

Achieving Inclusive Outcomes through Collective Impact

International Placemaking Week
Chattanooga, Tennessee
Wednesday, October 2nd 2019



“Cities have the
capability of
providing something
for everybody, only
because, and only
when, they are
created by
everybody.”

Jane Jacobs



Change Agent & Community Champion

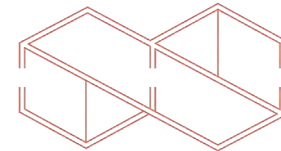
Sarah E. O'Brien

**COLLABORATIVE
DEVELOPMENT
COLLECTIVE
LLC.**



Designer, Planner & Problem Solver

Britin Bostick

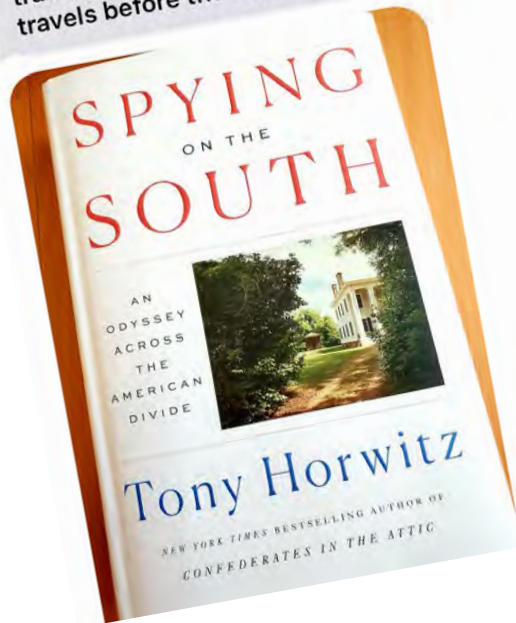


**STEWARDSHIP
STRATEGIES**

Claim to Fame

Today 12:49 PM

I keep forgetting to ask if you know you're quoted in Tony Horwitz's new "Spying on the South," re-tracing Frederick Law Olmsted's travels before the Civil War. 😊

