WEBINAR: Designing a National Collaborative (May 6 2020 1:00 PM EST)

Canadian Mentoring Partnership

Welcome and Housekeeping

- Simultaneous English/ French translation.

- Say "Hello" in the chat feature and feel free to ask questions using the "Q&A"

- Thank you for learning with us and your patience in this new format

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Mot de bienvenue

- Traduction simultanée anglais / français.

- Dites « Bonjour » dans la fonction de chat et n'hésitez pas à poser des questions en français en utilisant le « Q&A ».

- Merci d'apprendre avec nous et de votre patience dans ce nouveau format

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Land Acknowledgment

We begin today by acknowledging that we are meeting on Indigenous land. As settlers, we're grateful for the opportunity to meet here 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 also 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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Working Together to Support Youth Mentoring

Setting a baseline so we can track progress against the original plan

RESEARCH

Build sector capacity to empower every young person to fulfil their potential

TECHNOLOGY

It's not called Impact Collective. If you haven't achieved **"Collective"** you may not be ready for **"Impact"**

PARTNERSHIPS

Raising the Profile of Mentoring in Canada by being the rising tide that lifts all boats

COMMUNICATIONS

Mission: The Canadian Mentoring Partnership is committed to expanding access to mentoring to help every young person fulfill their potential.

Setting a baseline so we can track progress against the original plan

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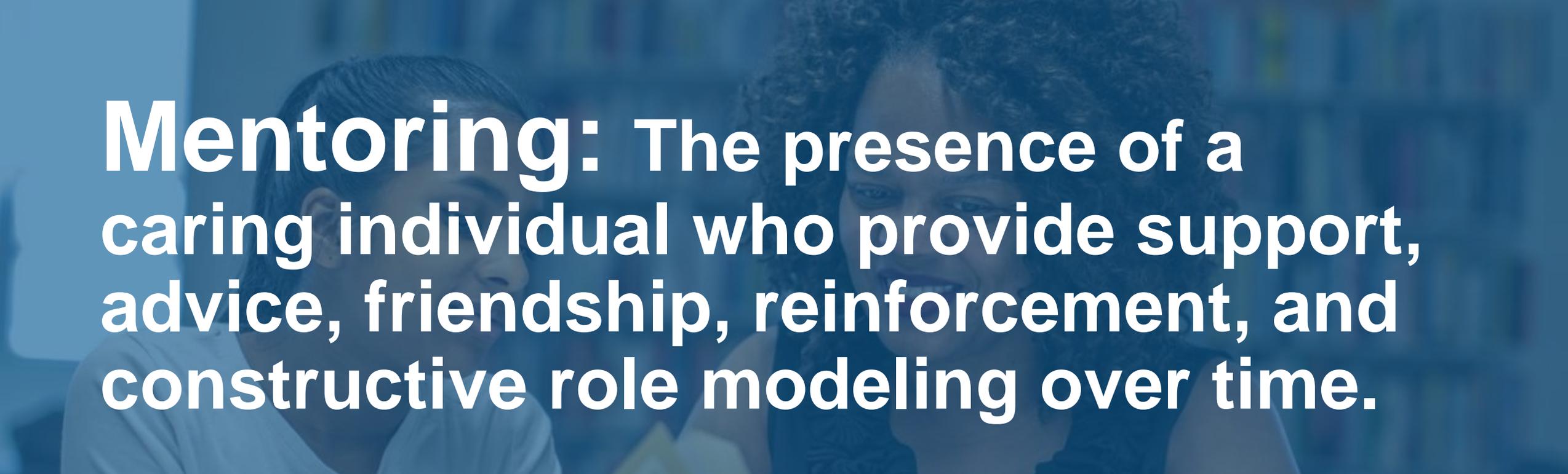
Mentoring: The presence of a caring individual who provide support, advice, friendship, reinforcement, and constructive role modeling over time.

Setting a baseline so we can track progress against the original plan

RESEARCH

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COMMUNICATIONS

Ignite the Movement in Canada

- Follow us on Social Media **@mentoringcanada** and share our content. Instagram is @MentorCanada

- Post your own mentoring story **@mentoringcanada #powerofmentoring**

- Become an Ambassador or Champion of mentoring, visit **mentoringcanada.ca**

- Become a mentor to a young person in your community, visit **becomeamentor.ca**

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Upcoming Conversations

- May 20th 2020 1:00 PM EST Growing the number of mentors across Canada:

www.mentoringcanada.ca/events

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National Collaboration

Webinar Goals

- Deepen our shared understanding of the Collective Impact Framework

- Highlight relevant learning from successful Collective Impact Initiatives

- Apply knowledge and insights of the CI framework to the design of the CMP's National Collaborative

- Generate participant input and feedback regarding:
  - The goals of a national mentoring movement in Canada
  - A potential theory of change for the Canadian mentoring movement
  - Who we have engaged – and who else to engage – to support Canada's national mentoring movement

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Agenda

- Welcome

- Deepening Our Shared Understanding of Collective Impact

- Reflecting on CMP's Common Agenda & Impact

- Refining a Collaborative Infrastructure for a National Mentoring Movement

- What's Next?

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Webinar Co-Hosts

Stacey Dakin
Managing Director
Canadian Mentoring Partnership

Sylvia Cheuy
Consulting Director, Collective Impact
Tamarack Institute

Tracy Luca-Huger
Director, Partnership Network
Canadian Mentoring Partnership

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What is Your Knowledge of Collective Impact?

