

Collective Impact in Motion

Lessons from the Move the GTHA Collaborative

September, 2016



EVERGREEN



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Introduction

This report has been developed with support from Evergreen and Toronto Atmospheric Fund (TAF) to describe the creation and work of a collective impact group.

We have prepared this report to help provide an example of what a collective impact group is, how it works, and its purpose as well as how it can be supported and funded. We also share some practical lessons learned about best practices in supporting and engaging in this type of work.

This report covers the period from December 2011, when TAF provided a small grant to Evergreen to explore how they could support social innovation approaches to urban sustainability issues, to October 2014 when Move the GTHA secured a private meeting with Ontario Premier Kathleen Wynne and Minister of Transportation Steven Del Duca. In between lies a story about the mobilization of a broad spectrum of civic groups to jointly influence public opinion and political will in advance of a pivotal election.



The Genesis of a Collective Impact Project

They say that a walk in nature clears the mind, and so it was that the seed for Move the GTHA was planted during a springtime stroll in Toronto's Don Valley.

TAF's grants manager Ben Marans and Evergreen's Senior Manager of Sustainability, Robert Plitt, were meeting at the Evergreen Brick Works site to discuss the results of a concept grant that TAF had provided. The grant had allowed Evergreen to explore adoption of a new organizational role as a convener of an "innovation lab" that would create a process and space to bring together diverse players to conceive of and test new ways to advance urban sustainability. Strolling the Brick Works wetland park, they developed the idea that Evergreen could focus its innovation capacity-building efforts on accelerating a key urban climate action. The focus would allow TAF and Evergreen, already working in partnership on several fronts, to co-develop the project using complementary resources from each group to advance something that was mission-critical to both parties.

With transportation as a key source of greenhouse gas and air pollution in the Toronto Region, with congestion causing human, economic and sustainability problems, and with no end in sight due to a largely unfunded regional transportation plan, the idea crystallized that an innovation lab should be struck to help address the prickly problem of a multi-billion dollar regional transportation funding gap.

Evergreen was ready to take on a new urban sustainability convener role, and TAF was seeking to expand its approaches to "mobilizing social capital" to accelerate urban climate solutions. From there, the idea took flight.

Assembling the Players

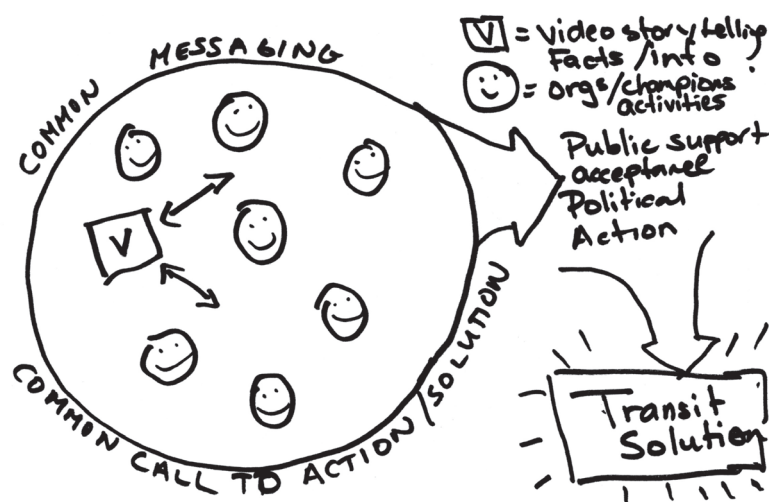
Within two months in June 2012, at the same Don Valley location, an exploratory meeting was hosted by TAF and Evergreen bringing together 10 active stakeholder groups working on advancing new public transit infrastructure for the Greater Toronto and Hamilton area (GTHA).

The issue was urgent given growing public outcry about long commutes in the region in the face of political jockeying regarding transit planning. A capital funding gap in the tens of billions of dollars loomed for the regional plan, and a political atmosphere of austerity made introduction of new revenue tools a contentious topic. But with the regional transit agency, Metrolinx, due to provide a pivotal report on recommended funding approaches to close the gap, and a Provincial election on the horizon, the timing was right to spur public dialogue; a host of savvy civic groups had already latched onto the opportunity to elevate the issue.

Fearing that numerous smaller groups individually tracking the issue would spread limited resources too thinly and result in a splintered advocacy campaign with mixed messages, the first meeting asked the question of whether a collective impact approach could be warranted. A majority of groups said yes, and agreed to a second meeting where they worked together to develop a set of shared core principles and collective tasks.

