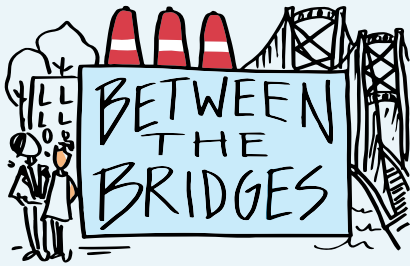# Working together in new ways for social impact: Early signs of change
# EXECUTIVE SUMMARY



The following impacts are findings from an evaluation process which engaged 32 members of the Between the Bridges (BtB) Network (public sector, local elected officials, community sector, local businesses and residents) over the course of 2020. In Collective Impact initiatives it can take decades to observe the systemic and population-level change participants are working towards. Here, we identify early signs of change, inclusive of and building on the work of people and processes from 2015 through 2020. These learnings support ongoing adaptation and improvement.

## Between the Bridges' Backbone Role

Dedicated team focusing on process design, relationship building & inclusive culture.

**What: most useful activities**

- Building authentic relationships
- Convening within & across sectors
- Coordinating & facilitating meetings
- Providing relevant & useful information
- Evaluating & adapting
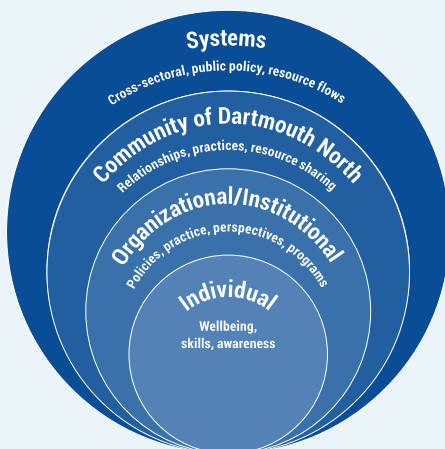- Building capacity

**How: best qualities**

- Ways of facilitating groups & discussions
- Welcoming, caring, fun, engaging
- Creative problem solving: adaptive, flexible, & innovative
- Open to criticism & integrate feedback in meaningful ways
- Organized & dependable
- Responsive & timely
- Credibility & integrity
- Transparency

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**COVID-19 PIVOTS** ↑ **Community resilience**: The combination of what they do and how they do it led to Between the Bridges being perfectly placed to support the community through the Pandemic.

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## Themes Across Sectors & Scales



**Individual level change**

- ↑ Wellbeing & quality of life
- ↑ Knowledge, capacity & confidence

**Community level change**

- ↑ Trust & relationships
- ↑ Positivity & asset-based view of Dartmouth North Residents are at the ❤ of the work
- ↑ Champions & advocacy for Dartmouth North
- ↑ Resources are unlocking, aligning & mobilizing

**Organizational level change**

- ↑ Organizational/institutional capacity
- ↑ Impact: ↑ effectiveness in achieving organizational mandates
- ↑ Leveraged funding & ↑ efficient use of funding
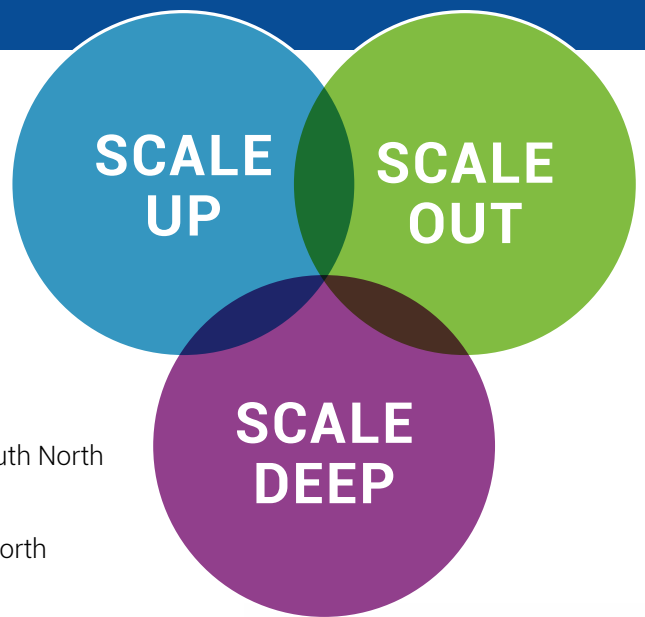- ↑ Impact: improved business/profits

**Systems level change**

- ↑ Information flow & transparency between sectors
- ↑ Alignment & collaboration between sectors
- ↑ Effective & efficient use of resources within & between sectors

# Scaling Deep, Up & Out

Between the Bridges is one actor in a larger system, and plays a catalyzing contributing role with ripple effects throughout and beyond Dartmouth North.

**SCALE UP**

**SCALE OUT**

**SCALE DEEP**

**SCALE DEEP**

*"Impacting cultural roots"*

Changing relationships, cultural values and beliefs, "hearts and minds."

### SCALING DEEP

↑ Trust & relationships

↑ Positivity & asset-based view of Dartmouth North

Residents are at the ❤ of the work

↑ Champions & advocacy for Dartmouth North

**SCALE UP**

*"Impacting laws and policy"*

Changing institutions at the level of policies, rules and laws.

### SCALING UP

Public servants are more often incorporating lived experiences into policy development

Specific policy change: Council's approval of Tiny Houses and Backyard Suites linked in part to Affordable Housing Lab

**SCALE OUT**

*"Impacting greater numbers"*

Replication and dissemination, increasing number of people or communities impacted.

### SCALING OUT

The Dartmouth North Library has scaled out food security and voter engagement programs, through participating with BtB

↑ Collective Impact initiatives modeling from BtB

New populations being impacted: newcomers are less isolated & more involved/integrated in the community

*Source: Scaling Out, Scaling Up, Scaling Deep: Advancing Systemic Social Innovation and the Learning Processes to Support it, Prepared for the J.W. McConnell Family Foundation and Tamarack Institute by Darcy Riddell and Michele-Lee Moore (October 2015)*

## Moving Forward

**Ideas for shifting practices from the BtB Network include:**

↑ Inclusion & diversity so that the BtB Network reflects Dartmouth North

↑ Action & spending ↑ concentrated time together to go deeper

↑ Ways to support the community, such as capacity building and help for start-ups

↑ Replicating BtB's model in other communities

↑ Communication of successes so people know change is happening

↑ Communication within the BtB Network to share what's happening

↑ Communication with the public sector so more people know what's happening

↑ Sustainable relationship with the public sector that could outlive BtB's funding

Go to inspiringcommunities.ca for the full report