Using the Collective Impact Framework & Adaptive Management Techniques to Promote More Effective and Widespread Green Infrastructure

Eugene Public Works
Parks & Open Space

Scott Altenhoff – City of Eugene – Urban Forestry

What is Green Infrastructure?

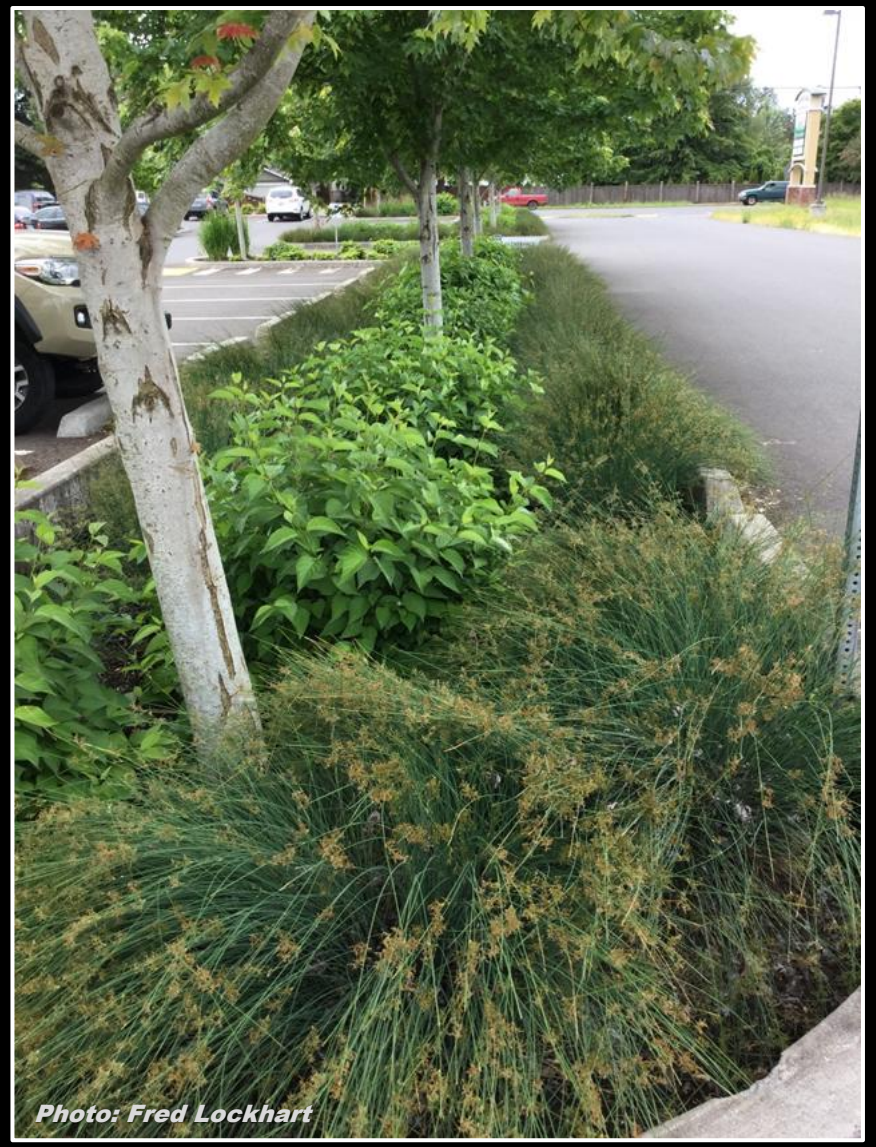
Photo: Fred Lockhart

Photo : Sequential Biofuels


Photo: Eugene Parks &Open Space

Photo: Google Maps

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Understood as a multi-scale network of ecological features and systems that provide multiple functions and benefits, GI provides a systems approach to planning and development that recognizes the value of ecosystem services and strives to integrate and enhance those ecosystem services within our built environment.”

