

EVERGREEN BRICK WORKS | FRIDAY, JUNE 22, 2012

# Youth Innovation Lab: Creating Collective Impact

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## INTRODUCTION

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The co-initiators of the event, United Way, Laidlaw Foundation and City of Toronto with the support of Evergreen Brick Works, invited young people and individuals from across sectors and organizations interested in Toronto's youth to explore how they might work together to create greater collective impact.

This document captures the workshop process and highlights key outcomes.





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## **AGENDA SUMMARY**

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### **1) Drawing Collective Impact**

What does “Collective Impact” mean to you?

### **2) Our Gifts**

What strengths and passions do you bring to the effort?

### **3) Our Vision**

What does Collective Impact look like for Toronto’s youth in 2017?

### **4) Mapping Possibility**

What great programs and assets do we have in the city that are already making positive impact?

### **5) Individual Reflection**

How do you see yourself as part of the possibility?

### **6) Group Discussion**

What is the possibility? Who are we and how are we with each other?

### **7) Closing**

What are our next steps together? Who can form a new Core Team?

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## WORKSHOP FRAMING

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**The session began with an overview of some key concepts from collective impact, design labs and U process.**

Stanford SOCIAL  
INNOVATION REVIEW

**Collective Impact**  
By John Kania & Mark Kramer

Stanford Social Innovation Review  
Winter 2011

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**“Large-scale social change requires broad cross-sector coordination, yet the social sector remains focused on the isolated impact of individual organizations.”**

— Collective Impact, Kania and Kramer

# Conditions of Collective Success

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## **FIVE CONDITIONS OF COLLECTIVE SUCCESS**

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### **Common Agenda**

Shared vision, common understanding, joint approach

### **Shared Measurement Systems**

Collecting data and measuring results on a short list of community indicators across all organizations

### **Mutually Reinforcing Activities**

Each organization undertakes specific activities at which it excels in a way that supports and is coordinated with the actions of others

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## **FIVE CONDITIONS OF COLLECTIVE SUCCESS**

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### **Continuous Communication**

Trust, time, executive involvement, frequent collaboration, common vocabulary, online collaboration tools

### **Backbone Organization**

Staff separate from participating organizations: project manager, data manager, facilitator



# Types of Partnerships

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## TYPES OF PARTNERSHIPS

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### **Funder Collaboratives**

groups of funders interested in supporting the same issue who pool their resources.

### **Public-Private Partnerships**

partnerships formed between government and private sector organizations to deliver specific services or benefits

### **Multi-Stakeholder Initiatives**

voluntary activities by stakeholders from different sectors around a common theme

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## **TYPES OF PARTNERSHIPS**

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### **Social Sector Networks**

groups of individuals or organizations fluidly connected through purposeful relationships, whether formal or informal.

### **Collective Impact Initiatives**

long-term commitments by a group of important actors from different sectors to a common agenda for solving a specific social problem.

Their actions are supported by a shared measurement system, mutually reinforcing activities, and ongoing communication, and are staffed by an independent backbone organization.

# Design Labs

**Solving complex problems requires a multi-disciplinary approach, a third space for collaboration and new tools for innovation.**



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## CHARACTERISTICS OF DESIGN LABS

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### **User-Centric**

The citizen is at the centre of all design activities

### **Safe Space for Learning by Doing**

Failure is made inexpensive in order to learn

### **Iterative**

Small investments, minimum viable product, adaptive re-design

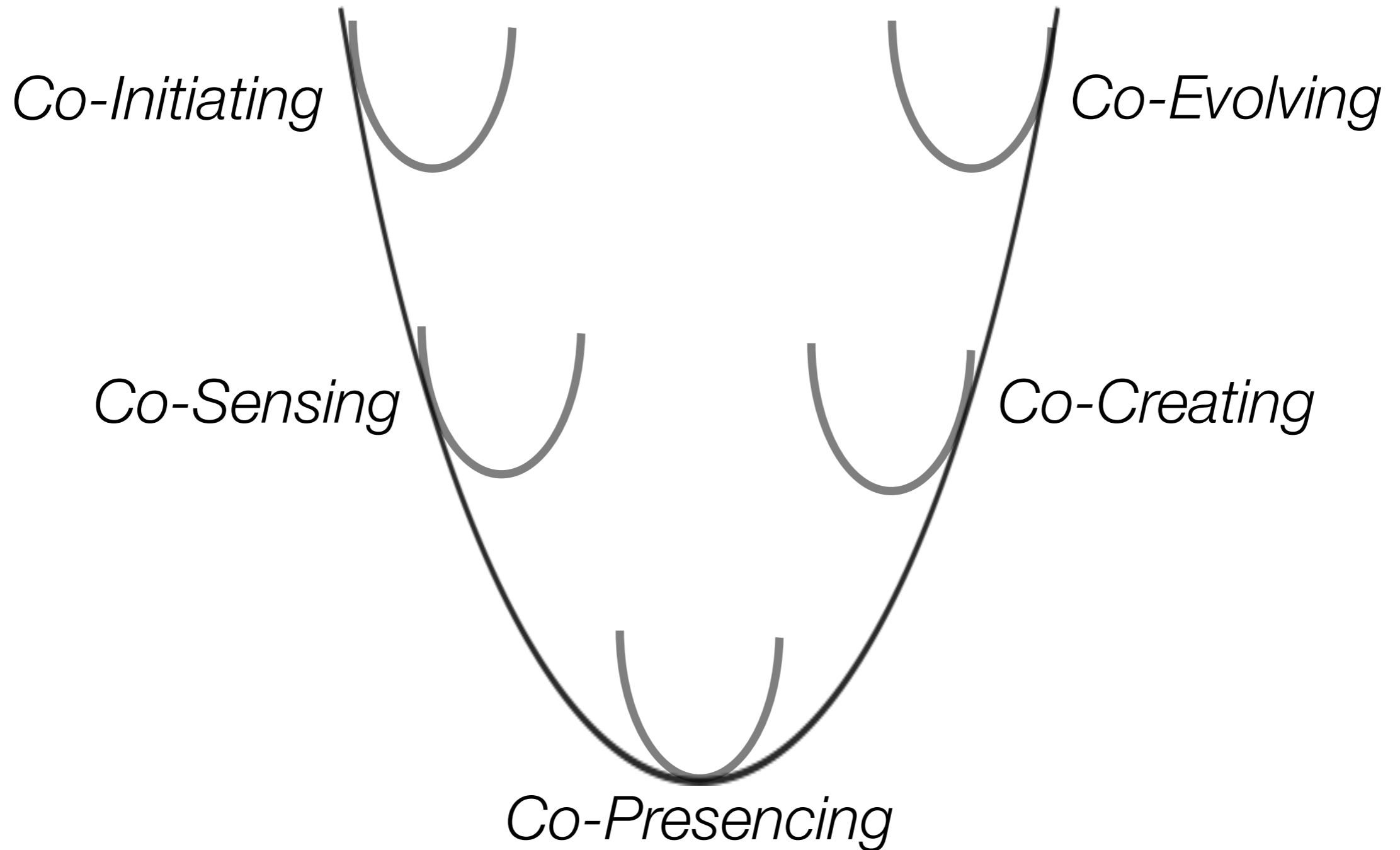
### **Networked Systems Approach**

All parts of the system are involvement in co-creating new solutions

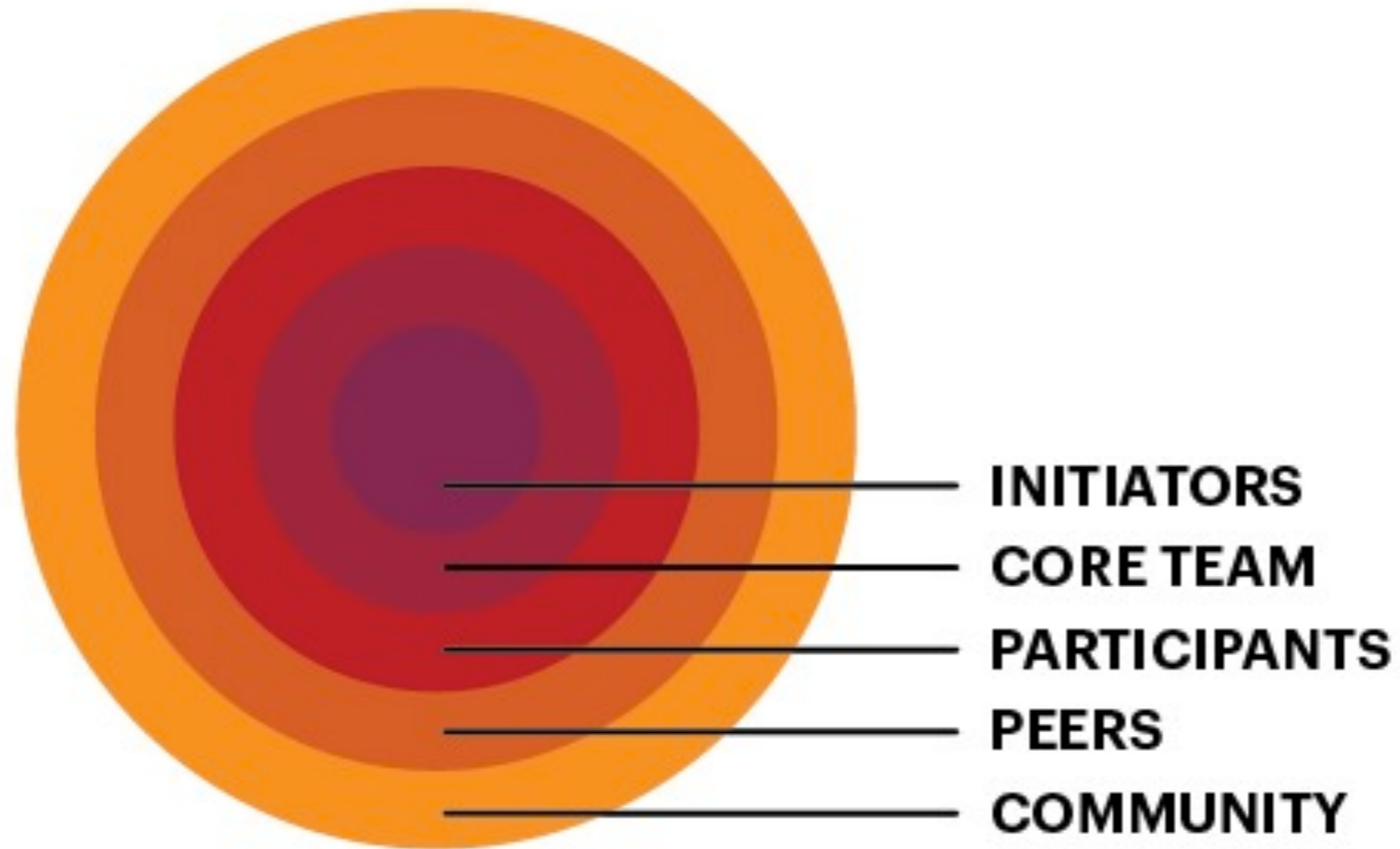
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# CHANGE LAB AND U PROCESS