Linda Weichal, VP of CivicAction felt the collaboration fall into place right from the start.

"The very first meeting impressed me. There were a number of different groups and we agreed that we should be on the same page. At that first meeting we mapped out the effort, charted the audiences and tactics, decided who was going to be responsible for what. We were building off and reinforcing what everyone was already doing."



Move the GTHA

Calling themselves Move the GTHA (Greater Toronto and Hamilton Area), a dozen core group members developed a non-partisan coalition of public, private and civil society organizations with the shared goal of increasing public awareness and engagement across the GTHA about the Province's "The Big Move" regional transportation plan and the need for new funding to support the plan's implementation.

Something that supported the collaboration efforts was a sense that there was a time-limited opportunity to reinforce the desired changes, and that there were "intervention points" on the horizon that offered excellent opportunities to generate public debate. The activities and strategies of Move the GTHA were organized around an external context that included three targets:

- 1. June 2013**
The release of the Metrolinx Investment Strategy
- 2. December 2013**
The report of the Provincial Transit Advisory Panel (Ann Golden Panel) to the Provincial government
- 3. May 2014**
The release of the Provincial budget

Move the GTHA's Shared Vision for Transit Investment

The Greater Toronto and Hamilton Area (GTHA) has some of North America's worst commute times. But if we invest in a better regional network, we reduce congestion and improve our economy, our environment, our health, our neighbourhoods, and our quality of life. That's why we pledge to support new ways to raise funds for a better transportation network in the GTHA in ways that are:

- **Dedicated:** Revenues should be dedicated to transportation infrastructure and operations and not go into the general tax pool or be diverted to other priorities.
- **Efficient:** Governments should demonstrate that they're spending the public's money wisely and getting the best possible value when investing in our regional transportation system.
- **Transparent and Accountable:** Governments should be clear and open when deciding which projects to fund, demonstrating how they're spending our money, and reporting on project results.
- **Fair and equitable:** Costs should be distributed among everyone who benefits, either directly or indirectly. The impacts of any new costs for transportation expansion should be distributed as equitably as possible and not increase the burden on people with lower incomes.
- **Sustainable:** Funding must be stable and consistent over the 25 years it will take to build out The Big Move.

Defining Shared Principles

The participating organizations represented different constituents with different core objectives, including public health, local business, academia, civic engagement, cycling, climate action, labour, regional transit integration, and urban sustainability.

However, all supported the introduction of dedicated funding tools that would enable implementation of The Big Move plan. At early foundation sessions, the group jointly developed a set of principles that guided all its subsequent work together, helping to differentiate what was “in” and what was “out” in terms of what the group would address jointly, and helping to guide group responses to emerging political decision-making. Notably, the group remained agnostic about which type of revenue tools should be advanced, but rather developed principles by which any funding plans and approaches should be evaluated.

The principles are as follows:

- › Our region needs a transportation system that is *accessible, affordable, equitable, efficient and integrated across the region*.
- › New revenue sources are required to fund Metrolinx’s Big Move plan.
- › Funding arrangements must be *dedicated, fair and efficient, transparent and accountable, regional and sustainable*.

The Life of a Collective Impact Project

The Move the GTHA collaboration had a shared overarching goal of achieving increased public support for investment in transportation infrastructure in the Greater Toronto and Hamilton Area.

Member groups supported this goal individually, focusing on a variety of related issues and offering expert opinions related to their professional spheres. But they also supported this goal as a collective, developing a base of common messaging which they drove consistently through joint communications and within their own organizations, and co-creating strategy that co-ordinated their efforts and made use of their collective skills and networks. As time passed, the efforts and methods used by Move the GTHA developed and followed the definition of a “collective impact” project. Later on in June 2015, a third-party evaluator concluded that the work of the group met the conditions for achieving collective impact under John Kania and Mark Kramer’s definition, which was first presented in [Stanford Social Innovation Review](#) in 2011 (see “The Five Conditions of Collective Success”).

How it worked

The following provides a snapshot of the practical ways the collaboration worked over the course of its first two years of activity.

How did the collective work together?

The members of the collective met regularly including in-person meetings as needed and regular bi-monthly one-hour telephone conference calls. In periods preceding a key event, such as leading up to or directly following key government announcements, the group phone calls occurred weekly.



What happened during the meetings?

