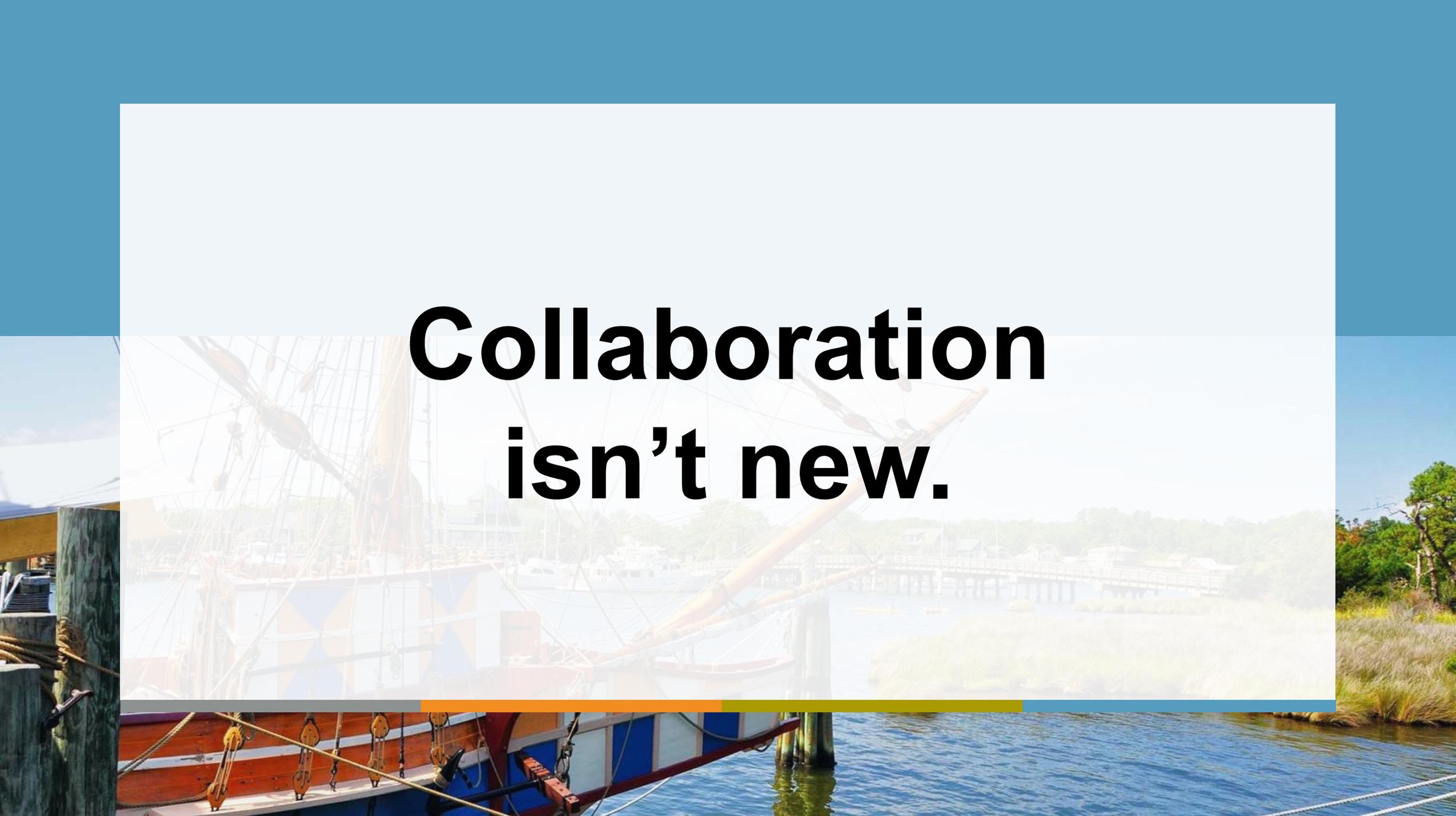


Collective Impact

Best practices for destination stakeholder collaboration

Sara Meaney, Coraggio

A large, multi-masted sailing ship is docked at a wooden pier. The ship's hull is painted with a blue and white diamond pattern. The masts and rigging are visible against a clear blue sky. In the background, there are buildings and a long pier extending into the water. The foreground shows the wooden structure of the pier and the blue water of the harbor. A white semi-transparent text box is overlaid on the upper half of the image, containing the text "Collaboration isn't new." in a bold, black, sans-serif font.

**Collaboration
isn't new.**

“The road to hell is paved with good intentions.”

