

# Living SJ: Year One Review





**Living SJ:** Applying the collective impact framework to enhance the community's efforts to reduce poverty.

**Year One Review:** This report summarizes the results of a review of Living SJ that follows the first year of activity.

This process was intended to:

1. **Tell the Story:** What has happened?
2. **Take Stock:** How have we done? What have we learned?
3. **Help Living SJ to Adapt:** How do we adjust our work going forward?

# Three Phases of a Collective Impact Effort

Early Years

Middle Years

Late Years

## Process Outcomes:

Design, develop and implement platform for collective impact

## Intermediate Outcomes:

Systems changes, organizational changes, network changes, behaviour changes

## Impact Outcomes:

Positive changes on initiative's ultimate goals

# Three Main Questions of this Review

**A. Where are we at in developing our Collective Impact platform?**

**B. What progress have we made on intermediate outcomes?**

**C. What progress have the collective impact teams made?**

**What are the risks related to each?  
What recommendations for adjustment going forward?**

# Section One

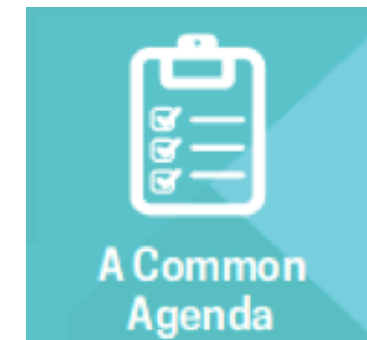
**A. Where are we at in developing  
our Collective Impact platform?**

## Collective **LEADERSHIP** Collective **IMPACT**



Working differently, increasing our impact

# Where are we at in developing a platform?

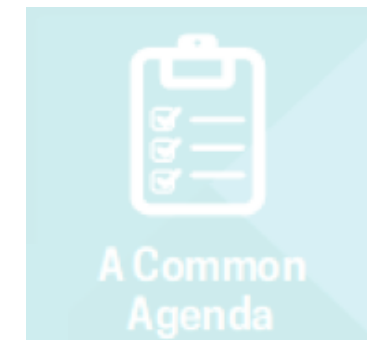
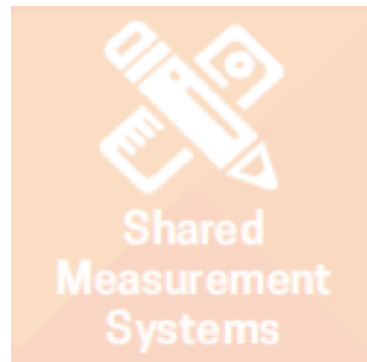


In-development

Well-established

# Where are we at in developing a platform?

Is the immediate priority to develop  
Mutually Reinforcing Activities?



In-development

Well-established

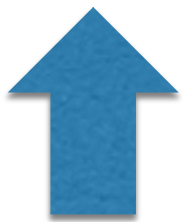


1. Organizations not figuring out their role.
2. Measurement is abstract, rather than practical.
3. Seeing Living SJ as an 'organization', rather than a shared platform.

# Section Two

**B. What progress have we made  
on intermediate outcomes?**

**Impact:** Changes in the lives of families and individuals



## Influence

Systems-level changes that may happen among or within organizations, institutions, networks, partnerships, policies, practices or community norms.