Members provided updates on their organizations' related work, shared insights on any new developments such as media or government reports or research, and debated and developed joint responses and strategies. Overall, the group represented a robust intelligence-gathering network, because all members and groups had different contacts inside and outside government offering perspectives and new information. The calls were democratic and everyone was encouraged to voice opinions. For less experienced members of the collective, these dialogues represented a useful mentoring experience, as they could hear more experienced members analyzing and discussing issues and debating the pros and cons of various responses. Because of the variety of group members, many different aspects of the transit funding issue were presented, from the relative merits of different revenue generating approaches, to the implications for public health, to the importance of integrating active and transit infrastructure planning.

This offered an important co-educational opportunity, and altered the way many groups presented their views, as they were sensitized to the implications of strategy to a variety of diverse sectors and interests.

Was there always agreement on how to proceed?

In general, members of this particular collective were quite aligned around their common interest area. Still, there were many areas of divergent opinion, so the common set of principles, established at the outset were an important touchstone. For example, the group did not agree on the relative merits of different revenue tools to raise funding to invest in transit. However, they did agree that the funding methods should be fair, transparent, and sustainable, and they were able to jointly communicate these standards into the revenue tool discussions. In many instances, the group was able to create and publish messages as a full collective, which provided a powerful baseline of public agreement on key topics. On other matters, where there wasn't full agreement, a smaller number of groups arranged to provide joint messaging, signing on to a published message as a group of organizations, rather than as the full Move the GTHA collective. According to Kim Jarvi, a senior economist with the Registered Nurses Association of Ontario, the process was smooth.

"There was a tremendous amount of respect around the table. Everyone was so engaged, but no one monopolized the conversation," says Jarvi. "I've worked on a lot of collaborations - this was the broadest and probably the most functional one I've been involved with. It was very skilfully done."

What other things were done collectively?

Move the GTHA used its collective tools, resources and networks to co-develop projects including a social impact campaign through Air Miles for Social Change, a set of tele-townhalls, a public poll, public statements, and formal letters to the Premier of Ontario and the Ontario Minister of Transportation. Other times, group members supported an individual organization's development and promotion of a key tool. Early on as Move the GTHA was coalescing, CivicAction developed a full campaign to advance investment in transit called "Your 32". They consulted with the Move the GTHA collective, testing their messaging and approach and ultimately other groups who were considering developing a campaign decided instead to re-direct their energies to supporting the Your 32 campaign.

For example, the Toronto Environmental Alliance made a signing of the Your 32 pledge a key issue of discussion at their door-to-door campaign, and significantly increased the numbers of pledges secured. Richard Joy, who previously represented the Toronto Region Board of Trade and is now Executive Director of Urban Land Institute Toronto, found that the ability of diverse groups to pull in the same direction was inspirational:

“Move the GTHA proved that there was an amazing alignment of stakeholders – right and left – toward a common transit vision and a strategy to achieve it.” But he wished that the political parties of the time could have engaged in the same type of adult conversation going on in civic society. “Missing in this historic coalition were all of the provincial parties.”

Move the GTHA also created sub-groups to create strategy, and co-hired consultants to provide advice to the group as whole. They also co-developed fundraising applications requesting funding for a co-ordinated suite of actions to be undertaken by individual groups. This approach allowed the groups to request larger sums of funding and avoid the need for every group to do the fundraising application. However, this fundraising approach was not embraced by all – some groups felt they didn’t have full access to decision-making on this front and were even concerned that the collective approach diminished their fundraising options as individual groups. However, together the groups were able to secure \$485,000 in total external funding resources to support their collective efforts, seeded by the initial \$100,000 provide by Toronto Atmospheric Fund.

Was everything done based on the collaboration model?

While there was a core of collaborative activities, groups also took advantage of their regular contact to support strategy co-ordination and co-operation. For example, weekly updates on groups’ planned activities helped avoid duplication of effort, allowed for co-ordination of event dates to avoid competing for the same audiences, and facilitated efforts for groups to cross-promote each others’ activities. It also ensured that individual groups’ activities and messages reinforced the collective principles, resulting in a more seamless overall message landscape, amplifying key points through many different channels.

“We are all passing on the same message,” notes Peter Miasek, President of Transportation Action Ontario. “We’ve got a hymnbook and we’re all singing from it.”

Did the collective approach generate new ways of doing things?