- proverb



Why collaborations fail





**And destination
leadership
has changed...**

**Everything
has changed**



“The vendor shall develop a plan that assesses tourism industry issues, challenges and needs, including but not limited to:

Analysis of funding structure

Barriers to tourism growth

Visitor management

Responsible travel principles

Diversity, Equity and Inclusion

Climate change impacts

Workforce development

Crime and safety

Housing access and affordability

Resident sentiment

Public infrastructure

Excerpt of RFP for destination planning services



The *TOURISM*

ZONE

Destination Organization Scope Expansion



How do you tackle complex destination strategies like these?

"Implement sustainable transportation, housing, water, energy, and waste management policies and initiatives."

"Support efforts to find solutions to the issues surrounding the unsheltered population."

"Identify gaps in accessibility and implement solutions to make our destination fully accessible."

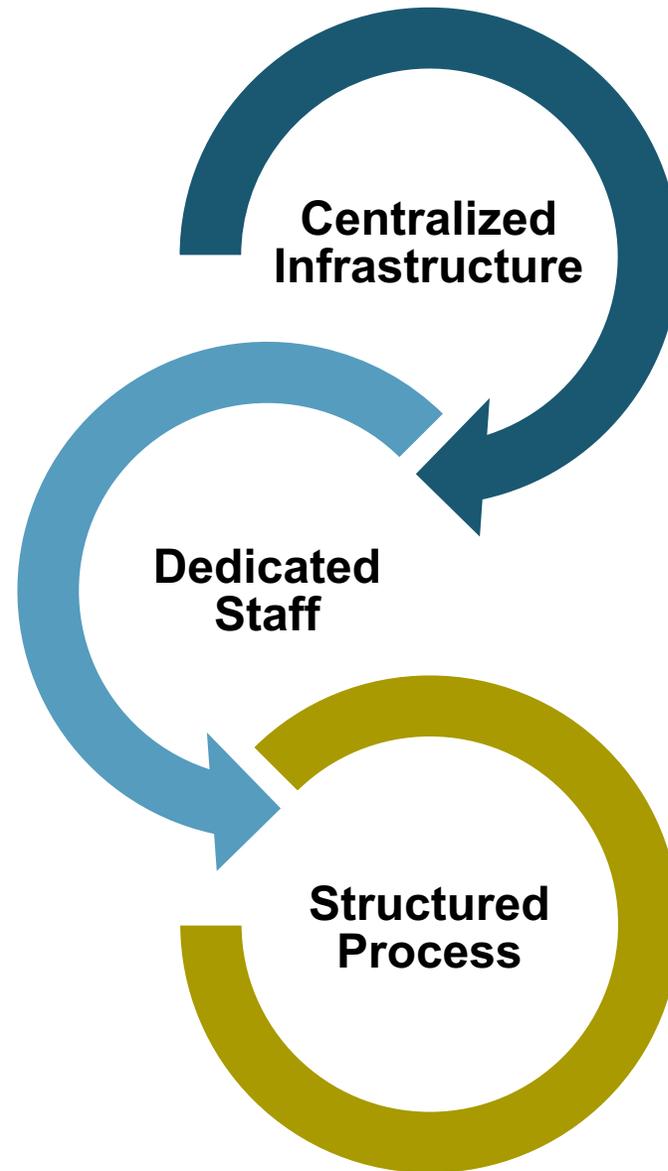
"Develop a regional approach to housing."

**“One finger cannot
lift a pebble.”**

–Hopi proverb



How is Collective Impact different from other collaborations?



- common agenda
- shared measurement
- continuous communication
- mutually reinforcing activities

Just Imagine SWLA

Rebuild hurricane-devastated communities and build resiliency

Public, Private, and non-profit partners:

- City of Lake Charles
- Community Foundation of SWLA
- Visit Lake Charles
- Calcasieu Parish Police Jury
- SWLA Economic Development Alliance
- United Way of Southwest Louisiana
- City of Sulphur
- Cameron Parish Police Jury

11

catalytic
community projects
under way

\$2.5m

private funding
leveraged to establish
50-year plan

3

full-time staff lead
funding and coordinate
all projects

Elizabeth River Project

Restoration of a polluted watershed

100+ Stakeholders:

- City governments of Chesapeake, Norfolk, Portsmouth, and Virginia Beach
- Virginia Department of Environmental Quality
- U.S. Environmental Protection Agency (EPA)
- U.S. Navy
- Local businesses, schools, community groups, environmental organizations, and universities

1,000+

acres

of watershed land
have been conserved
or restored

pollution has been
reduced by more than

215

million pounds

concentrations of the
most severe carcinogen
have been cut

6X

Shape up Somerville

Childhood obesity reduction and prevention

30 schools

agreed to offer healthier foods, teach nutrition, and promote physical activity

Local Restaurants

received a certification if they served low-fat, high nutritional food

The city

organized a farmers' market and provided healthy lifestyle incentives such as reduced-price gym memberships for city employees

Sidewalks

were modified and crosswalks repainted to encourage more children to walk to school

Achieved statistically significant decrease in body mass index (BMI) among the community's young children

“Nearly 1.4 million nonprofits try to invent independent solutions to major social problems, often working at odds with each other and exponentially increasing the perceived resources required to make meaningful progress.”