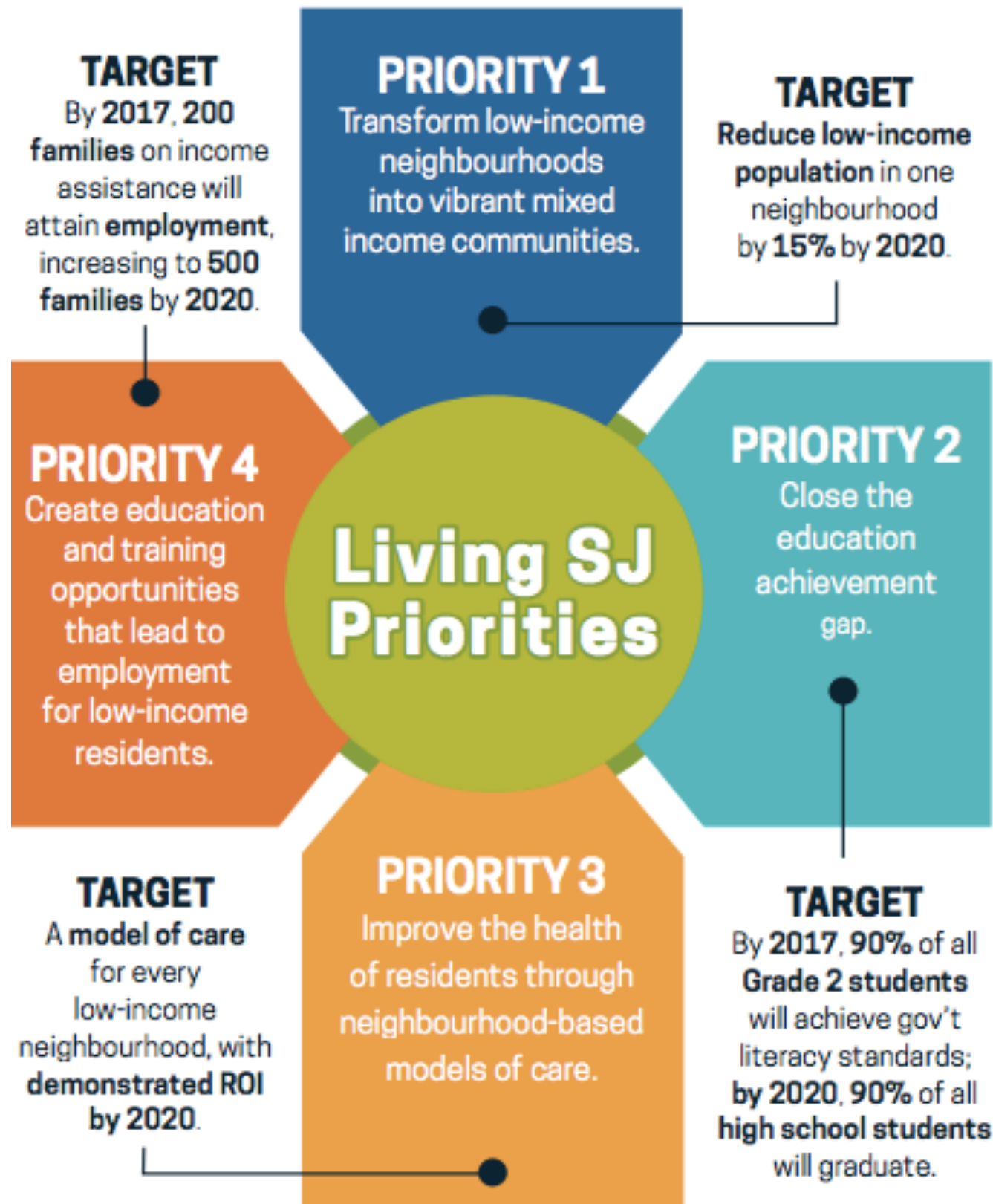
## Leverage

Changes in the commitment of resources



## Learning

Insights or knowledge, which can then be applied broadly to guide and shape decisions about the choice of practices, the combination of practices, the implementation of practices



