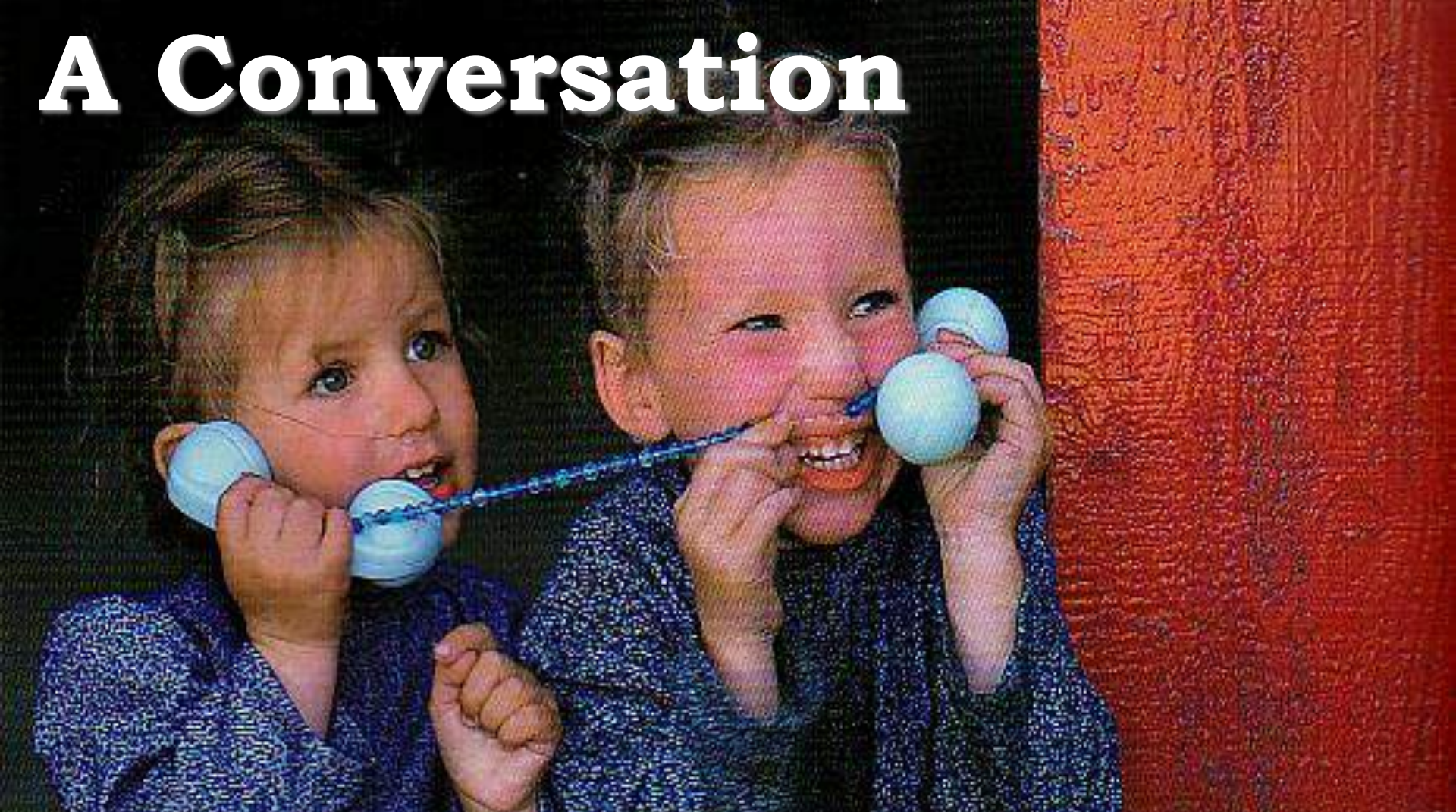


# Community helps us...

- ... Shape our identity**
- ... build a sense of belonging**
- ... to care and be cared for (mutual aid)**
- ... Strengthen our economic prospects**
- ... Improve our health**
- ... To be Happy**