Very Little or No Knowledge

Familiar with the Theory of CI

Now implementing a CI initiative

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3 Pre-Conditions for Collective Impact

- Influential Champion(s)

- Urgency of Issue

- Adequate Resources

act now

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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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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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Collective Impact…

DOES NOT:	DOES:
• Employ a single organization or sector approach • Focus solely on programmatic outcomes • Work on short term priorities • Resolve simple or complicated problems	• 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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Collective Impact Mindset Shift

Content is KING + Context is KING - BUZZMEDIA

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Collective Impact Mindset Shift

Programs

Youth Program

Systems

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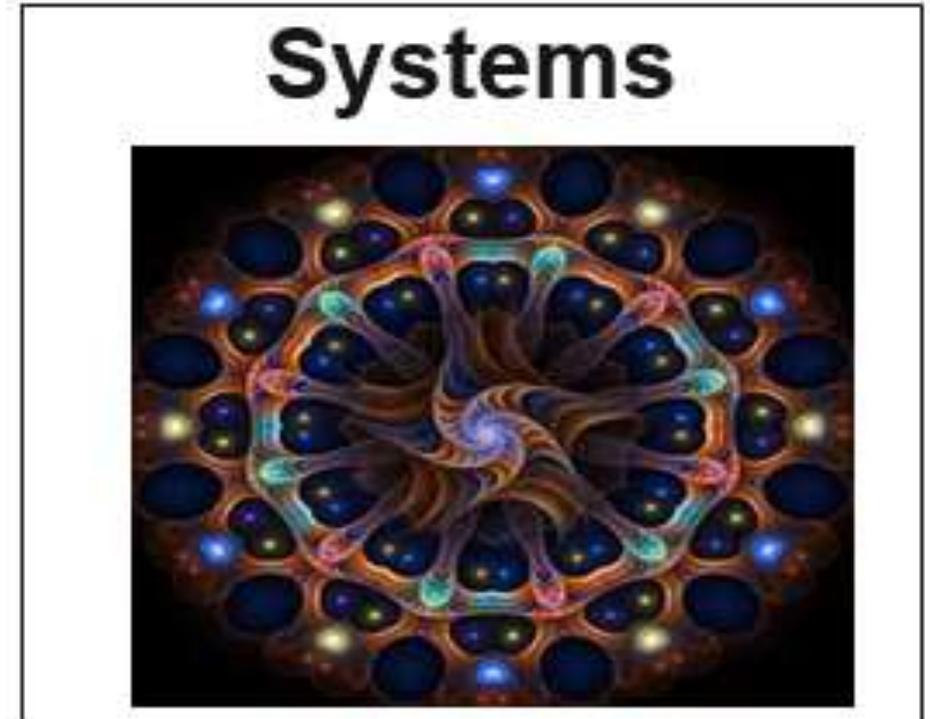
Programmatic Versus Systems Change

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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The Flow of System Change

Six Conditions of Systems Change

Policies

Practices

Resource Flows

Relationships & Connections

Power Dynamics

Mental Models

Structural Change (explicit)

(semi-explicit)

Transformative Change (implicit)
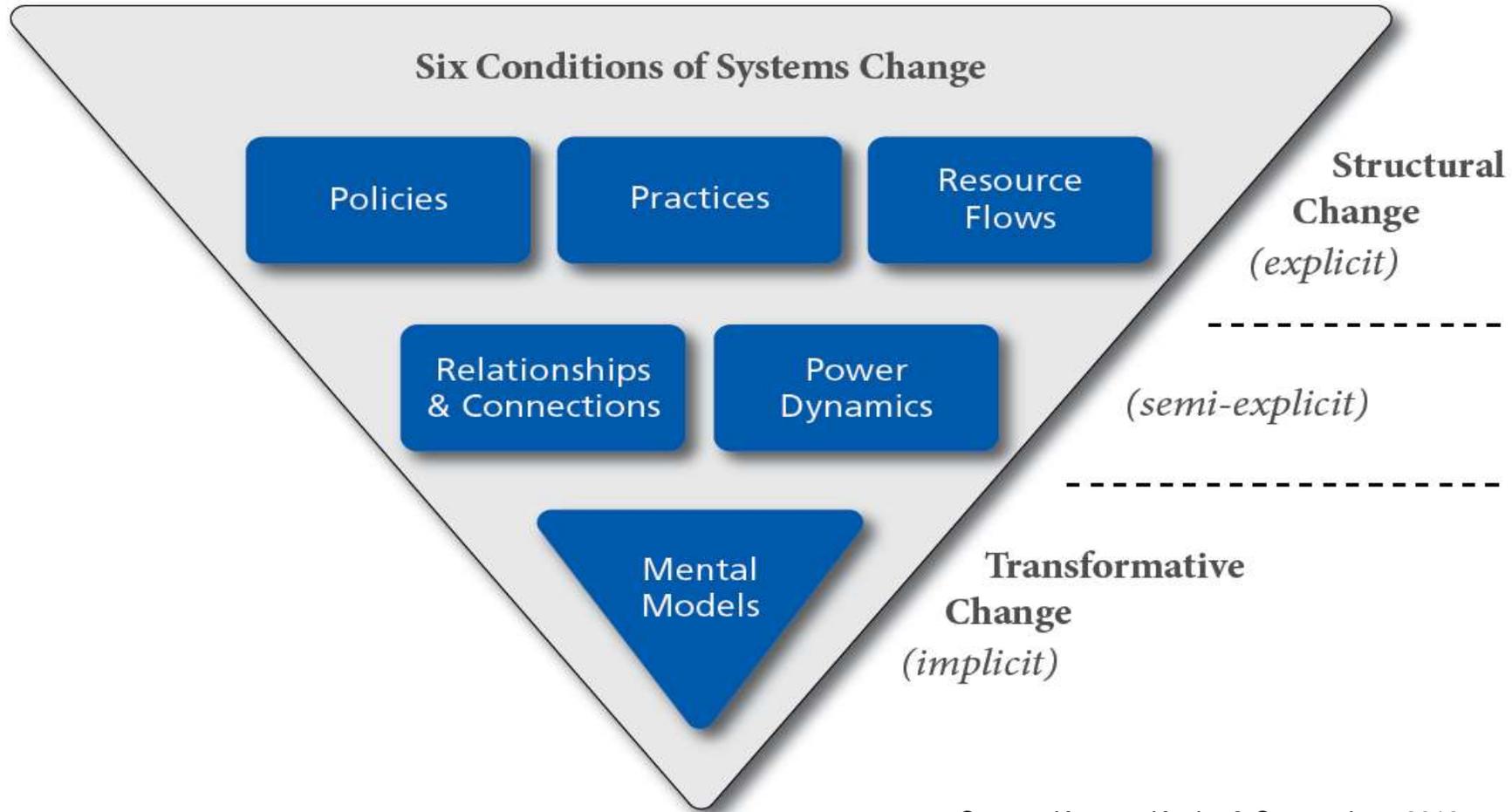
Source: Kramer, Kania, & Senge, June 2018, *The Water of Systems Change*, p. 4

