Collective Impact for Toronto Youth (CITY) Overview

Using a collective impact model, we are working with our partners to create an integrated system of care where *all* young people have the supports they need to graduate. Our model of change focuses on building increased knowledge of the intersectional oppressions faced by racialized youth, strengthened engagement and leadership of racialized youth and their families, improved cross-sector coordination, and the integration of shared measurement systems into our work and the work of partners.

Our population level impact by 2025 will be to elevate the graduation rates of racialized youth to parity with the Ministry of Education's general population goal for high school graduation of 85%. This will represent as much as a 34% increase for some racialized groups. Based on research and our experience, we recognize that racialized youth face diverse barriers to graduation. A holistic approach across five dimensions, executed at neighbourhood and city-wide levels, will be required to achieve our population level impact.

The five dimensions are: health, safety, justice, civic engagement, and education/economic resources, and align closely with the provincial Stepping Up youth strategy framework (MCYS, 2012). Our Theory of Change demonstrates how our activities will produce interim positive outcomes for youth in each of these dimensions at both the neighbourhood and city-wide levels. These interim outcomes will support the achievement of our ultimate goal. Our partners intentionally include key players from these five dimensions. Behind the selection of each of these interim outcomes is a substantial amount of research we have gathered that is providing a framework for pathways of care in each dimension and across dimensions. We have outlined through the research quite specific indicators or milestones that youth should be achieving in order to overcome barriers in the dimension and succeed in graduating from high school.

Long term Vision and Impact

We strive towards a vision of a Toronto where all youth experience maximum health, are skilled, safe and equitable participants in city life. CITY's work focuses on coalescing efforts of many partners and creating the necessary conditions to address the key youth outcomes within the five dimensions, which we believe contribute to overall graduation rates of racialized youth. Our long-term goal is

to facilitate the development of an integrated system of care and support across the five dimensions among our partners, which will impact positively the quality, and sustainability of support available to racialized youth.

Working at Neighbourhood & City-Wide Level

In order to achieve our integrated system of care and support, we are working to create synergy between family, school and community efforts at the neighbourhood level. As well, we are constructing a space for dialogue and action at both a neighbourhood and city-wide level to address broader structural issues and to improve system level coordination and efficacy.

We recognize that neighbourhoods' capacity, need and purposes differ. Our role as a backbone is to meet them where they are at, supporting them to build a strong collective impact framework for their integrated work. Indeed, the strength of our model is the recognition that neighbourhood based work has the advantage of engaging youth, families and supporters authentically and effectively and will champion the priorities of each neighbourhood within the CITY framework.

CITY is facilitating dialogue and creating opportunities for sharing and learning between and within different neighbourhood clusters and city-wide cluster members. CITY's value is in hearing those neighbourhood voices through shared measurement and best practice and amplifying them to the cross-sectoral influencers at the city-wide cluster to remove barriers and drive system change. Our model prescribes key outcomes across each of the 5 dimensions, but we are working with each neighbourhood to select its own priorities within the model and the shared measurement system. Each cluster has identified some initial priority outcomes and will be confirming an outcome for each dimension January to March 2016. We are building on, and integrating the work they are already doing, into the collective action.
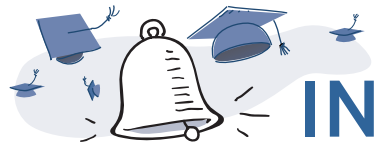
INCREASED GRADUATION RATES OF RACIALIZED YOUTH

who are farthest away from opportunities

Neighbourhood Clusters

Synergy of family, school and community efforts.

*

Integrating services and programs by:

Knowledge Sharing Across Sectors, Best Practice

Defined Care Pathways

Professional and Youth Leadership Development

City-wide Cluster

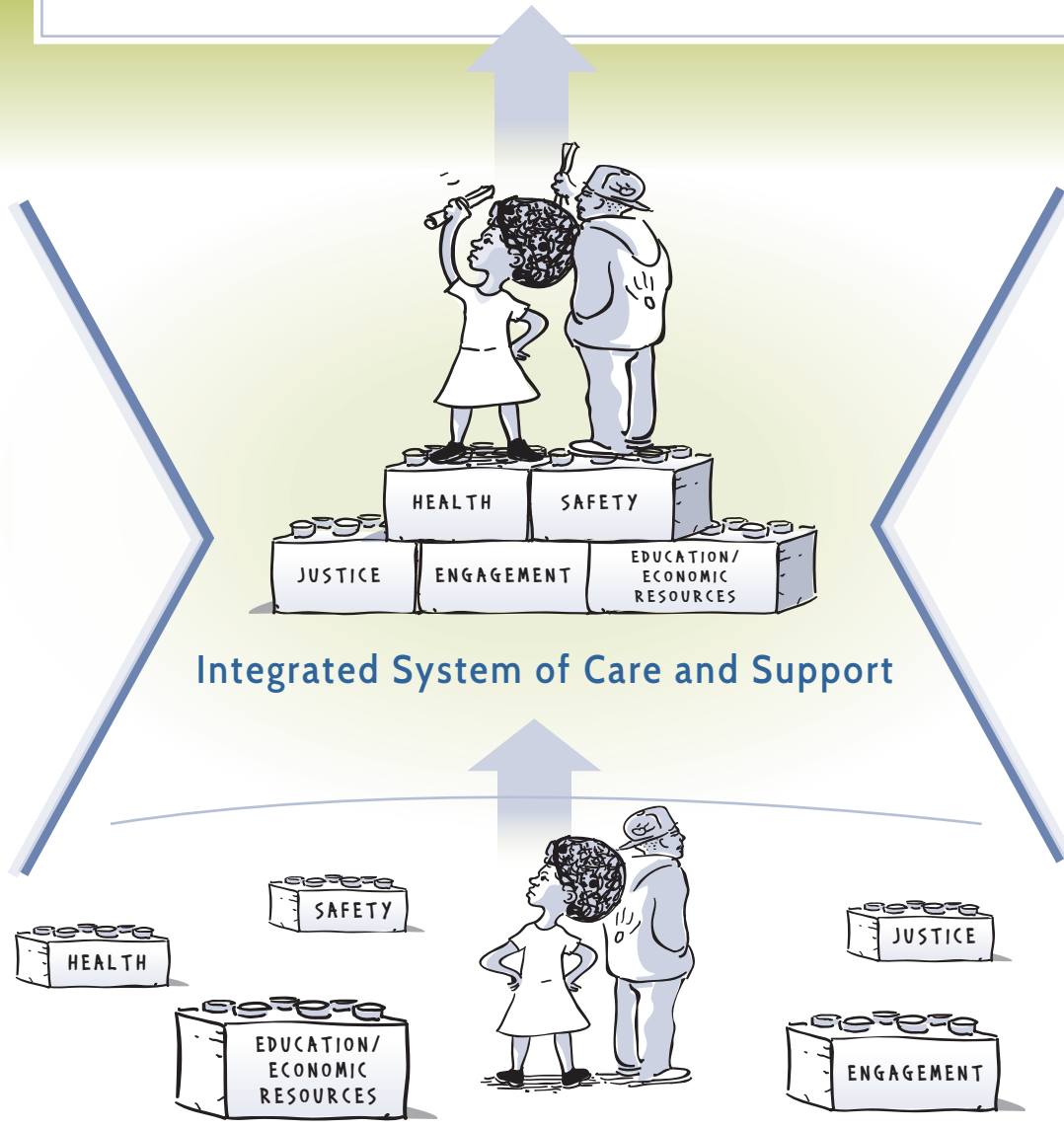Synergy of system-level efforts across five dimensions city-wide.

*

Seeking synergies in:

Policy, Planning and Advocacy

Removing Barriers to Success

HEALTH   SAFETY

JUSTICE   ENGAGEMENT   EDUCATION/ ECONOMIC RESOURCES

Integrated System of Care and Support

SAFETY

HEALTH

EDUCATION/ ECONOMIC RESOURCES

JUSTICE

ENGAGEMENT

Five Youth Dimensions

City COLLECTIVE IMPACT FOR TORONTO YOUTH

INCREASED GRADUATION RATES OF RACIALIZED YOUTH

who are farthest away from opportunities

Young people face complex barriers to graduation that extend well beyond the classroom. We need coordinated efforts across sectors to truly support academic success.[22] Here's a snapshot of the research:

HEALTH

- Young people with mental health disorders are at a greater risk of dropping out and ending up incarcerated. [1]
- Youth who are supported by at least one caring and consistent adult find it easier to develop their identity, empathize, and regulate their emotions.[2]
- **Youth who experience racial discrimination are more likely to have lower grades, more problem behaviours, and poorer mental health. [3]**
- Racialized students are less likely to meet daily physical activity guidelines compared with White students. [4]
- 18% of Toronto students reported that they did not feel comfortable talking to anyone about their personal problems. [5]

EDUCATION / ECONOMIC RESOURCES

- Students born in English-speaking Caribbean, Eastern Africa, and Central and South America and Mexico are less likely to graduate (50.8%, 69.2%, and 70% respectively vs 83% overall grad rate). [6]
- Students from low-income households are 17% less likely to graduate, and 24% less likely to pass the OSSLT. [7]
- **School belonging is key to the relationship between student motivation and academic success, particularly for African-American and Latin American students. [8]**
- Racialized families and individuals are 1.5-3 times more likely to live in poverty than the general Toronto population. [9]

ENGAGEMENT

- **There is a strong link between sense of community belonging and physical and mental health. [10]**
- Youth involvement in a range of extracurricular activities is linked to higher grades and educational expectations. [11]
- Young people who are civically engaged have higher self-esteem and grades, are more physically active, and show more commitment to their friends, families and communities. [12]
- Low voter turnout is the greatest among Aboriginal, ethnocultural and unemployed youth as well as youth with disabilities or special needs. [13]

JUSTICE

- Self-identified Black (8.6%), Latin American (3.6%), Mixed (4.8%) and Middle Eastern (4.1%) students have relatively higher suspension rates. [14]
- 34.7% of youth charged with a violent offence are unemployed and not in school. [15]
- **Racialized students are more likely than White students to recognize discrimination in the way they are treated by teachers, use of suspensions, school's use of police and police treatment. [17]**
- There is a strong link between suspension & expulsions in school and involvement in the criminal justice system. [16]

SAFETY

- **Students of West African and Caribbean background are less likely than their peers, to feel their school is a safe and welcoming place. [18]**
- LGBTQ students are much more likely to experience bullying, including insults, exclusion, theft, physical bullying and cyber bullying. [19]
- Black/African Americans and Latin American youth who are victimized in school are at higher risk of dropping out. [20]
- Danger and violence in a young person's community is associated with poorer educational outcomes. [21]