# A Conversation



Share your most “profound” memory of  
community



# **Shallow Community**

**Isolated in the midst of the crowd**



**Fear Based Communities  
organize against the other**

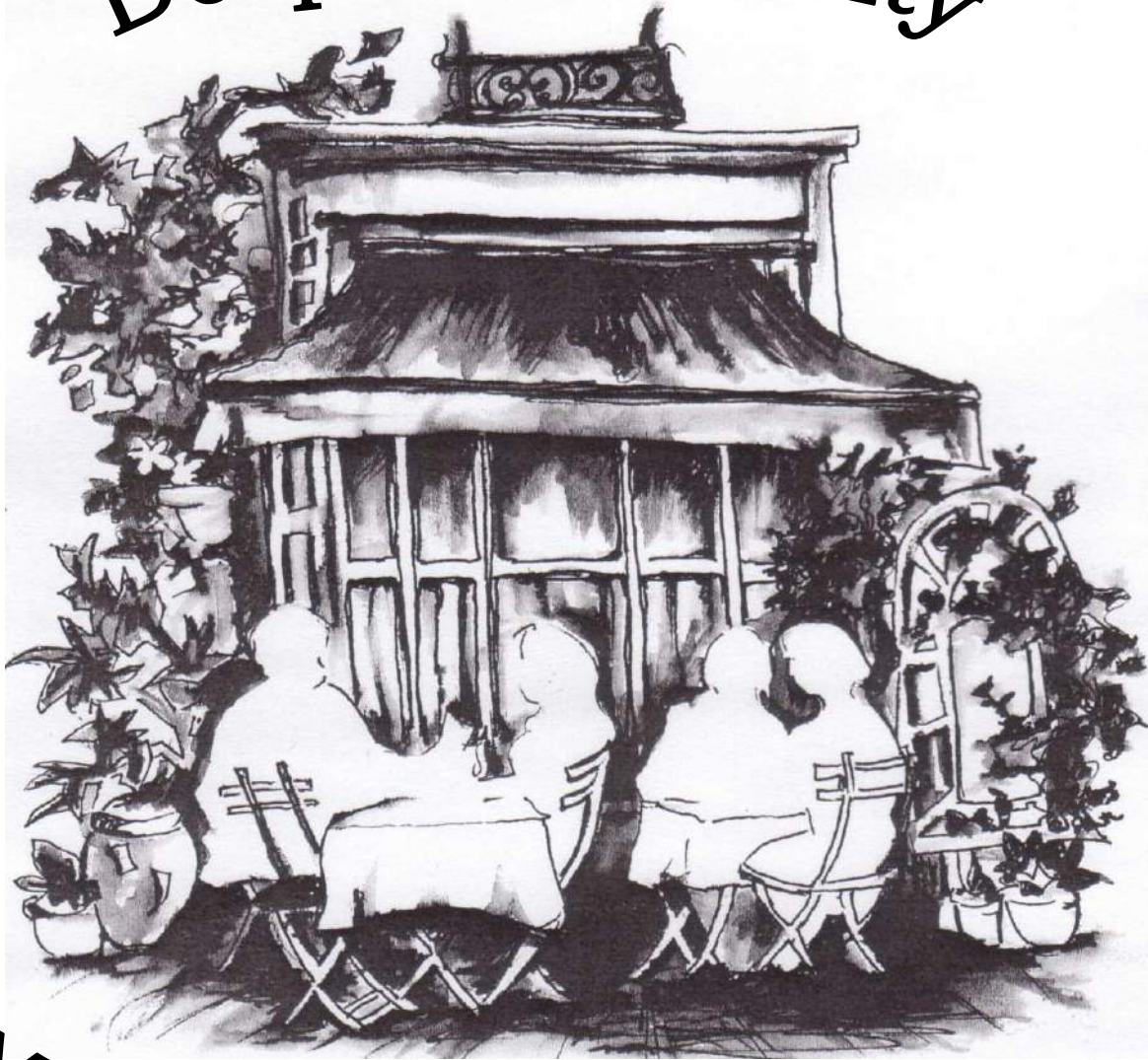




# Deepening Community



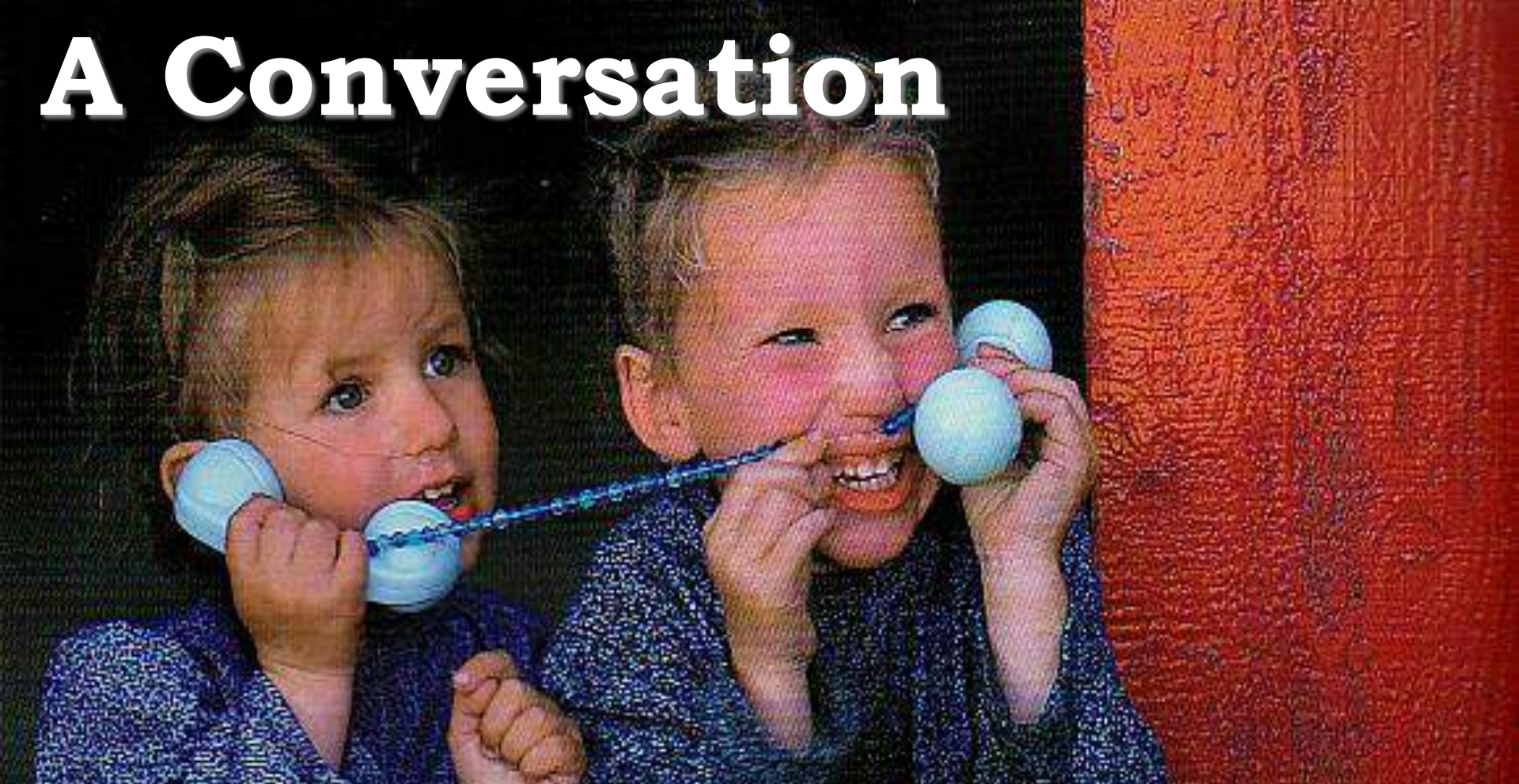
# Deep Community



Mutual acts of caring happening often



# A Conversation



Where does shallow community and  
where does deep community show up in  
your life?





# **Deepening Community**

- Share our Stories
- Have fun together
- Take care of each other
- Work together for a better community



# Share our Stories



Sharing helps us open up, to become vulnerable and to hear other peoples stories. Together we distinguish truth from untruth, and rational fear from irrational fear, to determine what we might do together.



# Have fun together



As we continue to share our stories, and do so with the same players over time, reciprocity and trust grows between us. This is an investment in community.