Isolated Impact: aka Swirling Stakeholders

local
restaurants

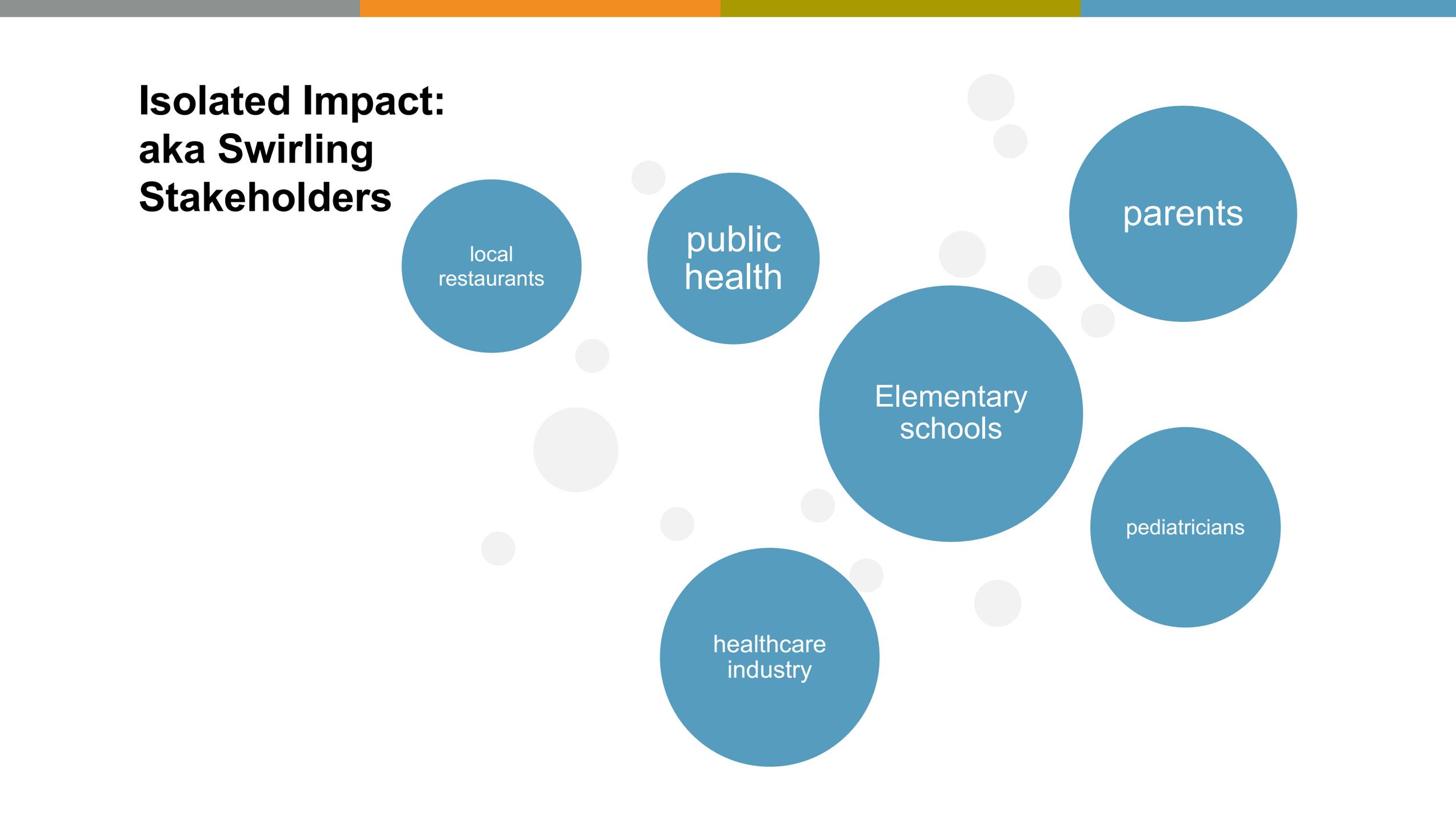
public
health

parents

Elementary
schools

pediatricians

healthcare