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# Change Lab Social System





# GRAPHIC RECORDING FROM THE INTRODUCTION



For high resolution images of this graphic recording, please go to: <https://themoment.box.com/s/2d365be0e0f1207fa451>

WORKSHOP CAPTURE

# Drawing Collective Impact



EXIT

6

MAGAZINE

HEADLINE

IMAGE

LEAD PARAGRAPH

NOTES

- I want all my notes about cities
- which included some a article developing
- I want to learn how a cover get
- I diversity in how of food system
- I Don't want how of culture contribution
- I want to learn

GIFTS

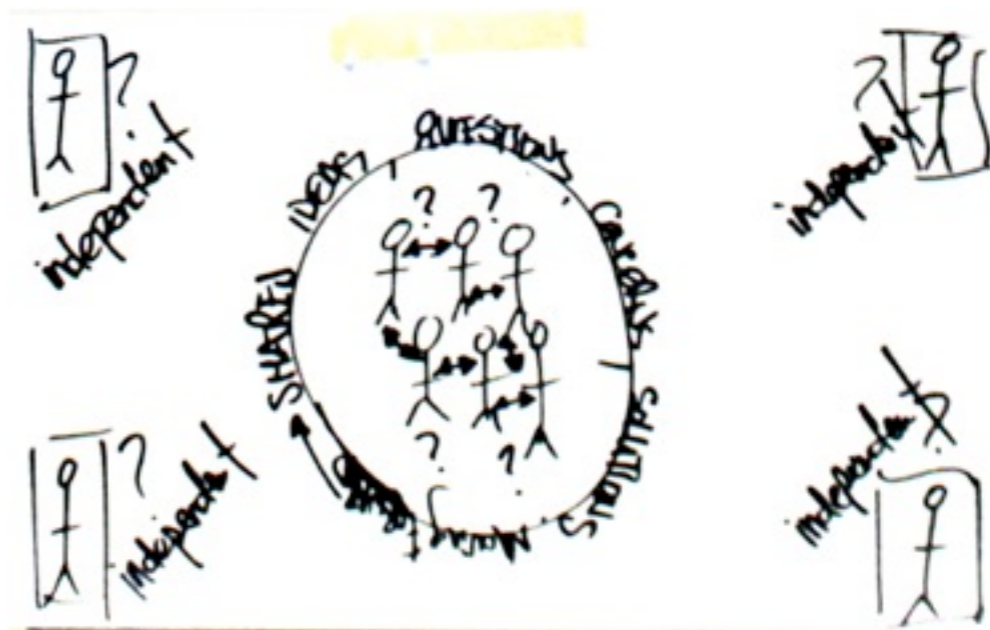
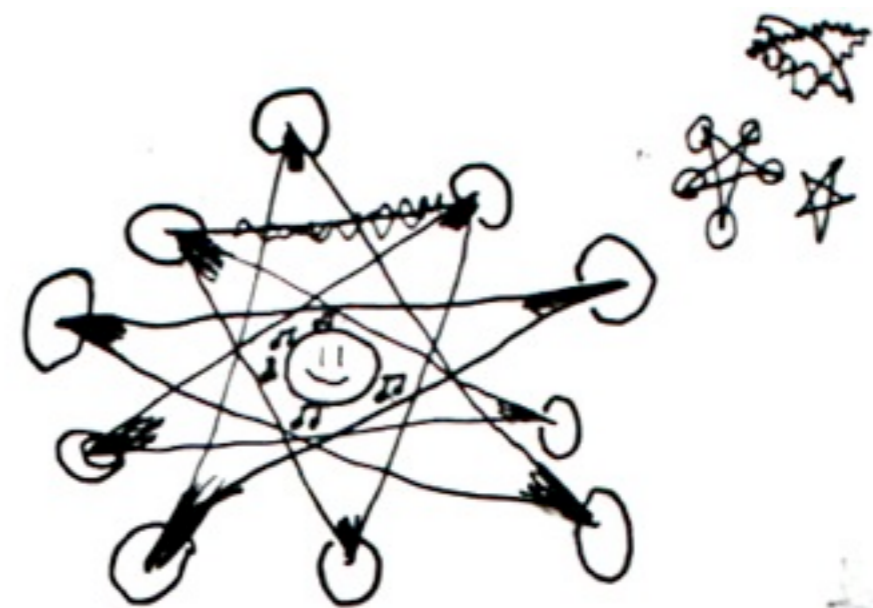
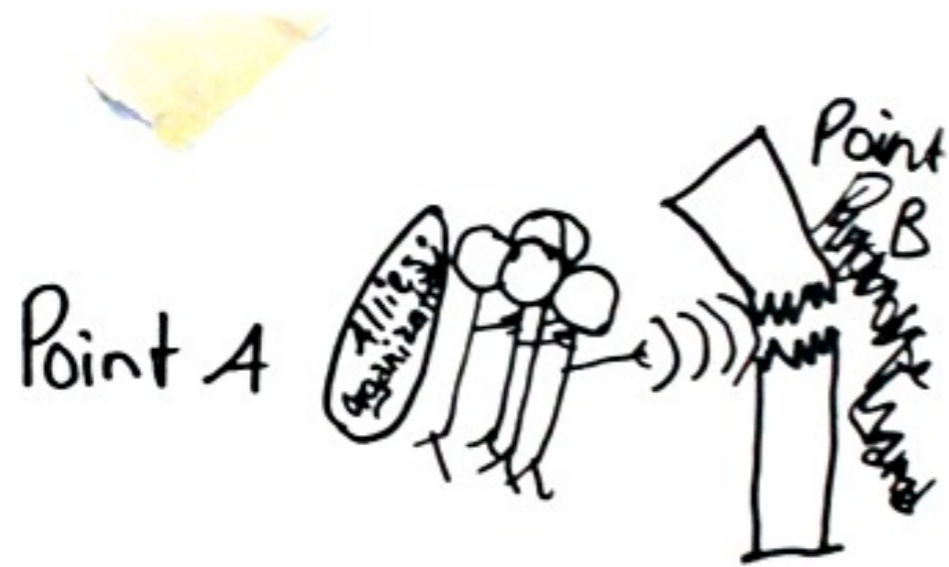
- I appreciate a knowledge of the city and tradition
- Learning
- I want to learn and understanding
- I want to learn in a fun and creative way
- I want to learn in a way that is not
- I want to learn in a way that is not
- I want to learn in a way that is not





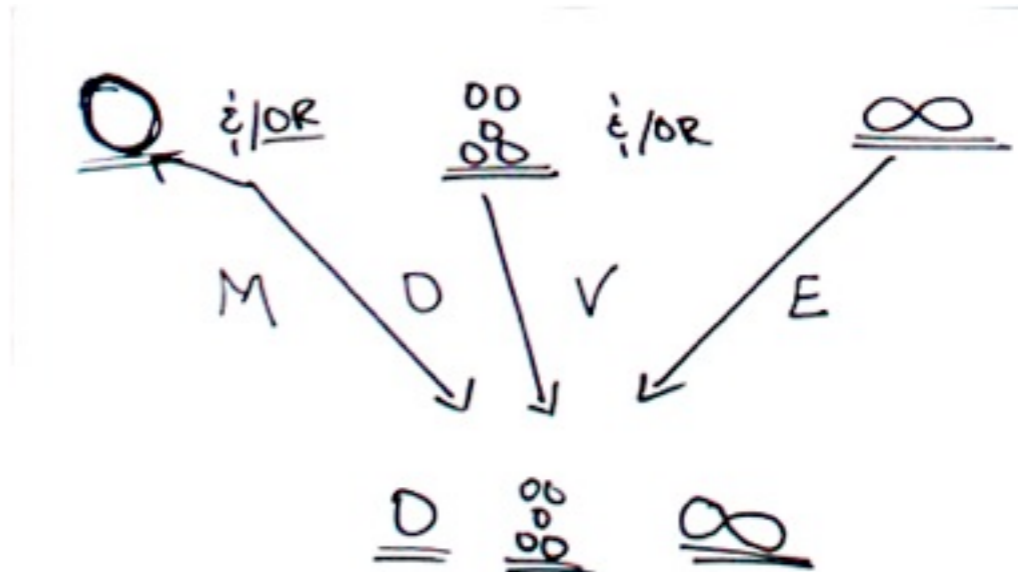
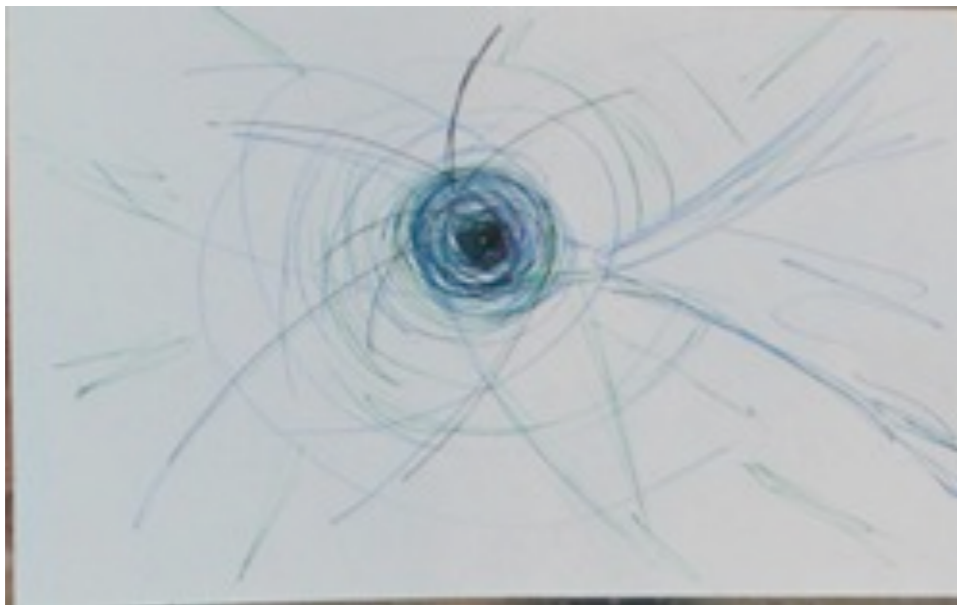
# COLLECTIVE IMPACT