Developing ideas among a larger group and also sharing the resources, costs – and risks – of new activities may have helped to support innovation with respect to some of the outreach techniques used. In particular, the group experimented with tele-townhall meetings to reach out to mass audiences, hosting two such meetings, one with the Premier of Ontario as the featured guest. The group also leveraged a key partnership through Evergreen to activate the public through their Air Miles membership, getting hundreds of short survey responses in exchange for Air Miles points via the Air Miles for Social Change program. Because of the breadth of the group’s membership, they also secured access to key government decision-makers, for example, a sub-group of Move the GTHA was selected to provide direct input to the Provincial Transit Advisory Panel, and some of the advice they had jointly developed and delivered to the Panel appeared as a recommendation in the final report.

Was all the effort of working together really worth it?

At the end of the first phase of Move the GTHA, TAF financed the hiring of an evaluator to independently assess whether or not the collective members felt that their participation had been a net benefit to their organization, and whether the approach had impacted the Province's decision-making regarding funding of transit. The resulting report, based on third-party interviews with most of the core Move the GTHA members, found that while views were mixed on the extent to which the collaborative approach influenced the government decisions, there was strong agreement that the work approach had brought net benefits to the organizations involved, especially providing them with access to better intelligence through the expanded network, helping to transmit their messages to a broader and more varied audience, and giving newer players the benefit of exposure to more seasoned ones. Some groups also found that the access to key decision-makers provided to the collaborative exceeded what they would be able to have on their own.

“CodeRed would never on our own merits have that sort of access. It really shows the power of Move The GTHA to move together as quite a powerful force.”

says Cameron MacLeod, Executive Director of CodeRedTO.

Several group members also noted that the experience of working collaboratively affected their organizations, where they now sought to work in collaboration in other instances. In fact, having got to know one another through their work with Move the GTHA, various groups of core members continued to collaborate on other projects of mutual interest. In fact, having got to know one another through their work with Move the GTHA, various groups of core members continued to collaborate on other projects of mutual interest.



Nurturing and Supporting a Collective Impact Project

Who was responsible for organizing the collaborative's work?

Over the course of the Move the GTHA project, Evergreen developed a new program called CityWorks, formalizing a program designed to support and convene diverse players in service of urban sustainability. Leveraging their own internal and funder resources, Evergreen developed capacity to play a “backbone” role for Move the GTHA, developing meeting agendas, taking minutes, facilitating, and co-ordinating the completion of joint work – leveraging small subcommittees of Move the GTHA members. Evergreen also developed and administered joint fundraising applications. In a third-party evaluation, the group members’ noted how critical the backbone role was to the success of the collaboration, and commented on the skills that Evergreen brought to bear.

“A lot of credit goes to Evergreen for keeping things organized – it was well managed,” emphasized core member Peter Miasek.

Toronto Atmospheric Fund also played a key role, participating in the collective not just by providing funds, but also as a member. TAF provided dedicated senior staff to support some of the backbone activities and lent core staff to assist with project and communications work. Toronto Atmospheric Fund also developed and managed a specialized stream of funding to help maintain participation in the collective from groups that had less capacity and fewer resources to allow them to send representatives to regular meetings, and offered small capacity-building grants to allow the group to jointly hire and receive advice from professional consultants.

What did the group spend its funding on?

Resources were provided to Evergreen to support project managers who co-ordinated collaborative activities. Some funding paid for advisory support such as communications advice. Other funding flowed to member groups to support discrete components of work developed by individual groups but aligning with the overall goals of the collective. For example: Toronto Environmental Alliance undertook a “train the trainer” workshop series to train local leaders on supporting public dialogue on transit issues; CivicAction hosted conversations with elected leaders across the region on the transit investment theme; and the Pembina Institute developed “Whose on Track”, a media-savvy report that analyzed the positions taken by the three parties in Ontario’s legislature with regards to expanding rapid transit. As Move the GTHA matured beyond the first year, it became increasingly difficult for many of the member groups to continue to support the cost of sending their staff to regular meetings because the collaborative work wasn’t a component of their existing funded projects. In response, Toronto Atmospheric Fund provided a pool of core funding support dollars and developed an administrative process to provide it to core Move the GTHA members as needed. This formed a key lesson for funders of collective impact, with respect to understanding the full cost of supporting this type of effort.

10 Key Findings About Collaborating for Collective Impact

While Move the GTHA was focused on specific policy goals, the development of the collaboration and the lessons it had to offer were a key goal for co-initiators Evergreen and TAF. As part of the work, Robert Plitt and Mary Pickering de-briefed regularly to tease out the applied lessons of collaboration work. The following is a summary of some key insights gleaned from the Move the GTHA experience.

