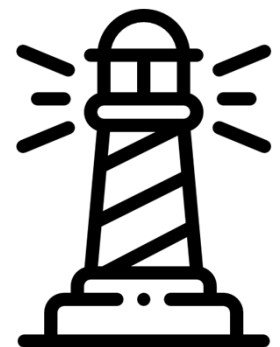


# Collective Impact for Connecting Youth

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Overview





## Purpose

To provide an overview of the Collective Impact methodology and its application in the Collective Impact for Connecting Youth (CICY) initiative to improve employment, education and training outcomes for youth.

### **Context**

Collective Impact: what is it, how does it work, and what can it achieve in Ontario?

### **Approach**

CICY: population, goals, and communities.

### **Alignment**

Policies and Programs: coordination and alignment across ministries.



**150,000+** youth (ages 15-24) in Ontario are **Not in Employment, Education, or Training (NEET)**

Nearly **1 in 10** youth are disconnected from school and work

This means lost labour market potential and higher cost to the social services system, amongst others



CICY's NEET youth indicator is the share of young people in Ontario who are simultaneously, for any length of time, not in employment, education or training and are aged 15-24



## Collective Impact for Connecting Youth

### Context: Population

A number of factors contribute to youth becoming disconnected from employment, education, and training



Indigenous and racialized youth



LGBTQ youth



Poor mental health



Low income or experiencing poverty



Youth justice system involved



Child welfare involved

**13.5%** of youth in Ontario do not graduate from high school within five years

**10%** of rural youth in Ontario are NEET, compared to **8.6%** of urban youth

**25.9%** unemployment rate for black youth in Ontario

**44% of youth in care** in Ontario **graduate from high school**, compared to 86.5% for all Ontario students

**21.5%** of homeless youth in Ontario self-identify as **Indigenous**

**25-40%** of homeless youth in Ontario are **LGBTQ**

\*Source: Statistics Canada, 2016 Census Data