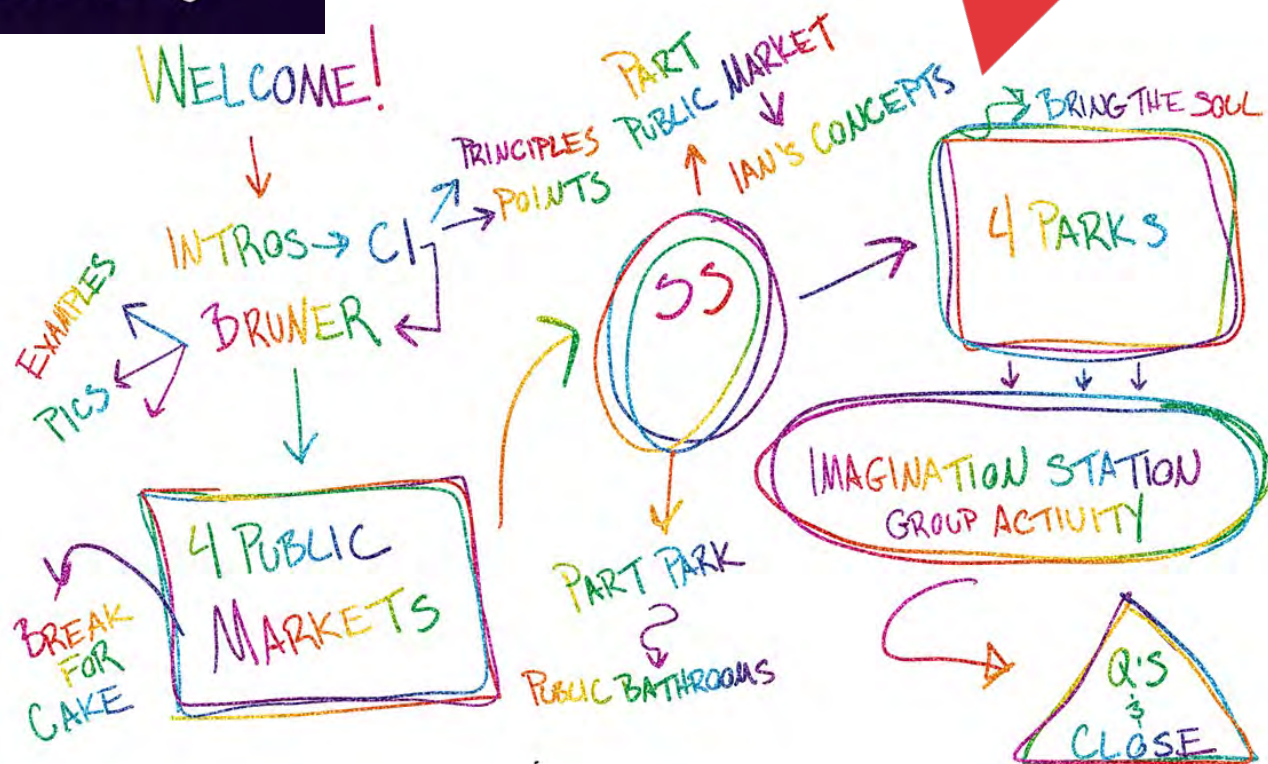


We learned, too, that the next afternoon, for playing euchre on a Sunday, on the porch of a hotel across the street. This building was now a mission and soup kitchen with a plaque of its own. Still, no mention of Fredonia and its possible link to *Duck Soup*. Sarah O'Brien was the only person we met who'd considered the question. She worked at city hall, marketing Main Street, and was always looking for fresh angles.

"Fredonia's all over town; the Marx Brothers must have seen the name and heard the story," she said. "It would have appealed to their absurd sense of humor." During a convention in town, city officials had dressed as the Marx Brothers and a mule and ran down Main Street. "I'm not sure many people got the joke," she said. Still, she added, "We've always got the real Fredonia, and our nine flags. Texas has had only six flags. Anytime you can beat Texas, it's something to brag on."

A friend visiting her office, Shane Smelley, offered a different view. The Fredonia rebellion was misbegotten, "and lasted, like, a day," she acknowledged. But it was still worth remembering. "It's a Southern thing," she said. "We take pride in *whatever* happened, even when it wasn't so good, like the Confederacy. As lost causes go, you could do a lot worse than Fredonia."