1. Collaboration is not a default setting.

Without the intervention of organizations or individuals intent on exploring and supporting collaboration, it is unlikely that groups will work in tandem. And unless there is clearly something that can be achieved together that can't be achieved by groups working alone, collaborations should not be undertaken, since they require significant time and effort.

2. Collaborations take time and require focus.

Time is needed to build trust, confirm common goals or areas of alignment, and demonstrate value to the individual organizations. Only then can integration occur, where groups begin influencing each others' strategies, products, and directions.

3. Not all participants want to collaborate in the same way.

While it is important to establish ground rules to govern whether or not a group is actually "in" or "out," it is also helpful to create opportunities for individuals and groups to participate at depths of commitment they can accept, acknowledging that groups' interest and resources are bound to ebb and flow.

4. Good collaborations are greater than the sum of the parts.

Combining the assets represented by all the participating groups, including networks, skillsets, and access to different kinds of resources can be extremely powerful. Working across sectors provides learning opportunities including different perspectives, different sources of information or intelligence, and different skill sets and experience levels of the participating individuals.

5. Collaborations can "turn up the volume" on an issue.

Having diverse voices reinforce key points provides clearer messaging, and avoids a multitude of voices and concerns that makes it seem like there is little public agreement. Diverse collaboration membership can trigger stronger interest from media, influencers, and funders, especially when they contain participants who don't usually work together. Coordination of communications dates and formats avoids overlap, reducing competition for audiences and allowing individual group efforts to gain greater attention. Further, groups can cross-promote and reinforce each other's events and messages to their own audiences, increasing the impact of individual activities.

6. A “backbone” organization provides key support.

Regular and action-oriented meetings help maintain a collaboration’s momentum, and allows opportunity for intelligence-sharing. With agreement from the group, an individual or organization may be tasked with the role of supporting the collaboration’s practical needs, including organizing meetings and minutes, circulating information, hosting meetings or a central area for information exchange, developing joint funding proposals, and providing facilitation support.

7. Individuals are not their organizations.

Individual participants in the collaboration may not be able to provide organization approvals for strategies developed by the group – time must be allowed for the “filtering up” of collaboration strategies back to the leadership of participating groups for sign-off. And if an individual representative leaves or changes jobs, it can be a challenge to ensure that a replacement from their organization will be assigned, especially if the representative had not been successful in fully “on-boarding” their organization with respect to the work of the collaboration.

8. Multi-stakeholder collaboration is critical to developing sustainability solutions.

Working across diverse sectors helps sustainability advocates better understand key public motivations and highlights the complementary benefits of sustainability issues with other areas of concern, such as public health, local economic development, and city livability – issues that are often more relevant to the broader public than environmental issues.

9. The collaboration technique requires professional attention and skill.

The job of attracting and supporting a collaborative group and providing them with value is an important and difficult one. This area is becoming a newly acknowledged field, offering professional development opportunities and resources for practitioners. We should not assume that this work can be undertaken without proper support, training, and mentoring.

10. We need mechanisms to better evaluate how collaborations improve outcomes.

This work is costly and time-consuming. We need to know how much value we get out of it to “prove and improve” its value. To do this we need to make efforts to measure and document the work and provide useful case studies into the collective impact community. Collaboration is a learned skill. But once groups have worked together in one setting, it may be easier for them to do so again.

Milestones

- › **November 2008**
Regional transit agency Metrolinx approves a new Regional Transportation Plan called The Big Move.
- › **May 2010**
The Toronto Board of Trade releases The Move Ahead: Funding “The Big Move” outlining 16 revenue tools to fund Metrolinx’s The Big Move plan, followed in 2011 by Reaching Top Speed, a report calling on campaigning provincial parties to elaborate their regional transportation funding strategies.
- › **February 2012**
the high profile Commission on the Reform of Ontario’s Public Services (The Drummond Report) sets the stage, recommending exploration of a range of new revenue tools to help fund transit.
- › **June 2012**
TAF provides a \$100K grant to Evergreen to initiate and develop of a collective impact group to build public support for funding The Big Move regional transportation plan.
- › **September 2012**
A dozen groups form establish shared principles and plans and form Move the GTHA.
- › **October 2012**
Move the GTHA core member CivicAction launches a major new advocacy campaign, Your 32, developed in consultation with Move the GTHA members
- › **March 2013**
Toronto Region Board of Trade releases a discussion paper highlighting a 66 minute average daily commute time and a \$6B annual productivity loss in the region due to congestion.
- › **April 2013**
CivicAction releases its “Pledge to Get a Move On” strategy to attract public support for new revenue for regional transportation, based on principles used by Move the GTHA. The campaign ultimately secured pledges from over half of the region’s elected officials.
- › **April 2013**
the Pembina Institute releases a cheeky “zombie” video to reinforce the daily frustrations of gridlock and under-developed transit service. The video slogan: “Let’s bring Toronto back to life. Rapid transit. It’s a no-brainer.”
- › **May 2013**
Metrolinx releases its recommended Investment Strategy describing new funding approaches to generate capital to build The Big Move plan.
- › **November 2013**
CivicAction launches “32 Reasons” campaign and 32 days of action highlighting multi-faceted reasons to invest in better transportation representing key issues of concern for Move the GTHA member groups.