If you were to communicate what “collective impact” means to you without using words, what would you draw? The following are some examples of these drawings.



# COLLECTIVE IMPACT

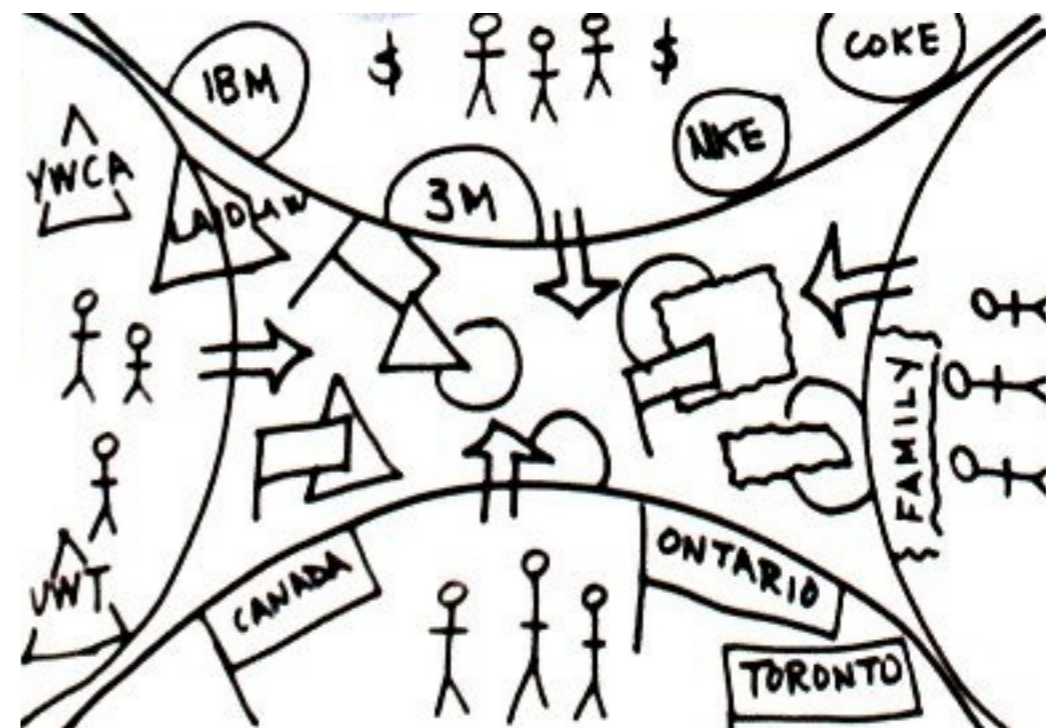
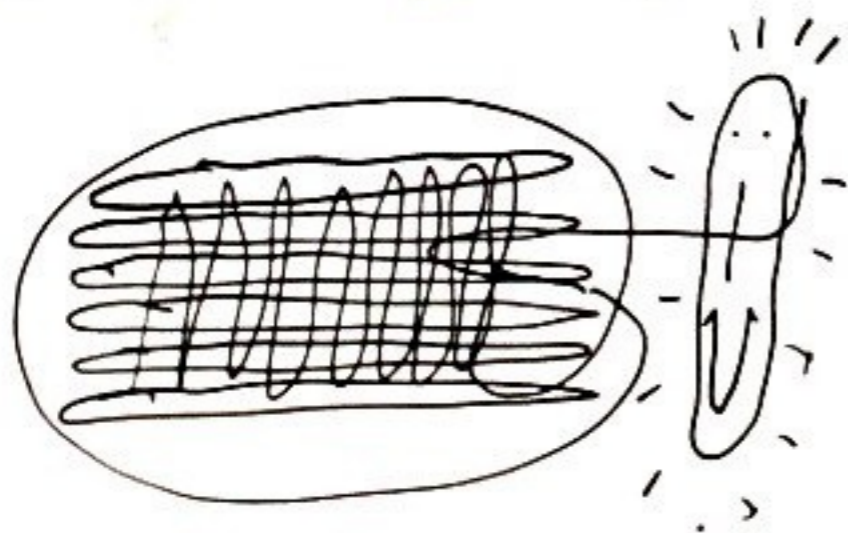
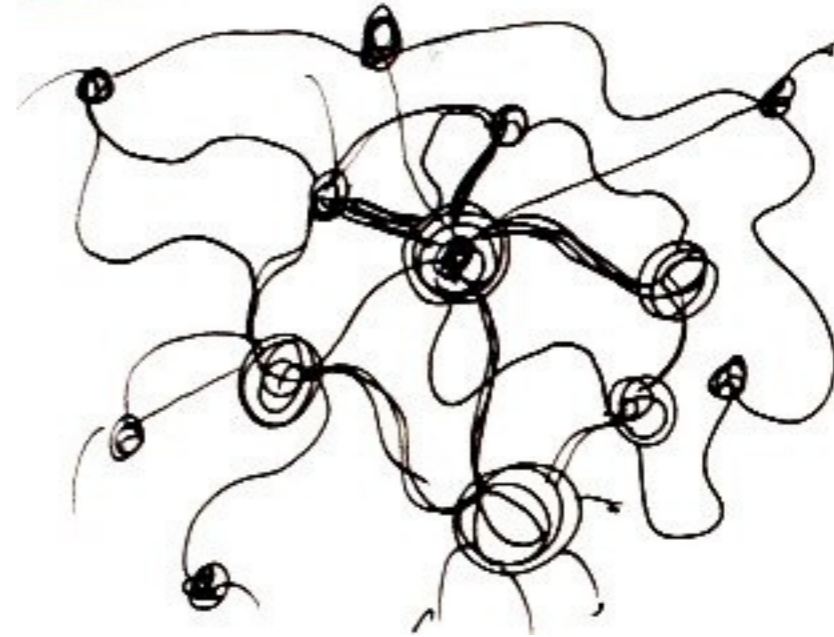
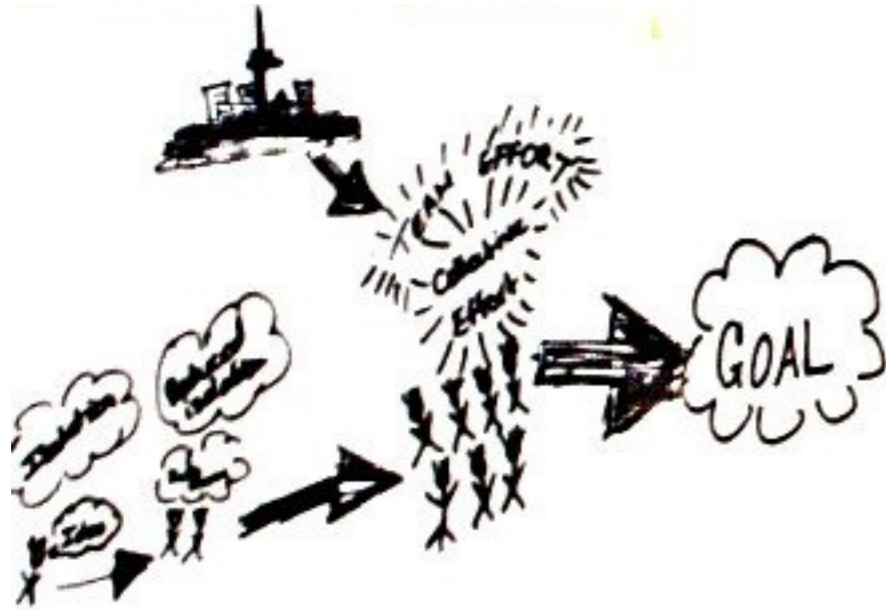
If you were to communicate what “collective impact” means to you without using words, what would you draw?





# COLLECTIVE IMPACT

If you were to communicate what “collective impact” means to you without using words, what would you draw?



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## COLLECTIVE IMPACT

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What similarities or differences did we notice about each others' drawings?