Enjoy the Journey





Collective Impact

col·lec·tive im·pact

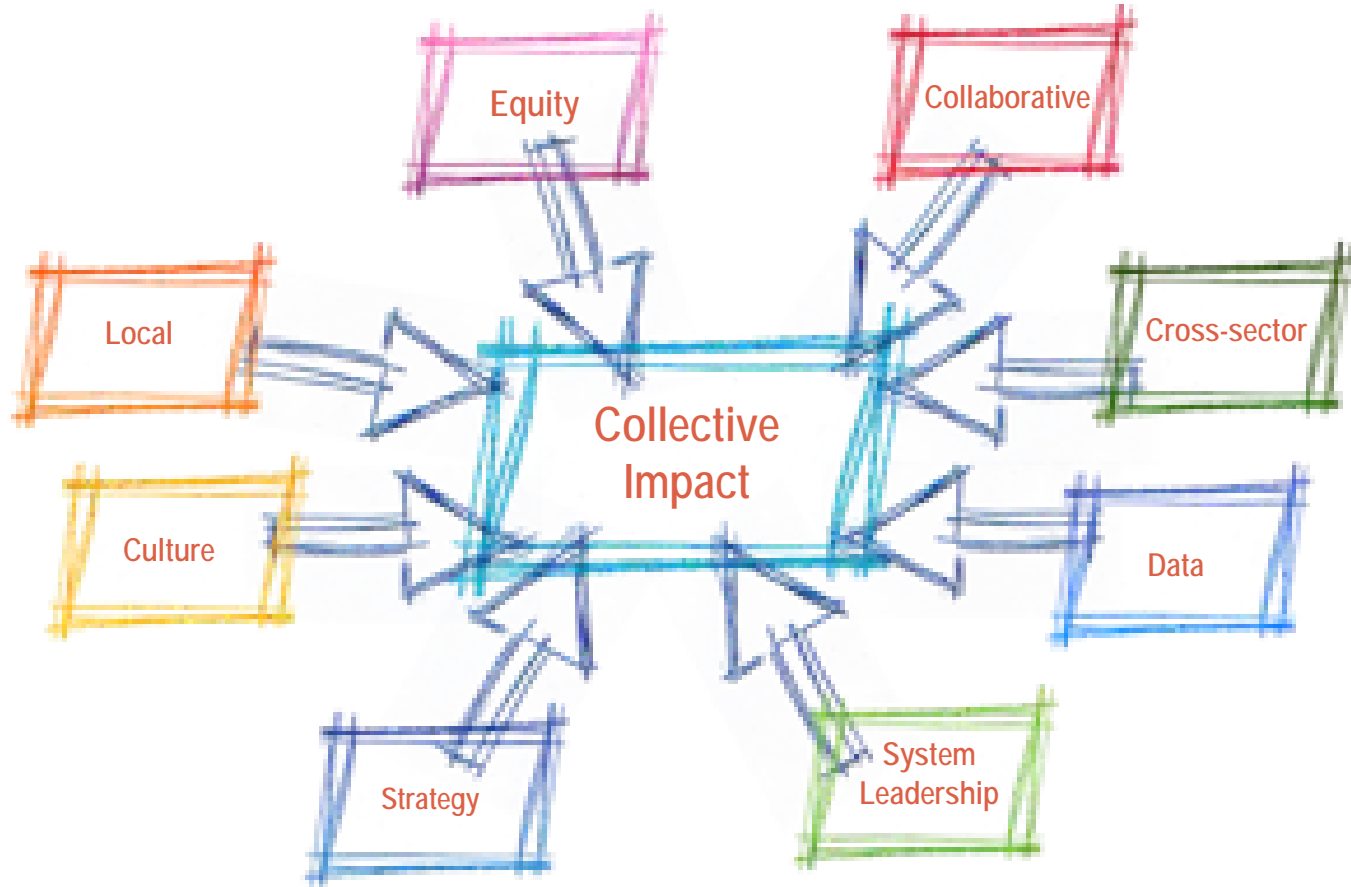
| \ kə- 'lek-tiv \ im- 'pakt

often known as CI (2011)

Definition of *Collective Impact*

1: commitment of a group of actors from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration

Principles of Practice



The Journey



Rudy Bruner Award for Urban Excellence

Advancing the conversation on making cities better

- 🌈 **Awarded for:** A biennial award recognizing "places that are developed with such vision and imagination that they transform urban problems into creative solutions"
- 🌈 **Sponsored by:** The Brunner Foundation
- 🌈 **Rewards:** \$50,000 Gold, \$25,000 Silver
- 🌈 **Timeline:** Since 1987, biannual
- 🌈 **Website:** <http://www.rudybruneraward.org/>
- 🌈 **Founder:** Simeon Brunner, Architect





“The Rudy Bruner Award for Urban Excellence can be thought of as a question—an inquiry into the nature of excellence.”