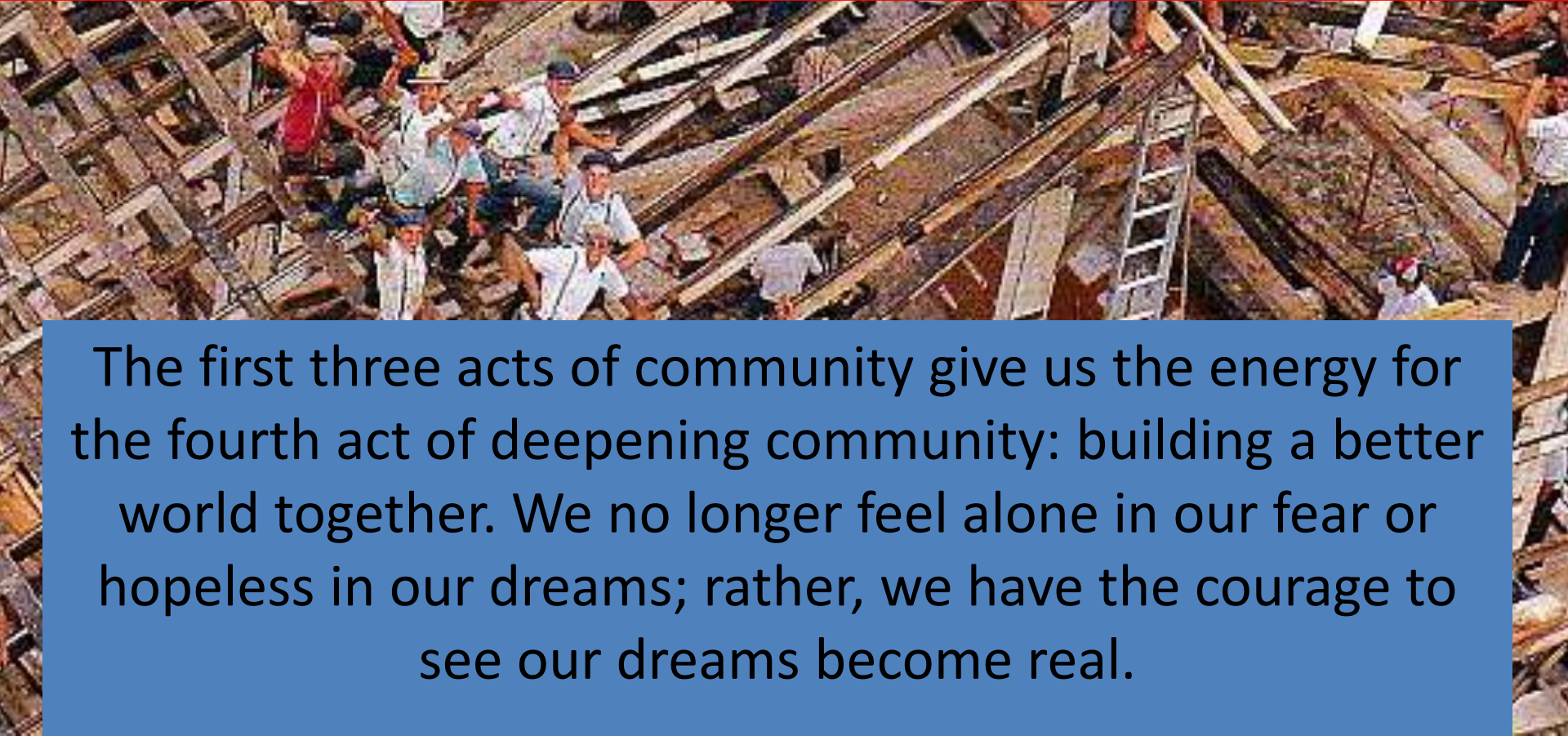
# Take care of one another



Reciprocity and Trust have a wonderful effect when reaching out to help one another. We take care of one another because a bond of love has grown between us. **Mutual acts of caring that happen often forge a sense of belonging.**



# Work together for a better world



The first three acts of community give us the energy for the fourth act of deepening community: building a better world together. We no longer feel alone in our fear or hopeless in our dreams; rather, we have the courage to see our dreams become real.




# A Conversation



What is happening now? What change do I want to see? Of the many communities in my life where might I invest the gift of deepening community?



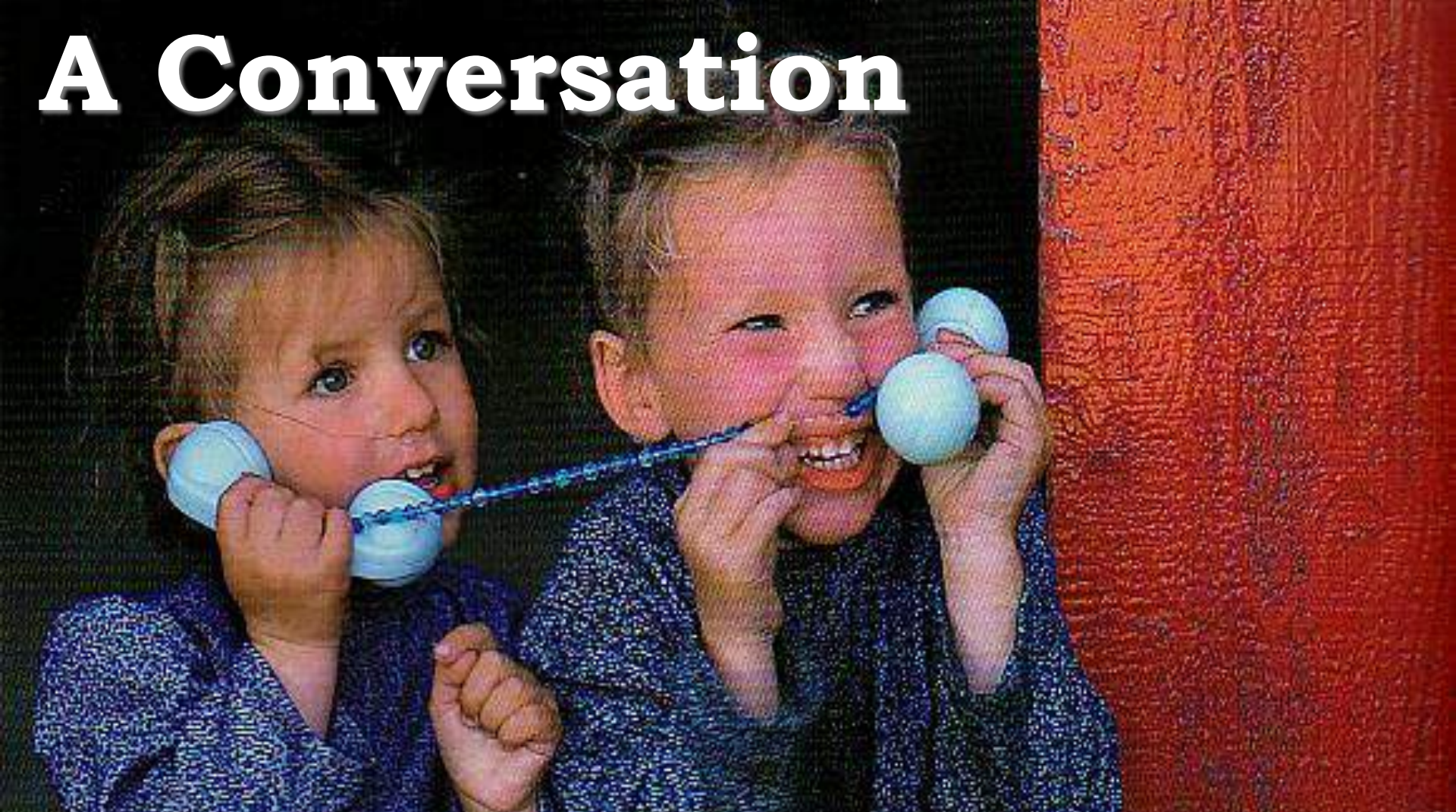




What is a  
community  
System?