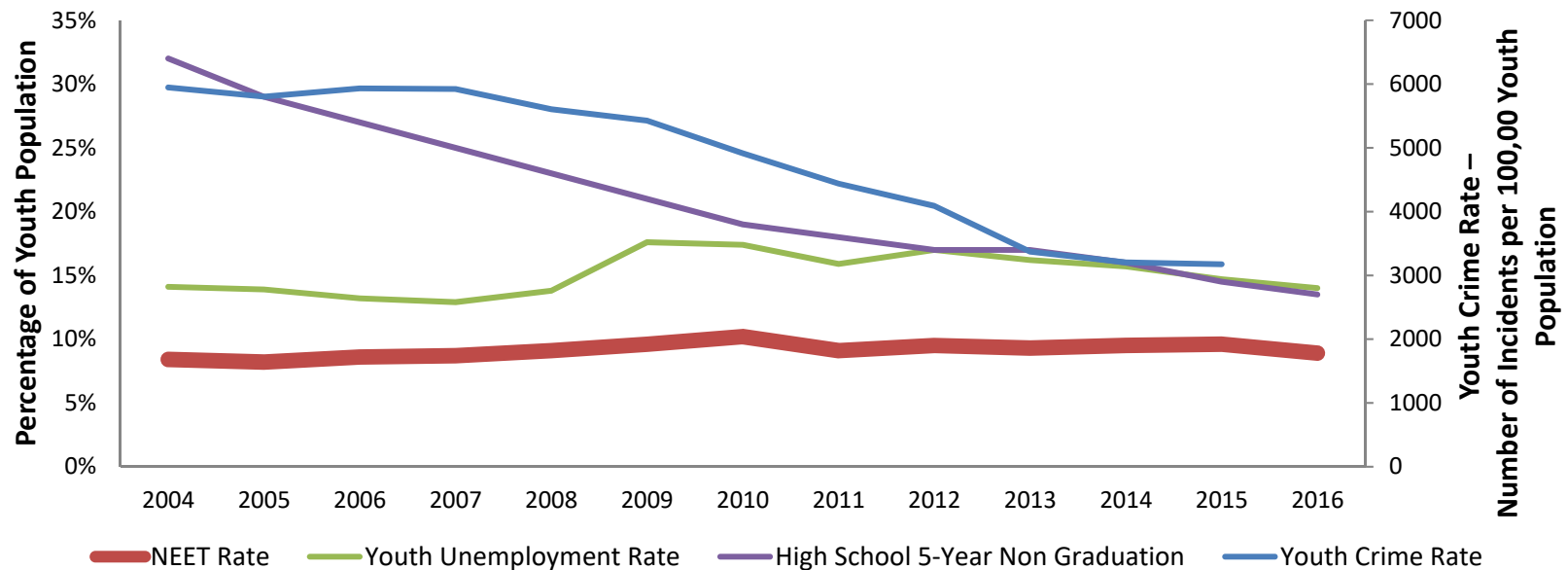


## Context: Population

Despite significant investment, **Ontario's NEET rate has stagnated** over the last 10 years. This is in contrast to gains made in related areas like graduation and employment rates and employment rates

CICY aims to maximize the impact of existing dollars

### NEET Rate, Youth Unemployment Rate, 5-Year High School Non-Graduation Rate and Youth Crime Rate (2004-2016)



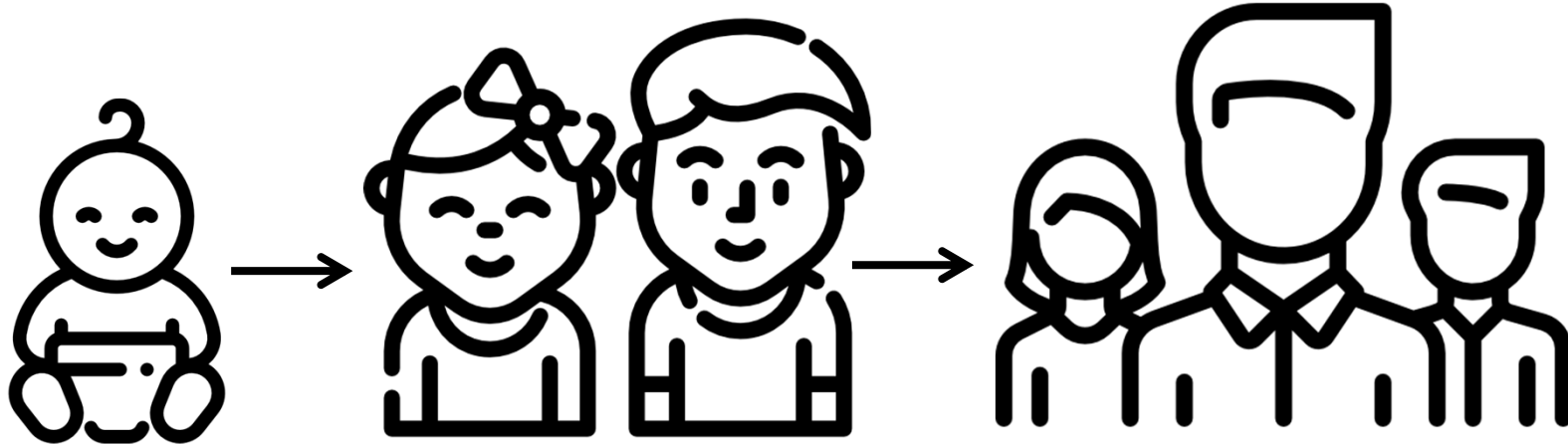


## Collective Impact for Connecting Youth

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### Context: Cost to Government

**NEET youth cost the province \$1.5B per year\*** in direct costs to services (i.e. justice, health care and social services)



The added cost of NEET youth to the social assistance system is approximately \$725M\* annually

\*Source: MCCSS-commissioned research by Blueprint ADE, 2018.



## Context: Government Priorities

According to the 2018 EY report, *Managing Transformation*, a modernized government is dependent on the following elements:

- a **citizen-centred** mindset,
- renewed funding models that incent productivity and **performance**,
- a strong focus on intergovernmental **coordination**,
- and working between ministries and various delivery partners to strengthen **horizontal coordination** and establish a renewed focus on improving the **efficiency**, productivity, and outcomes of the broader public sector and broader transfer payment partners.