➤ **December 2013**

The Ontario Transit Investment Strategy Advisory Panel chaired by Anne Golden (aka the Golden Panel) issues final report making 20 recommendations on how new transportation projects in the GTHA should be funded. Move the GTHA issues a joint statement of support for the panel's recommendations, which included a call for front-loaded "kick-start" funding developed by Move the GTHA groups.

➤ **December 2013**

Move the GTHA launches an Air Miles for Social Change campaign reaching out to 800,000 GTHA residents to collect their opinions on transit funding and to drive them to the CivicAction pledge campaign.

➤ **January and April 2014**

Move the GTHA hosts two "virtual town halls" with residents of the GTHA invited to participate in call-in panel discussions with knowledgeable transit leaders including Michael Sutherland, Director of Economic Analysis and Investment Strategy at Metrolinx, Metrolinx President and CEO Bruce McCuaig, CivicAction Chair John Tory, and Premier Kathleen Wynne. The sessions engaged 35,000 residents, who, during the call, answered live polling questions.

➤ **April 2014**

Move the GTHA commissions a survey of 1,042 GTHA-area residents for their opinions on government funding of public transportation infrastructure. A majority of respondents (59%) said they would be more likely to vote for a political candidate who supported funding to improve local transportation options. figures were shared with mainstream media and through the member organizations' social media outreach.

➤ **April 2014**

Premier Wynne announces that the provincial budget will earmark portions of existing general revenue streams to create a \$1.5B GTHA fund dedicated to building and improving transportation systems. The significant funding is a welcome announcement, but concerns are raised that no new funding mechanisms are being used to support the cost.

➤ **June 12 2014**

Liberal Party wins provincial election and Kathleen Wynne becomes Premier and subsequently implements the regional funding plan.

Move the GTHA By the Numbers

- Core Groups: **13**
- Core Group Membership: **250,000**
- Earned media stories: **11**
- Residents reached through door-to-door canvass: **25,000**
- Participants in Teletownhall with Premier of Ontario: **22,507**
- Residents canvassed through Air Miles for Social Change: **700,000**
- Total residents reached through joint campaign: **1,000,000**
- Collaboration Funders: **4**
- Total Funding Committed: **\$485,000**
- Percentage of GTHA residents more likely to support a political leader who brought in new transportation funding sources at end of campaign: **60***

**Based on Angus Reid Forum poll conducted April 4-7 2014*

Epilogue: Move the GTHA Keeps on Rolling

When Move the GTHA first launched, it was anchored by a time-limited set of government decision-making points, ending with the Provincial election in June 2014.

Shortly after the election, which secured significant funding for transit but didn't result in introduction of any new sources of transit funding – the group met for what could have been a final, de-briefing session. With the World Cup underway at the time, Franz Hartmann, executive director of the Toronto Environmental Alliance, felt a soccer-related analogy was in order.

“It feels like we’re only at halftime in this game,” he said to the group. “We cannot give up now. We’ve got the importance of funding transportation on the public agenda.”

His sentiment was unanimously endorsed, especially because many members of the group were sensitive to experience of past advocacy coalitions that dissolved upon achievement of new legislation, only to find that their hard work unravelled due to poor policy deployment.

In September of 2014 the Toronto Region Board of Trade delivered a discussion paper called [Build Regional Transportation Now](#), influenced by Move the GTHA discussions on the need for strong governance and use of transparent business case analysis for transportation decision-making. In October of 2014, Move the GTHA members secured an in-person meeting with Premier Kathleen Wynne and Transportation Minister Steven Del Duca, back at Evergreen Brickworks where everything began. Move The GTHA was able to present a series of immediate needs calls for action developed and elaborated jointly by a dozen groups.

