Core Team Retreat
December 5, 2012

Collective Impact for Toronto Youth - Core Team Retreat

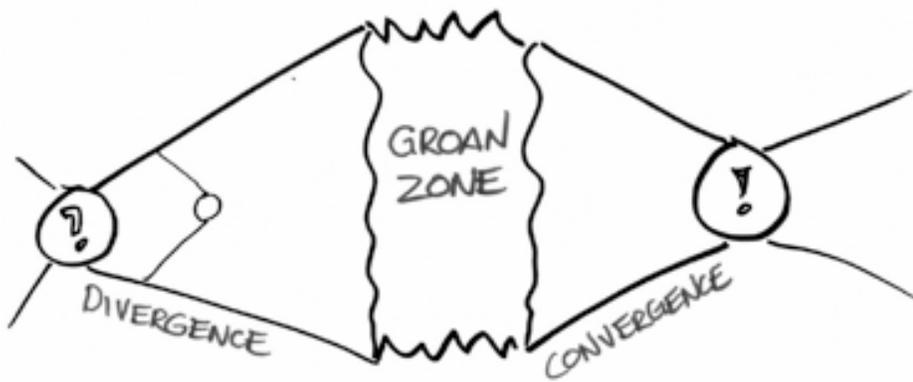| **agenda**	**morning**	**afternoon**
design team: michael, violetta, stoney, helen, michelle, melinda, jabari, denise, maria & shadya	Circle Check-in Inner/Outer Circle (getting to know each other) Convergence/ Divergence - short teach	Collective impact visioning The west wind blows - energizer Asset mapping update Dreaming into next action steps...

Who joined us...	Helen Tewolde, Michelle Smith, Michael Consul, Michael Hall, Violetta Ilkiw, Denise Campbell, Melinda Lo, Jabari Lindsay, Adrian Camara, Angelie Flores, Maygan Camson, Stefan Ntansah, Winston Luc, Alliya Burey, Stoney McCart, Pamela Grant, Maria Bernard, Kim Hokan, Segun Akinsanya, Taiwo Bah

THE DIAMOND OF PARTICIPATION
...a pattern for emergent conversation and learning...

GROAN ZONE

DIVERGENCE

CONVERGENCE

Source: Sam Kaner et.al.

The Facilitator's Guide to Participatory Decision Making.

Divergence, Emergence and Convergence

The model was used as a way to reflect on and understand our work as a core team so far. Entering into any multi-stakeholder conversation we often operate in 3 phases: divergent, emergent, convergent. They are complementary and different ways of thinking and working.
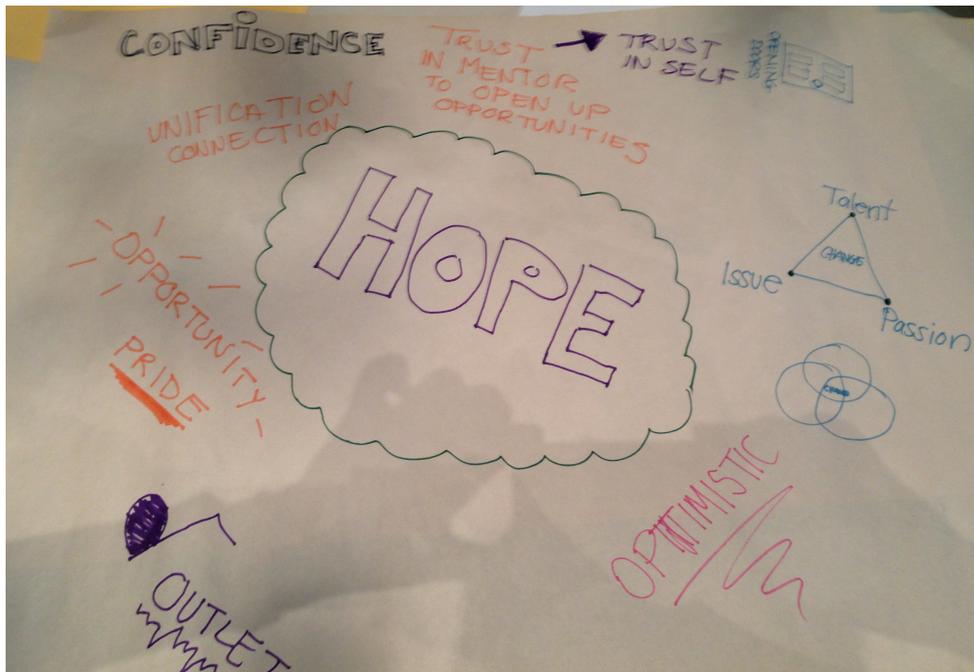
A purpose will bring the group together and they enter the goal seeking phase. This is the **divergent phase** where groups have a free-for-all discussion, gather diverse viewpoints, unpack the problem, make sense of things. It's non-linear, can be chaotic and process-focused.