- moving together, converging
- co-creation
- spider web, networks
- working towards the goal in any area
- messy space
- lines connecting to impacts
- impact happens when work overlaps
- all planets orbiting
- many people utilized circles
- diversity and theme of lived experience
- over-lapping connections
- force, movement, tornado
- synergies and symbiosis
- fractal - working at micro and macro scales
- simple and whole



WORKSHOP CAPTURE

# Our Gifts





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## **GIFTS** What passions, experience and interest do we bring to this effort?

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- capacity to support creation
- understanding of disengaged young people or those involved with the justice system
- perspective, seeing connections
- innovative, passionate, creative
- working across many collaboratives
- youth-led lens
- experience and knowledge of the city and coalitions
- funding
- insight, history and understanding
- fierce commitment to young people and access to resources
- lived experience
- articulating issues and challenges to solve problems
- experience in collective impact
- technical knowledge in youth outcomes
- tri-sector leadership
- direct service work with youth
- experience working in complex, hyper-diverse, multi-sector projects and issues
- delivering on the ground youth initiatives with an emphasis on creative outcomes
- the donor perspective
- open questions about access and excellence
- looking at creative ways to frame/design the world around us
- technology
- a platform
- a safe space

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## **GIFTS** What passions, experience and interest do I bring to this effort?

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- networking and communications
- leadership
- role models, mentorship, care taking
- friendship
- passion
- love and spirit
- imagination
- gratitude
- comfort with uncertainty, ambiguity
- compassion
- eagerness to learn and get to action
- open mind and willingness to listen
- questioning
- check ego -> open heart -> receive
- undercover youth
- inclusive
- inquisitiveness, curiosity
- being a parent
- being a youth
- experience with design labs
- history
- helped create an organization
- volunteer
- learning what does/doesn't work
- engaging hard to reach youth
- people, programs, knowledge
- connections to youth and communities
- resilience
- energy
- capacity to connect
- patience

WORKSHOP CAPTURE

# Our Vision







MAGAZINE

HEADLINE:

IMAGE

END PROGRAM

BFFS

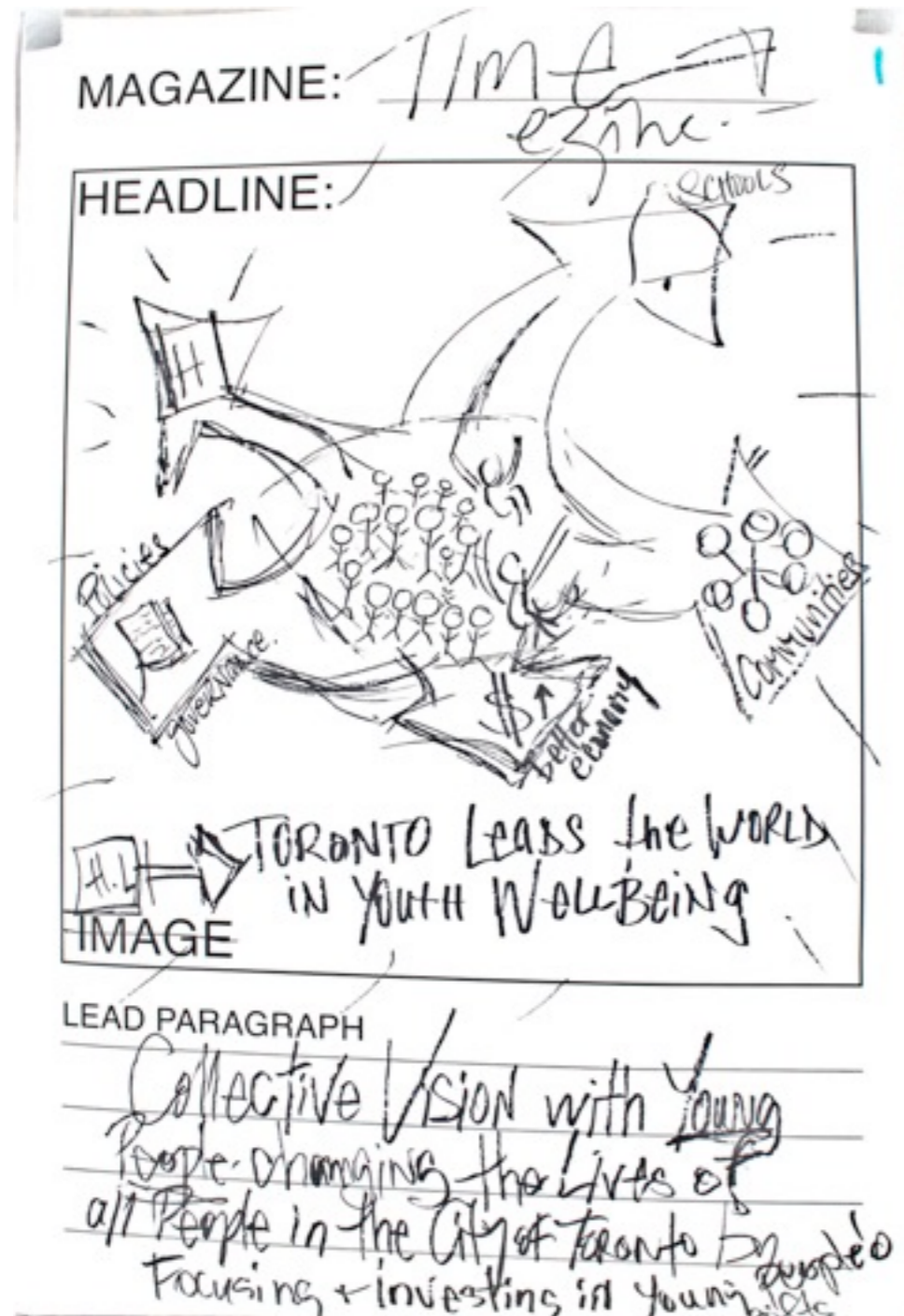
NOTES

- ...
- ...
- ...
- ...
- ...
- ...



## VISION: Magazine Cover From the Future

Communicate your group's shared vision in the form of a magazine cover from a publication of your choosing, circa 2017.



## Time ezine

### Toronto Leads the World in Youth Well-being

Collective vision with young people - changing the lives of all people in the City of Toronto by focusing and investing in young people.



## VISION: Magazine Cover From the Future

Communicate your group's shared vision in the form of a magazine cover from a publication of your choosing, circa 2017.



## Macleans (Youth Edition) Youth Drive City

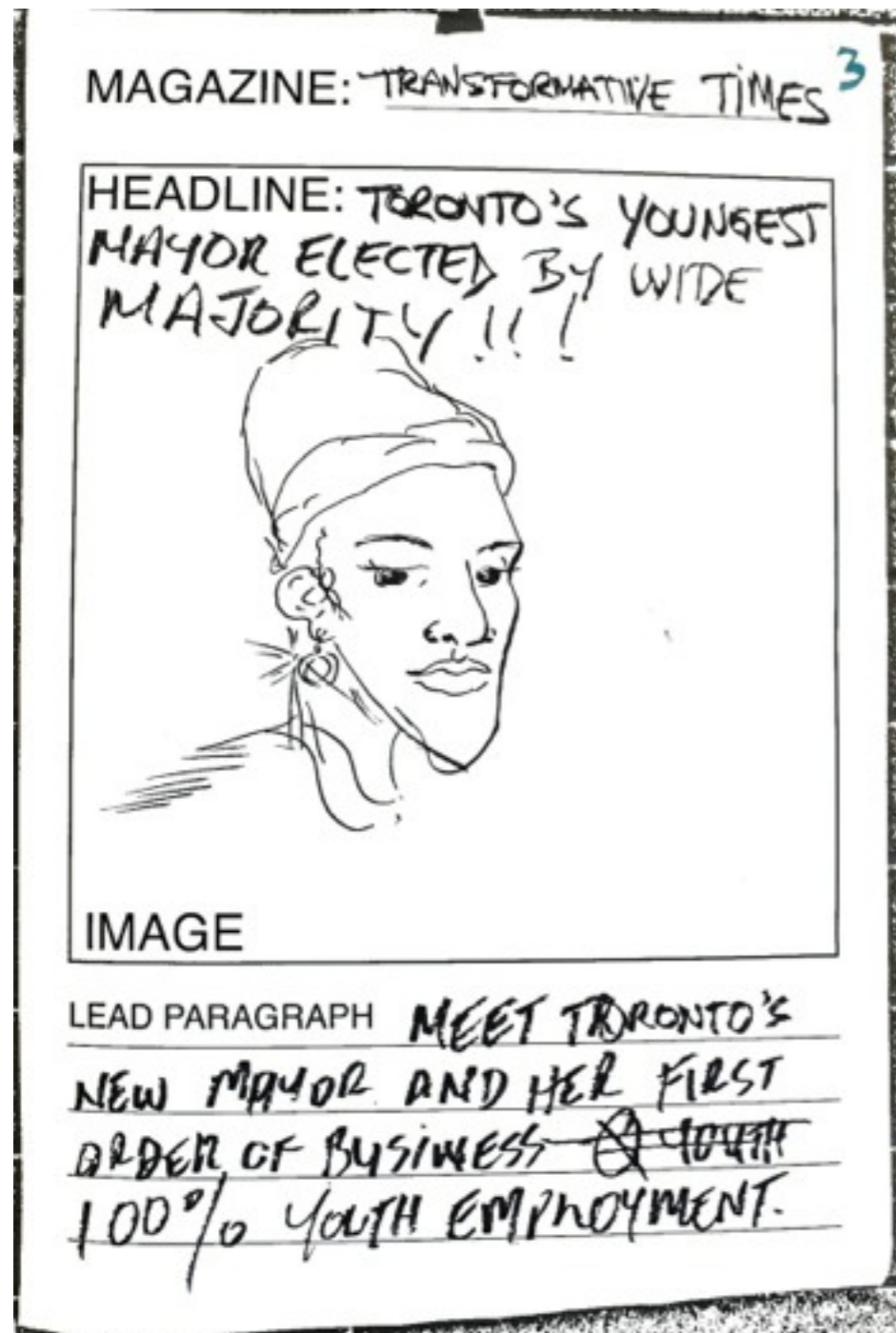
Youth are driving city building and their leadership is at an all time high...