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Community Innovation: A Definition

- Innovation is "something distinct from and more ambitious & uncertain than continuous improvement."

- Community Innovation is a form of social innovation that is place-based.

- It is "a destination" – and resolution of a complex social and/or environmental challenge"

- It is also " a journey" – devising new approaches that engage multiple stakeholders to leverage their competencies and creativity to create new solutions"

"Human ingenuity and creativity in the face of adversity is what defines us as a species. It's something we can count on, not a speciality reserved for a few."

- **Al Etmanski**

- *Six Patterns to Spread Your Social Innovation*

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Embracing Community Innovation
3 Types of Innovators

Disruptive Innovators

- "Passionate amateurs" who are motivated by necessity and inspired by love.
- They challenge the current way of doing things
- Can be perceived as "a threat" to the system

Bridging Innovators

- They are critical intermediaries between disruptive innovators to organizations and institutions
- They are astute at spotting promising ideas
- They use their relationships to lend credibility to the disruptive innovator and translate his/her ideas to the system

Receptive Innovators

- Innovators within organizations
- They are able to translate promising ideas into reality within existing systems
- They use their insider knowledge of key levers to advance promising innovations within the system

Source: *Six Patterns to Spread Your Social Innovation* by Al Etmanski

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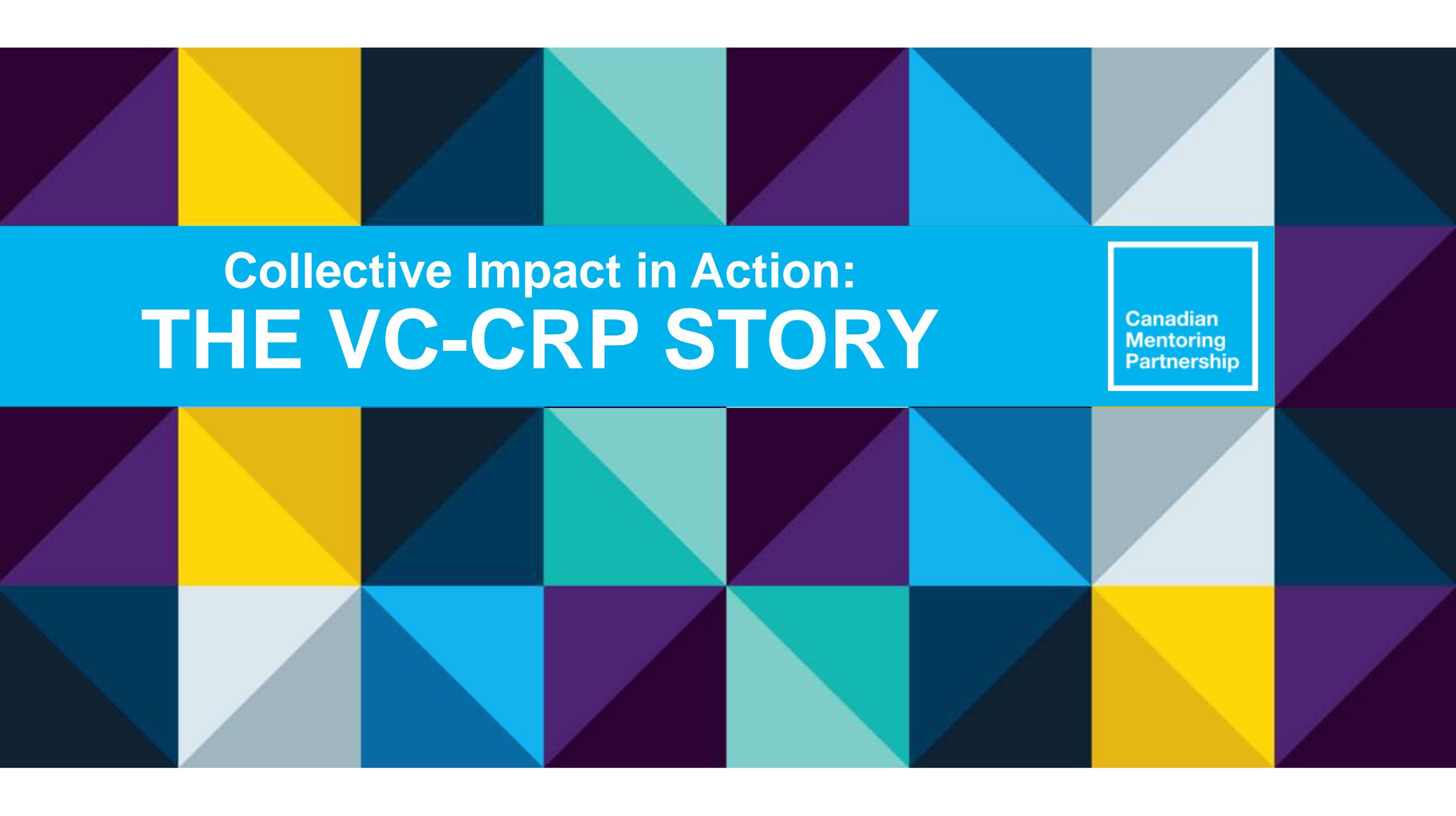
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Vibrant Communities – Cities Reducing Poverty

