PILLAR
nonprofit network

Collaborating for Community Impact (CCI) Program

Final Evaluation Report

Prepared By: Jennifer Kirkham, Mischevious Cat Productions Inc.

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Introduction

Funded by the Ministry of Citizenship & Immigration (MCI) through its Partnership Grant Program with the nonprofit sector, Pillar's Collaborating for Community Impact (CCI) Program was designed to enable and promote a culture of cross-sector collaboration and partnership in London. This Program was an opportunity for the London community to consider how the private, public and nonprofit sectors may collaborate to ensure an enhanced quality of life for all its citizens.

The goal of the CCI Program over three years (2012-2014) was to contribute towards a healthier, more vibrant community, by increasing the impact of nonprofit organizations - through collaboration with business, health, education, and government to better serve mutual stakeholders.

Pillar developed three key initiatives for its CCI Program:

1. Transforming London with a Social Innovation Shared Space
2. Addressing Poverty through Mental Health as a Barrier to Employment
3. Enhancing Campus Community Collaboration to leverage Social Change

A brief description of each of these initiatives can be found in the table below.

Initiative	Brief Description
Transforming London with a Social Innovation Shared Space	With Pillar Nonprofit Network serving as the backbone, and working together with Emerging Leaders, London Arts Council and London Heritage Council, a number of community groups are launching a Social Innovation Shared Space (SISS) in downtown London. This shared space will create a place for co-working, nurturing new ideas and fostering social innovation and positive community change. The shared space will offer much-needed and affordable space for agencies, worker cooperatives and businesses providing employment opportunities for marginalized and vulnerable populations.
Addressing Poverty through Mental Health as a Barrier to Employment (Prince's Seeing is Believing Initiative)	The Prince's Seeing is Believing (PSiB) initiative is a practical program designed to gain a new cross-sector perspective on how mental health impacts our community and its economic prosperity, by introducing business leaders to social enterprise workplaces where citizens suffering from mental health issues are thriving.
Enhancing Campus Community Collaboration to leverage Social Change	Pillar worked with Western University and Fanshawe College to discover their community aspirations and

Initiative	Brief Description
	how we might leverage greater campus community collaboration and positive social change together.

In addition to the three initiatives, Pillar hosted a cross-sector Community Collaboration Forum in each of the three years of the program. In 2012, more than 200 community stakeholders from government, education, health, business, and nonprofit organizations gathered to identify issues resonating in London. From there, the community chose 3 initiatives on which to work together as detailed above. More than 175 stakeholders reconvened for the 2013 Forum where the Collective Impact framework was introduced to support and further the community's work. In October 2014, 164 stakeholders once again convened for the third and final forum to interact with a cross-sector panel including the CEO of the Ontario Trillium Foundation (funder), the CEO of Libro Credit Union (private sector), a Managing Director with the City of London (public sector) and the Executive Director of Pillar Nonprofit Network (nonprofit sector).

An external evaluator was hired to evaluate the achievement of the overall outcomes of the CCI Program along with the identified outcomes/results for each of the three initiatives. This report provides the findings of these evaluations.

Overall, the CCI Program was highly successful in achieving and, in most cases, exceeding its outcomes. Many of the individuals and organizations involved in the program had positive comments about the impact of the program, including the provision of varying forums which allowed different sectors to come together to meet, learn, network and identify opportunities to work together.

This evaluation report will start by first providing an evaluation of the overall CCI Program outcomes and will then provide the evaluation results from each of the three initiatives separately. It will finish by identifying the learnings and tips for other communities from the program lead.

Overall CCI Program Outcomes

Evaluation of the Overall CCI Program

An online survey was conducted with individuals who participated in all aspects of the CCI Program, including the staff and Board of Pillar Nonprofit Network, to determine if the CCI Program met its desired outcomes. At the outset of the CCI Program, outcomes were identified as being:

- To increase the level of cross-sector collaboration in London among the private, public and nonprofit sectors
- To increase understanding/awareness of Collective Impact
- To increase understanding of how to execute collaborative initiatives
- To increase understanding of how to evaluate the impact of collaborative initiatives
- To increase linkages within the nonprofit sector
- To increase knowledge sharing among local and provincial networks

The following number of individuals were approached to complete online surveys, with the following noted response rates:

Groups	Number of Surveys Distributed	Number of Surveys Completed	Response Rate
Individuals involved in the CCI Program	515	75	14.6%
Pillar Board Members/Staff	17	13	76.5%
TOTAL	**532**	**88**	**16.5%**

Program Outcomes

Overall, the CCI Program was highly successful in achieving its outcomes (see the table below for an assessment of each outcome). Two outcomes which will need further work (as they weren't rated as highly as the others) are to increase understanding of how to execute and evaluate the impact of collaborative initiatives.

A more detailed analysis of each of the overall program outcomes can be found following the summary table below.

CCI Program Outcome	Achievement of the Outcome
To increase the level of cross-sector collaboration in London among the private, public and nonprofit sectors	✓ Pillar's CCI Program increased the level of cross-sector collaboration in London among the private, public and nonprofit sectors to a moderate or great extent.
To increase understanding/ awareness of Collective Impact	✓ Pillar's CCI Program increased the level of understanding/awareness of Collective Impact to a moderate or great extent.
To increase understanding of how to execute collaborative initiatives	✓ Pillar's CCI Program increased the level of understanding about how to execute collaborative initiatives to some extent, with

	over 47% noting that their understanding increased to a moderate or great extent.
To increase understanding of how to evaluate the impact of collaborative initiatives	✓ Pillar's CCI Program increased the level of understanding about how to evaluate collaborative initiatives to some extent, with 42.65% of respondents noting that their understanding increased to a slight extent.
To increase linkages within the nonprofit sector	✓ Linkages within the nonprofit sector have increased as a result of the CCI Program.
To increase knowledge sharing among local and provincial networks	✓ Pillar's CCI Program met its objective to increase knowledge sharing among local and provincial networks, with 58.33% of respondents stating the program achieved this to a great extent and a further 41.67% of respondents stating the program achieved this to a moderate extent.

Level of Cross-Sector Collaboration

Respondents to the online survey were asked to rate to what extent Pillar's CCI Program has increased the level of cross-sector collaboration in London among the private, public and nonprofit sectors.

The majority of respondents to the online survey feel that the CCI Program has increased the level of cross-sector collaboration to a moderate (50.68%) or great (19.18%) extent (see the chart for further details).

Only 4.11% of respondents feel that the CCI Program has not increased the level of cross-sector collaboration at all.

Responses to this question from Pillar Board and staff members echoed the responses from the online survey to CCI Program participants, with 100% of respondents feeling that the CCI Program has increased the level of cross-sector collaboration to a moderate (46.15%) or great (53.85%) extent.

Q1 To what extent has Pillar's Collaborating for Community Impact (CCI) Program increased the level of cross-sector collaboration in London among the private, public and nonprofit sectors? (please select one response below)

Answered: 73   Skipped: 6

To a great extent — 19.18%
To a moderate extent — 50.68%
To a slight extent — 26.03%
Not at all — 4.11%
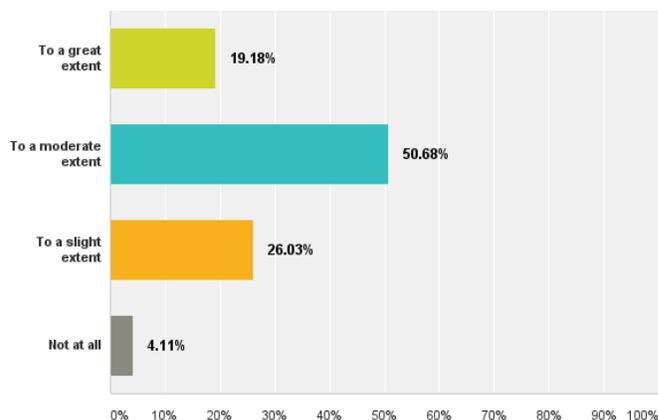
In support of the responses to the above question, respondents were asked to provide a concrete example of how the CCI Program has increased cross-sector collaboration in

London.   A broad range of examples were provided, with the most mentioned topics including:

Community Collaboration Forums....provided an opportunity for people to meet, learn, network and make connections (27.6% of responses)	▪ *"It is bringing groups together to learn and talk....results might snowball!"* ▪ *"Assigned table seating at the events forced organizations to divide and conquer. Further, the events were facilitated with lots of opportunity to do group work and discussion within each table."* ▪ *"The Collaboration Forum was a good way of getting the discussion going and allow for connections to take place between sectors."* ▪ *"Attendance by local corporate executives at these types of workshops is new - and a big change that increases the corporate sector's understanding of our issues in the community and how they can get engaged."* ▪ *"Great opportunity to network and shows me that we are deepening our connections and getting to know each other better."*
Social Innovation Shared Space...provided a concrete opportunity for the sectors to work together (22.4% of responses)	▪ *"This pulled in even more sectors than may have been anticipated."* ▪ *"The Shared Space Innovation centre was presented and people could experience both the energy of it and the movement toward concrete choices to make change more possible."*
Some specific collaborative initiatives developed (9.2% of responses)	▪ *"Encouraged pursuit of collaboration between MLHU's Active and Safe Routes to School committee and its stakeholders to provide new School Travel Planning Program in conjunction with safety education and Walking School Bus Programs."* ▪ *"Pillar program created a focus for collaboration and led to participation on our board from three new members - one new immigrant with a health care and business background, a Masters candidate in public health, and a third employed and building a new business."* ▪ *"Rtraction and other small businesses, especially those are that are more entrepreneurial in spirit have because of*