## Impact:

- Long-term goals established
- Too early to assess

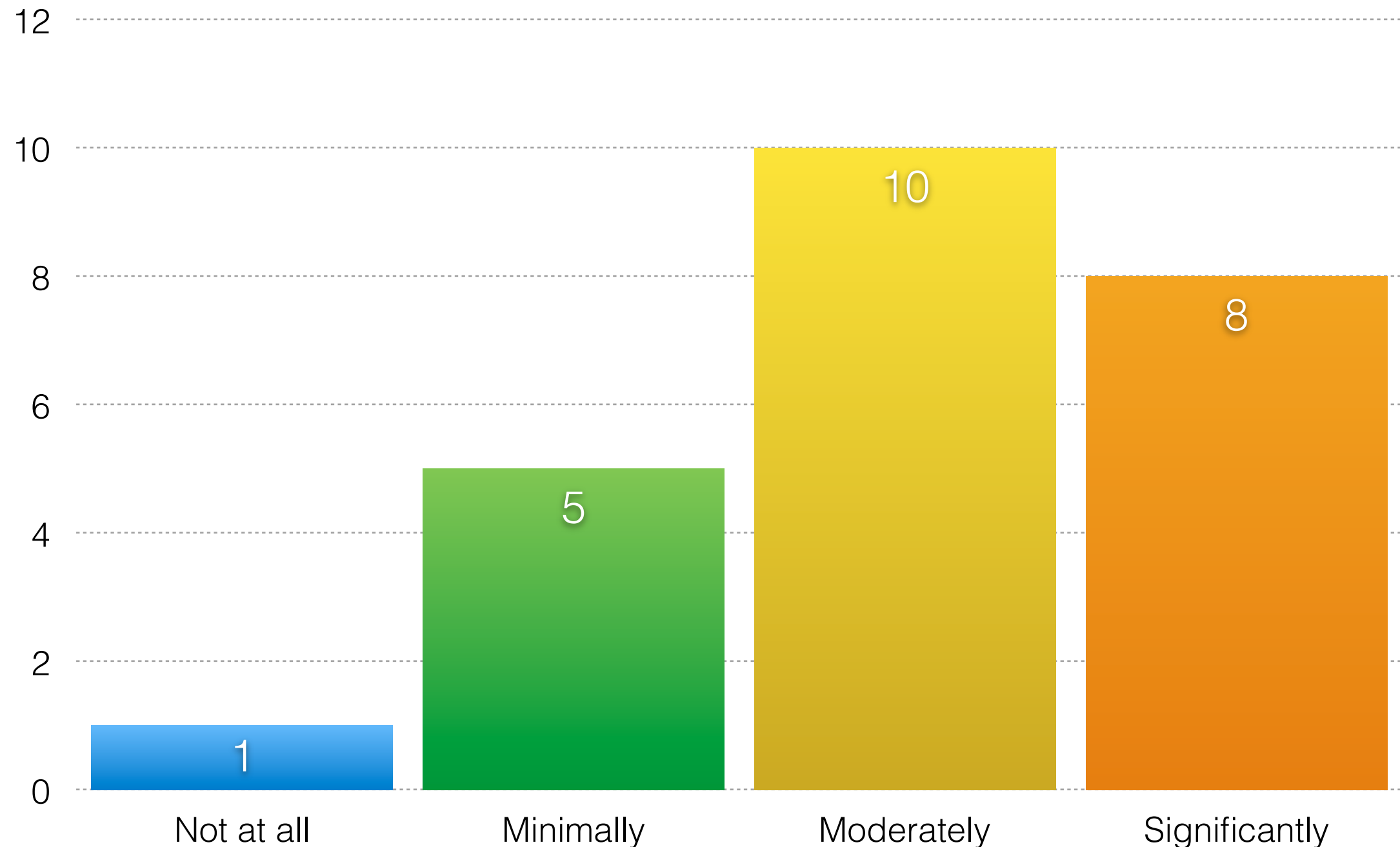


## Examples:

- United Way granting approach aligns with Living SJ priorities. Includes funding as well as coaching, relationship brokering role and measurement expectations with organizations.
- Living SJ priorities also informing the Saint John Community Foundation's granting
- Increased shared decision making between the not-for-profit community, the school district, and the business community.
- Horizon Health is piloting a new approach to integrated delivery of services in North End with community partners
- Learning Exchange's approach to use their social enterprises to provide on the job training to their learners. This is a new component of their employment programming aimed to increase the soft skills development of learners
- Multiple partners stepping up to provide the resources so that the Human Development Council can develop a Cradle to Career inventory