Phase I: 2002-2010

- Began as a network of 5 Canadian cities who each established a multisector, collaborative effort and plan to reduce poverty

- In Phase I, the Vibrant Communities network grew to include 13 Canadian cities to "test if a place-based approach could reduce poverty by 10% or more

Phase I Impact

- **322,698** poverty reducing benefits experienced by **202,931** households in Canada

- **164** poverty-reducing initiatives were completed or in progress

- **$22.8 million invested** in local communities

- **53 substantive government policy changes** implemented

A National Collective Impact Effort to Reduce Poverty by connecting local communities since 2002

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Building a National Movement for Change

Phase II – 2011 – Ongoing

- In 2018, **344** municipalities representing **70** regional partners are embracing this multi-sector approach to reduce poverty in their communities
- **12** Provinces & Territories have poverty-reduction strategies

- Strong local efforts remain essential:
  - **Vibrant Calgary** tax clinics generate **$3,721,649** in refunds & benefits for modest income individuals
  - **Smart Start Halton** increased uptake of the Canada Learning Bond so that $ 8,744,000 was made available for low-income families to support post-secondary education;
  - **End Poverty Edmonton** supports a low-income transit pass

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Building a National Movement for Change

What's Next?

- In August 2018, the Government announced work to create Canada's first-ever national poverty reduction strategy. ***Opportunities for All*** aims to reduce the poverty rate in Canada by 50% by 2030

- Canada's National Poverty Reduction Strategy has 3 pillars:

  1. **Dignity**: Lifting Canadians out of poverty by ensuring basic needs – such as safe and affordable housing, healthy food, and healthcare – are met;
  2. **Opportunity and Inclusion**: Helping Canadians join the middle class by promoting full participation in society and equality of opportunity;
  3. **Resilience and Security**: Supporting the middle class by protecting Canadians from falling into poverty and by supporting income security and resilience.

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Building a National Movement for Change

- A focus on poverty-reduction

- A commitment to comprehensive thinking & action

- A Multi-sector collaborative approach

- An emphasis on building and/or strengthening community assets and connections

- A commitment to community learning and change – shifting the narrative on poverty

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Key Elements of Success

- Influential and credible convener(s)

- Cross-sector, connected leadership table

- Challenging community aspiration

- Clearly articulated purpose and approach – A Framework for Change

- High degree of resident mobilization

- Research and Understanding of Poverty which informs the work and captures shared impact

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5 Lessons to Share

1. Get – and link - a "worm's eye" view and a "bird's eye view"

2. Learn and adapt to the local context

3. Learn by doing and share that learning

4. Make both horizontal AND vertical connections

5. Be persistent, have appropriate expectations and make a long-term (multi-year) commitment

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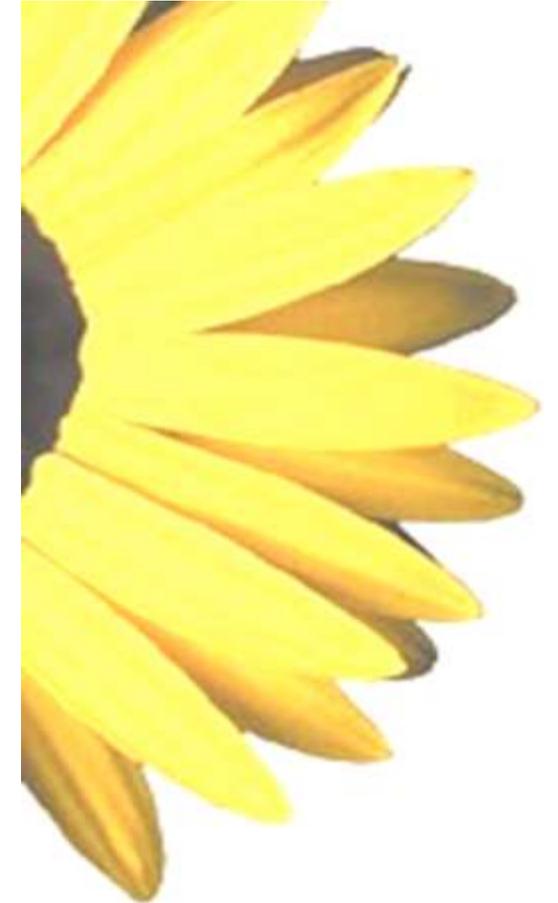
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Confirming Our Critical Shifts

A Formula for Achieving Impact

| Growing community awareness, will & action | **+** | Efforts to shift systems & policies | **+** | Aligned program/project interventions *(over time & with greater scale)* | **=** | TARGETED & POPULATION LEVEL OUTCOMES |