	Pillar become more cross-sector collaborative partners."
Increased communication and awareness...about cross sector collaboration and the nonprofit sector in general (6.6% of responses)	▪ "*I think the most important aspect has been increased communication around cross-sector collaboration.*" ▪ "*Raised awareness across nonprofit sector. I am more aware of what other agencies and organizations are doing and the work they are engaged in and has helped raise our own profile. I think it has encouraged co-operation and collaboration in a positive way.*"

Other mentioned topics include:

- Prince's Seeing is Believing Initiative (5.3% of responses)
- Framework for and dialogue about Collective/Community Impact (5.3% of responses)
- Partnerships with and more outreach from Western and Fanshawe College (5.3% of responses)

6.6% of responses stated that they didn't know or weren't aware of any cross-sector collaborations as result of Pillar's CCI Program, with some of the comments being provided:

- "*I don't see any but I know anecdotally it exists.*"
- "*There are examples of cross sector collaboration - I am at a loss to be able to attribute directly to the CCI Program.*"
- "*Organizations that attended the forums may have collaborated and demonstrated collective impact in other projects, not necessarily because of this particular program.*"

Three negative comments were made in response to this question (3.9% of responses). These comments pertained to Pillar in general, that the forums felt like more of a "lecture" than increasing collaboration, and that Pillar should not have been leading the mental health initiative.

See Attachment A for a listing of all responses to this question.

Understanding/Awareness of Collective Impact
Respondents to the online survey were asked to rate the extent to which their understanding/awareness of Collective Impact has increased as a result of their involvement with Pillar's CCI Program.

89% of respondents to the online survey reported that their understanding/ awareness of Collective Impact increased as a result of their involvement with the CCI Program:

- 21.62% to a great extent
- 47.30% to a moderate extent
- 20.27% to a slight extent

10.81% of respondents felt that their understanding/awareness did not increase.

Q3 To what extent has your understanding/awareness of Collective Impact increased as a result of your involvement with Pillar's Collaborating for Community Impact (CCI) Program? (please select one response below)

Answered: 74   Skipped: 5

Responses to this question from Pillar Board and staff members echoed the responses from the online survey to CCI Program participants, with the majority of Board/staff members stating that their understanding/awareness of Collective Impact increased to a great (53.85%) or moderate extent (38.46%).

In order to determine in what areas respondents' understanding/awareness had increased, respondents were asked to report on their most significant learning gained from their involvement in Pillar's CCI Program. 53.8% of the responses received were about collaboration/collective work (see the word cloud below).   Overall, respondents said that their most significant learning was that,

Collaboration/collective work is needed, challenging work, which is resource-intensive. And it is worth the effort in terms of its impact.

Other areas in which significant learning was reported include:

- Evaluation, such as outcome evaluation and shared measurement (13.5% of responses)
- Awareness of similarities between organizations (5.8% of responses)
- Granting processes (3.8% of responses)

See Attachment B for a listing of all responses to this question.

Understanding of How to Execute Collaborative Initiatives

Respondents were asked to rate to what extent their level of understanding of how to execute collaborative initiatives increased as a result of their involvement with Pillar's CCI Program. Overall, the majority of respondents (77.46%) stated that their level of understanding had increased to some extent, with over 47% noting that their understanding increased to a moderate or great extent. 22.54% of respondents noted that there was no increase in their understanding as a result of their involvement with the CCI Program. Pillar Board and staff members rated the increase in their level of understanding of how to execute collaborative initiatives higher than the CCI Program Partners, with 83.33% of respondents reporting their level of understanding had increased to a great (50.0%) or moderate extent (33.33%). See the table below for further details.

Group	To a Great Extent	To a Moderate Extent	To a Slight Extent	No Increase
CCI Program Partners	23.13%	23.94%	32.39%	22.54%
Pillar Board/Staff	**50.0%**	33.33%	16.67%	0.0%

Understanding of How to Evaluate the Impact of Collaborative Initiatives

Respondents were asked to rate to what extent their level of understanding of how to evaluate the impact of collaborative initiatives increased as a result of their involvement with Pillar's CCI Program. As with respondents' understanding of how to execute collaborative initiatives, the majority of respondents (72.06%) noted that their level of understanding of how to evaluate the impact of collaborative initiatives had increased to some extent. The difference between the two areas is that, in terms of understanding how to evaluate collaborative initiatives, many more respondents rated their increase in understanding as being to a slight extent (42.65%) versus to a moderate or great extent.

Pillar Board and staff members also rated the increase in their level of understanding in this area slightly lower, with 41.67% reporting that their understanding had increased to a slight extent (see the table below for further details).

Group	To a Great Extent	To a Moderate Extent	To a Slight Extent	No Increase
CCI Program Partners	7.35%	22.06%	**42.65%**	27.94%
Pillar Board/Staff	25.0%	25.0%	**41.67%**	8.33%

Linkages within the Nonprofit Sector

Respondents were asked to rate the extent to which linkages within the nonprofit sector increased as a result of the CCI Program.

Q6 To what extent have linkages within the nonprofit sector increased as a result of Pillar's Collaborating for Community Impact (CCI) Program? (please select one response below)

Answered: 69   Skipped: 10
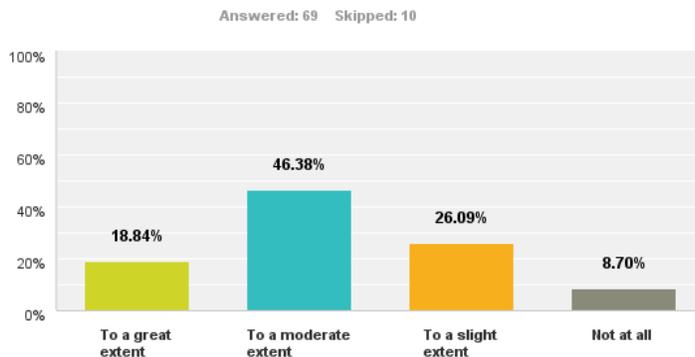
The majority of respondents (91.3%) feel that linkages within the nonprofit sector have increased as a result of the CCI Program.

Only 8.7% of respondents feel that there has been no increase in linkages.

Pillar's Board and staff members also reported that linkages within the nonprofit sector have increased with respondents noting linkages have increased to a great (72.73%) or moderate extent (27.27%).

Examples of new cross-sector linkages as result of the CCI Program include:

- Social Innovation Shared Space (24.2% of responses)
- Community Collaboration Forums as a venue for linkages to happen (18.2% of responses)
- Increased connections with Western and Fanshawe College (15.2% of responses)
- Prince's Seeing is Believing Initiative (12.1% of responses)

See Attachment C for a listing of all responses to this question.
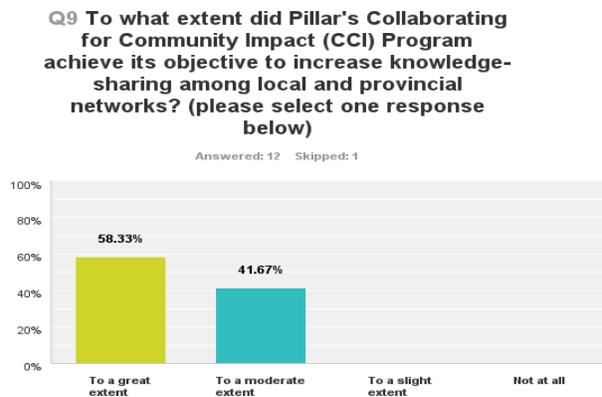

"We have connected with Western University to collaborate on a number of projects where students can learn while Goodwill can benefit from young minds."

Knowledge Sharing Among Local and Provincial Networks

Board members and staff at Pillar were asked to rate the extent the CCI Program met its objective to increase knowledge sharing among local and provincial networks.

All of the respondents to the online survey feel that the CCI Program met its objective to increase knowledge sharing among local and provincial networks, with 58.33% of respondents stating the program achieved this to a great extent and a further 41.67% of respondents stating the program achieved this to a moderate extent.