The work of CICY is directly aligned with these priorities. Here's how it's done:



### 5 Conditions for Successful CI

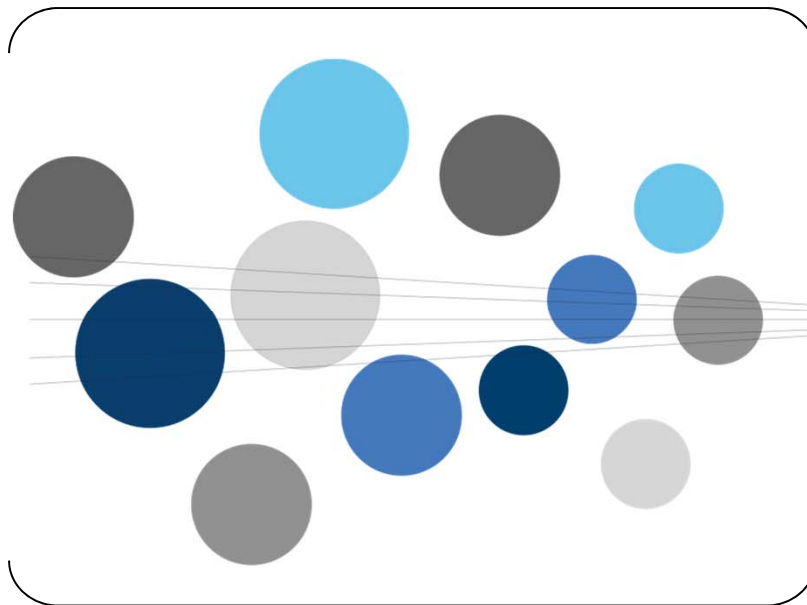
**Collective Impact** (CI) is a framework to tackle deeply entrenched and complex social problems. It is an innovative and structured methodology to leveraging resources across government, business, philanthropy, not-for-profit organisations, communities, and government to achieve significant and lasting social change.

- 1 All participants have a **common agenda** for change including a shared understanding of the problem.
- 2 A plan of action that outlines and coordinates **mutually reinforcing activities** for each participant.
- 3 A **backbone organization** to serve the entire initiative and coordinate participating organizations and agencies.
- 4 Collecting data and measuring results consistently across all the participants ensures **shared measurement** for accountability.
- 5 **Continuous communication** is needed across the many players to build trust, assure mutual objectives, and create common motivation.





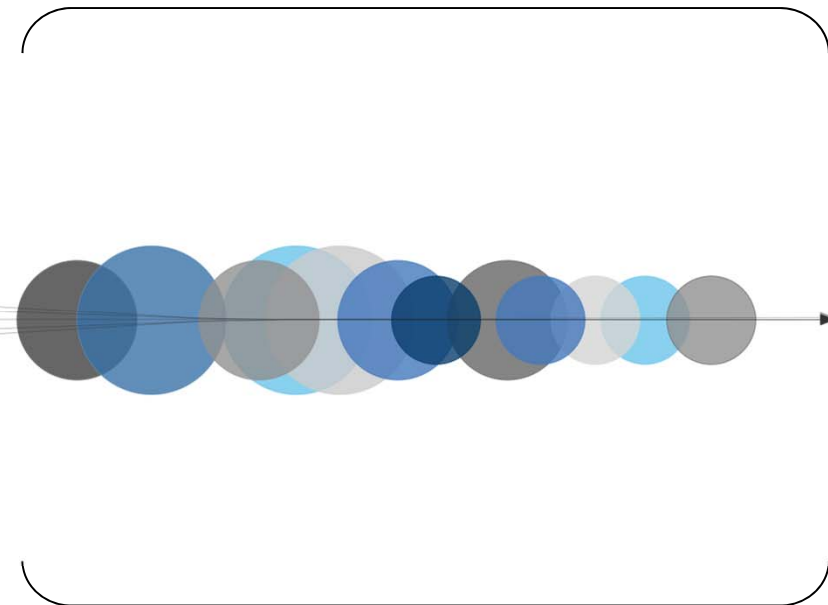
**BEFORE COLLECTIVE IMPACT**



**MISALIGNED SYSTEMS**

- Government is disconnected from communities
- Government acts as primary funder
- Focus on centrally designed, widget-counting programs
- **Activities of funders and service providers are often at cross purposes—impact is diluted**