# Influence: Organizational Changes

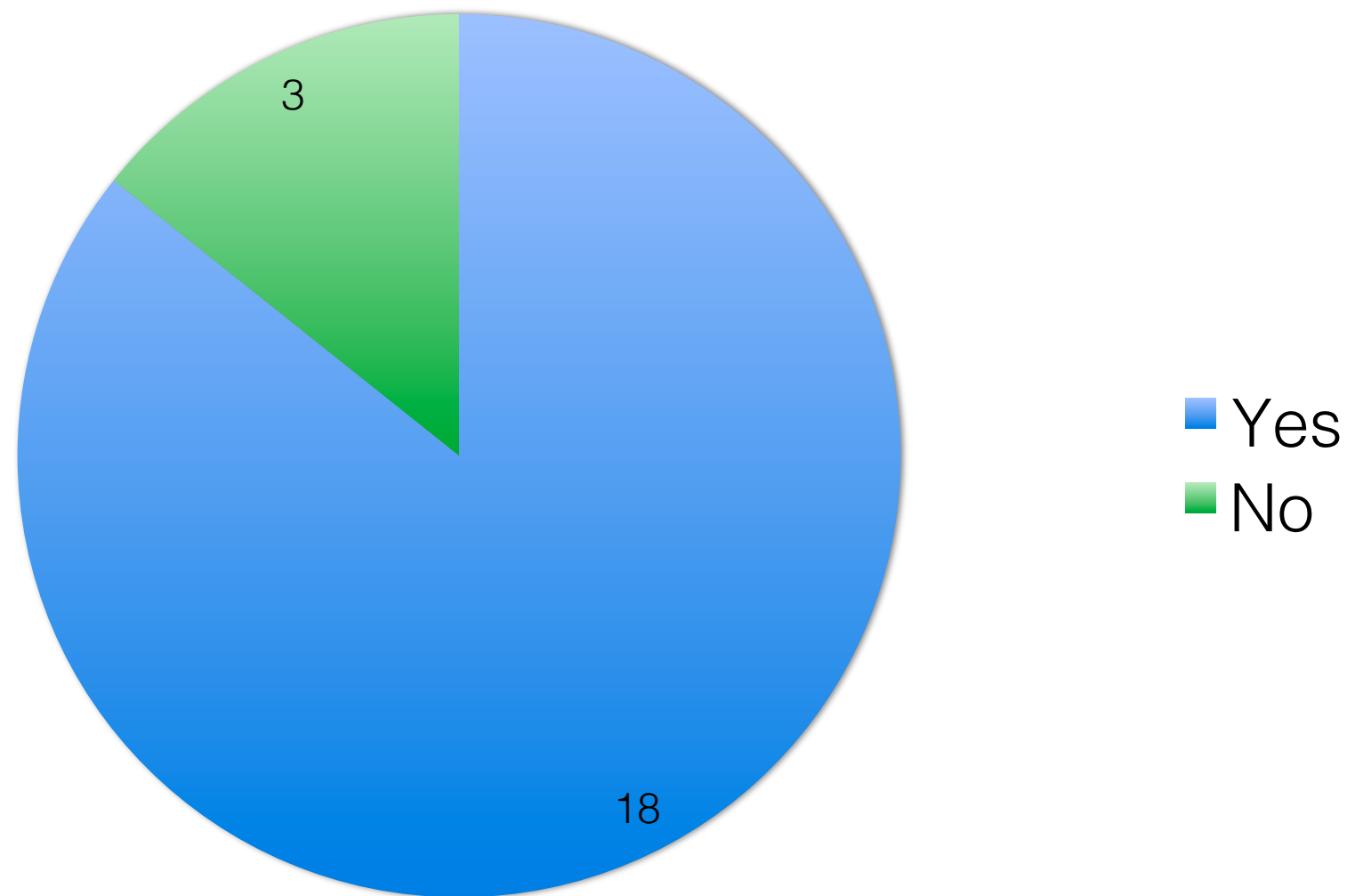
To what extent has your involvement with Living SJ changed how your organization approaches its poverty reduction work?