industry

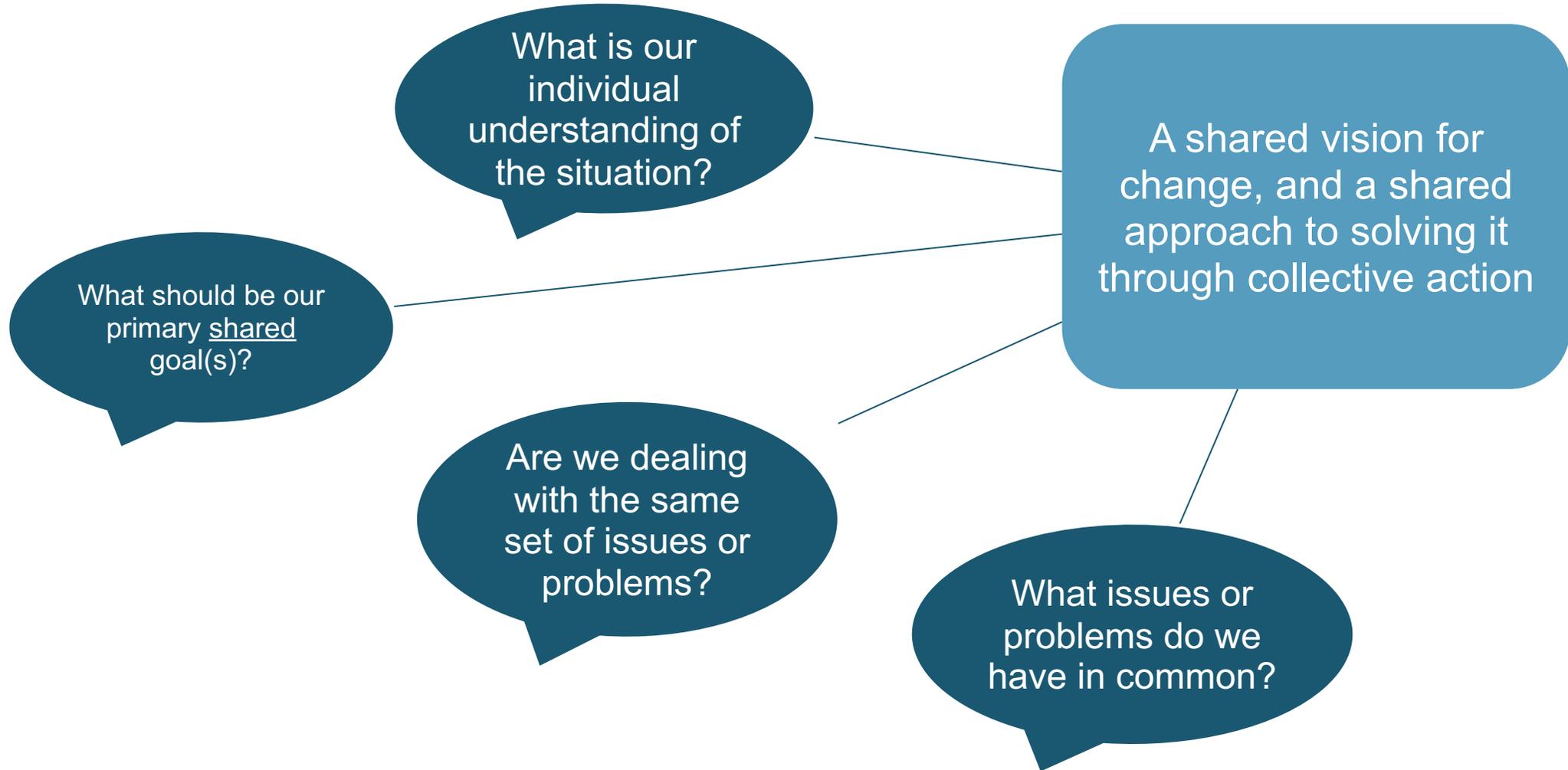


Collective Impact



Adapted from *Collective Impact*: John Kania & Mark Kramer
Stanford Social Innovation Review