The **convergent phase** is goal oriented and focused; it can be more structured, action oriented. It includes putting ideas into action, measuring, evaluating alternatives, drawing conclusions.

In between is the **emergent phase** - also known as the 'graan zone' - where different ideas and needs are integrated to get to clear decision & action. It can stretch us, feel messy, requires open mindedness - but it's where new solutions & ideas can emerge.

taken from: The Art of Taking Participatory Leadership to Scale - The Workbook

CONFIDENCE

TRUST IN MENTOR TO OPEN UP OPPORTUNITIES → TRUST IN SELF

UNIFICATION CONNECTION

HOPE

OPPORTUNITY

PRIDE

OUTLET

Talent — CHANGE — Passion

Issue

OPTIMISTIC

what is your greatest hope for the collective impact process?

- growth of ideas
- connecting ideas and actions already happening ...to do it better
- opening doors ....room for collaborative energy
- sustaining momentum
- all these clubs...how do they connect instead of silos?
- define competitiveness in the context of collective impact ...sharing resources; funding models
- young people involved/ included and doing things by themselves/ youth empowerment
- hear the youth voice
- respect youth need
- not everyone has to work together
- that people know about each other at a base level
- get out of the way
- stay honest with each other
- convert the unconverted/ unexpected
- everyone has a piece of the puzzle.... reducing poverty.... increasing arts opportunities
- like spaces for dialogue.... how do you make connections on a large scale?
- build trust
- how do we measure for trust?!?! how is that possible?
- partnerships; funders; values
- do the people live and breath the values
- reach youth in schools & community centres
- consistency
- strategic plan or alternative
- urgency & impact
- targeted focus

What is the big issue affecting Toronto youth?

Over-arching themes

- **Disease of Affluence**
- **Racism**
- **Inequity**
- **Low expectations = low investment**
- **The Approach**:
the system isn't working. it's not the youth's fault. sometimes "it's not the players or the coach, its the management". we need to change the traditional style of how we work with & support young people

What deeper questions are emerging?

How do we get utopia?
What do we have to do differently?
Do we need a destination?
Do we have to take it all into consideration? How do we prioritize?
Do we have a crisis that brings everyone together?
How do we build on our success?
Why do we have to wait? We should not wait!! assumption someone else will do it...
Lack of solutions...need more people coming together
How do we inject the butterfly effect into what we do?
How do we discuss power & competitiveness?

issues/ themes

Social Sector
Competition/ silos
Equitable access to services (ex/ recreational
Awareness: young people need to know that there are people & organizations here to help them succeed

Disengagement/ Lack of Youth Engagement
Connection - Disconnection
Greater connection & relationships with young people
We need to be relatable
We need to be on the same page with youth and youth on the same page with adults

Prostitution
How to respond?

Health equity
Mental Health
Self-care

Opportunities
Connect to more opportunities
Close the gaps to opportunity
Access & better information about what's out there for young people

The System
Failure by organizations, governments, parents, youth to step up to support youth

Education
Different expectations & standards in education
Making education more responsive to students

Economic Opportunity & potential for youth
Highlight/ expose to non-traditional jobs

Trust ...lack of ...disappearance of ...at all levels of society

collective impact core team vision

What is our collective vision for how we move forward in this work together?

Our work is multi-dimensional. It is not unified but holds all the elements.

Our collective work is greater than the sum of our parts: 1+1 = 3

We want to build an adaptable main frame for this work. This base or anchor has to be flexible and create the building blocks to hold up the system. We need to build a strong infrastructure.