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it’s the result of a wide network of institutions, organizations, agencies, businesses, and citizens bringing ecosystem services back into planning and development.

It’s ultimately about people and organizations making that choice.”

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Photo: Worlfram Burner


Photo: Friends of Trees

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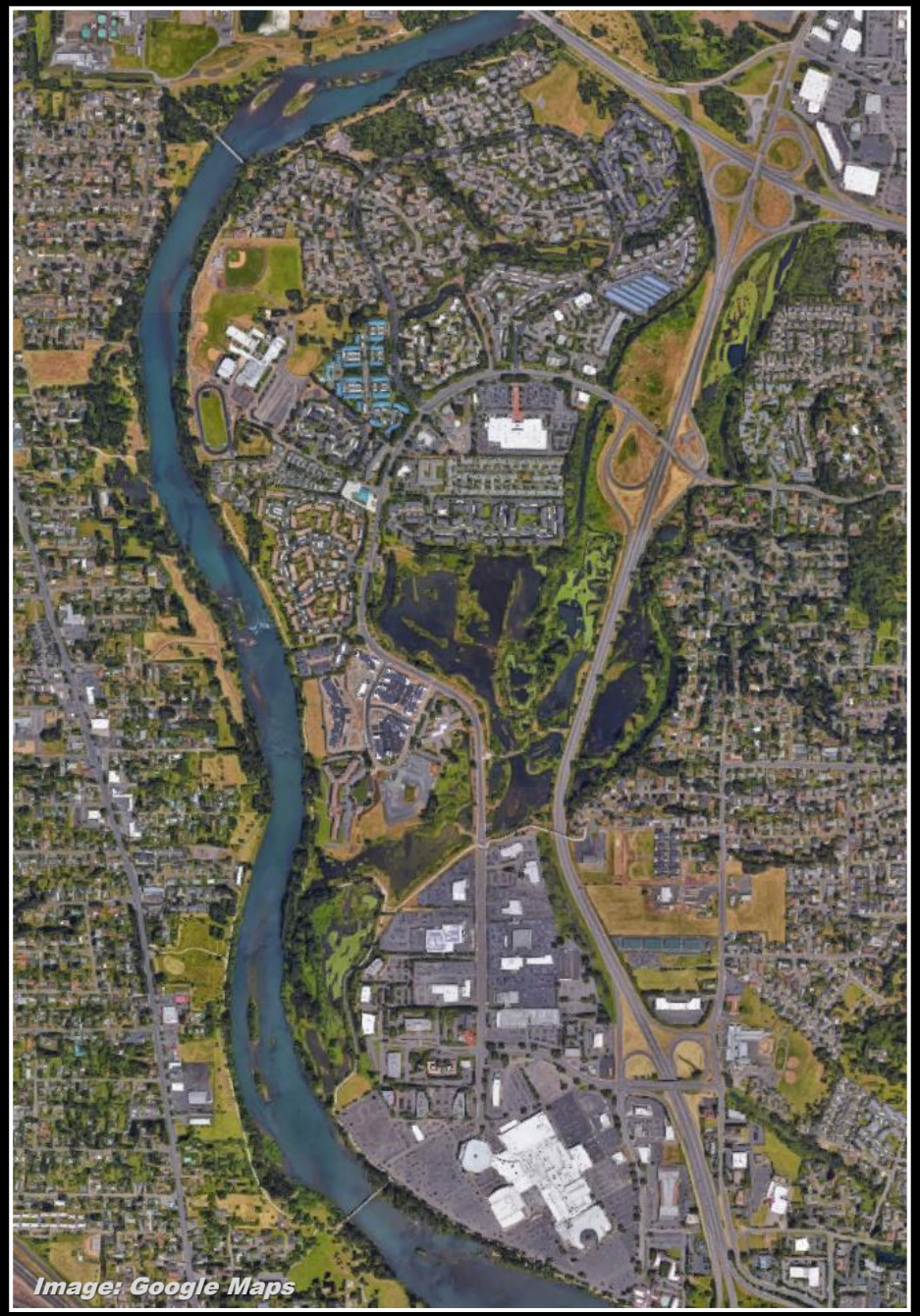
Photo: Eugene Parks &Open Space