Q9 To what extent did Pillar's Collaborating for Community Impact (CCI) Program achieve its objective to increase knowledge-sharing among local and provincial networks? (please select one response below)

Answered: 12   Skipped: 1

Concrete examples provided by respondents to support the fact that knowledge sharing did occur among local and provincial networks include:

- The organizing of events and activities in connection with the proposed Social Innovation Shared Space provided opportunities for knowledge-sharing with involvement of participants from the local community and with interested parties from around the province
- Forging the partnership with Hamilton agency and Ottawa
- Ongoing relationship and collaboration with Imagine Canada
- As one of 27 recipient organizations of the Province's Partnership Grant Funding, Pillar liaised with its counterparts across Ontario in a proactive Community of Practice (COP) which went on to share all its learnings with each other, honed Most Significant Change Stories, introduced network mapping as a measurement, and collaborated on a collective evaluation of the PGP Program for the Ministry of Citizenship & Immigration. One of the 27 recipients was also Mowat Nonprofit, which worked with us to facilitate related research on collaboration as well
- Pillar staff sit at many tables and influence policy, processes, collaboration, etc.
- Tamarack was a key partner that led our 2nd Community Collaboration Forum and really catapulted us farther for collective impact
- Tonya Surman of CSI also sparked the formation of Awesome London that provides $1,000 per month to an awesome idea that makes London even more awesome.
- Ontario Social Economy Roundtable (OSER) is a provincial example - our involvement there included being a part of its Communication Team

Numeric Targets

At the outset of the CCI Program, a number of numeric targets were established for the CCI Program. The CCI Program met or greatly exceeded each of these targets. See the table below for more details.

Numeric Targets	Projected	Actual	% of Target Achieved
Number of new tools/resources to be created or adopted and shared with other not-for-profit organizations (website, virtual meeting space, etc.)	8	13	162%
Number of new partnerships and/or networks formed as a result of the project	8 to 10	44	440%
Number of volunteers who are involved in the delivery of the project	15	131	873%
Number of not-for-profit organizations that have directly or indirectly benefitted from the project	1,200	1,200	100%
Inventory of collaboration initiatives	25	25	100%
Documented case studies of successful collaborations	3 to 5	10	200%
Media hits over the three years specific to the project	15 to 20	101	505%
Participants at workshops and forums over the three years	400 to 500	1,279	256%
Number of focus groups, design jams, roundtables facilitated to enhance research	0	17	1,700%
Number of Collective Impact Presentations and Discussions	0	73	7,300%

Performance Indicators

The workplan for the CCI Program delineated the key outcomes/results for the program and tracked the performance indicators for each of these outcomes/results. An updated workplan with the performance indicators noted for all three years of the project is attached as Attachment D.

Of note:

▪ In each year of the program, 2000+ contacts in Pillar's database were kept informed of developments in the CCI Program through a bi-weekly electronic newsletter

▪ The CCI Program nurtured three projects

1. To transform London with a social innovation shared space (SISS) - Pillar Nonprofit Network successfully purchased a 32,000 square foot heritage building as a future home to a London Social Innovation Shared Space. The new space will open in spring 2016
2. To address poverty through mental health as a barrier to employment - Pillar is continuing to liaise with United Way in its launch of a year-long pilot project to introduce the National Standards for Psychological Health and Wellbeing into 12 cross-sector workplaces in 2014-2015
3. To enhance campus-community collaboration (CCC) to leverage social change – Tactics in this area include: creation of a Community Connections Working Group, collective participation in the new annual Engage Western event, attendance at Fanshawe College's Sector Breakfast and Workplace Diversity Workshop, and community partner support of a joint campus initiative to forge a hub for Western-Fanshawe Entrepreneurial Services

▪ A combined total of 537 people attended the Community Collaboration Forums over the course of the three year CCI Program

▪ 10 case studies of successful or high potential collaborations were documented

▪ 60 presentations about building a collaborative culture were made to nonprofit leaders and Boards

▪ A number of videos were produced, including: key examples of campus-community collaboration among Western University, Fanshawe College and community stakeholders ((https://www.youtube.com/watch?v=csnlLAImTQ4&list=PLkpOJhFuTo-WVhRa9wrJX27FjmKFy10Xo), Collaborating for Community Impact (http://youtu.be/csnlLAImTQ4), Prince's Seeing is Believing (http://youtu.be/1mOL6vIRDj0), Shared Ideas: Social Innovation Shared Space (http://youtu.be/9adBaM2Pk1Q) and a cross-sector video supporting Pillar's purchase of a building as home to a future London social innovation shared space (https://www.youtube.com/watch?v=voyILKtfCk0)

▪ Social innovation shared space website launched in summer 2014 to keep community stakeholders apprised of developments regarding quest for building and tenancy options (http://www.sisslondon.ca/#socinn)

- A small group called Social Finance London has now developed into the VERGE Community Capital Collective COP serving London and surrounding counties with London Community Foundation, United Way, Sisters of St. Joseph and Pillar sharing governance

VERGE

COMMUNITY CAPITAL
COLLECTIVE
Serving London & surrounding counties

BUSINESS PLAN | April 30, 2014

Social Innovation Shared Space Initiative

To spark social innovation and change

Social Innovation Shared Space

Evaluation of the Social Innovation Shared Space Initiative

With Pillar Nonprofit Network serving as the backbone, and working together with Emerging Leaders, London Arts Council and London Heritage Council, a number of community groups are launching a Social Innovation Shared Space (SISS) in downtown London. This shared space will create a place for co-working, nurturing new ideas and fostering social innovation and positive community change.

The shared space will offer much-needed and affordable space for agencies, worker cooperatives and businesses providing employment opportunities for marginalized and vulnerable populations. In addition to significant economic benefits and operational efficiencies through the sharing of resources, this initiative seeks to break down silos and promote cross-sector collaboration. The learning, networking and community activism opportunities inherent in a shared space environment will create the conditions for intentional social innovation and reinforce the promise of collective impact – enabling community builders from different sectors to work together to solve complex social problems, advocate for social justice and promote inclusion.

The Social Innovation Shared Space Initiative had three stated outcomes that it wanted to achieve. These are:

1. To provide nonprofits, social enterprises, social entrepreneurs and social purpose businesses with greater stability and sustainability
2. To create a cluster of talent that models new ways of collaboration, innovation and entrepreneurship to create transformational change for London
3. To share organizational assets of partners to get more done with less

Excluding Board and staff members of Pillar, a total of 247 individuals were approached to complete questions about the Social Innovation Shared Space Initiative via the online survey. 13 surveys were completed, for a response rate of 5.3%. Two of the responses were from SISS working group members and 11 responses were from community stakeholders (potential tenant or associate). 12 Board and staff members of Pillar also responded to questions about the Social Innovation Shared Space.

Overall, the CCI Program achieved each of the three stated outcomes for the Social Innovation Shared Space Initiative.   The following sections provide details about the achievement of each of these outcomes.

Greater Stability and Sustainability

Respondents to the online survey were asked to what extent they think the new Social Innovation Shared Space will provide nonprofits, social enterprises, social entrepreneurs, and social purpose businesses with greater stability and sustainability. The majority of respondents feel that the Social Innovation Shared Space will provide greater stability and sustainability, with only 6.67% of the SISS stakeholder group feeling that there will be no increase in this area (see the table below for further details).

> The SISS will provide greater stability and sustainability to organizations

Group	To a Great Extent	To a Moderate Extent	To a Slight Extent	Not at All
Social Innovation Shared Space Stakeholders	33.33%	**53.33%**	6.67%	6.67%
Pillar Board/Staff	**75.0%**	16.67%	8.33%	0.0%

New Ways of Collaboration, Innovation and Entrepreneurship

> The SISS will create a cluster of talent leading to transformational change

Respondents to the online survey were asked to what extent they think the new Social Innovation Shared Space will create a cluster of talent that models new ways of collaboration, innovation and entrepreneurship to create transformational change for London. All respondents strongly feel that the Social Innovation Shared Space will create a cluster for transformational change (see the table below for further details).

Group	To a Great Extent	To a Moderate Extent	To a Slight Extent	Not at All
Social Innovation Shared Space Stakeholders	**64.29%**	21.43%	14.29%	0.0%
Pillar Board/Staff	**75.0%**	25.0%	0.0%	0.0%

Sharing of Organizational Assets

Respondents to the online survey were asked how they would rate the potential ability of the Social Innovation Shared Space to share organizational assets of partners to get more done with less. The majority of respondents rated the ability of the Shared Space to accomplish this as either good or excellent (see the table below for further details).

Group	Excellent	Good	Fair	Poor
Social Innovation Shared Space Stakeholders	**40.0%**	**40.0%**	20.0%	0.0%
Pillar Board/Staff	**83.33%**	8.33%	8.33%	0.0%

Most Significant Change Story

In launching its new three-year Collaborating for Community Impact (CCI) Program in January 2012, Pillar Nonprofit Network applied its first-year mandate to explore and document an inventory of existing collaborations in London, Ontario. One of the three challenges facing London was identified as: Transforming London with a Social Innovation Shared Space.

Partners rally to create a London Social Innovation Shared Space

In support of its first key project, Pillar leveraged an additional grant from the London Community Foundation to undertake a feasibility study to determine London's readiness for a Social Innovation Shared Space (SISS). Depending on the study's outcome, the Community grant was also designed to enable Pillar to develop a sustainable business plan to make a SISS a reality.