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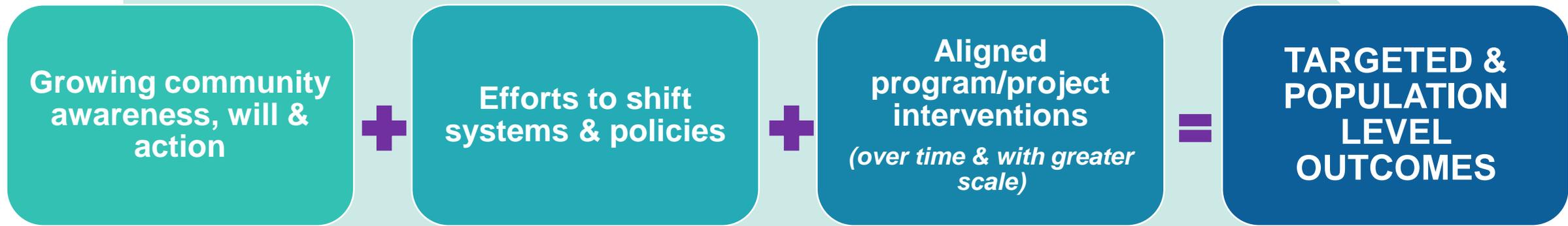
3 Priorities for the Canadian Mentoring Partnership

SETTING THE BAR FOR QUALITY MENTORING

- Canadian Elements of Effective Practice
- Evidence Based Tools and Resources
- Communities of Practice

STRENGTHENING THE MENTORING FIELD IN CANADA

- Facilitator and Steward of Knowledge Transfer
- Professional Development
- Backbone Support for Programs and Organizations

BUILDING CROSS-SECTOR SUPPORT FOR MENTORING IN CANADA

- Campaigns and Awareness
- Raising the Profile of Mentoring

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- AHAs?

- Questions?

- Insights

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2 Elements of CI Infrastructure

There are two distinct elements that make up a Collective Impact Initiative's Infrastructure – the backbone and the eco-system.

- The Backbone includes:
  - A10-15 person Leadership Table which includes youth voice
  - A Convener/Fiscal Sponsor who holds the revenues for the collaborative work
  - A staff team of 2 to 3 individuals

- The Eco-system includes:
  - All of the components of the Backbone
  - Working Groups or Action Teams focused on specific topics or priority areas
  - Other community organizations supporting youth including businesses employing youth, other non-profits, government services, etc.

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Collaborative Governance–Constellation Model

- Designed for collaborative efforts in using open source principles

- Emphasizes self-organization and concrete action within a network working on a common issue

- Supports action by multiple groups or sectors working toward a shared outcome.

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Constellation Governance Model

3 Primary Elements

- Stewardship Group = Leadership Table

- Constellations = Working Groups or Action Teams

- Third-Party Coordination = Fiscal Sponsor & CI Backbone staff

3 Core Governance Documents

- Guiding Principles

- Governance terms of reference

- Strategic plan

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Constellation Model

Structuring for Intentionality and Uncertainty
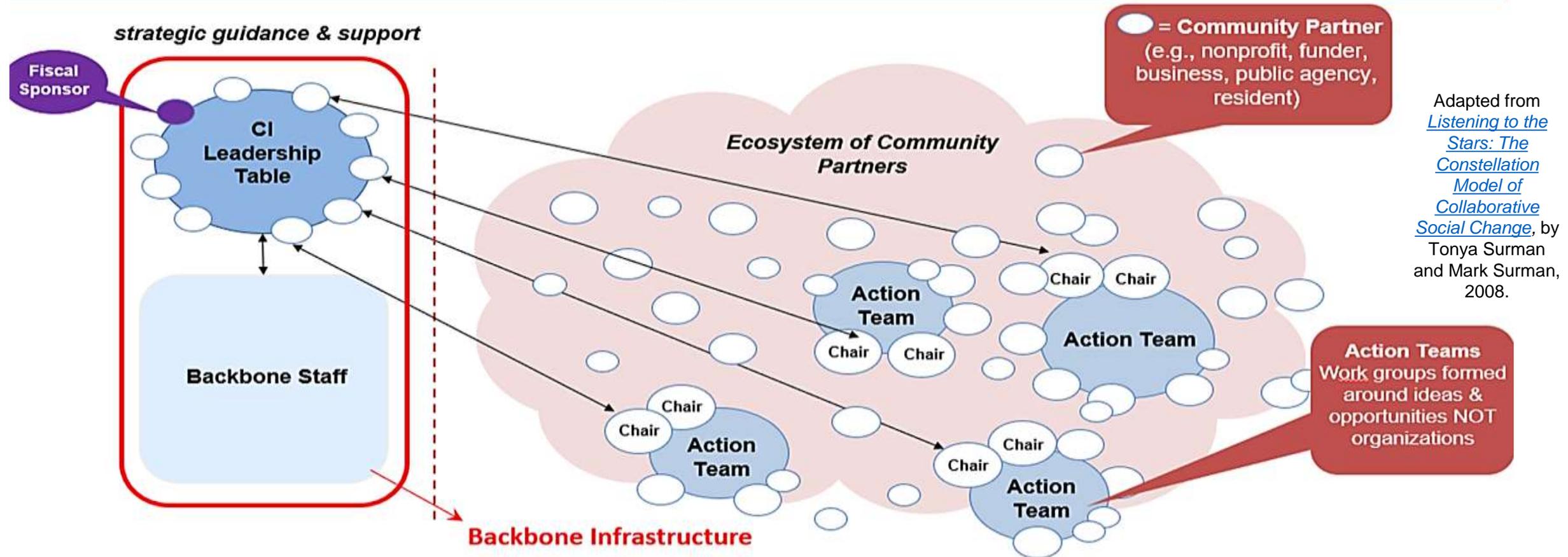
Adapted from *Listening to the Stars: The Constellation Model of Collaborative Social Change*, by Tonya Surman and Mark Surman, 2008.