# A Conversation



Describe a Community System that is changing?



# Community as an Organizing Principle





# SHARING





# CO-OPERATION



**Vancity**  
Make Good Money.™

Nelson  
Coops





# COLLABORATION





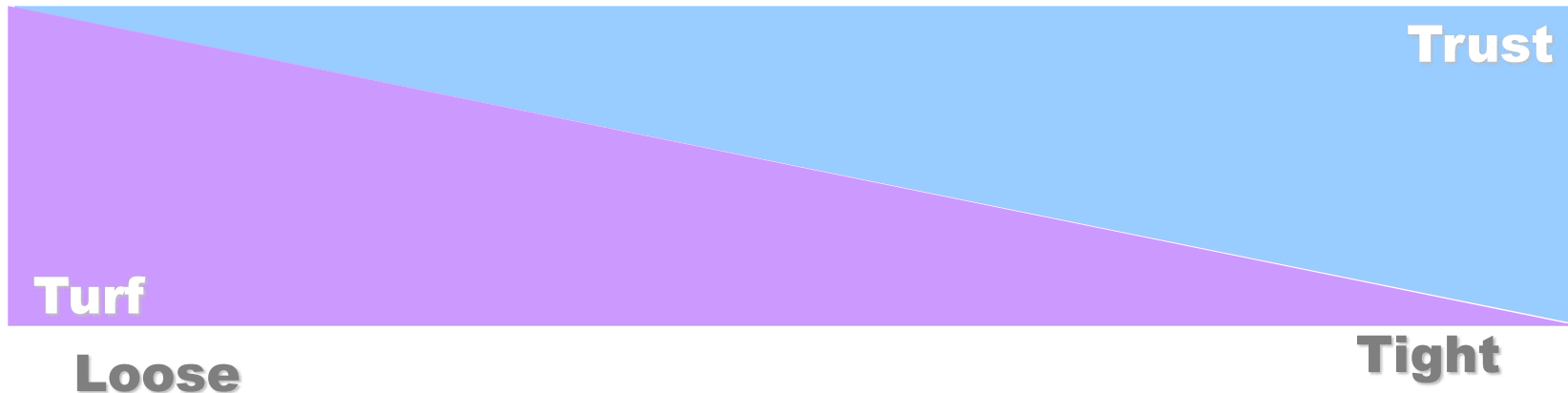
# **COLLABORATION IDEAS**



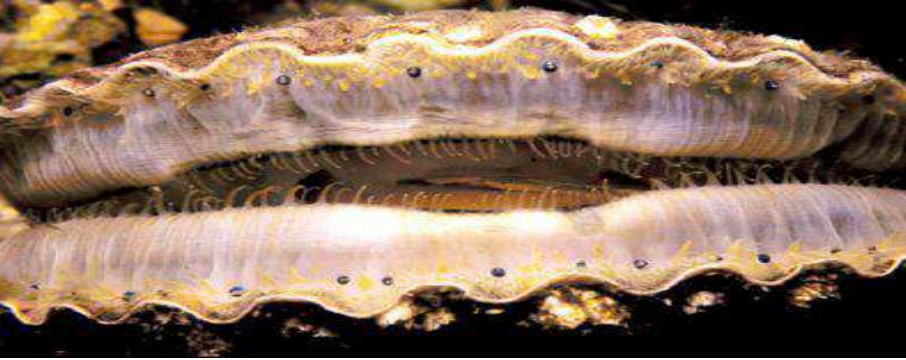
**Working together to change  
our communities**

# The Collaboration Continuum

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.







# Collective Wisdom Engage Diversity

The scallop principle:

Each one of us is an eye (I); the whole discerns through us.

The corollary: when we don't hear from any eye (I), the whole is at greater risk.

Stances that support the arising of collective wisdom

- Suspend certainty
- See the whole
- Seek diverse perspectives
- Welcome all that is arising
- Trust in the transcendent