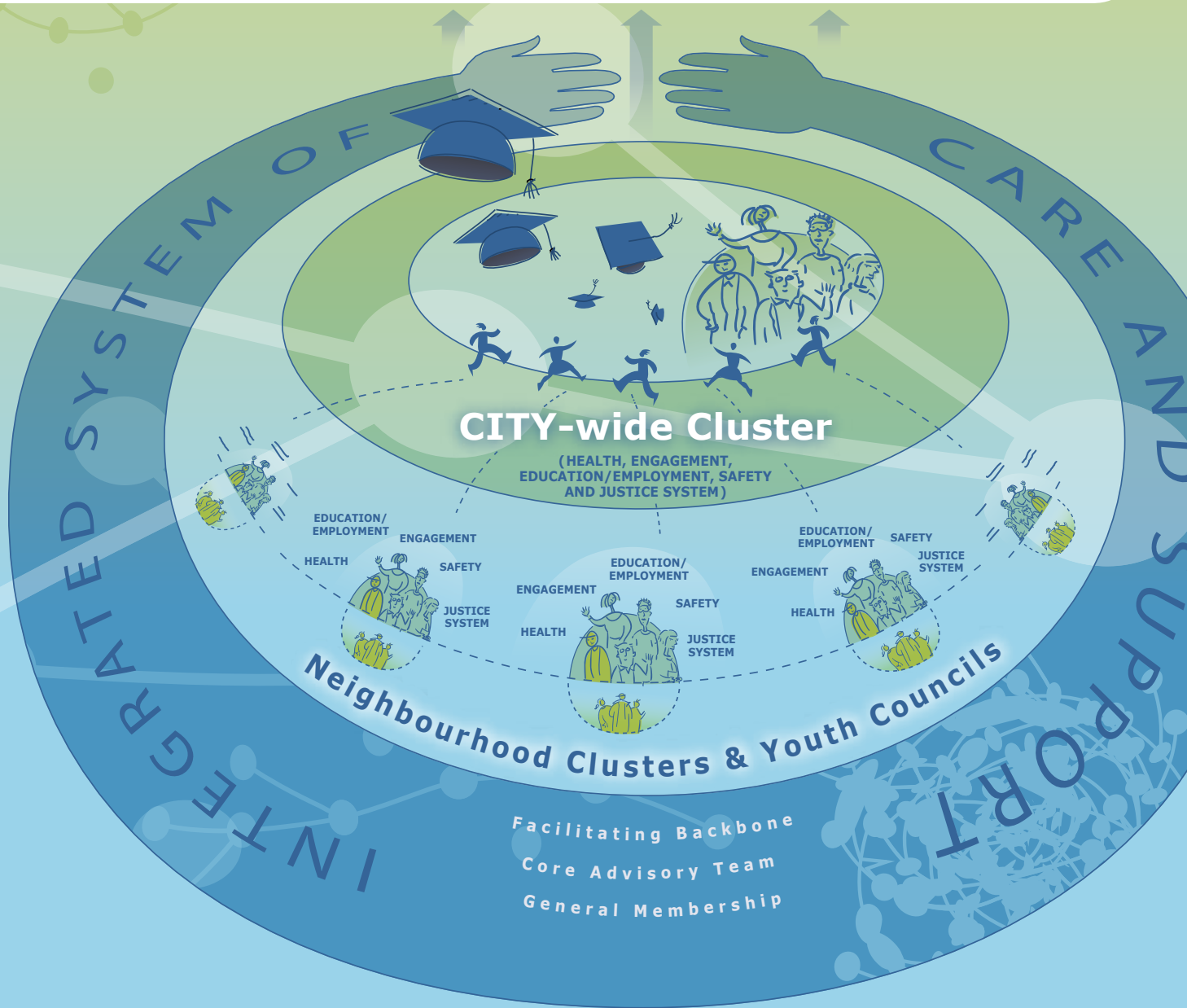## CITY: BUILDING AN INTEGRATED SYSTEM OF CARE AND SUPPORT.

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CITY FRAMEWORK

Increased Graduation Rates of Racialized Youth

CITY
COLLECTIVE IMPACT
FOR TORONTO YOUTH

INTEGRATED SYSTEM OF CARE AND SUPPORT

CITY-wide Cluster

(HEALTH, ENGAGEMENT, EDUCATION/EMPLOYMENT, SAFETY AND JUSTICE SYSTEM)

EDUCATION/EMPLOYMENT
ENGAGEMENT
HEALTH
SAFETY
JUSTICE SYSTEM

EDUCATION/EMPLOYMENT
ENGAGEMENT
HEALTH
SAFETY
JUSTICE SYSTEM

EDUCATION/EMPLOYMENT
SAFETY
JUSTICE SYSTEM
ENGAGEMENT
HEALTH

Neighbourhood Clusters & Youth Councils

Facilitating Backbone
Core Advisory Team
General Membership

PROGRAM FUNCTIONS

City-wide Cluster

The City-wide Cluster develops system-level coordination and efficacy around our goal city-wide.

Neighbourhood Clusters

Neighbourhood Clusters contain organizations that deliver programs and services in the neighbourhood. They implement the collective impact model to provide a consistent, coherent system of youth development and care that contributes to the overall project goal in each of the outcome areas.

Neighbourhood Youth Councils

The CITY Neighbourhood Youth Councils will engage young people and their voices, meet regularly to research, discuss and mobilize around achieving the outcomes of CITY by addressing the barriers of their choosing. They will also participate in and advise the Neighbourhood Cluster, ensuring broad youth voice is engaged on all CITY initiatives.

Facilitating Backbone (FBB)

Paid staff are seconded from 3 to 6 organizations to ensure diversity of organizational expertise and knowledge is embedded in the work. One lead organization co-ordinates all staff to excute the workplan, as directed by the Core Advisory Team.

GOVERNANCE FUNCTIONS

Core Advisory Team (CAT)

The Core Advisory Team facilitates project decisions. It supports, monitors and gives direction to the Facilitating Backbone (FBB) and steers the CITY initiative.