Resulting from 10 months of community consultation with more than 200 cross-sector stakeholders, strategic business modeling with a social purpose business aligned with social innovation, number-crunching with social finance supporters, and consensus-building among potential financial investors, tenants and associates, Pillar Nonprofit Network recently purchased a downtown London building, which will become home to a London Social Innovation Shared Space in 2016.

This is a magic moment for London, as the establishment of a shared space in our community means we will soon have a vibrant physical hub for collective impact. Our shared vision is for an innovative place where nonprofits, social enterprises, social purpose businesses, entrepreneurs, educators and other civic-minded stakeholders can co-exist and cross-pollinate to effect positive social and economic change for London. In addition to bringing the dream of a shared space to fruition with bricks and mortar, this year-long process of discovery has also served to galvanize many different stakeholders, sectors and components of our community, who now have a greater appreciation for the power and potential of leveraging collective knowledge, networks and resources.

As a key change, rather than continuing to operate solely in sector silos addressing their own work, many stakeholders are now embracing the unique opportunity to work together for the greater good of our city, by signing tenant agreements. And, many others are contemplating ways in which they might interface with the shared space for programming and events, even if they do not require physical space.

Witnessing this paradigm shift in our community is extremely gratifying, and we look forward to continuing this important work with fellow collaborators throughout 2014.

Prince's Seeing is Believing Initiative

PRINCE'S CHARITIES CANADA

Evaluation of the Prince's Seeing is Believing Initiative

Working together locally on behalf of the London Chamber of Commerce and United Way London & Middlesex, Pillar Nonprofit Network facilitated launching the Prince's Seeing is Believing (PSiB) as a practical program for senior business leaders. The PSiB was created by His Royal Highness the Prince of Wales more than 20 years ago to close the gap between the boardroom and the community. With strong hands-on support by key business leaders, in conjunction with the public and nonprofit sectors, this program is enjoying significant success in breaking down social barriers in the United Kingdom. Now developing in communities across in Canada through operational partner The Wellesley Institute, we are working to bring PSiB to The Forest City, as a new cross-sector strategy to address the pervasive issue of mental health as a barrier to employment in our community.

The goal of this initiative was to gain a new cross-sector perspective on this social issue impacting our community and its economic prosperity, by introducing business leaders to social enterprise workplaces where citizens suffering from mental health issues are thriving. The initiative also aspired to provide practical support to help the business community fully integrate responsible business practices wherever they operate – not only how they spend their money, but also how they make it.

The focus was on issues and initiatives where businesses are in a specific position to mentor social enterprises and make a real difference, including employment, enterprise development, financial development, procurement and other socially responsible business practices.

The Prince's Seeing is Believing (PSiB) Initiative had two stated outcomes that it wanted to achieve. These are:

1. To increase awareness of mental health issues as a barrier to employment
2. To increase understanding of social enterprise

Excluding Pillar Board and staff members, a total of 22 individuals were approached to complete questions about the Prince's Seeing is Believing (PSiB) Initiative via the online survey. Four surveys were completed, for a response rate of 18.2%. Nine Board and staff members of Pillar also responded to questions about the PSiB Initiative.

Overall, the CCI Program achieved each of the two stated outcomes for PSiB Initiative. The following sections provide details about the achievement of each of these outcomes.

Awareness of Mental Health Issues as a Barrier to Employment

Respondents to the online survey were asked to what extent they felt the Prince's Seeing is Believing Initiative increased the business sector's awareness of mental health issues as a barrier to employment. The majority of respondents felt that the PSiB initiative did increase the business sector's awareness, although 25% of program partners stated that they did not see an increase in awareness (see the table below for further details).

Group	To a Great Extent	To a Moderate Extent	To a Slight Extent	Not at All
Prince's Seeing is Believing Program Partner	**50.0%**	25.0%	0.0%	25.0%
Pillar Board/Staff	22.22%	**55.56%**	22.22%	0.0%

Understanding of Social Enterprise

Respondents to the online survey were asked to what extent the Prince's Seeing is Believing Initiative increased the business sector's understanding of social enterprise. The majority of respondents felt that the understanding of social enterprise was increased to a moderate or great extent (see the table below for further details).

| Group	To a Great Extent	To a Moderate Extent	To a Slight Extent	Not at All
Prince's Seeing is Believing Program Partner	25.0%	**50.0%**	0.0%	25.0%
Pillar Board/Staff	22.22%	**55.56%**	22.22%	0.0%

Significant Learnings

In terms of significant learnings from respondents' involvement in the PSiB Initiative, the following learnings were named:

- We have far too many independent and siloed stakeholders dealing across mental health issues - very difficult for business to know where to go to link for support. Also concerned that there is confusion for the potential clients as to how to access appropriate support/programs towards employment
- That education in today's social media age is still a restriction in people learning about mental illness. The social stigma that is still attached
- It's up to us (London residents and businesses) to help support mental health solutions
- I was impressed by some of the work being done by leaders in this area to address barriers to employment for those facing mental health challenges... Impact Junk as one example
- Although I did not participate myself, I can share that from a large business point of view, feedback indicated there was an awareness of mental health issues as a barrier to

employment in the community given the ongoing relationship with United Way as well as from local agencies and local hospitals

- This 'seeing is believing' experience proved to be an 'aha' moment for our business community, and we now have a group of business champions encouraging their counterparts to review their company policies to ensure much-needed support is available to their employees who are either personally dealing with mental health challenges or within their family circle

- The business leaders are also providing mentorship to new fledgling social enterprises within London's nonprofit sector, because they now see the connection between their efforts to address mental health in the workplace and improving London's economic bottom line. And, as a solid symbol of this significant paradigm shift, Pillar has partnered with the London Chamber of Commerce to introduce a pivotal new category of Corporate Social Responsibility (CSR) in its annual Chamber Business Achievement Awards Program. For this new recognition tool, our Pillar team had the opportunity to devise the criteria, which are tough and go far beyond simply supporting charitable endeavours

- Having people with lived experience lead and share their stories has the most impact rather than a nonprofit leader sharing back their stories. Small and medium size business need guidance about how to better support those living with mental health in their community. The new United Way project to pilot businesses implementing the international standards around mental health will help to address this

- There is a lot of good work that can be done when combining business goals and the goals of the community - they are often aligned but not always easy to see that alignment
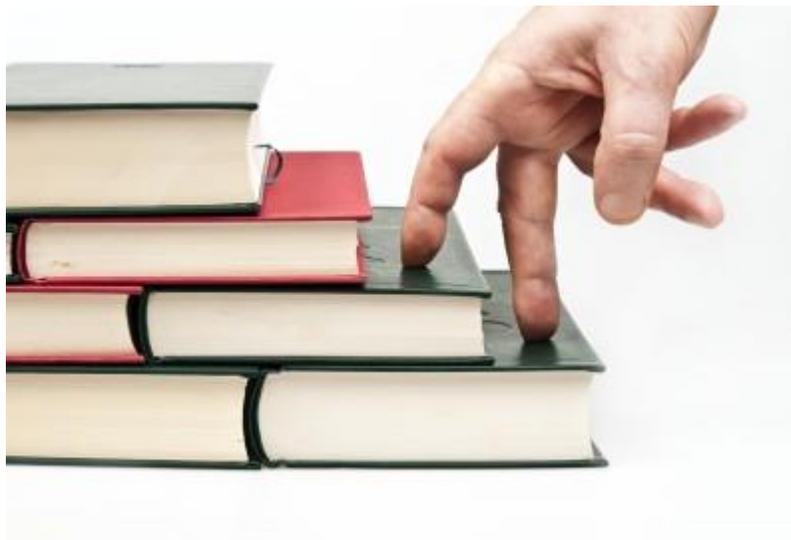
Further Steps to be Taken

In order to continue to address mental health as a barrier to employment in London, many respondents identified that education and awareness need to continue to be the focus. Examples of comments provided by respondents include:

- *"Raising awareness, encouraging more employers to get involved"*

- *"Support further awareness raising-initiatives. Create increased forum for dialogue on mental health"*

- *"Working with the United Way London & Middlesex, all sectors (business/private, public and nonprofit) must continue to work together to introduce and spread awareness of the National Standard for Psychological Health & Safety in the Workplace. A good first step, as follow up to our PSiB Program is the United Way's launch of its pilot project working with 12 cross-sector organizations. The Pilot Project is called Meeting the Standard: Mental Health in the Workplace and launches November 17, 2014"*

- *"This is a culture change, a generational change. We need time, focus, commitment. We need GREAT examples like we saw with PSIB to show how we can bring mental health issues to the forefront"*

- *"I am honestly not sure where the PSIB initiative went? From our perspective it started strong and then, past the day of tours, it seemed to weaken in momentum with regards to actions and executions? I might well be completely wrong on this and it could be that it is our company who has fallen from the radar of these activities"*

Most Significant Change Story

The second challenge facing London was identified as: Addressing Poverty through mental health as a barrier to employment.