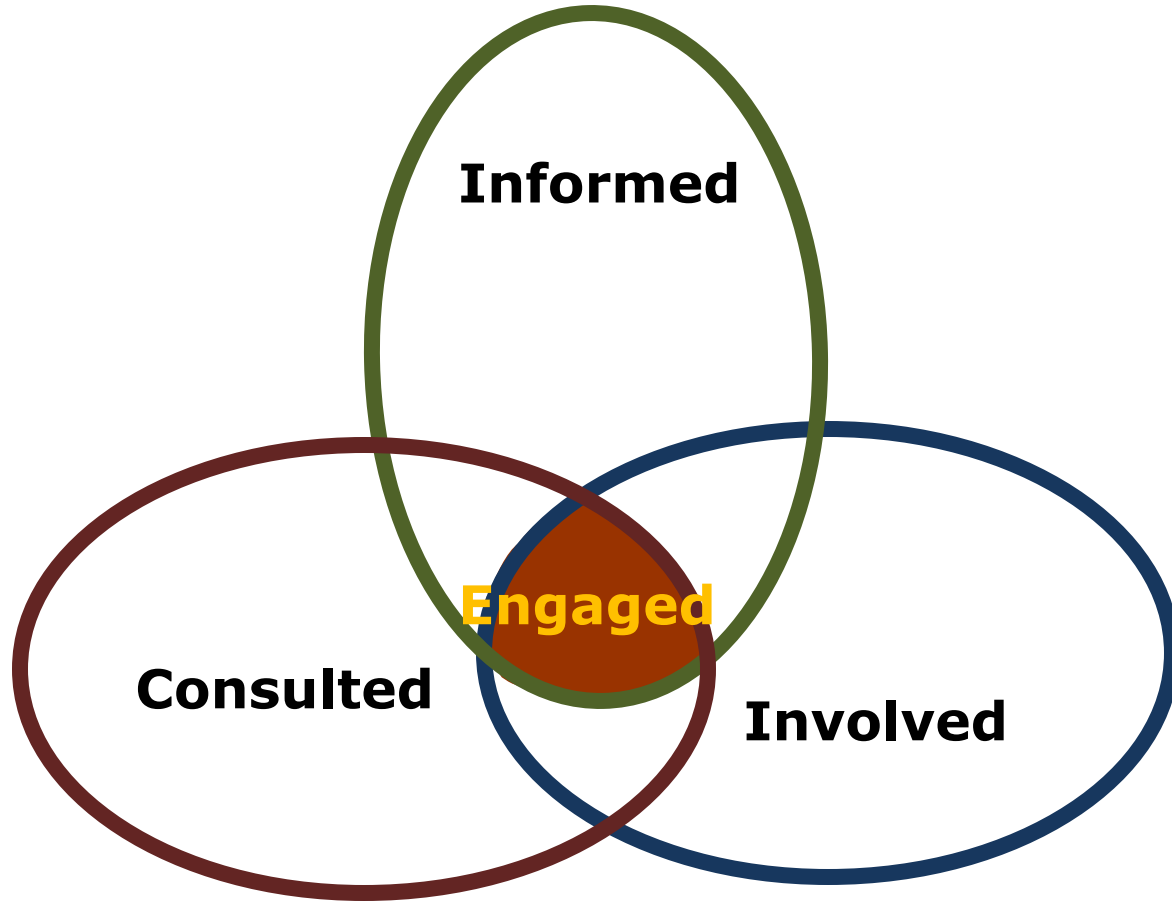
# Community Engagement



Adapted from Hashagan 2002 and Sydney Dep't of Planning 2003



# Why People Commit



# The role of “conversations” in community engagement

*Engages people*

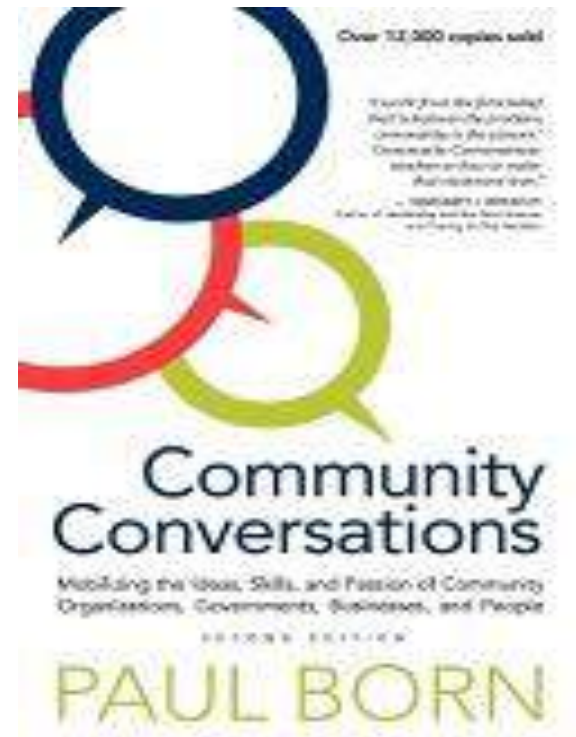
*Builds trust/empathy*

*Better probability of asking the right questions*

*Creates a safe space for learning and innovation*

*Advances collaboration*

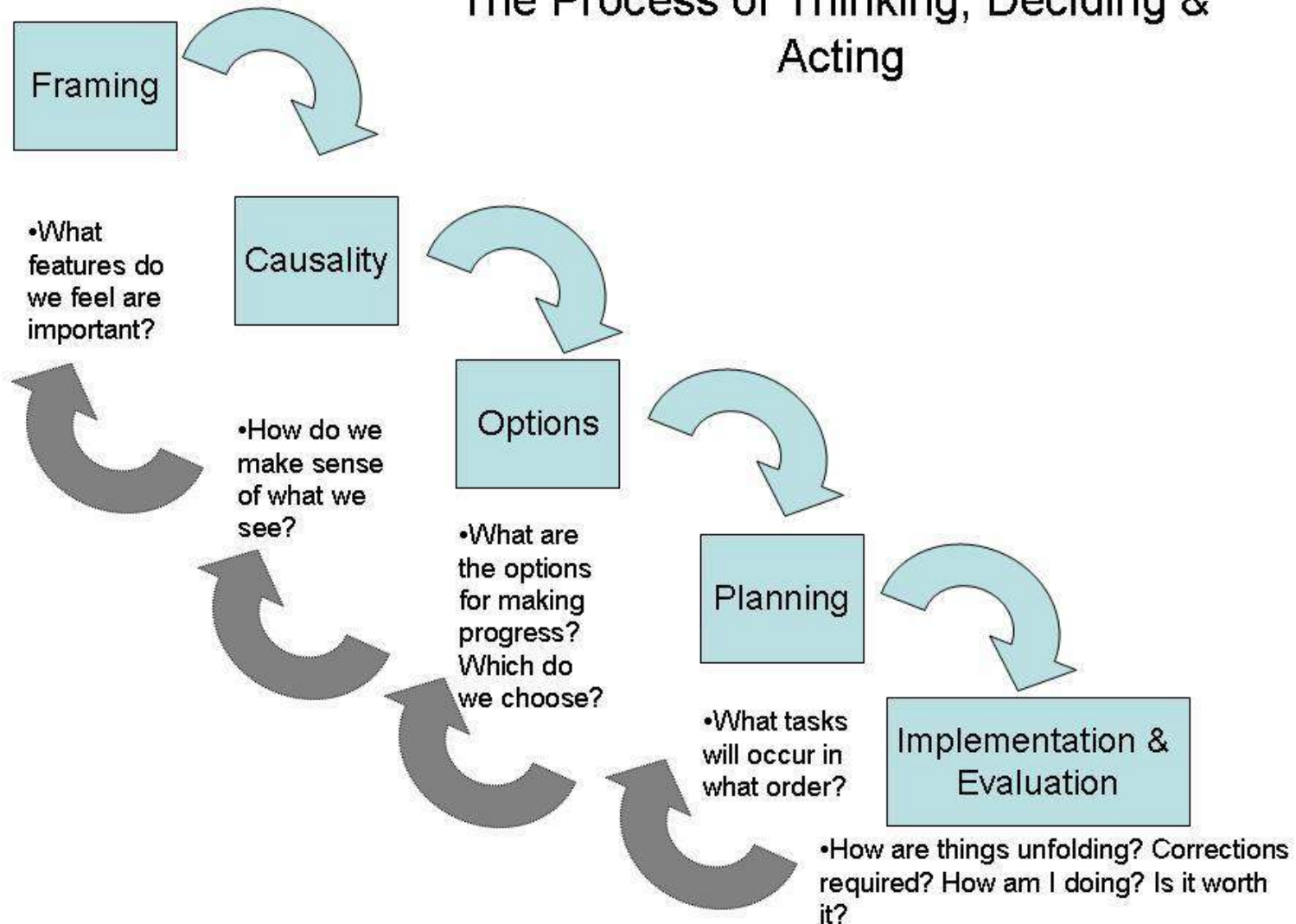
*Foundational for resilience in  
policy and systems change*





# Using Theory of Change to Build a Common Agenda

## The Process of Thinking, Deciding & Acting



# 5 Conditions of Collective Impact

- Common agenda
- Shared measurement systems
- Mutually reinforcing activities
- Continuous communication
- Backbone support organization

— John Kania and Mark Kramer, Winter 2011





# Our Collective Impact Resume

- What experience do you or your organization have with collective impact?
  - Heard about the framework
  - Early stage application
  - Experienced backbone
- What are your pressing questions?