Fast forward to 2016, and the group continues, keeping a watchful eye on the government’s delivery on commitments. With a Metrolinx review of the Big Move plan about to offer another policy intervention point, the group launched a new jointly developed report called [Are We There Yet?: The State of Transit Investment in the Greater Toronto & Hamilton Area](#). The report comments on the funding gap that continues to plague regional transportation plans, worsened by the fact that projected budgets do not include increased operational costs associated with new transportation facilities.

Groups continue, now in year four, to communicate regularly by telephone conference and to develop collaborative communications strategy. CivicAction’s Weichel is still involved, along with most of the original core members and some new blood providing broader regional representation.

“The new state of transportation funding report has given us focus again,” says Weichel. “From CivicAction’s perspective, Move the GTHA continues to be very valuable for us.”

With respect to the co-initiators of this work, the experience has left a mark on operations and attitudes.

“For Evergreen, the positive experience we had as part of Move the GTHA has led to a deepening of our organization’s capacity and commitment to collective impact.”

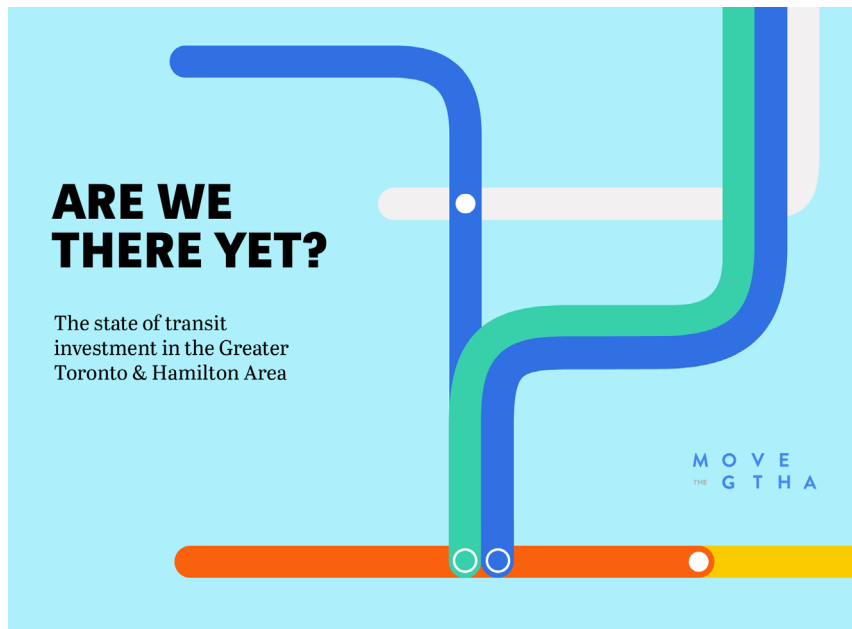
says Robert Plitt, now Executive Director of Evergreen CityWorks, overseeing expanded inter-sectoral work through a new housing lab initiative and a project dedicated to building resilience in Canada’s mid-sized cities.

At Toronto Atmospheric Fund, the importance of working regionally is being reinforced with a new endowment fund provided by the Province of Ontario, dedicated to supporting regional carbon reduction action in the GTHA. The work has also strengthened capacity for meaningful partnership development spanning the economic, public health and social equity sectors.

“Move the GTHA showed us how a funder can help to support this new way of working.”

says TAF’s VP of Programs and Partnership’s Mary Pickering, TAF’s lead for the Move the GTHA file.

“We helped get the ball rolling, then participated as part of a team. That on-the-ground experience makes us a lot better at understanding the breadth and depth of the issue and the capacity needs of the players, and that improves our funding strategy.”



Appendix A

Move the GTHA Core Member Groups

Including the 12 core groups highlighted on these pages, more than 30 organizations participated in Move the GTHA.

Collectively, the groups' membership was approximately 250,000, with some 40,000 secondary supporters (including affiliated groups that shared Move the GTHA information through social media and pre-existing relationships with 70 reporters and 380 elected officials from all levels of government in the GTHA). A further 150 other organizations and decision-makers were contacted by Move the GTHA members during the build-up to the 2014 provincial election.