In support of its second key project, Pillar set its sights on establishing unprecedented cross-sector collaboration with the London Chamber of Commerce. The focus of the project was to address poverty through the lens of mental health as a barrier to employment, by engaging business leaders in company practices to dispel mental health myths and stigma. The Prince's Seeing is Believing (PSiB) initiative was established.

New Pillar-Chamber collaboration celebrates business thinking socially

As part of the PSiB program, and working in tandem with The Wellesley Institute (PSiB backbone organization), we facilitated a Roundtable Session hosted at the Chamber offices in April. This event was then followed by a Social Enterprise Tour for business leaders to visit four London agencies operating social enterprises (Goodwill Industries, Pathways Skill Development, Youth Opportunities Unlimited, and WOTCH Community Mental Health Services). Here, the business leaders personally met frontline staff with lived mental health experience, who shared their stories of now flourishing in new social enterprise workplaces supportive of their needs, without the stigma that previously kept them out of the traditional workforce.

This 'seeing is believing' experience proved to be an 'a-ha' moment for our business community, and we now have a group of business champions encouraging their counterparts to review their company policies to ensure much-needed support is available to their employees who are either personally dealing with mental health challenges or within their family circle. The business leaders are also providing mentorship to new fledgling social enterprises within London's nonprofit sector, because they now see the connection between their efforts to address mental health in the workplace and improving London's economic bottom line.

And, as a solid symbol of this significant paradigm shift, Pillar is now partnering with the London Chamber of Commerce in introducing a pivotal new category of Corporate Social Responsibility (CSR) in its annual Chamber Business Achievement Awards Program. For this new recognition tool, our Pillar team had the opportunity to devise the criteria, which are tough and go far beyond simply supporting charitable endeavours.

This first annual CSR award will rate businesses on their achievement in the following areas: Governance; Reporting; Transparency; People, Programs & Engagement; Employee Engagement, Environmental Stewardship; Supply Chain Management and Charitable Donations & Sponsorships.

Enhancing Campus Community Collaboration Initiative

Evaluation of the Enhancing Campus Community Collaboration Initiative

Pillar worked with Western University and Fanshawe College to discover their community aspirations and how the groups might leverage greater campus community collaboration and positive social change together.

The Enhancing Campus Community Collaboration Initiative had three stated outcomes that it wanted to achieve. These are:

1. To increase collaboration between campuses and the community
2. To increase community access to campus centres of excellence
3. To increase campus outreach into the community

Excluding Pillar Board and staff members, a total of 67 individuals were approached to complete questions about the Enhancing Campus Community Collaboration Initiative via the online survey. 13 surveys were completed, for a response rate of 19.4%. Details about these responses include:

- Five responses were received from Western Campus-Community Connections Working Group Members
- Four responses were received from Fanshawe College Campus-Community Partners
- Four responses were received from affiliated College Campus-Community Partners (Brescia, Huron, King's)

Ten Board and staff members of Pillar also responded to questions about the Enhancing Campus Community Collaboration Initiative.

Overall, the CCI Program achieved each of the three stated outcomes for Enhancing Campus Community Collaboration Initiative. The following sections provide details about the achievement of each of these outcomes.

Collaboration between Campuses and the Community

Respondents to the online survey were asked to what extent the collaboration between campuses and the community has increased as a result of the CCI Program. The majority of respondents feel that the collaboration has increased to a moderate extent (see the table below for further details). Only 8.33% of the partners involved in this initiative feel that there has been no increase in collaboration.

Group	To a Great Extent	To a Moderate Extent	To a Slight Extent	Not at All
Enhancing Campus Community Collaboration Partner	16.67%	**58.33%**	16.67%	8.33%
Pillar Board/Staff	10.0%	**70.0%**	10.0%	0.0%

In order to verify the increase collaboration between campuses and the community, respondents were asked to provide concrete examples of this. Some of the examples provided include:

- It created connections between groups that continued on-campus with the Engage Western event
- We offer a practicum course in which a student is placed with a community agency to learn more about leadership and to provide a service to the agency. CCI program at Pillar agreed to take one of our students and the result was a profitable arrangement for both parties
- We have done a lot of work internally that we hope will foster more collaborative impact
- Increased the number of Community Engaged Learning courses and, as a result, increased the number of partnerships between Western and the London nonprofit community
- More dialogue between Western and LEDC/Small Business Centre about how to address the skills gap, keep grads in London, and improve awareness in the business community of how to hire Western students. A HireWesternU promotional campaign is set to launch in January 2015!
- Western has created an Engage Western event to bring together Western staff, faculty and community partners
- Western is currently working on a website as a resource for community partners
- Fanshawe College has hosted a community collaboration breakfast networking event, hosted by the President, to reach out to groups that might not typically partner with the College and now know there are options which could assist them in their own success
- The new Campus Link Accelerators supporting students at both Western and Fanshawe who are exploring entrepreneurship has many connections to community. For example, Pillar is part of the advisory committee and this is a joint partnership with Fanshawe and Western
- Fanshawe and UWO expansion into downtown core
- All the work the Public Humanities program is doing.
- Their involvement in the Collaboration Forum
- Having Mayoral debates on campus

EXAMPLES

Community Access to Campus Centres of Excellence

Respondents to the online survey were asked to what extent community access to campus centres of excellence has increased as a result of the CCI Program. The majority of respondents feel that community access has increased to a moderate extent (see the table below for further details). Only 18.18% of the partners involved in this initiative feel that there has been no increase in access.

Group	To a Great Extent	To a Moderate Extent	To a Slight Extent	Not at All
Enhancing Campus Community Collaboration Partner	9.09%	**54.55%**	18.18%	18.18%
Pillar Board/Staff	12.5%	**62.5%**	25.0%	0.0%

Some examples of how community access to campus centres of excellence has increased include:

- City leaders joined with Humanities leaders to start Words: The Literary and Creative Arts Festival
- Western's downtown campus has been used for more community partner meetings as it is a more convenient accessible location
- An amazing increase in delegate attendance from both the College and the University at our recent Community Collaboration Forums in both 2013 and 2014. Rather than a handful of campus delegates like the first year, we welcomed 12 representatives collectively from Western, and its affiliates King's, Brescia and Huron, and 10 representatives from Fanshawe College. This increased engagement is proof positive that many campus stakeholders, faculties, divisions and departments are now embracing the unique opportunity to work together with key community partners to make our great city even better
- Student Success Centre has made stronger connections to our members and to nonprofits through this project. Pillar has been able to access the expertise of this department for our work around volunteerism
- Increased awareness of the activities going on at both Western and Fanshawe

Campus Outreach into the Community

Respondents to the online survey were asked to what extent campus outreach into the community has increased as a result of the CCI Program. The majority of respondents feel that campus outreach has increased to a moderate extent, with no respondents saying it hasn't increased at all (see the table below for further details).

Group	To a Great Extent	To a Moderate Extent	To a Slight Extent	Not at All
Enhancing Campus Community Collaboration Partner	16.67%	**75.0%**	8.33%	0.0%
Pillar Board/Staff	10.0%	**50.0%**	40.0%	0.0%

Some examples of how campus outreach to the community has increased include:

- The members of the campus-community connections working group meet to find ways to do so
- Before this program, we had little contact with the community, but CCI has facilitated a change in this situation and encouraged us not only to continue contact with Pillar but also to seek out other community agencies
- Pillar has "inspired" Western to create events and forums on the topic of campus-community collaboration. The Community Collaboration Forum was an inspiration for our now annual event Engage Western
- The Campus-Community Collaborations Working group was created to streamline communication and improve access to the university. I think we have taken some good steps in this direction. Given the size of the campus, and the number of individual partnerships across the institution, it can be challenging to monitor the work and effectively evaluate our impact

- Fanshawe is partnering with Pillar to leverage funds provided by SSHRC in an upcoming application process called Social Innovation Fund, to see how we can best support their ongoing work in the future. Working together, a variety of ideas will be explored to access the maximum amount of funding. This also provides a learning opportunity for our students where applied research projects are part of their curriculum
- Through the Public Humanities at Western Initiative, in conjunction with Pillar, United Way and Emerging Leaders, increased interaction with community partners is making a difference in even the curriculum of Humanities programming, as the stakeholders are bringing real life experience back to the classroom - after spending time in the community.
- More connections happened than typical for the Campus Link Accelerator application.