Robert Shibley, *Placemaking: The Art and Practice of Building Communities*

VALUES

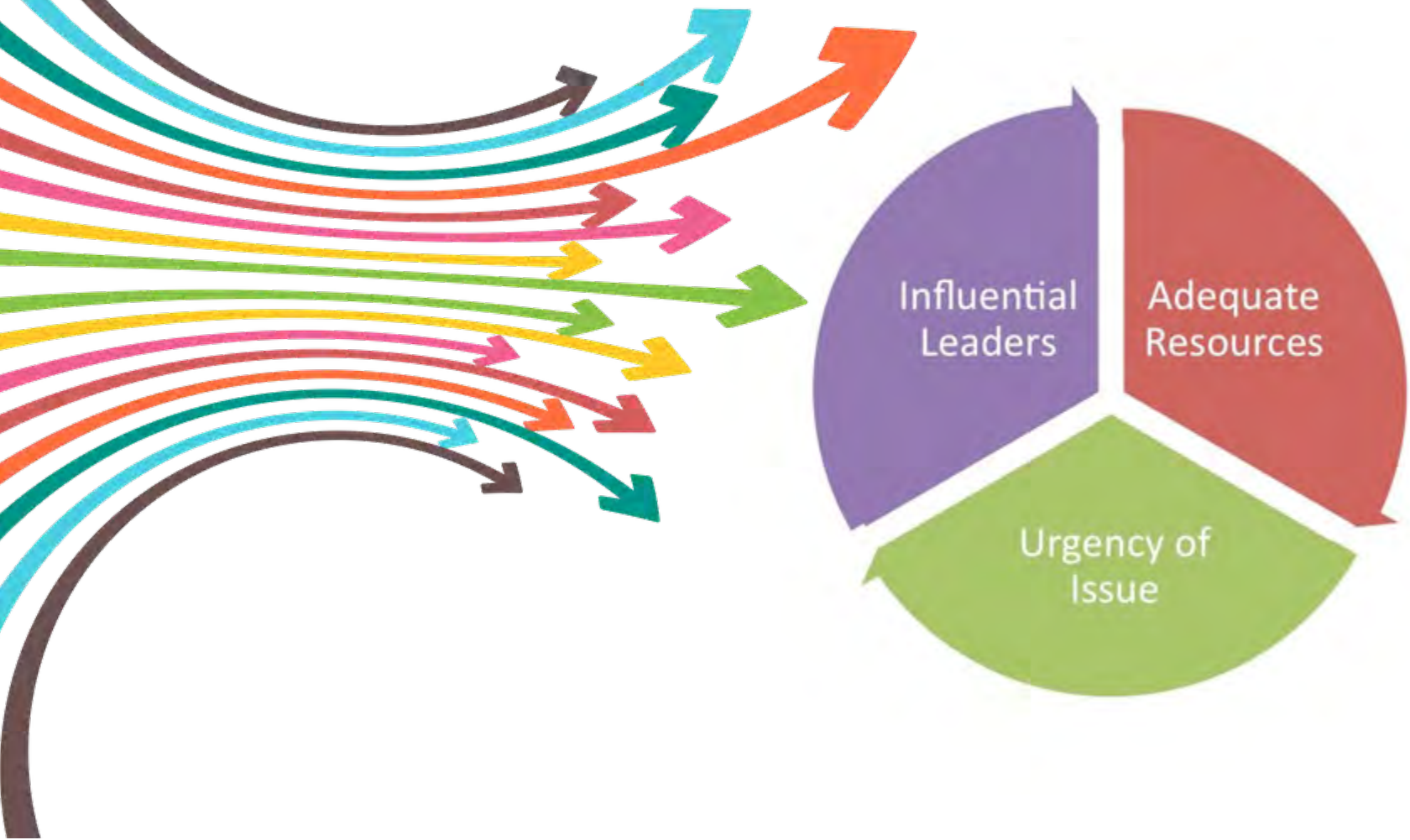
-  empowerment of individuals
-  sensitivity towards community needs
-  cohesive urban design
-  collaboration
-  racial and economic diversity
-  continuity-restoration-renovation
-  design with users in mind

Collective Impact



- Design and implement the initiative with a priority on *equity*.
- Include **community** members in the *collaborative*.
- Recruit and co-create with *cross-sector* partners.
- Use *data* to continuously learn, adapt, and improve.
- Cultivate leaders with unique *system leadership* skills.
- Focus on *program* and *system* strategies.
- Build a *culture* that fosters **relationships, trust, and respect** across participants.
- Customize for local context.

Collective Impact: Pre-Conditions



Downtown Square

- 🎆 **Population:** 16,029
- 🎆 **Budget:** \$6,000,000
- 🎆 **Timeline:** 12+ years
- 🎆 **Designer:** Toole Design Group
- 🎆 **Operator:** City of Sulphur Springs



Just play. Have fun. Celebrate!



2019 Silver Medalist

Renewal of a rural, small-town civic plaza and main street.



FOUNTAIN REGULATIONS
NON - SERVICE ANIMALS PROHIBITED
CHANGING DIAPERS WITHIN 6 FEET OF THE WATER
FEATURE IS PROHIBITED
USE OF THE WATER FEATURE IF ILL WITH A
CONTAGIOUS DISEASE IS PROHIBITED
DO NOT DRINK WATER FROM THE WATER FEATURE
USE OF THE WATER FEATURE WHEN ILL WITH
DIARRHEA IS PROHIBITED









**Why Public Bathrooms
Have an Equity Problem**

Phases of Collective Impact

Phases of Collective Impact

Components for Success	PHASE I Initiate Action	PHASE II Organize for Impact	PHASE III Sustain Action and Impact
<i>Governance and Infrastructure</i>	Identify champions and form cross-sector group	Create infrastructure (backbone and processes)	Facilitate and refine
<i>Strategic Planning</i>	Map the landscape and use data to make case	Create common agenda (goals and strategy)	Support implementation (alignment to goals and strategies)
<i>Community Involvement</i>	Facilitate community outreach	Engage community and build public will	Continue engagement and conduct advocacy
<i>Evaluation and Improvement</i>	Analyze baseline data to identify key issues and gaps	Establish shared metrics (indicators, measurement, and approach)	Collect, track, and report progress (process to learn and improve)