# What is Collective Impact?

- A framing tool for collaborative efforts
- An opportunity to get partners on the same page
- Shared Agreement on the process and outcome measures that lead to change
- Agreement on the activities which move the needle on outcomes
- Recognition of the value of resources to drive forward change



# Collective Impact – Framing Questions

- Do we aim to effect —**needle-change** (i.e., 10% or more) on a community-wide metric?
- Do we believe that **a long-term investment** (i.e., three to five-plus years) by stakeholders is necessary to achieve success?
- Do we believe that **cross-sector engagement** is essential for community-wide change?
- Are we committed to **using measurable data** to set the agenda and improve over time?
- Are we committed to **having community members as partners and producers** of impact?

# 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.

## Shared Measurement

Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.

## Mutually Reinforcing Activities

Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.

## Continuous Communication

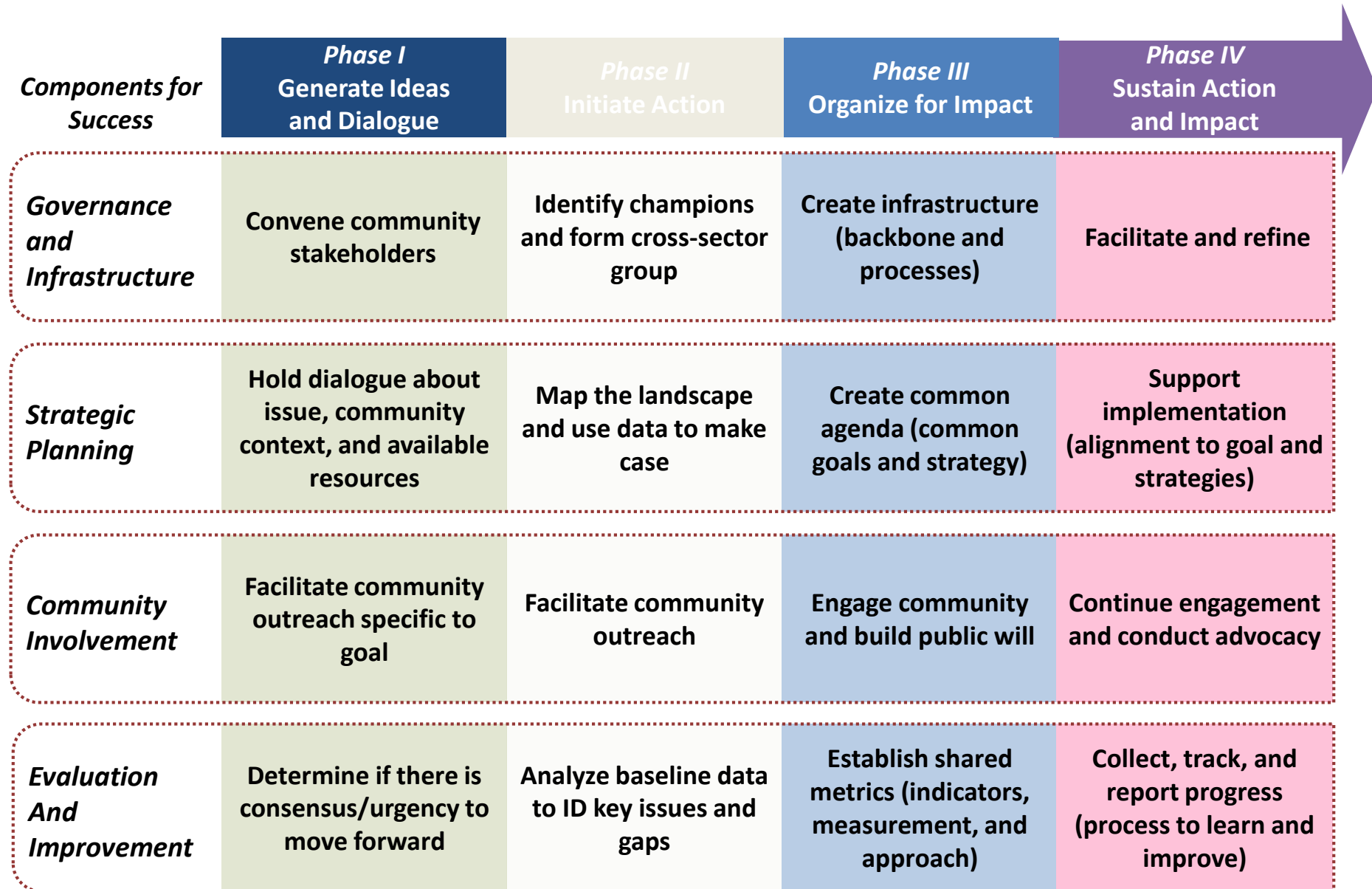
Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.

## Backbone Support

Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.



# Collective Impact : The Four Key Phases



# Developing a 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.



# A Common Agenda

## Three Critical Steps:

- Creating the boundaries (issue, root causes, geographic) of the system or issue to be addressed
- Community Engagement
- Developing a strategic action framework to guide the activities of the initiative

# Discussion #2: A Common Agenda

## Discussion Questions:

- How can using a common agenda approach influence your collaborative work?
- What are the challenges your collaborative is facing by adopting a common agenda approach?



# 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.



# Benefits of Shared Measurement

- Improved Data Quality
- Tracking Progress toward a Shared Goal
- Enabling Coordination and Collaboration
- Learning and Course Correction
- Catalyzing Action

FSG Webinar: Implementing Shared Measurement



# Vibrant Communities: Indicators of Community Change

[www.vibrantcommunities.ca](http://www.vibrantcommunities.ca)