A Prime Example of Green Infrastructure in Eugene

Multi-functionality



Helping to turn community liabilities into assets

Photo: Eugene Parks and Open Space

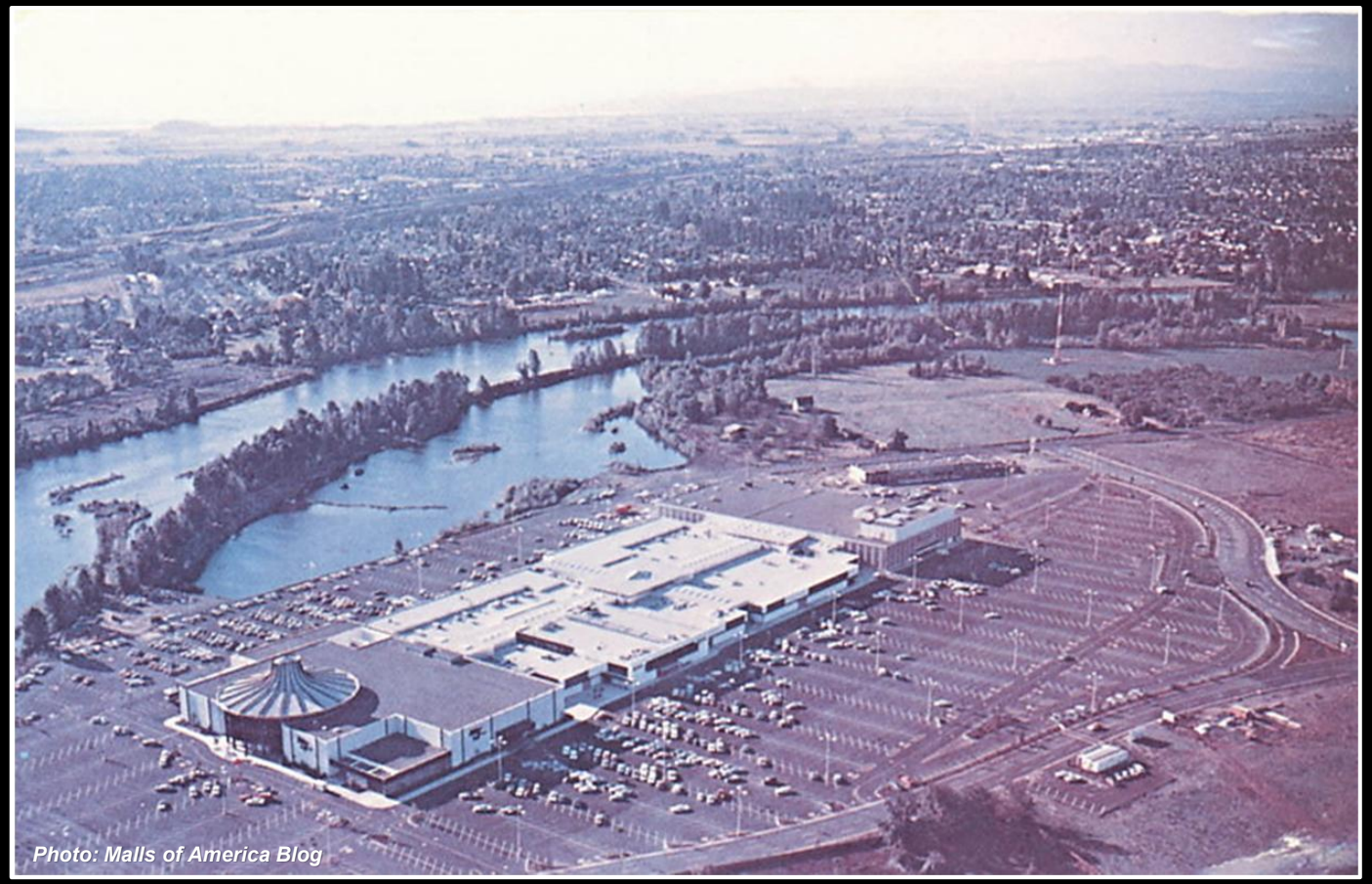


Photo: Malls of America Blog

A broad array of partners and stakeholders

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1) To quickly clarify the benefits and challenges of Green Infrastructure
2) To provide a brief summary of the Collective Impact framework
3) To provide a brief summary of Adaptive Management principles
4) To initiate a discussion about how we might better use these two concepts to improve and expand our region's GI network

Potential Green Infrastructure Benefits

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The real key to GI is its multi-functionality and its ability to work with - rather than against - natural processes

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It appears that the most significant problems are related to a general lack of coordination and “information flow” among partners and stakeholders

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- Lack of interaction/conflicting agendas among key stakeholders resulting in social network fragmentation

“Culture Eats Strategy for Breakfast”