<u>Further Steps to be Taken</u>

In order to continue to enhance campus-community collaboration many respondents identified the need for more dialogue and planning. Comments provided by respondents include:

- Not sure about Fanshawe, but Western administration has to show a real commitment to the city
- On our part, we need to establish a more structured process for approaching community members for this assistance. For the community agencies, I think they have to be open to assisting campus initiatives like our practicum program
- More recognition that it is a two way street - the university is often the scapegoat for why campus-community collaboration doesn't happen, but we forget that collaboration requires more than one initiator, and a feeling that we're all in this together. There needs to stop being a division between "campus" and "community" and recognize that campus IS community and community IS campus and that there should not be such divisions between the two
- The next step should be to develop a comprehensive strategic plan for campus-community collaboration. Over the next 4 years, where do we want to see growth/improvement? How will we get there? This will coincide well with Western's strategic planning process, which is currently underway. The Collaboration Forums were a wonderful opportunity to gather with various stakeholders. It would be great to find more opportunities to sit together - perhaps a regular, more informal gathering that allowed us to continue these conversations would be useful.
- Continued conversations. Consulting on programming needed for Continuing education, Re-introduce Pillar back to the Campus Community Connections Working Group at Western - connect to Fanshawe
- Looking for ways to bring together players from Fanshawe and Western with other community leaders to discuss opportunities for collaboration
- Moving forward, bringing together in one room at one time the stakeholders at Fanshawe College, Western University, Brescia, King's and Huron Colleges will be key to success. At the moment, each campus is doing its own great community interaction, but they are not working cross-campus to maximize their collective impact. This is the goal for the coming years
- Western continues to have an international outreach focus and having leadership commit to local outreach would be ideal
- Business and campus accelerators need to have a better understanding about what each brings to the table
- More involvement from Campus Leaders at key discussions
- Continue to build relationships within a wide range of departments within the campus environments. Work with identified gap areas for connecting community to campus and alternatively the other way

Most Significant Change Story

The third challenge facing London was identified as:
Enhancing Campus-Community Collaboration to leverage
social change.

Pillar reached out to engage London's centres of
educational excellence to discover more about their
community aspirations and how we might work
together to leverage greater campus-community
collaboration and positive social change. To do so,
we arranged joint meetings with key staff and faculty
at both Fanshawe and Western and momentum kept
increasing.

Strength in numbers motivates London Campus-Community collaborators

As a result, a number of individual proactive initiatives are now underway to break down
silos - first on each campus, and eventually between the campuses. They include, Engage
Western: Opening the Doors to Campus-Community Collaboration, which is part of the
Canada-wide "Open Doors, Open Knowledge 2013" series of events supported by the
Association of Universities and Colleges of Canada (AUCC). Engage Western, set for
November 14, will bring together campus representatives, London community members,
and special guests to share perspectives and stories about the ways academic institutions
partner with their community to work towards mobilizing knowledge, creating positive
social change, and building community and university capacity.

Another pivotal campus-community initiative was a Fanshawe College Cross-Sector
Breakfast which was designed to bring together its Board of Governors, senior staff and
partners to meet with leaders in business, industry, nonprofit, government and others.
This particular breakfast focused on campus-community collaboration and provided
insights on how the College can support and assist organizations within the London
region to become stronger.

Still, the most significant change observed as a result of Pillar's involvement in bringing
the campuses and the community together was an amazing increase in delegate
attendance from both the College and the University at our Community Collaboration
Forums in 2013 and 2014. This increased engagement is proof positive that many
campus stakeholders, faculties, divisions and departments are now embracing the
unique opportunity to work together with key community partners to make our great
city even better.

Learnings from the Program Lead

Learnings from the Program Lead

In order to glean learnings about the process that the CCI Program undertook, the staff and Board members at Pillar were asked to respond to two questions:

1. What has been your most significant learning from being involved in this program?
2. What tips/suggestions would you make to other communities interested in embarking on this type of journey?

Answers to these questions can help inform the ongoing work in the London community as well as to help inform other communities looking to embark on a similar journey.

Significant Learnings

The significant learnings named by the Board/staff members at Pillar include:

- I learned a lot more about social innovation and social enterprise as a result of my involvement
- There is significant power in the Collective Impact framework to bring together various cross-sector stakeholders to leverage knowledge, networks and resources to effect social change at a systems level
- Collective Impact framework
- Collective Impact is a long process that takes years to achieve. When an organization steps up to be the backbone it is critical to be intentional about maintaining a distributed model of leadership and engagement. For example, for the Social Innovation Shared Space, when Pillar agreed to be the lead the power dynamics shifted and it has taken hard and intentional efforts to make sure the profile of the project remains with all the partners and the workload is distributed among all the partners
- The London community is made up of people from vastly different backgrounds who all see the need to make our city a more vibrant and inclusive space. If you give them the tools to collaborate, they will, and the results will be compelling
- I think this has really brought light to how much collaboration can move social issues forward. A big learning for me has been the notion of "good fighting good" is stronger than I ever thought
- There are community innovators who are true champions but we need to break past those who are already the "believers and converted" and find ways to expand into the networks and engage the broader network. There is significant value to the nonprofit sector when other sectors collaborate and it isn't simply for a financial support

Tips/suggestions from the Board/staff members at Pillar to other communities interested in embarking on this type of journey include:

- Having a forum like the Community Collaboration Forum to bring together players from public, private, academia and nonprofit sectors would be ideal.
- Don't give up - collaboration is hard work! But well worth the effort :)
- A brief note about Shared Space. Not all ideas are good ideas. Not all startups are worthy of moving forward- and there are some established organizations that may not be well aligned with the mission of the Shared Space. I think we need to be careful around who comes into the shared space...criteria? Mission alignment?
- Having three themes and focus areas was ambitious and one to two that go deeper may be a good fit
- Having the Collective Impact framework to guide the discussion with all sectors was a key success
- More outreach to business to show them how this is relevant to them and their quality of life in London
- Find your business community partners and activate them early. The business community is not always first to the table for collaborations, but once the goals and needs are clearly articulated, they are one of the best resources for solving the problems
- Perhaps have a Prime in each sector!
- Be open to resistance and learn from failure. Ask the tough questions and involve a true cross section when having discussions for making change and impact

Attachment A: Examples of Cross-Sector Collaboration

<u>Forums provided an opportunity for people to meet, learn, network and make connections</u>
(21 responses)
- The forums gave people an opportunity to meet people across the sectors
- Assigned table seating at the events forced organizations to divide and conquer. Further, the events were facilitated with lots of opportunity to do group work and discussion within each table
- Conference and Shared Space have mixed private funders with arts and social not for profit organizations as well as school boards connected to future engagement - good for networking
- I have made connections from all sectors at the Community Collaboration Forums. Planning to do more work at adding courses that support learning about collective impact to Western Continuing Studies programming
- It allowed for networking with other nonprofit organizations and speak about how we could partner on programing
- In the last meeting at the convention centre we met someone who works with schools placing them in volunteer positions such as what we have available
- Allowing a forum for groups to meet
- Forum brings together representatives from all these pillars - though business is still under-represented. It is not easy to have this group assembled and this is a significant accomplishment for Pillar
- The Collaboration Forum was a good way of getting the discussion going and allow for connections to take place between sectors
- Providing opportunities for gathering and dialogue
- Bringing nonprofits, municipal and business together to discuss
- I think the movement forward on the Shared Innovation Space is a good example. I think the community collaboration forums would be another
- It is bringing groups together to learn and talk....results might snowball!
- Attendance by local corporate executives at these types of workshops is new - and a big change that increases the corporate sector's understanding of our issues in the community and how they can get engaged
- The forums showed the interest / commitment of the private, public and not-for-profit sectors working / coming together. Organizations that attended the forums may have collaborated and demonstrated collective impact in other projects, not necessarily because of this particular program
- It has begun a discussion
- It is nice to see so many familiar faces in the crowd. Great opportunity to network and shows me that we are deepening our connections and getting to know each other better. From my experiences trusting relationships are the key this work
- I think the forums have sparked great conversation, but am not yet certain the desired impact has been realized in the community
- As a key component of the CCI Program, Pillar hosted a cross-sector Community Collaboration Forum for three years in a row. In 2012, more than 200 community stakeholders from government, education, health, business and nonprofit gathered to

identify issues resonating in London. From there, we chose 3 initiatives on which to work together: 1) creating a social innovation shared space, 2) addressing poverty through mental health as a barrier to employment and 3) enhancing campus-community collaboration for social change. More than 175 stakeholders reconvened for the 2013 Forum where we introduced the Collective Impact framework to support and further our work. And, in October 2014, 170 stakeholders once again convened for the 3rd and final Forum to interact with a cross-sector panel including the CEO of the Ontario Trillium Foundation (funder), the CEO of Libro Credit Union (private), the Director of the City of London Community Services (public) and the Executive Director of Pillar Nonprofit Network (nonprofit). Post-Forum feedback indicates this annual Forum is crucial to London, and community stakeholders are asking Pillar to continue staging this annual event - despite the completion of the Partnership Grant Program

- Pillar has positioned itself as the hub/centre/backbone to convene forums for collaboration through the community collaboration forum, hosting mayor's panel, gathering social entrepreneurs, businesses, to idea jam on shared space initiatives and venue to increase cross sector collaboration. Momentum is building
- Watching the Private Sector coming to the table in both the SISS and the Forums has been terrific. As well, the City seems to be in everything we are involved with

Shared space was good for networking (17 responses)
- Conference and Shared Space have mixed private funders with arts and social not for profit organizations as well as school boards connected to future engagement - good for networking
- Social innovation shared space
- The search for shared space
- Creation of SISS. This pulled in even more sectors than may have been anticipated - large religious organizations - to work with business, nonprofit, health, etc.
- Space sharing
- The Social Innovation Shared Space would be another example of increased cross-sector collaboration.
- I think the movement forward on the Shared Innovation Space is a good example. I think the community collaboration forums would be another
- Definite progress in seeing the Social Innovation Space become a reality. The collaborative work alongside many others on Poverty and Food Planning has been most useful
- The Shared Space Innovation centre was presented and people could experience both the energy of it and the movement toward concrete choices to make change more possible
- Shared space conversations
- The Shared Space will be a reality
- Social Innovation Shared Space
- Shared space is an output of that and the ongoing partnership development around this project is evidence that there is trust in Pillar to lead the way
- The shared space initiative was re-energized as part of the collaboration forum. Also several other initiatives such as Awesome London that got created as a result of discussions at the forum.