› **CivicAction**

Founded in 2002, CivicAction brings public- and private-sector leaders together in a non-partisan forum to study and develop strategies to tackle problems in the Greater Toronto and Hamilton Area (GTHA). Every four years, CivicAction holds a summit to identify the biggest issues facing the region, and set the agenda for the following four years. CivicAction.ca

› **CodeRedTO**

CodeRedTO is a volunteer-led transit advocacy group focussed on improving transit options and infrastructure in the GTHA. Launched in response to the cancellation of Transit City, the group provides data and information supporting the need for a transit system that encompasses a mix of commuter rail, subways, light rail, and buses. CodeRedTO.com

› **Evergreen**

Evergreen is a not-for-profit organization that makes cities more livable. We work on a range of programs that aim to improve the systems that impact our urban environment, including housing, transportation, and green space. By deepening the connection between people and nature, and empowering Canadians to take a hands-on approach to their urban environments, Evergreen is improving the health of our cities - now and for the future. Evergreen.ca

› **Pembina Institute**

The Pembina Institute began in 1982 as a grassroots response to the "Lodgepole blowout," an accident at a sour gas plant in Alberta that spewed toxic gases for more than two months. Today, the Pembina Institute provides research, analysis, and recommendations to help government and industry develop cleaner energy systems. Pembina.org

› **Registered Nurses' Association of Ontario**

The Registered Nurses' Association of Ontario (RNAO) is a professional association representing registered nurses, nurse practitioners, and nursing students in the province. Since its founding in 1925, RNAO has advocated for healthy public policy,

promoted excellence in nursing practice, increased nurses' contribution to shaping the health-care system, and influenced decisions that affect nurses and the public they serve. RNAO.ca

› **Toronto Atmospheric Fund**

The Toronto Atmospheric Fund (TAF) is a non-profit corporation endowed by the City of Toronto in 1991. TAF provides funding for projects that will reduce Toronto's greenhouse gas emissions and air pollution. taf.ca

› **Toronto Centre for Active Transportation**

The Toronto Centre for Active Transportation, a project of Clean Air Partnership, advances knowledge and evidence to build support for safe and inclusive streets for walking and cycling. TCAT.ca

› **Toronto Environmental Alliance**

For more than 25 years, the Toronto Environmental Alliance (TEA) has campaigned locally to find solutions to Toronto's urban environmental problems. As a not-for-profit organization TEA advocates on behalf of all Torontonians for a green, healthy, and equitable city, and acts as an environmental watchdog at City Hall.

TorontoEnvironment.org

› **Toronto Public Health**

Toronto Public Health is a city department that, among many other programs, provides research and information on environmental issues that affect resident's health and wellbeing. Toronto.ca

› **Toronto Region Board of Trade**

Founded in 1845, the Toronto Region Board of Trade is the chamber of commerce for Canada's largest urban centre, connecting more than 12,000 members and 250,000 business professionals and influencers throughout the Toronto region. The Board fuels the economic, social and cultural vitality of the region by fostering powerful collaborations among business, government, thought leaders, and community builders.

BOT.com

› **Toronto and York Region Labour Council**

The Toronto and York Region Labour Council is a central labour body that combines the strength of hundreds of local unions representing 205,000 working men and women and their families. Its mandate is to organize and advocate on issues that are vital to working people throughout the region. LabourCouncil.ca

› **Transportation Action Ontario**

Transport Action Ontario (formerly Transport 2000 Ontario) is a non-government organization advocating for sustainable public and freight transportation across Ontario. It is part of the Transport Action federation of similar NGOs spanning Canada.

Transportation-Action-Ontario.com

Funders

› **Toronto Atmospheric Fund**

› **Metrolinx**

› **Metcalf Foundation**

Appendix B

The Five Elements of Collective Impact

John Kania & Mark Kramer first wrote about collective impact in the [Stanford Social Innovation Review](#) in 2011 and identified five key elements:



source: collaborationforimpact.com

1. All participants have a **common agenda** for change including a shared understanding of the problem and a joint approach to solving it through agreed upon actions.
2. Collecting data and **measuring results consistently** across all the participants ensures shared measurement for alignment and accountability.
3. A plan of action that outlines and coordinates **mutually reinforcing activities** for each participant.
4. Open and **continuous communication** is needed across the many players to build trust, assure mutual objectives, and create common motivation.
5. A **backbone organisation(s)** with staff and specific set of skills to serve the entire initiative and coordinate participating organisations and agencies.

“... we believe that there is no other way society will achieve large-scale progress against the urgent and complex problems of our time, unless a collective impact approach becomes the accepted way of doing business.”

—John Kania & Mark Kramer