-Peter Drucker

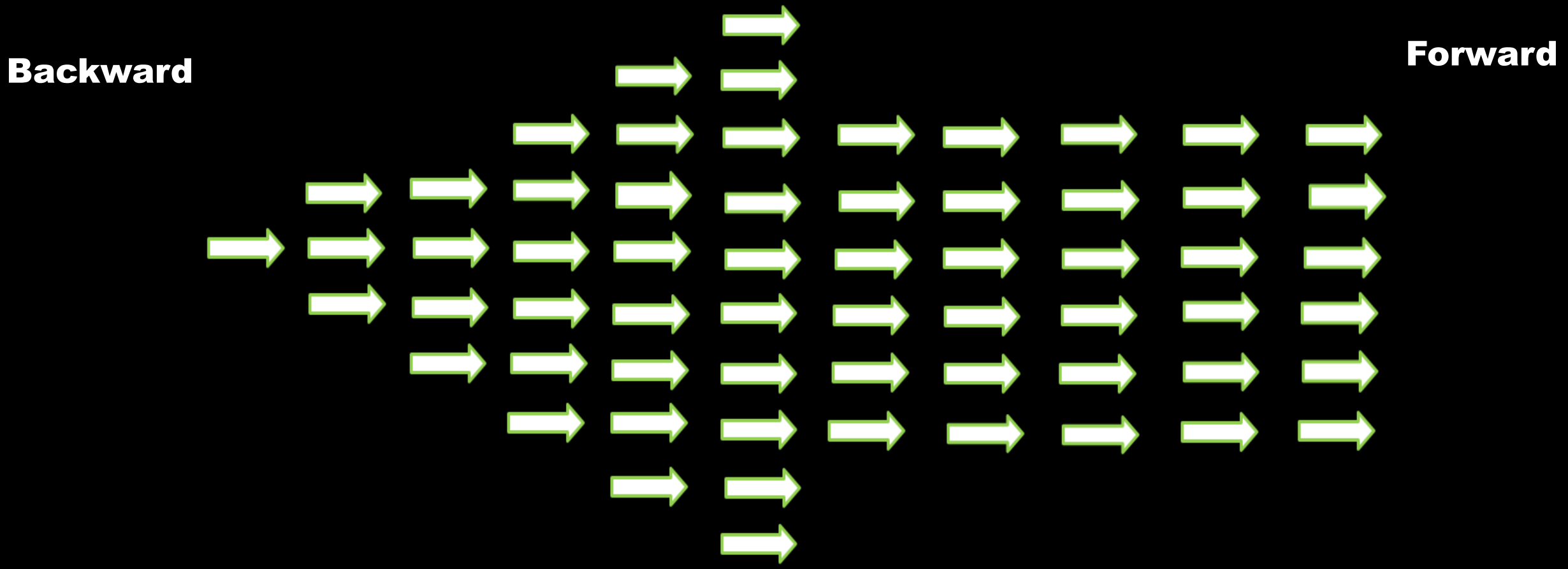



Photo: Eric DeBord

The Collective Impact Framework

Stanford SOCIAL INNOVATION REVIEW

Collective Impact

By John Kania & Mark Kramer

Stanford Social Innovation Review
Winter 2011

Collective Impact

LARGE-SCALE SOCIAL CHANGE REQUIRES BROAD CROSS-SECTOR COORDINATION, YET THE SOCIAL SECTOR REMAINS FOCUSED ON THE ISOLATED INTERVENTION OF INDIVIDUAL ORGANIZATIONS.

By John Kania & Mark Kramer

Illustration by Martin Jarrie

The scale and complexity of the U.S. public education system has thwarted attempted reforms for decades. Major funders, such as the Annenberg Foundation, Ford Foundation, and Pew Charitable Trusts have abandoned many of their efforts in frustration after acknowledging their lack of progress. Once the global leader—after World War II the United States had the highest high school graduation rate in the world—the country now ranks 18th among the top 24 industrialized nations, with more than 1 million secondary school students dropping out every year. The heroic efforts of countless teachers, administrators, and nonprofits, together with billions of dollars in charitable contributions, may have led to important improvements in individual schools and classrooms, yet system-wide progress has seemed virtually unobtainable.