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## VISION: Magazine Cover From the Future

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Communicate your group's shared vision in the form of a magazine cover from a publication of your choosing, circa 2017.



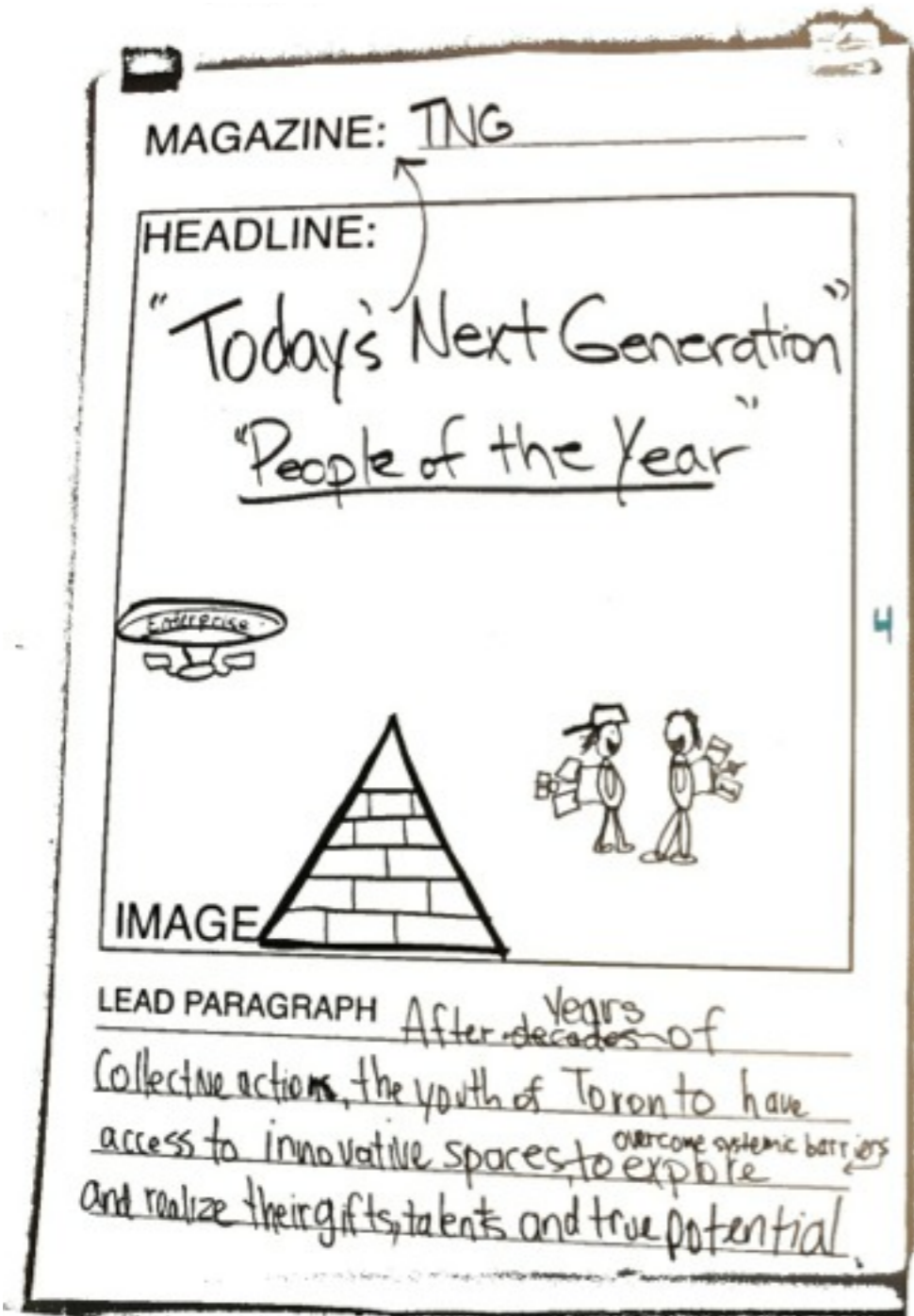
# Transformative Times

Toronto's youngest mayor  
elected by wide majority!

Meet Toronto's new mayor and her first  
order of business: 100% youth  
employment.

## VISION: Magazine Cover From the Future

Communicate your group's shared vision in the form of a magazine cover from a publication of your choosing, circa 2017.



## Today's Next Generation People of the Year

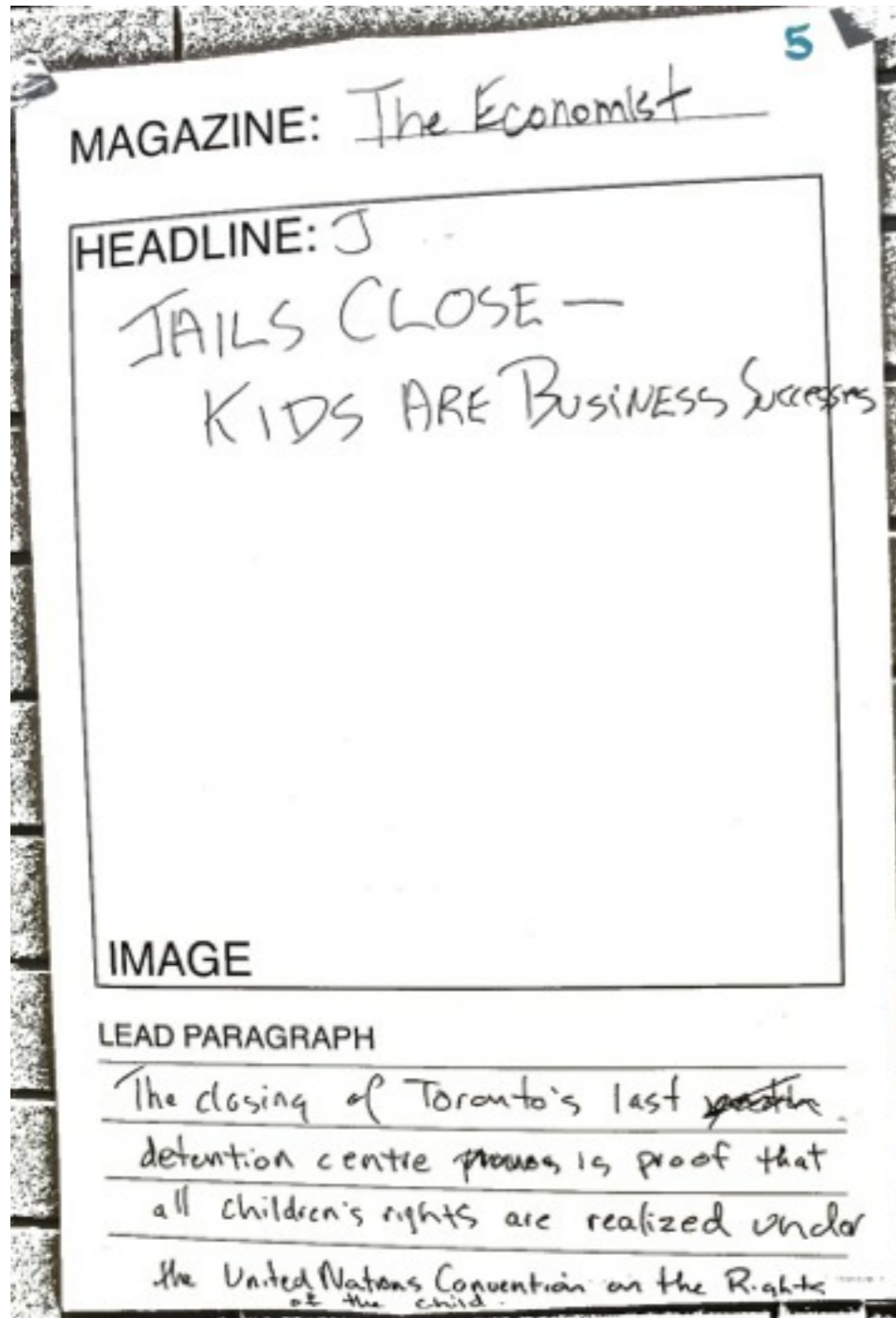
After years of collective action, the youth of Toronto have access to innovative spaces to overcome systemic barriers, explore and realize their gifts, talents and true potential.

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## VISION: Magazine Cover From the Future

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Communicate your group's shared vision in the form of a magazine cover from a publication of your choosing, circa 2017.