General Membership

Members of CITY are those who are participating or interested in participating in CITY either currently or in the future as members of Neighbourhood Clusters, service delivery organizations at the neighbourhood level, members of the City-Wide Cluster, or those who are interested in learning more about participation in CITY specifically.

Theory of Change

Ultimate outcome: Parity for racialized youth as adults: **CITY focus:** Parity in graduation rates for racialized youth

Context: Racialized youth face diverse barriers to graduation, which perpetuate inequities in adulthood. Parity will be achieved by integrating and aligning efforts across 5 key dimensions to create an integrated system of care and support for youth furthest from opportunities. Our vision is a city where all youth are healthy, safe, skilled and equal participants in city life.

	HEALTH	EDUCATION/ECONOMIC	ENGAGEMENT	SAFETY	JUSTICE SYSTEM	ESSENTIAL OUTCOMES
LONG-TERM OUTCOMES	Racialized youth achieve equity on physical, mental, emotional health indicators	Racialized youth have equity in experiencing safe and caring learning and employment environments to support social, employment and academic skills development	Racialized youth have equity in having their voices heard and positively impacting their communities	Racialized youth have equity in experiencing safe spaces in the community where they are welcomed and supported	Racialized youth have equity in treatment in the justice system and recidivism of racialized youth is decreased	Racialized youth experience an integrated system of care and support in their neighbourhoods and city-wide. Essential outcomes influence outcomes in all dimensions.
KEY INDICATORS – PROGRESS TOWARD LONG-TERM OUTCOMES	Increased access to culturally sensitive mental health services; Increased support through positive youth/adult relationships; Increased access to spaces for physical activity and nutritious food	Improved educational experiences that respond to youth needs; Improved navigation by youth and their family of the school system and economic support systems; Increased use of diverse training and apprenticeship opportunities	Improved youth confidence, competence and agency; Increased youth leadership in schools and neighbourhood, including CITY spaces; Increased synergy in school and community efforts to make space for youth voice	Increased youth advocacy on issues of safety; Increased safe spaces for arts, sports, recreation, and learning; Increased availability of transition services for youth in unsafe or challenging living circumstances	Improved relationships between community and police; Improved reintegration into community; Increased use of alternative forms of justice; Improved education and skills development in detention centres	Stakeholders demonstrate ongoing commitment to respectful racialized youth and family engagement and leadership; Stakeholders demonstrate increased understanding of shared measurement and evaluation to better support youth outcomes; Stakeholders demonstrate an increased understanding of meaningful partnerships and collaborations in the context of a collective impact framework; Stakeholders have strong understanding of the intersectional oppressions that racialized youth face and mobilize around key issues

OUTPUTS – ACTIVITY PRODUCTS

SHARED INTERSECTOR KNOWLEDGE | NEIGHBOURHOOD RESOURCE MAPS | DEFINED CARE PATHWAYS | BEST PRACTICE & PROFESSIONAL DEVELOPMENT | DATA AMPLIFICATION | YOUTH LEADERSHIP DEVELOPMENT | BARRIER REMOVAL | POLICY, PLANNING AND ADVOCACY

ACTIVITIES

Neighbourhood Clusters

- Ongoing mapping and inclusion of neighbourhood resources, activities and needs across all dimensions (cross-sector)
- Confirm Cluster priorities among CITY's key indicators (1 from each dimension), co-develop long-term work plans
- Create care pathways to integrate support across all dimensions
- Capture and develop best practice, build relationships and mitigate challenges to integration
- Develop and support youth leaders to address social issues in their communities

CITY Backbone

- Second and support neighbourhood leaders to continue to convene neighbourhood clusters, gather and interpret data, build relationships
- Create care pathways to integrate support across all dimensions
- Coordinate professional development; increase knowledge of oppressions faced by racialized youth
- Develop integrated CITY model
- Support systematic measurement, monitoring and analysis of key indicators to inform prioritization and mobilize action
- Co-ordinate, support City-wide Custer
- Capture and amplify neighbourhood voices

City-wide Cluster

- Process collective findings from shared measurement, neighbourhood work
- Identify, prioritize and support opportunities for collaborative action and advocacy
- Work collectively to remove identified barriers to success
- Influence policy making, supported by research
- Develop and support youth leaders to inform and drive decisions that effect them
- Create care pathways to integrate support across all dimensions