Against these daunting odds, a remarkable exception seems to be emerging in Cincinnati. Strive, a nonprofit subsidiary of KnowledgeWorks, has brought together local leaders to tackle the student achievement crisis and improve education throughout greater Cincinnati and northern Kentucky. In the four years since the group was launched, Strive partners have improved student success in dozens of key areas across three large public school districts. Despite the recession and budget cuts, 34 of the 53 success indicators that Strive tracks have shown positive trends, including high school graduation rates, fourth-grade reading and math scores, and the number of preschool children prepared for kindergarten.

Why has Strive made progress when so many other efforts have failed? It is because a core group of community leaders decided to abandon their individual agendas in favor of a collective approach to improving student achievement. More than 300 leaders of local organizations agreed to participate, including the heads of influential private and corporate foundations, city government officials, school district representatives, the presidents of eight universities and community colleges, and the executive directors of hundreds of education-related nonprofit and advocacy groups.

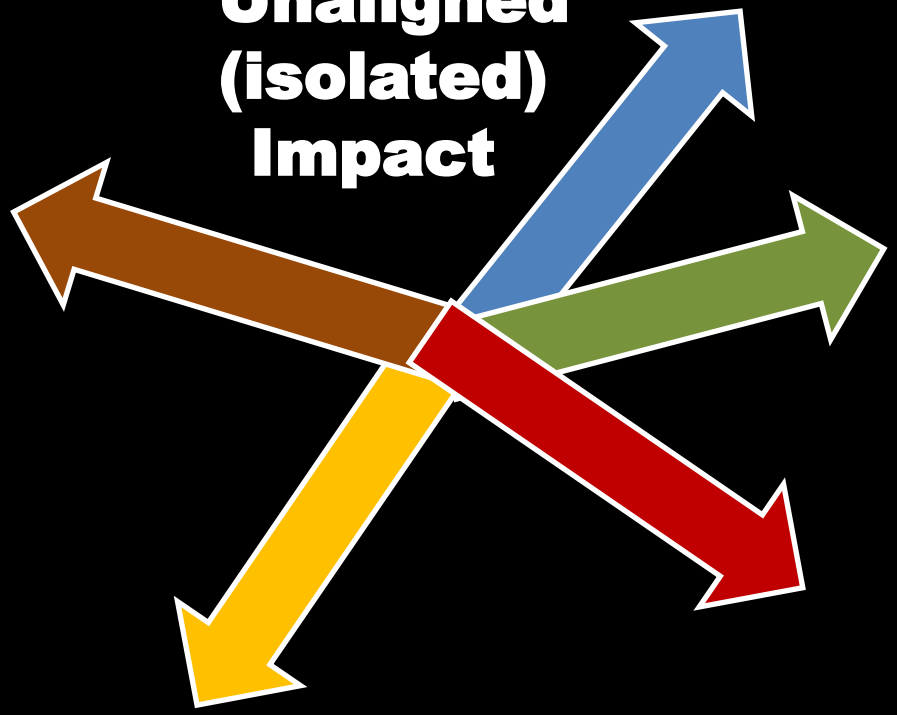
These leaders realized that fixing one point on the educational continuum—such as better after-school programs—wouldn't make much difference unless all parts of the continuum improved at the same time. No single organization, however innovative or powerful, could accomplish this alone. Instead, their ambitious mission became to coordinate improvements at *every* stage of a young person's life, from "cradle to career."