# The Economist

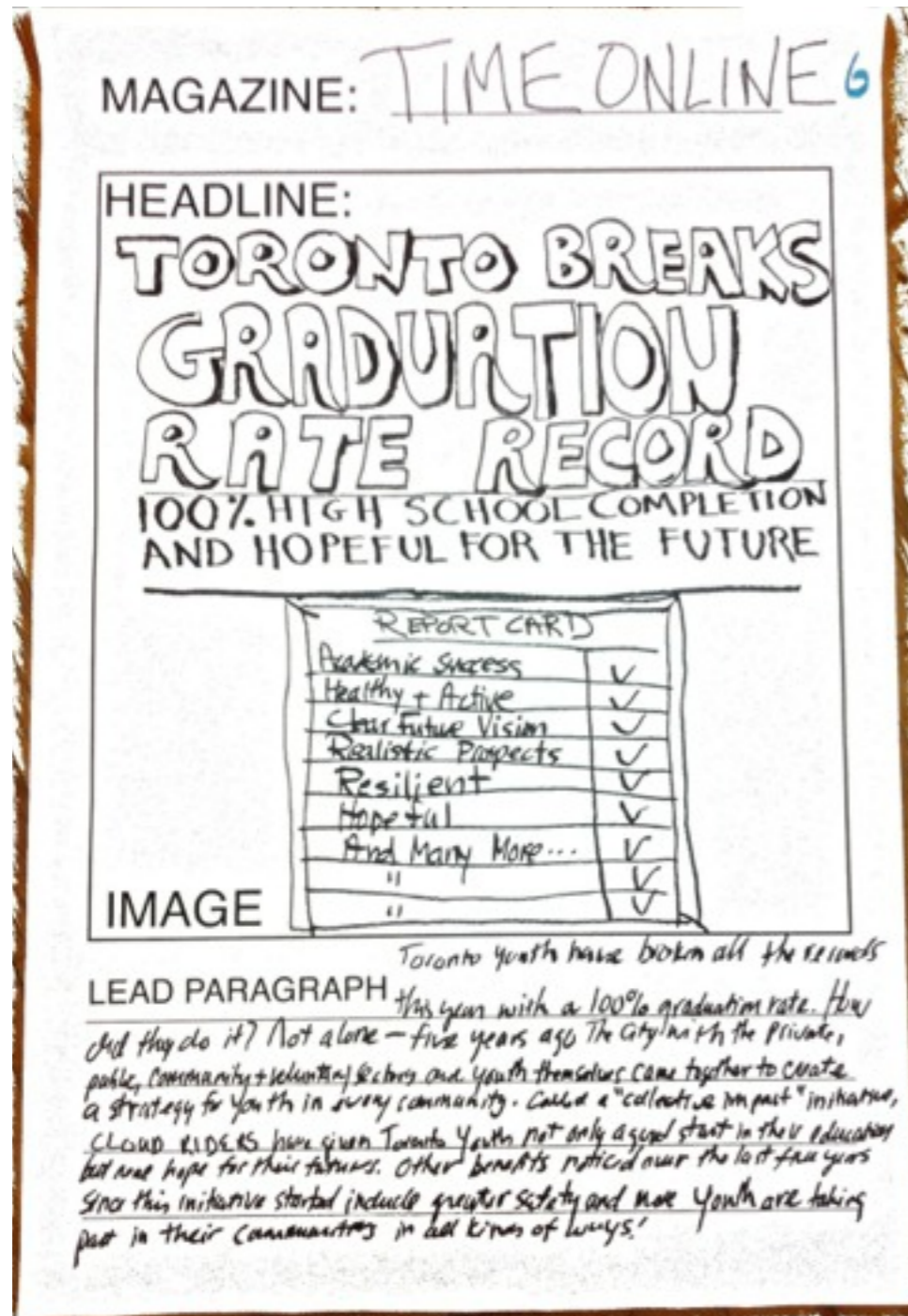
## Jails close - kids are business successes

The closing of Toronto's last detention centre is proof that all children's rights are realized under the United Nations Convention on the Rights of the Child.



## VISION: Magazine Cover From the Future

Communicate your group's shared vision in the form of a magazine cover from a publication of your choosing, circa 2017.



## Time Online

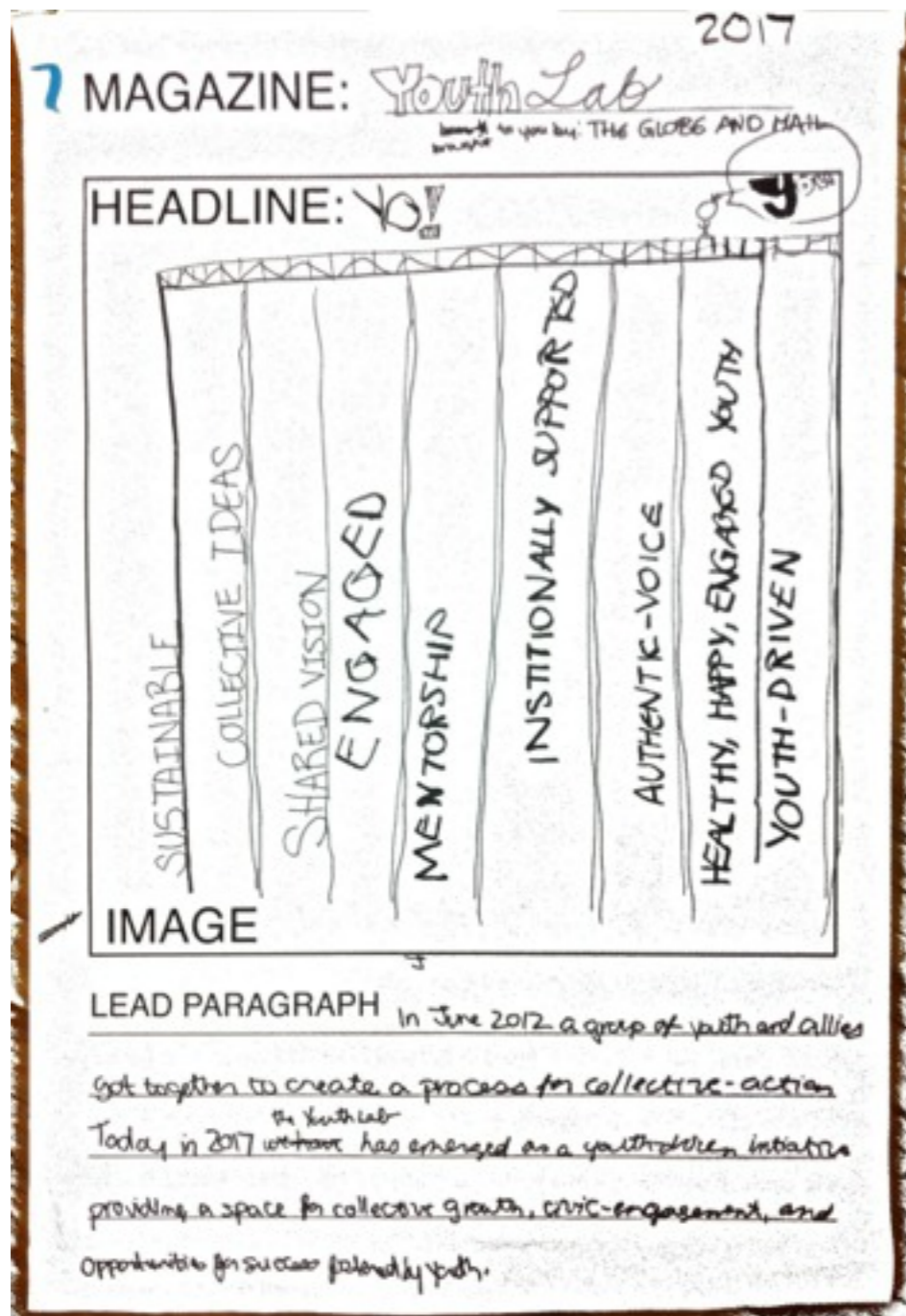
### Toronto breaks graduation rate record

Toronto youth have broken all the records this year with a 100% graduation rate. How did they do it? Not alone - five years ago, the City with the private, public, community and volunteer sectors and youth themselves came together to create a strategy for youth in every community. Called a "collective impact" initiative, Cloud Riders have given Toronto youth not only a good start in their education, but real hope for their futures.

Other benefits noticed over the last five years since this initiative started include greater safety and more youth taking part in their communities in all kinds of ways!

## VISION: Magazine Cover From the Future

Communicate your group's shared vision in the form of a magazine cover from a publication of your choosing, circa 2017.



## The Globe & Mail YouthLab

In June 2012, a group of youth and allies got together to create a process for collective action.

Today in 2017, the YouthLab has emerged as a youth-driven initiative providing a space for collective growth, civic-engagement and opportunities for success fostered by youth.