Our work needs to be fluid. Energy sustains it around a rallying point.

We value diversity, movement, support and having lot's of young people in spaces with us.

We need to keep in mind the real challenges young people face.

We need to be flexible and allow new ideas to spiral, to grow.

Our work is messy and we want to have a lot of fun together, to have room for play.

We want to make space to do things creatively, differently. Not quitting.

Wherever we end up should be satisfying to us all.

We need to allow each other to find our way and make individual contributions to the collective...our main frame should support that.

We want to invest in and build trust in our relationships so we can take risks together. We want to trust in process to help lead us to good outcomes...and have fun while getting there.

We want to run from the traditional as much as we can. We want to run to what it should be but be ok not knowing what this is upfront...don't always need to know what the end looks like....

We want to see collective impact on:

1. the system
2. economic opportunities for youth & access to non-traditional jobs
3. engagement/ connections
4. equity

Health, Education, Justice & Self-care are themes that run through all these issues

what can action begin to look like?

The System

How do we change the system? Getting through the system? Understanding the system. Programming is a problem - treats everyone like they are the same, robots.

Map the system - government, politics - what are the multiple parts of the system and how do we understand them? Establish what's underlying the system.

There is no effective system. Which is why we need to build new collective impact systems. This requires resources. Pilot projects. Mutual accountability and youth engagement.

Splits into federal, provincial, city. Work with the agencies to align what they do. There is a system, but its not effective in collective impact. Pilot a project that focuses on the process of working together amongst the sector.

Create a framework to understand youth development system in Toronto (sampling) for young people, organizations. YMCA is creating stepping stones as a resource. Sampling will test drive different approaches/ issues, all contributing to different common agendas.

Economic Opportunities

Build awareness of opportunities; keep up to date on issues and provide relevant supports across the board.

Engagement

Engagement with what? Where are the opportunities? Need a vision of engagement and what it looks like on many levels.

Give and take - youth who want to be there.

Support caretakers and improve availability, quality, reliability. Regularize conversations with parents, youth, families to build service mix for selves, and tell us what works, doesn't, what's missing.

Sharing of ideas (including employment)

Engage youth in the process of changing the system

Engagement of organizations, etc in changing the system.

Be a fan of the Brand (youth)

Equity
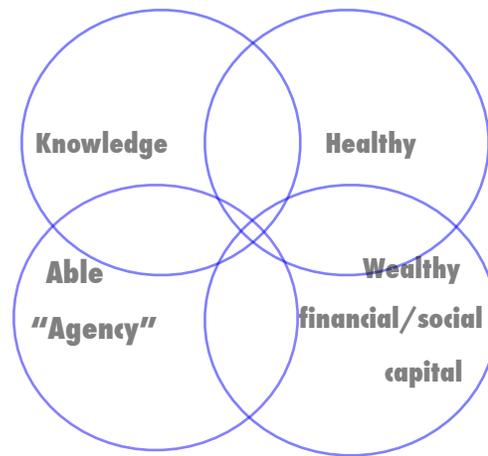
Cuts across all areas

Improve equity in each theme area

Is it equal? Is everybody? What does it mean? How do we apply equity?

Inequity in the system.

"Waterhole" analogy: when the waterhole runs dry the animals look at each other differently. Need to deal with fact that our system is poorly resourced to begin with.

Knowledge

Healthy

Able
"Agency"

Wealthy
financial/social
capital

How can we work better collectively to support young people?

Key Actions for Collective Impact re: convening circles
1. Vision/Framework - Framework start: intersecting circles of healthy, wealthy (financial & social capital), able and knowledgeable, youth at centre
2. Intentional Support of Caregivers
3. Facilitating the building their own structures: quality, availability, reliability

What tools do we need? Who do we need and how to get them at the table?
How to share knowledge with parents, business, other organizations? How to promote what is happening? How to duplicate process of engagement in collective impact on the ground? Enhance capacity to participate, to connect.
Step One: Clarity around it. Step 2: Better support for who does it.

imagine

social skills
leadership
self esteem
pro-social
behaviour
life skills
healthy use of
leisure time

Jobs

Equity

Social
Supports

Improve
justice system

Supports
at critical time

positive
healthy
happy thriving
youth