Strive didn't try to create a new educational program or attempt to convince donors to spend more money. Instead, through a carefully structured process, Strive focused the entire educational community on a single set of goals, measured in the same way. Participating organizations are grouped into 15 different Student Success Networks (SSNs) by type of activity, such as early childhood education or tutoring. Each SSN has been meeting with coaches and facilitators for two hours every two weeks for the past three years, developing shared performance indicators, discussing their progress, and most important, learning from each other and aligning their efforts to support each other.

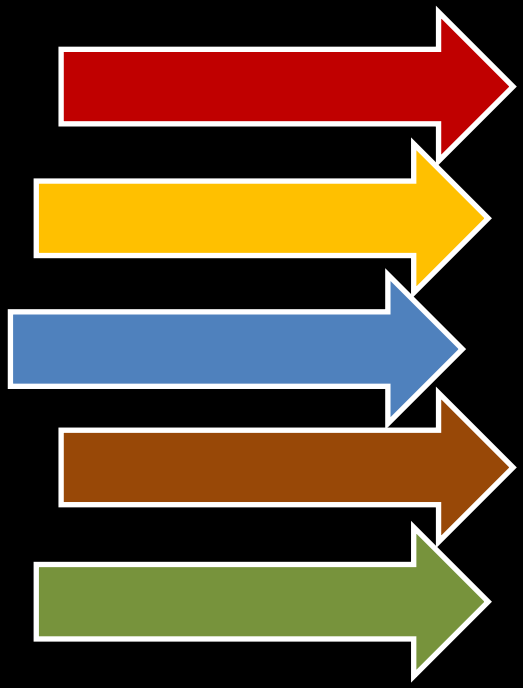
Strive, both the organization and the process it helps facilitate, is an example of *collective impact*, the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem. Collaboration is nothing new. The social sector is filled with examples of partnerships, networks, and other types of joint efforts. But collective impact initiatives are distinctly different. Unlike most

Different Types of Group Impact

Unaligned (isolated) Impact



Collaborative Impact



Collective Impact

The Collective Impact Framework

Common Agenda

Shared Measurement

Mutually Reinforcing Activities

Continuous Communication

Backbone Support

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Continuous Communication	• Consistent and open communication • Focus on building trust
Backbone Support	• Separate organization(s) with staff • Resources and skills to convene and coordinate participating organizations