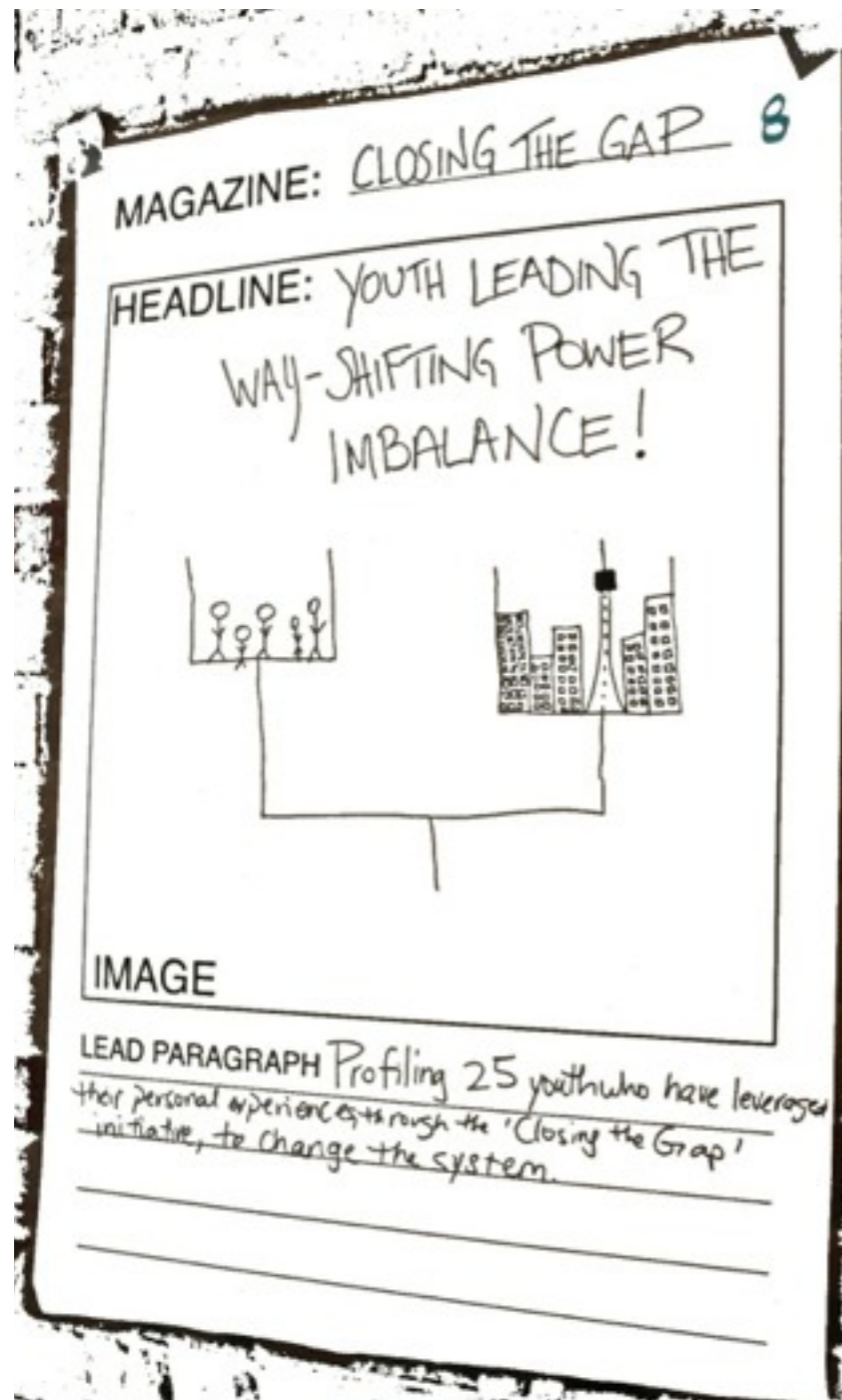


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## VISION: Magazine Cover From the Future

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Communicate your group's shared vision in the form of a magazine cover from a publication of your choosing, circa 2017.



# Closing the Gap

## Youth Leading the Way - Shifting Power Imbalance

Profiling 25 youth who have leveraged their personal experiences through the "Closing the Gap" initiative, to change the system.



# GRAPHIC RECORDING FROM THE GALLERY WALK



For high resolution images of this graphic recording, please go to: <https://themoment.box.com/s/1fa0db2ad301db2fd7db>

WORKSHOP CAPTURE

# Mapping Possibility







Issue	Explanation	Results
...	...	...

Issue	Explanation	Results
...	...	...

Issue	Explanation	Results
...	...	...

Issue	Explanation	Results
...	...	...

Issue	Explanation	Results
...	...	...

Issue	Explanation	Results
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Issue	Explanation	Results
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Issue	Explanation	Results
...	...	...

Issue	Explanation	Results
...	...	...

Issue	Explanation	Results
...	...	...

46 Semester  
100000  
100000

5

Blank white paper

Pen holder and bottle on a small table

Papers on the floor

Stack of colorful chairs (red, yellow, green, blue)



## **MAPPING POSSIBILITY:** What are we building off of?

Which organizations (government, corporations, nonprofits) are making a positive impact in terms of program development, management, application processes, funding models, etc.?

PROGRAMS / INITIATIVES	PRIVATE / GOVERNMENT / NOT FOR PROFIT	IMPACT (QUALITATIVE / QUANTITATIVE)
Summer jobs for youth	All 3	First job for 1800 youth in 13 priority neighbourhoods
Youth in Policing	Gov't + TPS	Jobs w/TPS for 100 youth
Youth Outreach Worker Program	Gov't +NEP	35 outreach workers in 13 priority neighbourhoods
Youth Challenge Fund	Gov't +UWT+Priv	\$48M that supported youth-led initiatives in 13 priority neighbourhoods
Innoweave	Funder	\$ for NPOs or ICT development. Simple funding process
ArtReach Toronto (Tides)	NFP (Tides)	91 funded youth projects, 1200 Y attendants at workshops (2007), 500+ youth leaders; funding models, program development
Proyecto Latino	CUS / OISE / TDSB	2nd successful year of involving Latino students (often discouraged) in their own participatory action research on their own issues with recommendations for credit.

## **MAPPING POSSIBILITY:** What are we building off of?

Which organizations (government, corporations, nonprofits) are making a positive impact in terms of program development, management, application processes, funding models, etc.?

PROGRAMS / INITIATIVES	PRIVATE / GOVERNMENT / NOT FOR PROFIT	IMPACT (QUALITATIVE / QUANTITATIVE)
Brotherhood/Sisterhood Alliance	NFP (TDSB)	Mentorship for middle school youth (Grades 7/8 with Grades 11/12)
RRS - Film Transformation Project	NFP (TDSB)	Self transformation tool; self realization, identity exploration
Boys & Girls Clubs	NFP	Volunteer and employment opportunities; after school programs
Framework - cloud tech to reduce admin burden for NFPs	NFP	Technology to increase efficiencies on a small budget, creating access to technology, systems and training
Teen Nights (YMCA)	NFP	Engages 6200 young people; supports and encourages youth to produce and deliver programs for their peers
CAMH (new model), MCYS, Min of Health	NFP/GOVT	Funding for mental health for children and youth, promoting a new model of service delivery through collaboration
P2E	NFP	Improve educational outcomes (graduation and access to post-secondary)

## MAPPING POSSIBILITY: What are we building off of?

Which organizations (government, corporations, nonprofits) are making a positive impact in terms of program development, management, application processes, funding models, etc.?

PROGRAMS / INITIATIVES	PRIVATE / GOVERNMENT / NOT FOR PROFIT	IMPACT (QUALITATIVE / QUANTITATIVE)
Local youth coalitions in neighbourhoods (e.g. Crescent town)	NFP	Program development and community engagement
RRS	NFP	Opportunities for criminalized youth
Remix Project	NFP	
East Metro Youth Services	NFP	
SKETCH		5000 youth effecting change through arts; provides a collaborative platform across sectors, space and creative tools
New Leaf Yoga Foundation	NFP	Yoga as a form of ( <i>indecipherable</i> ) for incarcerated youth in collaboration with gang exit programs; 1:1 mentorship
Lost Lyrics	NFP	

## **MAPPING POSSIBILITY:** What are we building off of?

Which organizations (government, corporations, nonprofits) are making a positive impact in terms of program development, management, application processes, funding models, etc.?

PROGRAMS / INITIATIVES	PRIVATE / GOVERNMENT / NOT FOR PROFIT	IMPACT (QUALITATIVE / QUANTITATIVE)
Manifesto	NFP	Arts program development; connecting the community through transformational arts
Success Beyond Limits	NFP	Building capacity, building a legacy; youth leadership and youth employment



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## MAPPING POSSIBILITY: What are we building off of?

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Which organizations have great partnership models with others?  
 What makes them great?

PARTNERSHIP	TYPE	CHARACTERISTICS
Neighbourhood Action Partnerships	Multi-stakeholder	
Redemption Services (TDSB & Min of Ed)	Collective impact	addressed needs, identified strong models, urgency
CivicAction		
Centre of Excellence for Youth Engagement		Fluid, dynamic, win/win/win, common agenda
TTC Youth Hire		Youth engagement through meaningful employment
Hammer Heads		Capacity building opportunity for young people in trades
YMCA Youth Governance		

## MAPPING POSSIBILITY: What are we building off of?

Which organizations have great partnership models with others?  
 What makes them great?

PARTNERSHIP	TYPE	CHARACTERISTICS
East Metro Youth Services		mentorship model; smaller scale innovation
Arts Starts		independent artists can join easily, dynamic programming, “pay it forward”
Frontline Partners with Youth Network		relationship-focused
United Way Toronto		changing roles: catalyst and funder; bringing people together; recognition of power; large capacity
City of Toronto “Best Start” Network		funded to build partnerships
United Way - Winnipeg		Govt covers 100% of admin
Laidlaw		open minded and creative; willing to listen; tiny but with big impact; most significant change

## MAPPING POSSIBILITY: What are we building off of?

Which organizations have great partnership models with others?  
 What makes them great?

PARTNERSHIP	TYPE	CHARACTERISTICS
United Way Toronto Youth Impact Plan	Collective Impact	Shifting how UWT works with the sector; pool resources
Mozilla	Collective Impact using technology	Neutral org, expertise of technology to help/enhance youth work
Innoweave (McConnell Foundation)	Funder Collaborative	provide support to orgs to better use technology; new ways of running orgs; sharing data
ArtReach Toronto	Funder Collaborative	Collective of art-based funders; pooling resources to promote access to arts-based engagement
Tides Canadian Initiative	Charitable platform	Provide a charitable platform/infrastructure needed for youth-led organizations,
East Metro Youth Services, Power In Numbers (PIN)	Capacity building platform	Provide a platform for youth-led organizations to receive capacity building and administrative support; access to social support for youth (mental health, housing, etc)
Grassroots Youth Collaborative (Manifesto & SWB)	Collaborative	To address infrastructure needs of youth-led organizations

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## MAPPING POSSIBILITY: What are we building off of?

---

Which organizations have great partnership models with others?  
 What makes them great?

PARTNERSHIP	TYPE	CHARACTERISTICS
RRS (Redemption Reintegration Services)/TDSB	Partnership	To provide an alternative schooling environment to support educational, cultural and holistic needs of students
Free the Children and Me to We		Funds raised by Me to We go to Free the Children, partners with many orgs
Girls Action Foundation		Share resources and information to have broader knowledge base to fund specific needs
Youth Change Lab	Collective Impact	Opening discussion to further the conversation and work towards youth
Shared/Admin Platform Learning Circle		Many youth-led organizations, innovative org and governance models
CSI Toronto		Share space, dynamic, enterprise, collaboration
Model Schools	Multi-stakeholder	



## MAPPING POSSIBILITY: What are we building off of?

Who is producing great research or data that is helping to make a positive impact?