Constellation Governance Model

Backbone Infrastructure
strategic guidance & support

Fiscal Sponsor

Collective Impact Leadership Table

Backbone Staff

Backbone Infrastructure
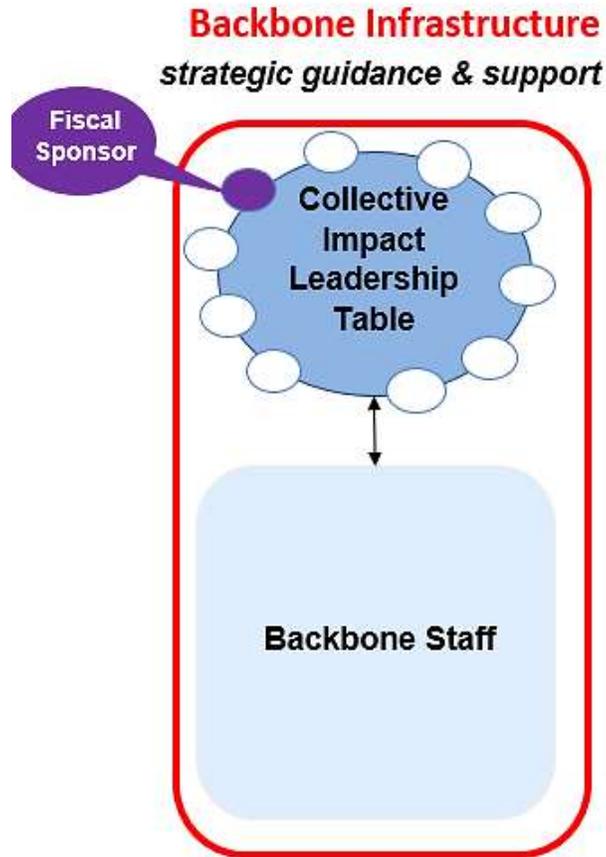
- Includes the Leadership Table, Convener/Fiscal Sponsor and Staff Team

- Serves the broader collective vision and strategic directions of the network

- Monitors overall partnership health

- Aligns constellations with partnership purpose

- Determines and provides support to constellations

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Leadership Table

Purpose

- Champions and provides strategic direction for the initiative

- Establishes a common agenda for their Collective Impact Initiative

- Aligns and leverages mutually reinforcing activities

- Some Leadership Table members may serve on Working Groups/Action Teams

- Helps coordinate various elements of the structure across the initiative

- Provides guidance and support to staff

Composition

- Reflects Multiple Sectors
  - Nonprofit Organizations
  - Business
  - Government
  - Youth Leadership

- Average Size – 10 – 15 members

- Can initially meet monthly but as collaboration matures, may meet quarterly

- Often includes backbone staff on an active but ex-officio basis

- Includes legal/fiscal sponsor and funders

Backbone Infrastructure
strategic guidance & support

Fiscal Sponsor

Collective Impact Leadership Table

Backbone Staff

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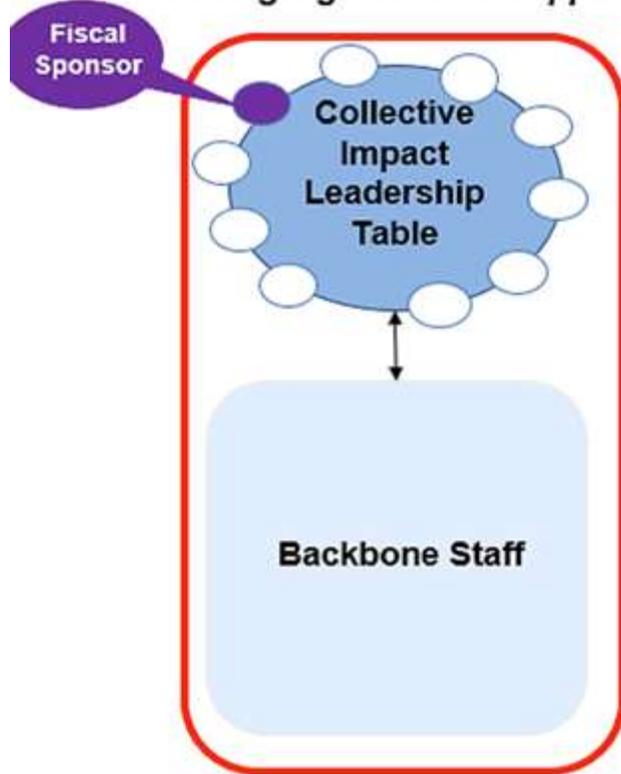
CI Leadership Table – Member Characteristics

The Leadership Table ideally should include high-leverage stakeholders who are well-positioned & can influence others in the system.