Adaptive Management

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- **Incorporate tools with which GI managers can monitor, evaluate and share the outcomes of management actions**
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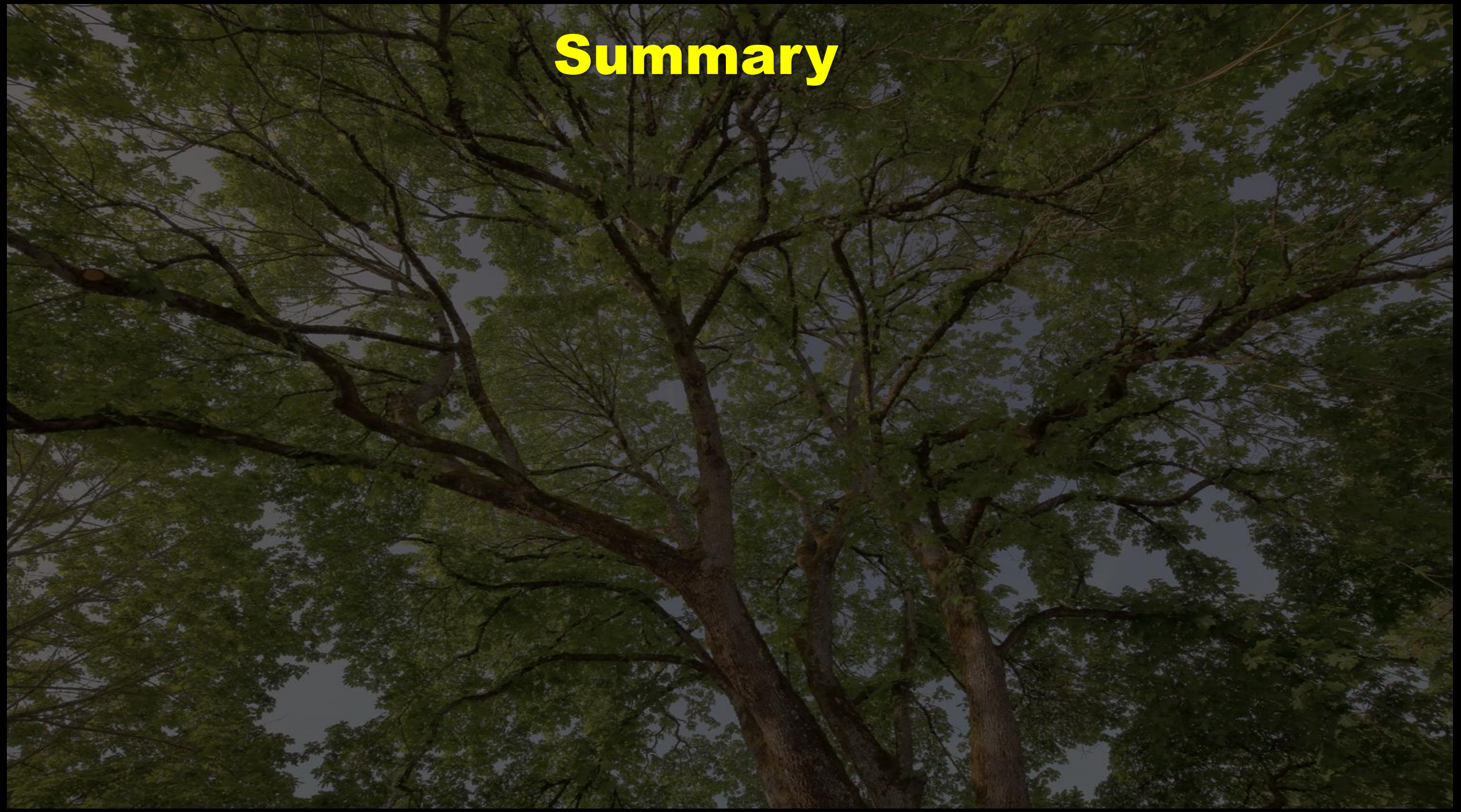
- **Transform this new data and information into useful knowledge to expand our understanding of BMPs**