- The shared space initiative
- Watching the Private Sector coming to the table in both the SISS and the Forums has been terrific. As well, the City seems to be in everything we are involved with
- Social Innovation Shared Space has been a cross sector effort for the feasibility and business plan and the purchase of a building as it has required nonprofit, business and government with over $400,000 of in kind support from business professionals sharing their expertise.

New Collaborations/Specific Outcomes (7 responses)
- Encouraged pursuit of collaboration between MLHU's Active and Safe Routes to School committee and its stakeholders to provide new School Travel Planning Program in conjunction with safety education and Walking School Bus Programs
- Work with direct financial institutions with nonprofit providing lunch and learns on access to basic banking, etc.
- Pillar program created a focus for collaboration and led to participation on our board from three new members - one new immigrant with a health care and business background, a masters candidate in public health, and a third employed and building a new business
- Rtraction and other small businesses, especially those are that are more entrepreneurial in spirit have because of Pillar become more cross-sector collaborative partners
- This event provided an opportunity to volunteer and work with the Fabulous Pillar Team. I look forward to collaborating further with this brilliant group of Social Innovators!
- New CSR Award with London Chamber of Commerce as a result of Prince's Seeing is Believing and this led to insert in Business London called Impact Inc. focused on CSR and Pillar wrote the editorial
- Incorporating an award at the London Chamber of Commerce awards for Corporate Social Responsibility

Increased communication and awareness (5 responses)
- I am unsure of all of the impacts. I think the most important aspect has been increased communication around cross-sector collaboration
- Also as a Community Innovation Award finalist it has drawn attention to our efforts
- I don't feel I have enough information to answer this question other than to say that I have met people from nonprofits throughout the past year and spoken about looking to Pillar for assistance -- or I have advised them to call Pillar
- Raised awareness across nonprofit sector. I am more aware of what other agencies and organizations are doing and the work they are engaged in and has helped raise our own profile. I think it has encouraged co-operation and collaboration in a positive way
- Awareness of opportunities to post for volunteer positions within organizations

Don't Know/Not Aware (5 responses)
- Don't know
- Not aware of anything at this time

- I don't see any but I know anecdotally it exists
- There are examples of cross sector collaboration - I am at a loss to be able to attribute directly to the CCI Program
- Organizations that attended the forums may have collaborated and demonstrated collective impact in other projects, not necessarily because of this particular program

Prince's Seeing is Believing Initiative (4 responses)
- The CCI program was instrumental in bringing the Prince's Seeing Is Believing initiative to London which, in turn, influenced the development of United Way's Meeting the Standard: Mental Health in the Workplace pilot project.
- The collaboration with the Chamber of Commerce
- Prince's Seeing is Believing Tour brought the Chamber of Commerce into the fold ... greatly strengthening the relationship between the Chamber and Pillar - though this was not specifically a goal of the project, it has been important to our community with Pillar now involved in the Corporate Social Responsibility award at the Business Achievement Award
- Last year the example of Impact Junk was given but more significantly wrong stereotyping of people with mental illness being poor employees was dealt with in the group

Started conversations/dialogues ...Collective Impact framework (4 responses)
- Bringing the framework of Collective Impact through the CCI projects allowed us to have an organizing framework to describe the kind of work that engages many stakeholders. It's been a great framework to refer to
- We are starting to have the important dialogue about the creation of a shared measurement concept. We are identifying the structural barriers to achieving cross sector collaboration
- Started important conversations on the process and purpose of community impact
- Andrea brought forth a few interesting points about the importance of evaluating only a few key outcomes that are relevant. Also, I really liked Lynne's presentation. She was able to use the CYN to exemplify the key notion that CI is not a thing or a program, rather a way

Partnerships with and more outreach from Western and Fanshawe College (4 responses)
- I've seen greater interest from the nonprofit and business communities in partnering with Western. Engage Western - a now annual forum that brings university, community and industry partners together for dialogue about collaboration - is a key project that was inspired by the CCI Program
- Educational institutions- Fanshawe, Western campus collaboration
- Both Western and Fanshawe College have now taken a greater public role in reaching out to the community and looking for concrete ways in which they can work together and support organizations within the not-for-profit sector and the community at large
- ENGAGE Western is a direct result of the Campus Community collaboration stream

<u>Negative Comments</u> (3 responses)
- There is some attempted outreach to various services/agencies but your agency seems elitist and your events are expensive
- I felt like the sessions were more a lecture to the audience than actually increasing collaboration
- I think the mental health initiative is a bad example of leadership taken without good consultation or collaboration with key community stakeholders working in this area. I disagree that Pillar should ever have been leading it

<u>Other</u> (6 responses)
- I have changed jobs three times since I engaged in the CCI Program. It has been difficult for me to see outcomes from the program because my focus was on external factors outside of the program. I selected "moderate extent" in Question 1, because I feel that for the fact alone that there was great diversity in the CCI program of representation of private, public and nonprofit sectors shows that the readiness of collaboration is there
- The issue is not the willingness to collaborate but the structure in which to do it
- I think the narrowing of focus to 3 areas in the second year effectively identified who needed to be at the table
- I have become very involved in the Awesome initiative which has been great
- We see opportunities opening for some clients. Dialogue allows leadership to explore ways to make it happen
- At Goodwill we have always collaborated with private and public sectors, but now, more of our employees are understanding and participating in these processes rather than just high level executives

Attachment B: Significant Learnings as a Result of the CCI Program

Collaboration/Collective work (28 responses)
- Reminded of how very challenging it is get to get genuine collaboration and move to action rather than dialogue
- Pillar has made great progress in uniting and beginning to collect impact from the nonprofit and public sectors. It now has the opportunity to bring the private sector on board for even greater collective impact
- To solve complex social problems, collective impact is needed. It is very important to get the right "eyes" on the program
- When collaborators come together, there is much greater impact than what individual resources bring to the table
- I think the progress to establish the Social Innovation Shared Space and how that was undertaken reinforced the common theme that collective impact initiatives are worth the tremendous amount of work they require
- Collaborative process helps to identify duplication and or gaps in services, encourages a creative process to solve problems and simply brings folks together to be more effective and impact-full outcomes in the community
- Collective Impact is all sectors working together to impact a major issue in the community. We need the right conditions of collaboration to make this effective
- I think my most significant learning was that many people had great ideas and reasons for collaborating, they just didn't have the time, resources, or capacity to make it happen. I think Pillar inspired me to know that it is easier than we think it is to collaborate cross-sector
- That there is a structure that can support addressing complex social problems
- Reinforcement of the power of cross-sectoral collaboration - you can feel it at the Forums - true action will always take time - but it begins with having the right people in the same room together
- The issues are complex and require a broad based ideas, initiatives and actions to address the issues
- Collaboration can be messy, creative and achieve amazing things
- That when done correctly as in Pillar's case, that nonprofit, for profit and government can actually work together to make London a better place. My biggest fear is that with this grant winding down we lose the critical momentum that has really just begun to take off
- As one of the leaders involved in one of the three streams, the CCI program showed me that people need to come together to feel ownership for the community issues / initiatives before they can actively become engaged as a contributor to the solutions
- That we need a specific structure for collaboration as opposed to saying let's collaborate. Collaboration is often the process of smoothing over personality differences and creating clear understanding of partnership. This should be Pillar's next step
- The difference between collective impact and collaboration. The possibilities are endless as to what can be done / accomplished when there is collaboration and there is

opportunity for every sector to be involved. Human interaction and respect is the key to making successful community projects