Ideal Steering Committee member characteristics include:

- Highly regarded by their peers

- Highly knowledgeable in their subject area(s)

- Action-oriented thinkers

- Able to represent their organization's involvement

- Willing/eager to collaborate & innovate with a diversity of other perspectives

- The CBYF Leadership Table must include Youth leadership and voice

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CI Leadership Table – Member Gifts

Together, the members of the CI Leadership Table should include a mix of the following gifts & attributes:

- **Connector** – Someone who knows many people across the system

- **Attractor** – Someone whom others want to be in the room with

- **Visionary** – Someone who will push the SC and its network to move with speed & scale while staying focused on the common agenda

- **Subject-Matter and/or Context Expert** – Youth with expertise on a key aspect of the issue/opportunity being addressed

- **Staff** – The staff provide support to the Leadership Table as well as support the Action Teams

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Equity and Backbone Infrastructure

Backbone Infrastructure
strategic guidance & support

Fiscal Sponsor

Collective Impact Leadership Table
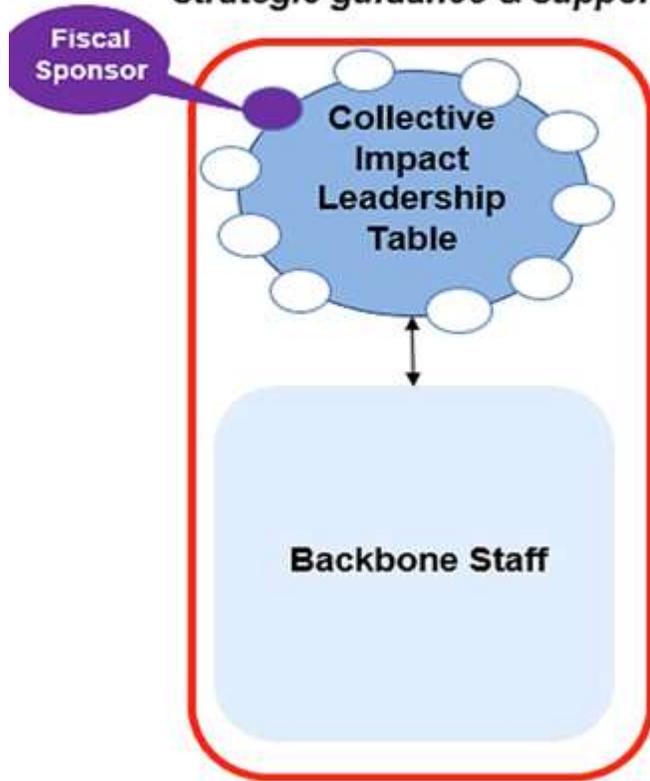
Backbone Staff

One of the backbone's critical roles is to reinforce the initiative's focus on equity

- Backbone members should reflect the community's diversity and require the skills & resources to engage communities and share power with them

- Backbone members needs to have credibility with the communities most affected by inequities;

- Backbone members must ensure the Leadership Table, Staff Team and others design strategies with a focus on the most vulnerable

- Key Questions for the Backbone Re: Equity:
  – How do we effectively integrate youth and community voice?
  – How do we authentically & meaningfully involve youth?
  – How do we engage all stakeholders in sensitive conversations about race, class and culture?

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Founding Partners Video

YouTube: https://www.youtube.com/watch?v=0YOnEV_q5Gg&t=3s

Collective Impact Structure

Collectively Providing Support

Convener
- Organizational Leadership
- Credibility to convene partners
- Commitment to issue
- Capacity and resources

Fiscal Sponsor
- Fiduciary responsibility
- Host and supervise staff
- May provide additional resources as an investor
- Alignment with mission of sponsor

Backbone
- Staff Leadership
- Servant leadership to collaborative table
- Focus on collective impact conditions
- Continuous communications to build community will

Committees

Leadership Table
- Multi-sector partners with Spheres of Influence
- Commit their organizations to the change outcomes
- May be advisory in nature

Steering Committee
- Composed of a smaller sub-set of Leadership Table and representation from Communities of Practice
- Action-Oriented, stewards effort

Working Groups/Communities of Practice
- Composed of members of Leadership Table and external community
- Drive forward sub-sets of the collective effort

"Backbones must balance between coordinating and maintaining accountability, while staying behind the scenes to establish collective ownership" Tamarack Institute

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Working Groups or Action Teams
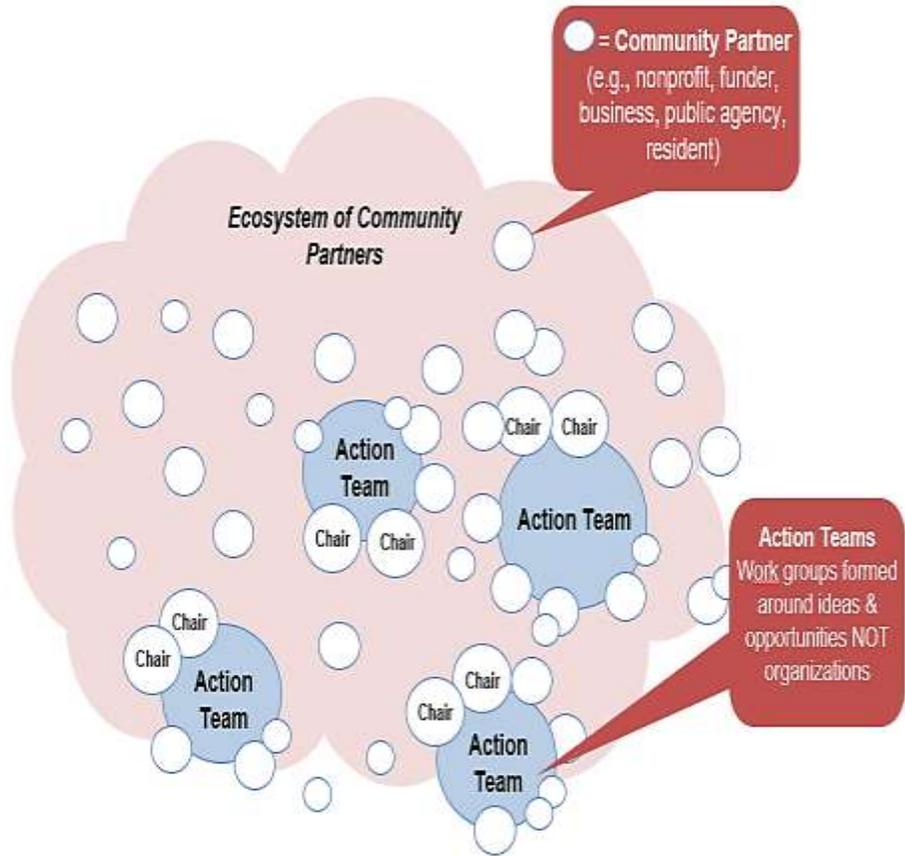
Purpose