Collective Impact + Adaptive Management

Summary



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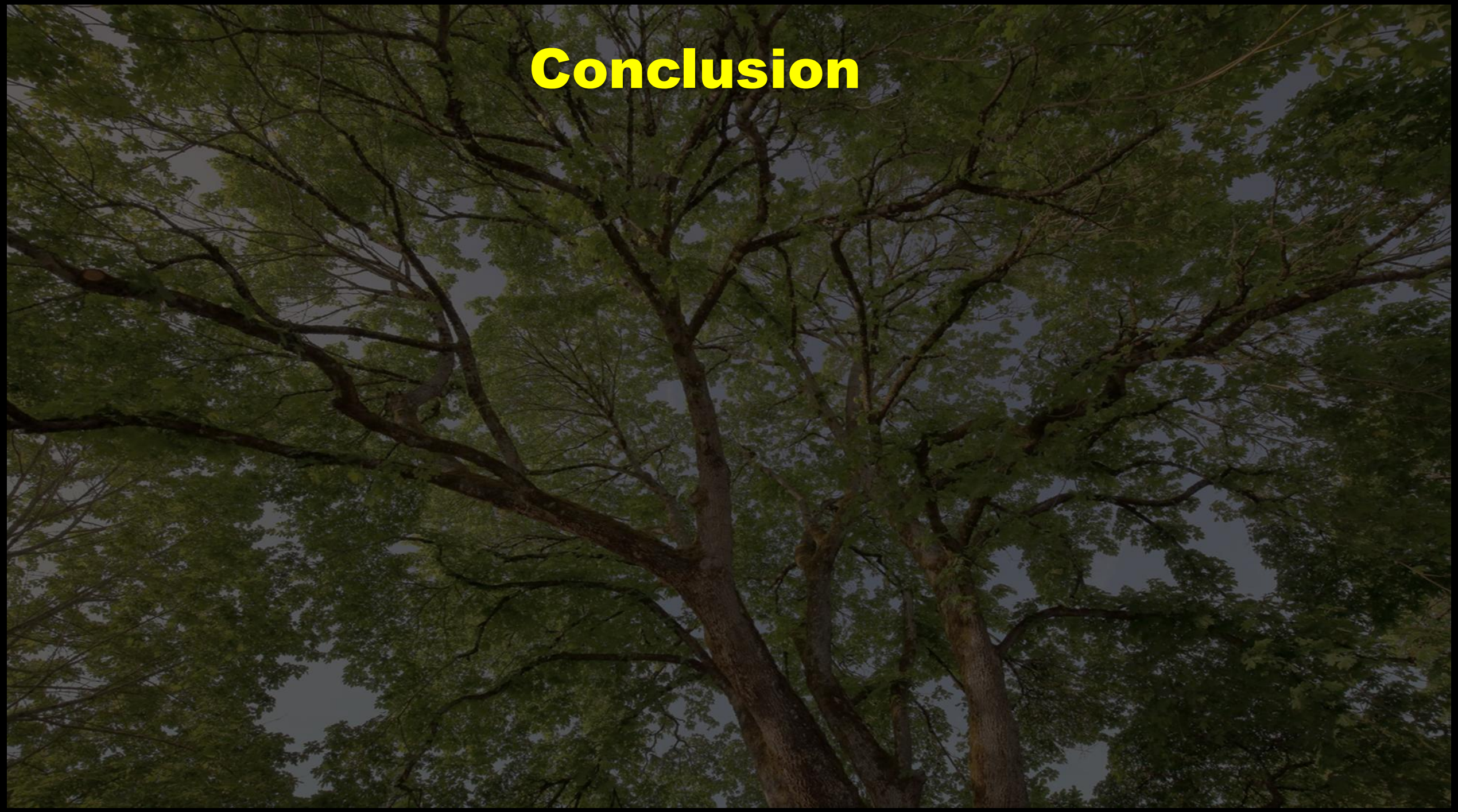
In order for GI to be successful, we need to collaborate at all levels and throughout various sectors; we must be well-organized, and well-adapted to changing conditions

We need to break out of our respective silos; researchers, GI managers and field staff all need to share their knowledge/insights

Conclusion



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The most significant challenge for advancing a robust and integrated form of green infrastructure may be one of leadership and collective action.”

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Thanks for Your Time and Attention!
I Look Forward to Your Comments & Questions
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