ASSETS	ORGANIZATION	BENEFITS
Toronto Well-being database	City of Toronto	historical record of multiple factors in a number of neighbourhood: services, etc.
Canadian Learning Index	(now defunct)	Education statistics
Stepping Stones paper	MCYS	Framework looking at 12-29 year-olds; development milestones for youth; accessible content, evidence based
Research	SIG @ MaRS	Innovation strategies
Vertical Poverty; Tower Neighbourhood Renewal	United Way, City and ERA Architects	Identify priority areas
Toronto Student Census, Falconer Report	OISE/TDSB	Demographic breakdown
"We can't afford to do business this way"	Lynn Eakin, Wellesley Institute	Impact of administration on the non-profit sector

## MAPPING POSSIBILITY: What are we building off of?

Who is producing great research or data that is helping to make a positive impact?

ASSETS	ORGANIZATION	BENEFITS
Ontario Students Well-being	Western University	
National surveys of youth well-being	Public Health Agency of Canada	national surveys of well-being, involved youth in developing questions; Chief Medical Health Officer of Canada
Roots of Youth Violence	MCYS	driver to focus on Ontario youth matters and youth mental health issues and push for an integrated youth strategy
Pipelines	Laidlaw	New understanding of youth social infrastructure
Violence as a Health Epidemic	National Institute of Health	Public policy recommendations
Ready by 21	Forum for Youth Investment (US)	Use collective impact for youth sector, provide tools and resources
A.C.T.	York University	Academic/youth collaborative; asset mapping in Jane/Finch, resources for youth, data on policing practices; built capacity with youth hired and trained to participate in research

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## MAPPING POSSIBILITY: What are we building off of?

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Who is producing great research or data that is helping to make a positive impact?

ASSETS	ORGANIZATION	BENEFITS
Youth on Youth	GYC	Captured the voice of youth, helped legitimize the youth-led model
Social determinants of health	Wellesley Institute	
3 Cities, David Hulchanski	U of T Centre for Urban Studies	Data on geography of income inequality in Toronto
Laidlaw Learning Reports	Laidlaw	Strategy and tools for the youth sector; values driven work
Ontario Youth Justice	(collaboration)	Research agenda around youth access
Toronto.ca/Open	City of Toronto	Open access to all available data from the City
Vital Signs	Toronto Community Foundation	Pulse of city taken annually

WORKSHOP CAPTURE

# Individual Reflection









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## **INDIVIDUAL REFLECTION**

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After completing the preceding exercises and sharing lunch, the participants were encouraged to find a quiet place of reflection at Evergreen Brick Works to consider the following questions:

- 1) How do you see yourself as part of the possibility? What gets in your way of being part of the possibility?**
- 2) What are you saying “no” to right now and why?**

After the individual reflection exercise, participants shared key insights or questions they are bringing into the collective impact initiative.

WORKSHOP CAPTURE

# Group Discussion







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## GROUP DISCUSSION

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The facilitation team presented possible topics for afternoon breakouts. These were intended to support accelerated collaborative work on the development of a collective impact initiative: common agenda, shared measurement, mutually reinforcing activities, constant communication and backbone organization.

Participants together decided that what was needed was a collective conversation about purpose and values, and chose to stay in the large group to discuss broader questions such as:

What is the goal of working together?

What are the key issues facing Toronto youth?

Who is in the room?

What is the power dynamic?

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## **GROUP DISCUSSION**

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The conversation was documented by the graphic recorder and additional notes have been added to this report to reflect the conversation.

The nature of the conversation was very candid and passionate. Everyone had and took the opportunity to address the collective in their own voice, from individual youth participants to representatives of the larger institutions.

There was enough trust established that individuals felt confident in airing their views in an open forum.

At the end of the allotted time for the workshop, people were still engaged, leaning forward and eager to keep the conversation going.



# GRAPHIC RECORDING FROM GROUP DISCUSSION



For high resolution images of this graphic recording, please go to: <https://themoment.box.com/s/8e6621123d90709e79d9>



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## GROUP DISCUSSION NOTES

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The following are paraphrased quotes of points made during the group discussion:

- “Am I safe speaking? I need to know who is in this room, recognize the differences in power that are here”
- “If I’m going to war, I want to really know who is beside me in the battle. Who are you? Who am I? Do we really know each other?”
- “I’m not even sure yet exactly what we’re working together for and how.”
- “There are big problems of racism in our communities, among our police”. Should the Police be part of this process? “Hell no.”
- “Usually it takes us a few days for us to get to a rebellion in the group. Today we got to it after less than a day. This is moving quickly.”
- “We’re youth in the city and we don’t understand why you adults make everything so complicated. This should be simple.”
- “While there’s no doubt we need the voices of the youth in moving things forward, we also need the wisdom and efforts of the adults like those in this room.”



WORKSHOP CAPTURE

# Closing: Forming the Core Team



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## CLOSING

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After the large group discussion was concluded, participants were invited to stand in the room in relation to a red dot placed on the floor.

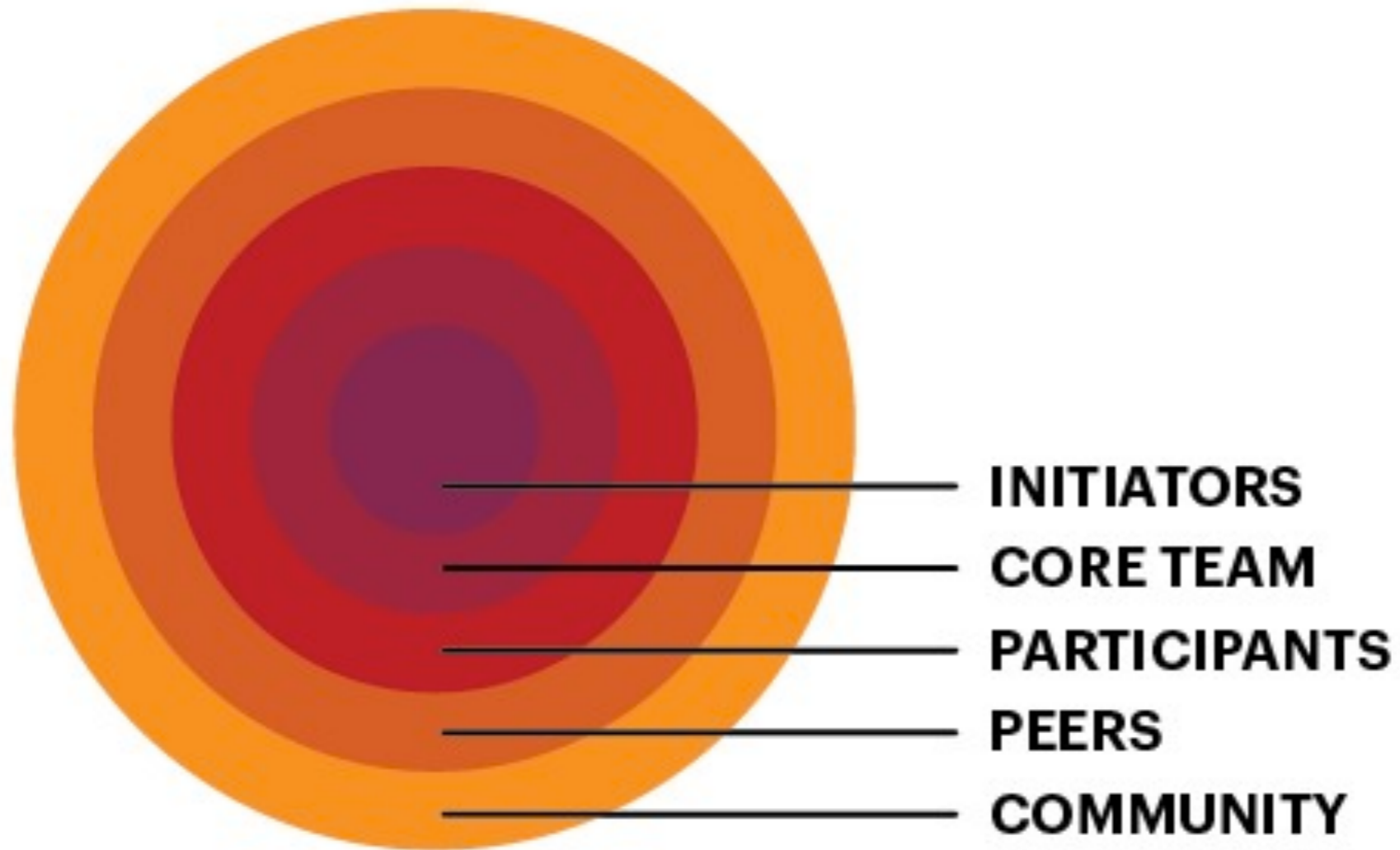
People who placed themselves close to the red dot were expressing their interest and energy in forming the Core Team to further define and advance a collective impact initiative for youth. Others place themselves in circles outside, as participants of the process or supporters of it. This physical exercise was inspired by the concentric circles of the Change Lab system presented earlier.

Participants were encouraged to check-in with their neighbours and adjust how they placed themselves relative to each other and the red dot at the centre.

The results were that 12 participants volunteered to form a new Core Team.



# Change Lab Social System





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## NEXT STEPS

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A new Core Team has been identified to move this collective impact initiative forward, drawn from sector and youth leaders who attended this workshop.

This group will be meeting shortly in order to define next steps and to think about who should be invited to the next gathering and how, where and when that gathering should be called.







EVERGREEN BRICK WORKS | FRIDAY, JUNE 22, 2012

# Youth Innovation Lab: Creating Collective Impact

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