**AFTER COLLECTIVE IMPACT**



**UNIFIED ACTIVITIES**

- Mobilize convening power of government
- Leverage dollars and resources from cross-sector partners
- Focus on community designed, user-centred systems
- **Solutions are efficient, aligned, and deeply integrated in communities—impact is focused**



## Approach: Destination

Where are we trying to go?

Communities, business and government work in alignment to build healthy spaces where young people thrive



Youth are connected to communities, access relevant supports at the right time, and have the tools they need to realize their economic, social, and educational potential



1 Address poor outcomes for Ontario's NEET youth

2 Innovate strategies for how government solves complex problems



Test a made-in-Ontario CI approach



Use data and shared outcomes to drive decision making



Set precedent for leveraging private, not-for-profit, and philanthropic resources along with public funds



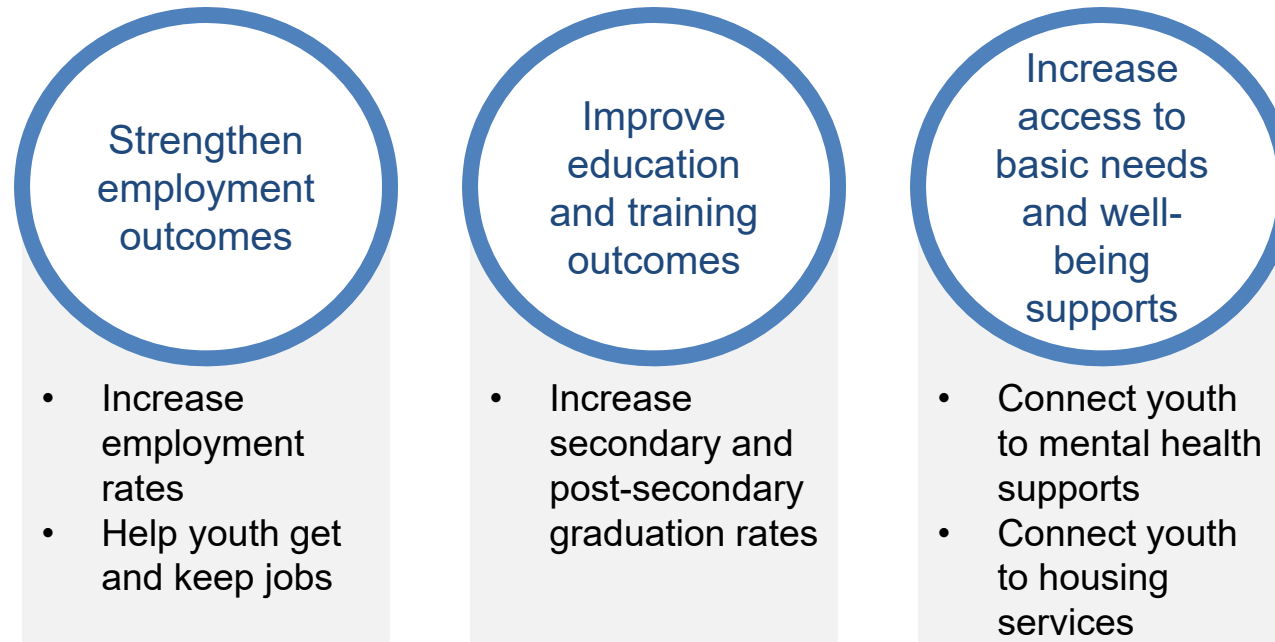
Create a new role for government, focused on:

- Efficient and effective locally-designed services
- Improved user experience
- Increased service integration; reduce redundancies and working at cross-purposes



## Approach: Outcomes

CICY is working directly with cross-sector leaders and community partners to:



Additionally, each CICY community will be able to **determine indicators** that are locally **relevant** under the three shared outcomes

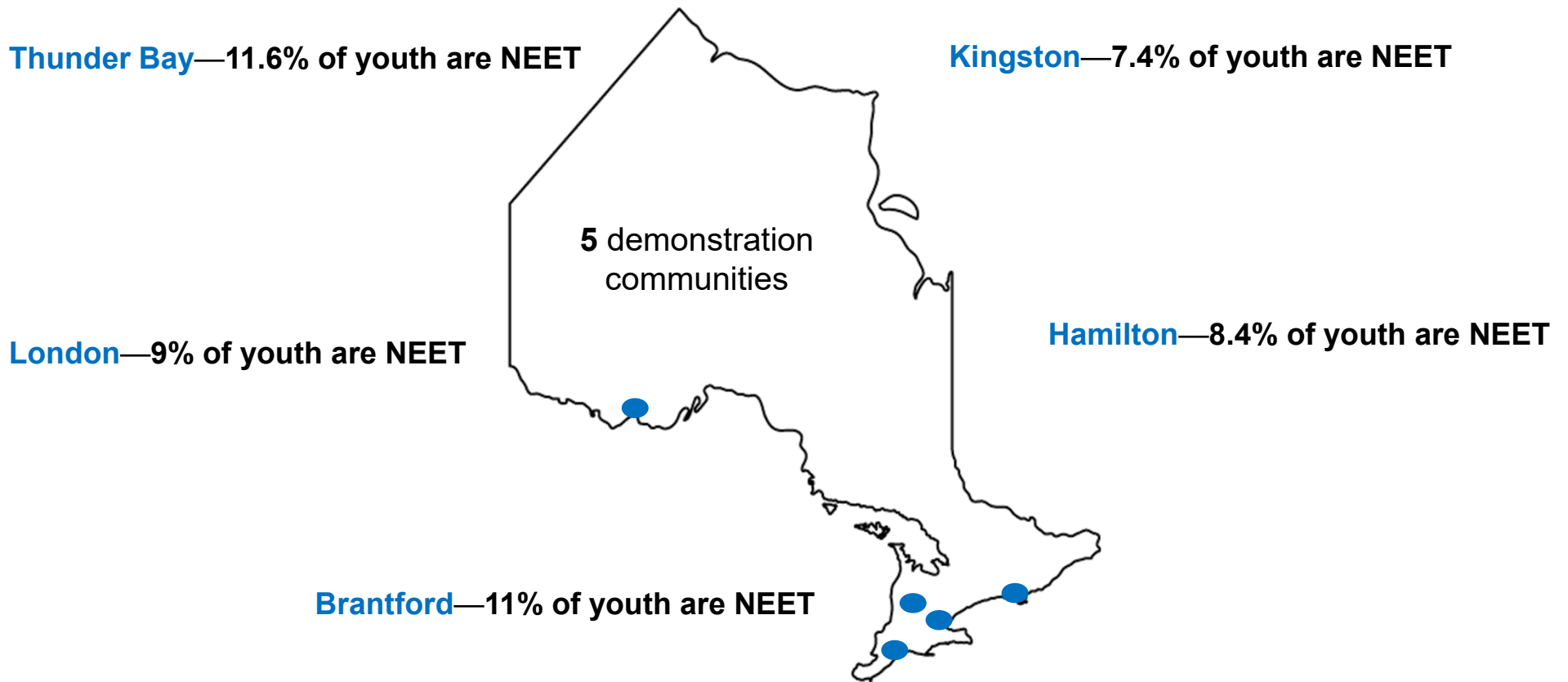


## Collective Impact for Connecting Youth

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### Approach: CICY Communities

CICY is currently testing CI in 5 Ontario communities. This includes meeting with youth and community members on an ongoing basis to identify strengths and gaps in local support systems; building local tables to leverage cross-sector resources; and developing an approach that is scalable for broader use