1987 Gold Medalist

A public market and mixed-use complex supporting the local community

-  **Population:** 16,029
-  **Budget:** \$190,000,000
-  **Project Types:** Adaptive Reuse/Preservation, Commercial, Empowerment, Food Systems, Housing, Mixed-Use
-  **Highlights:** 750 housing units, 350 businesses

Pike Place Market

Seattle, Washington

-  **Design and implement the initiative with a priority on equity**

Collective Impact Principles of Practice

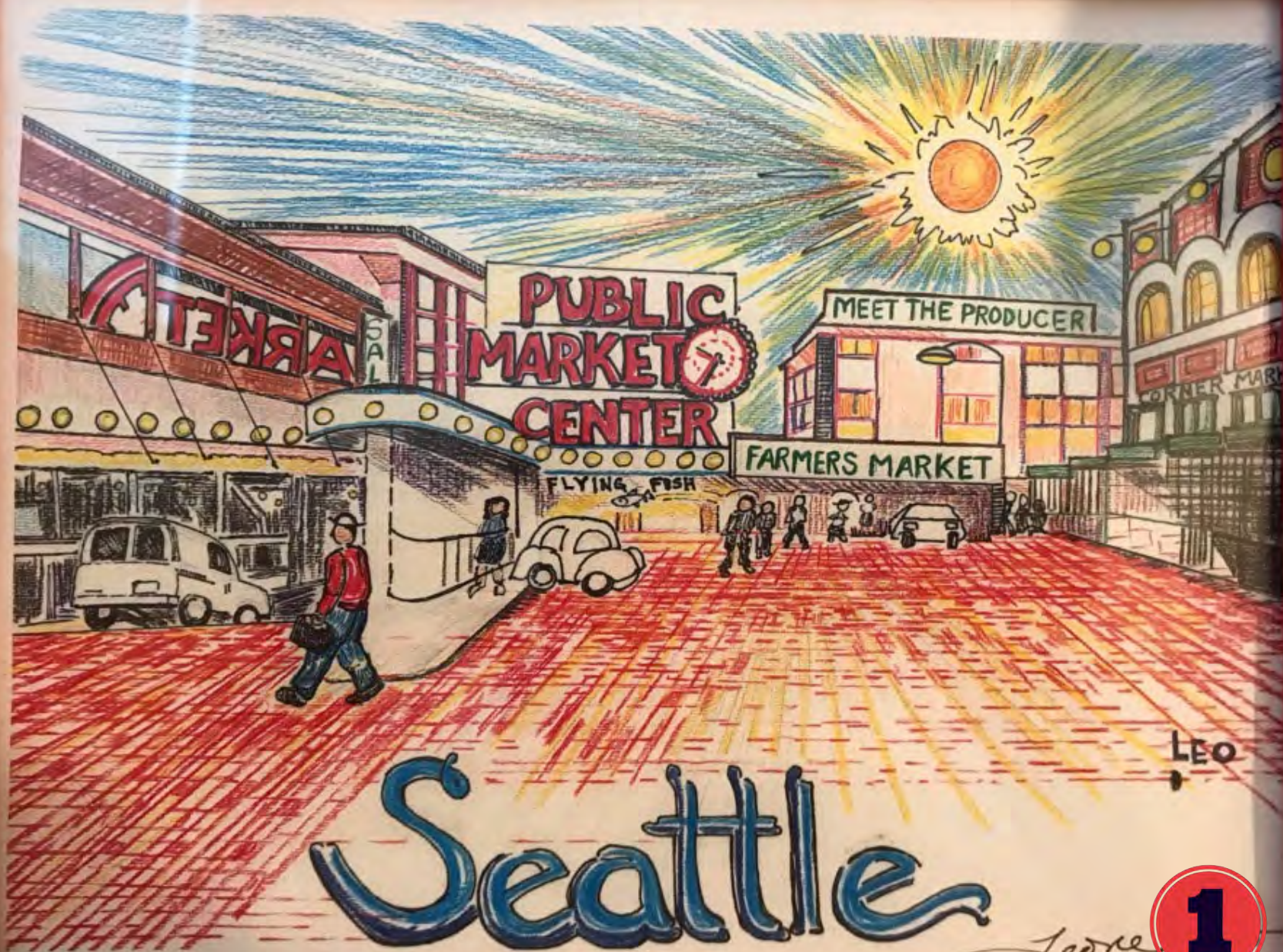


THEN



NOW





Seattle

LEO

1

Leone



Power Struggles