- We need to work together better, but little information was given as to how to do that and who could initiate that as not very many people want to truly collaborate unless forced to do so
- Many people interested however don't really understand Collective Impact
- I am not sure that it was a true Collective Impact model that was described but was interesting to hear from the business/financial community and to give thought to integrating business partnerships into collective community work
- Little involvement, but noticed it takes a significant window for planning
- It deals with complexity by breaking components down
- The acquisition of the Garvey Building and the birth of KIC! Learning from lawyers (nuances of conditional offers), developers, cultivating & maintaining community interest and tenant interest in the project (meeting, tours, partnerships), understanding risk, liability... Understanding that London's Nonprofit and social enterprise sector, if nurtured, has the ability to change London's future!
- Pillar has truly embraced the power and potential of Collective Impact in recent years. A key learning stems from the process and success of our initiative to bring cross-sector stakeholders together to create a social innovation shared space. Resulting from 10 months of community consultation with more than 200 cross-sector stakeholders, strategic business modeling with a social purpose business aligned with social innovation, number-crunching with social finance supporters, and consensus-building among potential financial investors, tenants and associates, Pillar Nonprofit Network recently purchased a downtown London heritage building, which will become home to a London Social Innovation Shared Space in 2016. The announcement of the building purchase was a magic moment for London, as the establishment of a shared space in our community means we will soon have a vibrant physical hub for collective impact. Our shared vision is for an innovative place where nonprofits, social enterprises, social purpose businesses, entrepreneurs, educators and other civic-minded stakeholders can co-exist and cross-pollinate to effect positive social and economic change for London. In addition to bringing the dream of a shared space to fruition with bricks and mortar, this year-long process of discovery has also served to galvanize many different stakeholders, sectors and components of our community, who now have a greater appreciation for leveraging collective knowledge, networks and resources
- Collective Impact is a framework that I am looking at more closely even in my own work outside of Pillar board. it has become a common language for administrators and key influencers however needs to make its way into the hands of those doing the work on a daily basis not just those charged with setting strategic priorities for an organization
- Collective Impact does require time and learning about it is very different than living it. Cross sector collaboration is not easy and requires finding the right partners and taking away the emotion and ego and really focusing on the shared vision. The evaluation component came later and it still requires more focus
- That Collective Impact can be a very effective force in a community but that it is a complicated, long-term undertaking

- Much of the general public is unaware of what Collective Impact really means or how to measure it. This is a term that needs greater clarification so we can expand the awareness and turn it into action. The cross sector collaboration has seen an increase.
- I learned that while there may be interest among members of the nonprofit, private and public sectors to solve community challenges... it likely won't happen without a strong backbone organization (like Pillar or another group) to lead the charge and facilitate the process

Evaluation (7 responses)
- Shared measurement
- My most significant learning is related to outcome evaluation and the Canadian Index of Wellbeing, presented by OTF's CEO at the most recent forum
- Evaluation - how everyone needs to be on the same page and how we will achieve this
- Importance and challenges of evaluating shared collective impact
- Reinforced and validated that the CYN and the City of London are doing all the right things. They live a breath collective impact, understand it and know how to measure it. City of London shared at our table how they work effectively with community partners in collaborations, are able to define outcomes, indicators and results to measure community impact
- Identifying common metrics is important to capturing the impact
- Importance of tangible collaborative results

Awareness of Similarities (3 responses)
- Who the other participants are for one and the commonality we share in our struggles as charitable organizations
- How similar the issues are with all of us, so that acting as a group we can find outcomes and solutions together
- Knowing and hearing about what other similar organizations are doing. Hearing about the creative work of other organizations and having the opportunity to meet face to face and look for ways to collaborate

Granting Processes (2 processes)
- Granting organizations are increasingly approaching problems at a systems level
- What Trillium is looking for in grant applications

Forums (2 responses)
- Community Collaboration Forum III with its insightful guest speakers.
- Education and Community forum

Other Comments (10 responses)
- Social Enterprise
- Other collaborations going in in London region
- Taking initiative to ask others about their expertise
- It had little to do with the original topic
- I have really been challenged to attend any of the events. However, a significant number of my staff have participated. I am aware that things are going on in the community, my

staff speak favourably about their involvement, but I have not been able to prioritize this for myself within my organization

- I need to learn more
- The learning again that change is the work of us all, especially as we move toward municipal elections, it is true that leadership at this level matters. However, equally true is that our participation matters. It saves us from projecting too much on to our elected leaders and also shines a light on our need to take responsibility
- Don't know
- That you need to be big and flashy to be noticed and appreciated
- My personal learning is that there was such a great gap in having Campuses involved in our community. I really hope this trend continues and we see the students out with more than "Shinearama" I really enjoy the relationship with Ivey as well. Learning from them has been fantastic, and sharing our Social Entrepreneur journeys has brought light to this sector

Attachment C: Examples of Cross-Sector Collaboration

<u>Social Innovation Shared Space</u> (8 responses)
- It has been pivotal to the success of the Shared Space initiative to have Pillar staff resources dedicated to our efforts
- Investigating the possibility of Western Continuing Studies being a tenant in the shared space was a good linkage. All though it did not work out, I think it was an important linkage
- Social Innovation Shared Space
- Space sharing across sectors
- Again, I think the shared space innovation is one
- It is hard to identify which linkages were made specifically because of Pillar's work. The bringing together of the planning body and funders for SISS are two. I see so many connections being made out in the community that are happening at the same time it is difficult to know if they are happening directly or indirectly as a result of Pillar' influence and demonstration of what is possible when cross-sector is explored as an options
- London Life's involvement in Project Rolodex and the SSIS
- The collaboration of Pillar, Emerging Leaders, London Arts Council/London Heritage Council + Lina Bowden

<u>Community Collaboration Forums</u> (6 responses)
- Conference intermixing of culture and social not for profits
- Community Collaboration Forums
- The community collaboration forums is another. I think Awesome London grew out of some of the community collaboration forums
- The CCI program gave us a venue / tangible event to engage the business sector and bring them to a cross-sector table to discuss problems / initiatives, listen to keynotes and become part of the solution. The number of business attendees may not have been as high as we liked, but the fact that we got the ones we did to attend is a huge milestone
- It produced more event-based programming for London citizens to meet and work toward goals
- For our annual cross-sector Community Collaboration Forums, we took particular care to assign seating so each roundtable discussion had the capacity of a cross-sector dialogue. In doing so, at least one business/private sector voice was at each table, 2-3 public sector (government health, education) voices were at each table, and strategically placed 4-5 nonprofit sector voices balanced out each of the tables. However, within those nonprofit delegates, rather than stakeholders simply choosing their seats with known colleagues, Pillar ensured there was only one rep from any one intra-sector nonprofits at each table. In other words, nonprofit stakeholders in the arts had an opportunity to meet counterparts in social services, environmental stakeholders interacted with faith communities, and sports-related nonprofits liaised with social enterprises. In this way, we guaranteed that new linkages would result at each roundtable - because almost everyone was at a table of 'strangers' at the start of the

Forum, and fast-friends and future collaborators at the end of the Forum. Pillar was commended for taking the time to be strategic in the table assignments to facilitate these new potential alliances, collaborations, shared services and collective impact

Western/Fanshawe Connections (5 responses)
- We have connected with Western University to collaborate on a number of projects where students can learn while Goodwill can benefit from young minds
- The greatest improvement I have seen is the involvement of our educational players (UWO and Fanshawe) becoming highly engaged with all sectors based on linkages built thru the conference's 3 year format. It has given opportunities for their students and faculty to really engage in new and innovative projects. I sat at a table in the last forum with a young man from UWO who had decided to run for council and was engaging in London's future in a brand new way that may never have occurred otherwise
- Connected with someone from the University of Western Ontario who is building a new program on Leadership and Community engagement with the Sports and Recreation department and as this was a volunteer program for athletes able to connect this person to our volunteer administrator and the City of London Lynne Livingstone for the Spectrum programs and CYN initiatives
- I think linkages have been strengthened with Western and Fanshawe
- Ivey's involvement in Social Enterprise

Prince's Seeing is Believing Initiative (4 responses)
- The PSIB initiative involved the Chamber, members of the business community and the United Way
- Prince's Seeing is Believing linked business professionals with social enterprises and most importantly those with lived experience of mental health.
- Princes' seeing is believing tour, social innovation shared space initiative
- Project undertaken by United Way: Meeting the Standard–Mental Health in the Workplace

Other Comments (10 responses)
- Volunteer YA! was highlighted to the group and a number of organizations made introductions and plan to host a volunteering activity for the youth
- Some introductions made between organizations
- In the last meeting at the convention centre we met someone who works with schools placing them in volunteer positions such as what we have available
- Solidarity between sectors, Chamber, Fanshawe and NFP
- Possible recruitment of a new board member
- The organization I work for was able to connect with others we weren't aware of and learning what they are doing in the area of poverty reduction and meeting basic needs. Work hasn't yet evolved beyond conversation
- Received much insightful information and access to worthwhile people and socially minded organizations here in London, ON
- I would not say it is only as a result of these forums...however the modelling from Pillar forums has been tremendous. A group of us are planning an event in London for 2015 or 2016...we are having a lunch next week with 18 people representing business,

politicians, education leaders, social agencies folks...to be a focus group with us so that we are taking in as many perspectives as possible
- Again, not sure the desired impact has been realized but think great conversation has been initiated. I think this will continue to bear fruit in the future