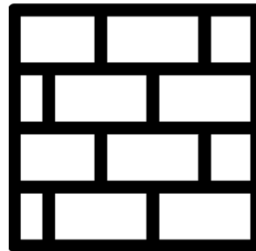




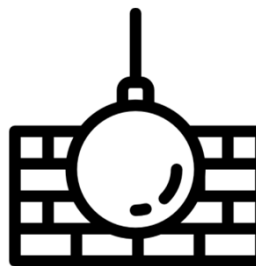
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## Alignment: Policies and Programs

Misalignment in current policies, programs, and funding structures create barriers to government and communities providing effective and efficient services.



An important part of CICY's work is done within government in the form of **Policy and Program Alignment (PPA)**. CICY works within and across Ministries to improve coordination and alignment of work being done to serve Ontario's NEET youth population.



PPA is a key CICY value add and government lever to reduce barriers to collaboration and integration, prioritizing efficient, client-focused services and effective stewardship of public resources.



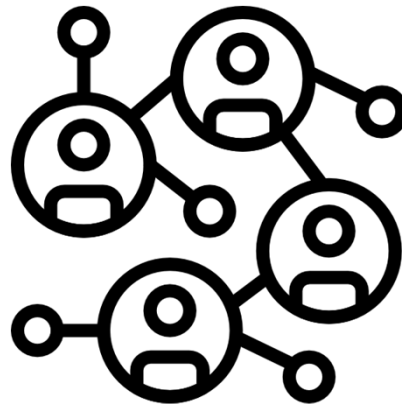
## Alignment: Future State

CICY enables **outcomes rather than outputs** and provides a platform for flexible, integrated interventions to complex issues.

Ministries work together to ensure policies and programs are aligned and working as efficiently as possible for clients and partners. Redundancies and regulatory burdens are reduced.

Funding and local partners collaborate to identify and address service needs. Mutual efforts compound to increase impact.

MCCSS clients are well-served and connected to the supports they need to be successful.





## Appendix A: CI in Practice

**CI is evidence-based** and has proven to be effective in a range of initiatives.

### Pathways to Education

**Context:** In 1999, 56% of Regent Park students of high school age had dropped out of high school. Of the students who graduated, only 20% attended post-secondary education (PSE).

**CI Approach:** Regent Park Community Health Centre, in collaboration with dozens of local organizations and agencies from across sectors, organized around a model singularly focused on increasing high school graduation rates and participation in PSE. The Pathways to Education program was created with a number of services and supports, including:

- Financial (e.g. bus tickets for commuting to school, \$1000 towards PSE for each year of participation)
- Academic (e.g. regular tutoring services provided by Pathways partners [including teacher candidates at local York University], development of individualized education plans), and
- Mentorship (access to a Student Parent Support Worker, one-on-one and group mentoring with local leaders, support from local police, family supports where necessary).

**Impact:** Pathways to Education enrolled 95% of eligible grade 9 high school students. In addition:

- Enrolment in PSE increased by 42% (from 20% to 62%).
- The dropout rate was reduced by 71% reduction post-intervention.
- Absenteeism was reduced by over 50%.







## Appendix A (cont'd): CI in Practice

### Project U-Turn

**Context:** In 2006, Philadelphia was facing a dropout crisis. A study showed that 40% of the students who began high school in Philadelphia dropped out. The city's on-time graduation rate was around 50%. There was limited public discourse on the drop-out issue and, as a consequence, no coordinated strategy for investment and action.

**CI Approach:** The Philadelphia Youth Network (PYN) and its collaborating partners established a steering committee of cross-sector community leaders who agreed to target efforts and resources to improve graduation rates for Philadelphia's youth.

**Impact:** Through the creation of a shared agenda, Project U-Turn has leveraged and/or realigned \$272 million from public and private sectors.

- Since Project U-Turn's inception, graduation rates have risen 30%. In the 2016-2017 school year, Philadelphia's graduation rate was the highest it had ever been, at 67%. The Superintendent of the local school district credited Project U-Turn with this improvement.