## Examples:

- 100 individuals from a diversity of sectors and organizations have engaged with Living SJ, including an influential Leadership Team
- Neighbourhood groups have coordinated themselves as part of the Neighbourhood Action Group (NAG)
- Enhanced collaboration between the School District, ACHIEVE Literacy, Early Childhood organizations, and BCAPI
- Emerging network including ESJ, City, Developers, BCAPI, ONE Change and Province working together to prepare for potential opportunities for improving the quality of housing from federal government social infrastructure funding and TransCanada project

Since becoming involved with Living SJ, have you engaged differently with any other organizations involved with your priority area, or another priority area??





## Examples:

- City of Saint John restores annual funding envelope to neighbourhood organizations (\$150,000)
- Shifted the focus of literacy leads in the school district to support a needs based approach
- Economic and Social Inclusion Corporation granting aligns with Living SJ priorities
- Provincial funding to the Lorne School Committee for a feasibility study (\$40,000)
- Social Development & United Way support for North End Community Connector position (\$52,000)

## Examples:

- Expanded sense of the complexity of the issue, who is involved
- Learning about the collective impact framework: what it is, how it works
- Learning about the nature of change
- *What have you learned about specific leverage points for change?*

# Most Prominent Living SJ Strategies Based on Early Actions

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1. Refinement of existing programs
2. Create new programming or infrastructure
3. Coordination or navigation of existing resources
4. Change resource flows
5. Policy change

4. Effective communications within priority areas expands to include communications across priority areas.

5. The scaling strategy becomes unsustainable.

6. The Living Lab becomes more about implementing a program than learning from a Lab.



# Section Three

**C. What progress have the collective impact teams made?**

## Status:

- The work of the education group appears to be the furthest along. This is a function of previous work, and perhaps a more focused inner group that involves the business community and the school district.

## Lessons:

- Organizing into four mini collective impact teams has helped to advance the work.
- The education group has a strong orientation to systems change.
- The direct involvement of the business community positions this work on the policy front: there is influence and leverage. Various team members are carrying the same message to ministers

# Transform low-income neighbourhoods into mixed income communities

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## Status:

- The neighbourhoods group is sorting out the nature of its role and engagement with Living SJ. They are currently focusing on the role of neighbourhoods and residents in Living SJ planning and actions.

## Lessons:

- Neighbourhood Action Group has increased visibility and influence
- The Neighbourhood Action Group can play a unique role in providing an on-the-ground perspective to the work of the other priority areas
- Stronger backbone support is needed

# Improve Health of residents through neighbourhood models of care

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## Status:

- The main focus has been the new wellness centre, which has been made possible due to the involvement of many partners.

## Lessons:

- The wellness centre has been a catalyst for attracting other resources, e.g. reallocating nurse practitioner time to the North end, Community connector, RiverCross church designating an individual on the interview team)
- More learning needed around setting up a system for transportation to the centre between neighbourhoods.
- The centre is creating an opportunity for increased learning and rethinking how clients are served.
- The long term goal is that this pilot will demonstrate the potential of an alternative model for wellness.
- Stronger backbone support is needed



# Connect low-income residents to employment through education and training

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## Status:

- Possible areas of focus have been identified. There is both a demand for workers, and people who want to enter the workforce. The pathway to connect these is challenging and complex. They are working on assessing the leverage points with the most potential.

## Lessons:

- Child care, wage exemption and training needs for potential employees are current priorities and will be better clarified through upcoming survey
- Training and internship programs have been successful and there is interest to grow these in Saint John
- More learning is needed with employers – they want to be helpful and flexible with employees that may have multiple barriers but still need to be successful
- There is an opportunity to test the leverage points with the highest potential through a living lab approach

7. Take advantage of the unique role that the Neighbourhood group can play.
8. Access the necessary data in the form that is needed.
9. Use the wellness centre as a prototype to figure out an alternative model.
10. Explore the pathways to employment further.

## Living SJ is off to a strong start

1. Living SJ's Collective Impact platform is well developed, on-track, and is setting an important foundation for the overall work.
2. The work to date has been highly adaptive: there is lots of evidence of adjusting and responding to what is emerging.
3. The early signs of influence and leverage are very promising: the examples of organizational and network changes bode well for the future.