## Policy and Systems Change

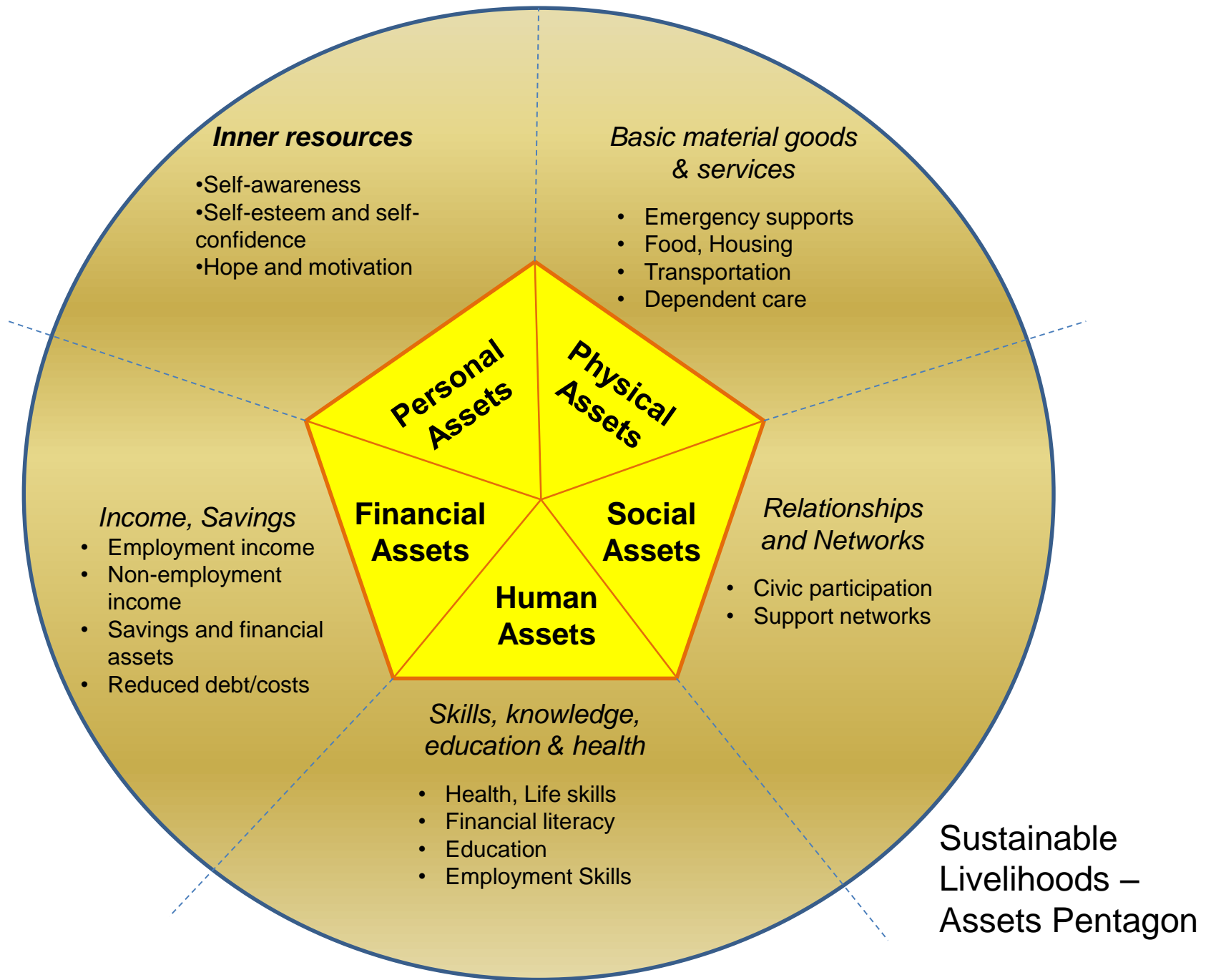
- Changes in public policy
- Changes in service and support systems
- Changes in material resources
- Changes in community-level assets

## Community Capacity Building

- Convening capacity
- Multisectoral leadership
- Collaboration
- Community awareness

## Individual and Household Assets

- Personal assets
- Physical assets
- Social assets
- Human assets
- Financial assets





## Key Numbers in Vibrant Communities

439,435 poverty reducing benefits to 202,931 households in Canada

256 poverty reducing initiatives completed or in progress by local Trail Builders

\$22.8 million invested in local Trail Builder activity

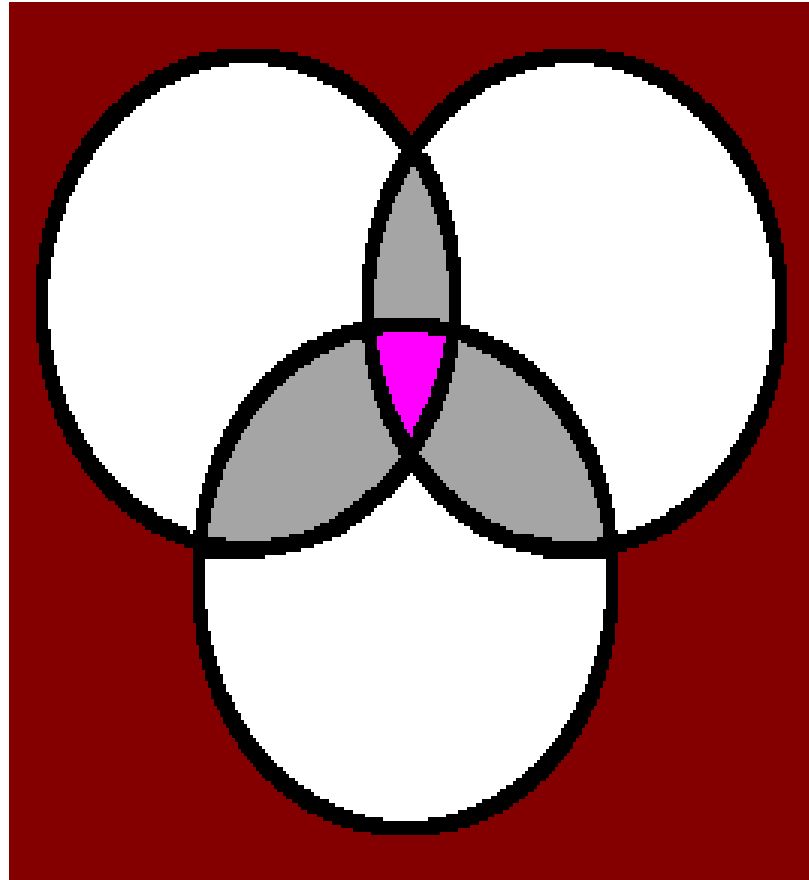
2,278 organizations partnering in Trail Builder communities

1,539 individuals playing substantial roles including 840 people who are living in poverty

53 substantive government policy changes

# Mutually Reinforcing Activities

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





# The Aspiration: Making Hamilton the Best Place to Raise a Child



## Hamilton Roundtable for Poverty Reduction

Tackling Root Causes: Affordable Housing, Food Security, Income Security, Accessible Transportation, Safe Neighbourhoods

### How we will do our work:

- Move from alleviation to prevention
- Tackle root causes
- Work collaboratively across sectors
- Abandon blame – all can be part of the solution
- Emphasize innovation, risk taking, long term change

### Linking & Facilitating Role

- Strategic Poverty Focus
- Community Engagement
- Change & Action
- Learning & Accountability

#### Changes in:

- Structures
- Processes
- Policies
- Indicators

Community-Level Macro Strategy

Critical Points of Investment Strategy

Community-Led Initiatives

#### Knowledge Transfer:

- Outputs
- Outcomes
- Evaluation
- Learning

# The Importance of Continuous Communication

- Create formal and informal measures for keeping people informed
- Communication is open and reflect a diversity of styles
- Difficult issues are surfaced, discussed and addressed



# Keeping Everyone on the same page

- What are the Multiple layers and players in your initiative?
  - Funders
  - Researchers
  - Community Partners
  - City and business partners
  - Others
- How do you keep everyone on the same page? What are the challenges?