- Teams that form around ideas & opportunities NOT existing organizations

- Focused on addressing key priorities within the Collective Impact Initiative

- Are consistent with CI Initiative's Common Agenda, principles & values

- Coordination across teams is important

- Can be time-limited or ongoing in nature

Composition

- Diverse membership of content experts, patients, caregivers & community.

- Action Teams Chairs are also members of the Leadership Table to foster alignment & coordination across teams

- Action Teams all meet together at least once per year

- Access support from staff

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Partnering for Collective Impact
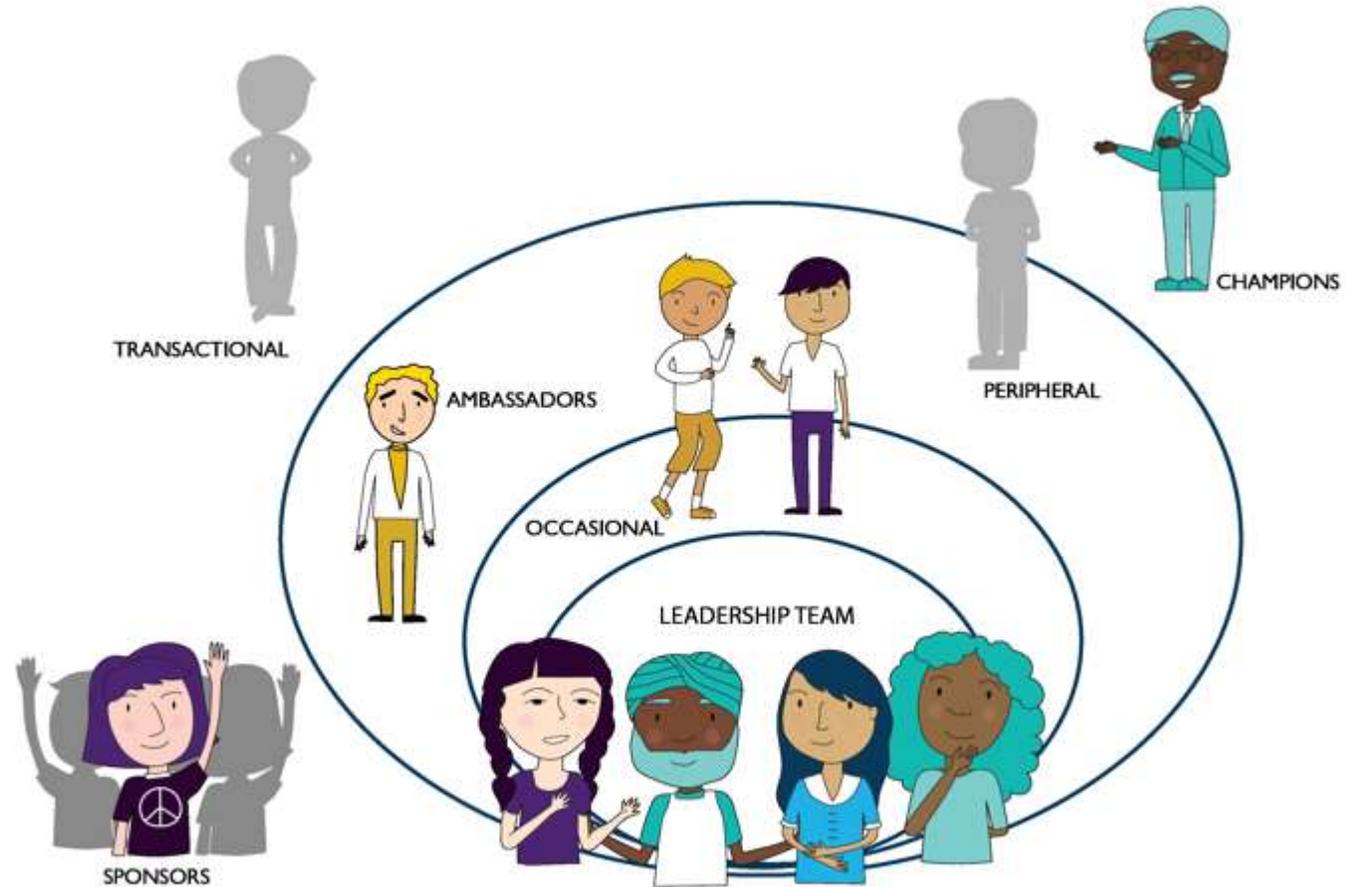
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- AHAs?

- Questions?

- Insights

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Final Reflections

Type **1 word or phrase** that summarizes what you are taking away from today's session.

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Upcoming Conversations

- May 20th 2020 1:00 PM EST Growing the number of mentors in Canada

- www.mentoringcanada.ca/events

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Thank You!