# Backbone Organization(s)

- Guide vision & strategy
- Support aligned activities
- Established shared measurements
- Build public will
- Advance policy
- Mobilize funding

*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

***Community Visions, Community Solutions: Grantmaking for Comprehensive Impact***



Activity	Short Term Outcomes	Intermediate Outcomes
Guide vision and strategy	Partners share a common understanding of the need and desired result	Partners' individual work is increasingly aligned with the initiative's common agenda
Support aligned activities	Partners increasingly communicate and coordinate their activities toward common goals	Partners collaboratively develop new approaches to advance the initiative
Establish shared measurement practices	Partners understand the value of sharing data	Partners increasingly use data to adapt and refine their strategies
Build public will	Guide vision and strategy	More community members feel empowered to take action on the issue(s)
Advance policy	Partners increasingly communicate and coordinate their activities toward common goals	Policy changes increasingly occur in line with initiative goals
Mobilize funding	Funding is secured to support initiative activities	Philanthropic and public funds are increasingly aligned with initiative goals

# Lessons Learned about Backbones

1. Their value is unmistakable.
2. Backbones shares strengths in *guiding vision and strategy* and *supporting aligned activities*.
3. Backbone organizations shift focus over time.
4. Backbone organizations' partners need ongoing assistance with data.
5. External communications, *building public will*, and *advancing policy* are common backbone challenges.

Source: Understanding the Value of Backbone Organizations in Collective Impact Initiatives



# Reflecting on Collective Impact

## Think – Pair – Share



- What have I learned that I can apply to my collaborative partnerships?
- What other questions do I have?

# Putting Collective Impact into Practice

## Challenges and Opportunities

- **Building Trust** – requires dedicated engagement, patience, deliberation, debate and conflict
- **Long Term Focus** – doing the most measureable is not always the right measure
- **Building Strong Communities** – not just strong institutions, build leadership to sustain change

» Paul Schmitz, Public Allies

# An Emerging Body of Practice

Recent Articles and Resources ([www.fsg.org](http://www.fsg.org)):

- Understanding the Value of Backbone Organization in Collective Impact
- Embracing Emergence: How Collective Impact Addresses Complexity
- Channelling Change: Making Collective Impact Work
- Collective Impact



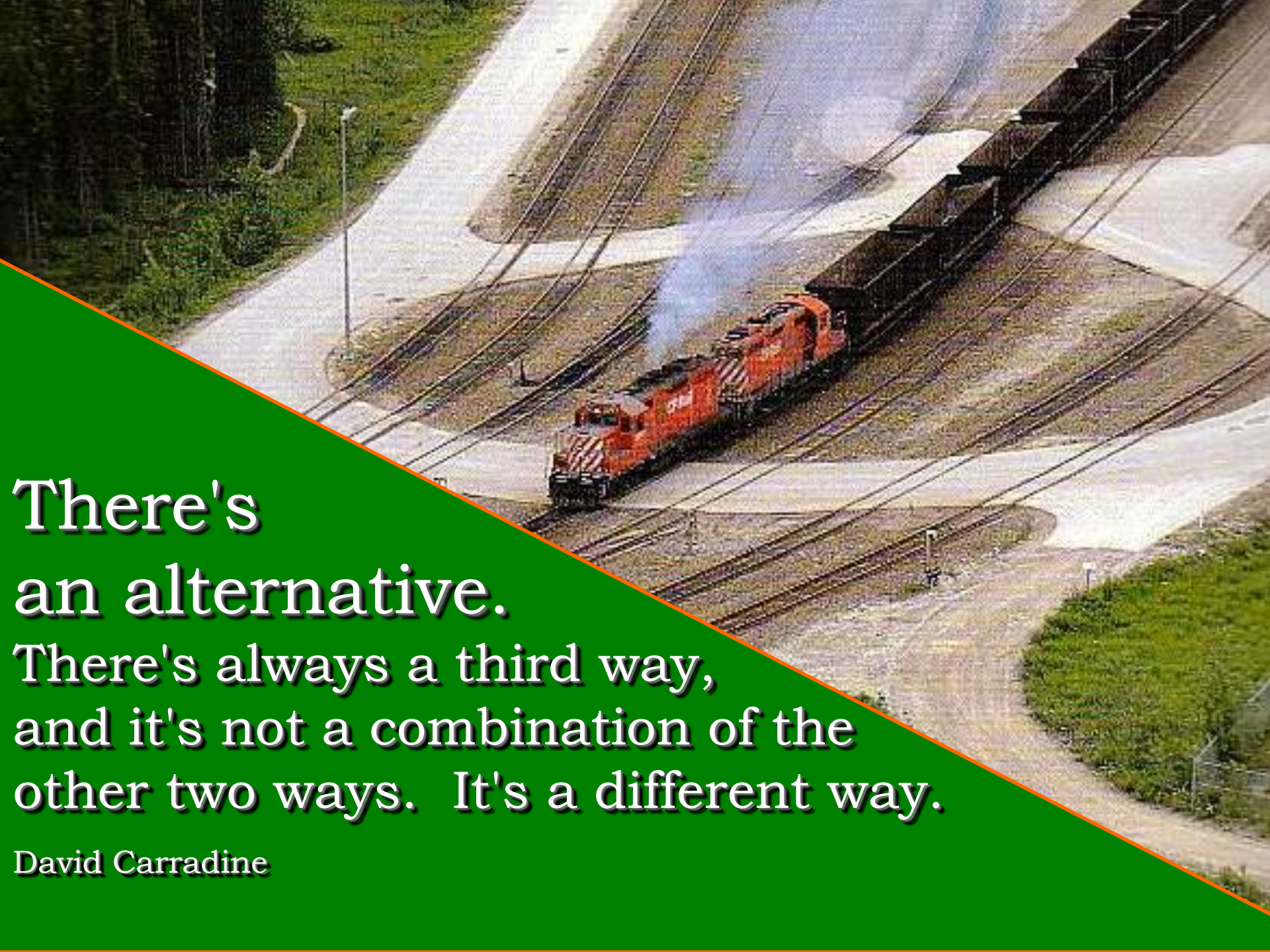
# Thank You!

- [www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)
- [www.tamarackcci.ca](http://www.tamarackcci.ca)
- [www.fsg.org](http://www.fsg.org)
- Twitter: #collectiveimpact

**Go to:** [www.pauldownunder.com](http://www.pauldownunder.com)

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- Slides from this presentation
- Links to other resources



There's  
an alternative.

There's always a third way,  
and it's not a combination of the  
other two ways. It's a different way.

David Carradine