Common Agenda



Common Agenda

childhood obesity reduction and prevention

Elementary
Schools

Public Health

Parents

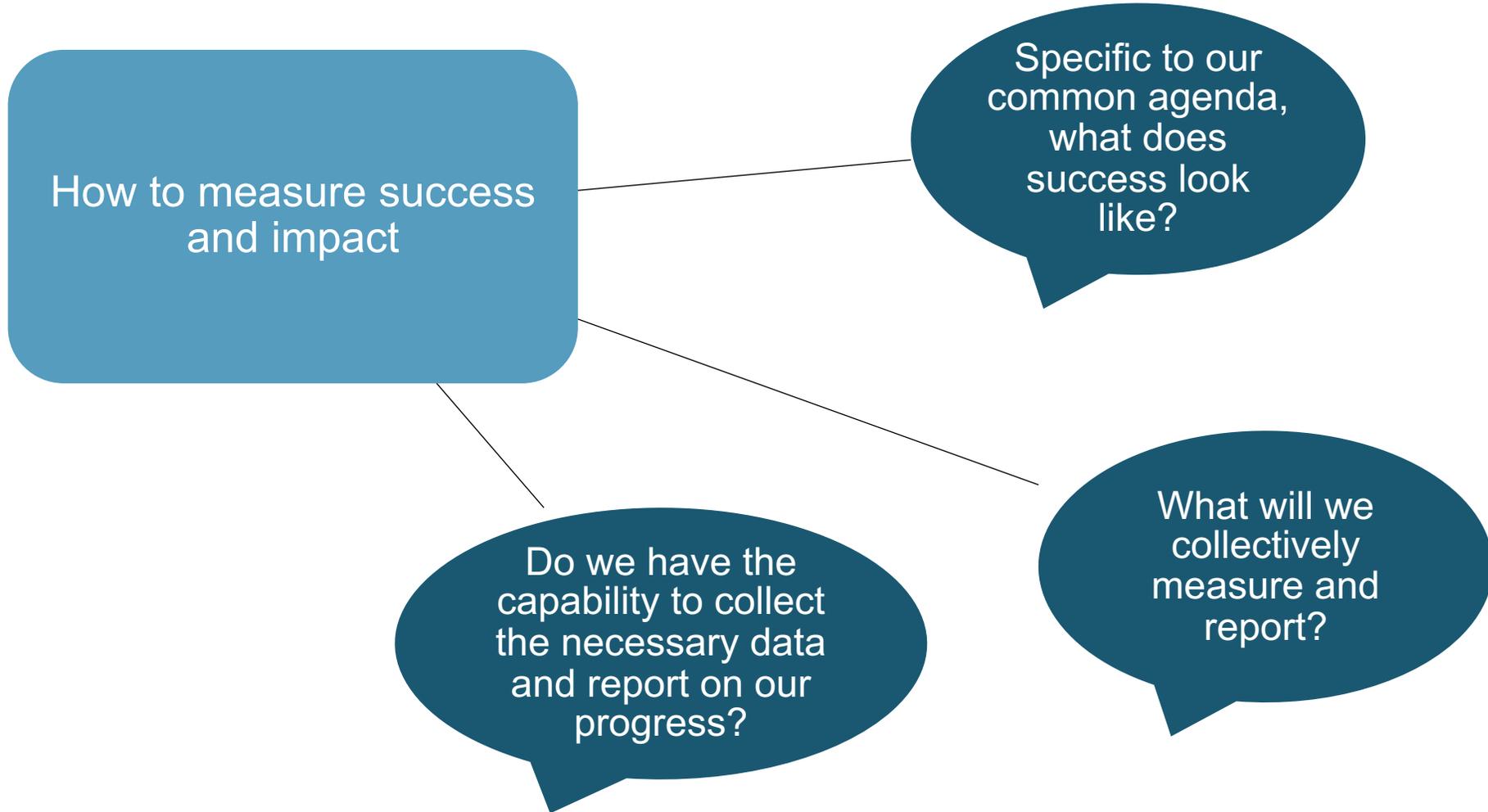
Pediatricians

City
Government

Local
Restaurants



Measures of Success



Measures of Success



body weight
(1st – 3rd graders)

BMI
(body mass index)

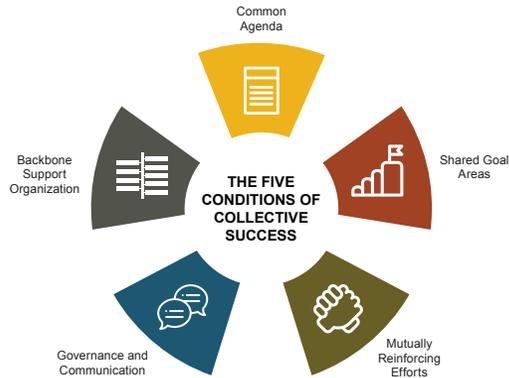
Mutually Reinforcing Efforts

Each participant undertakes the specific set of activities it's best at, in coordination with the actions of others.

What unique and specific set of activities will each organization take on to further our common agenda and measure(s) of success?

How will we support each of our unique efforts?

Mutually Reinforcing Efforts



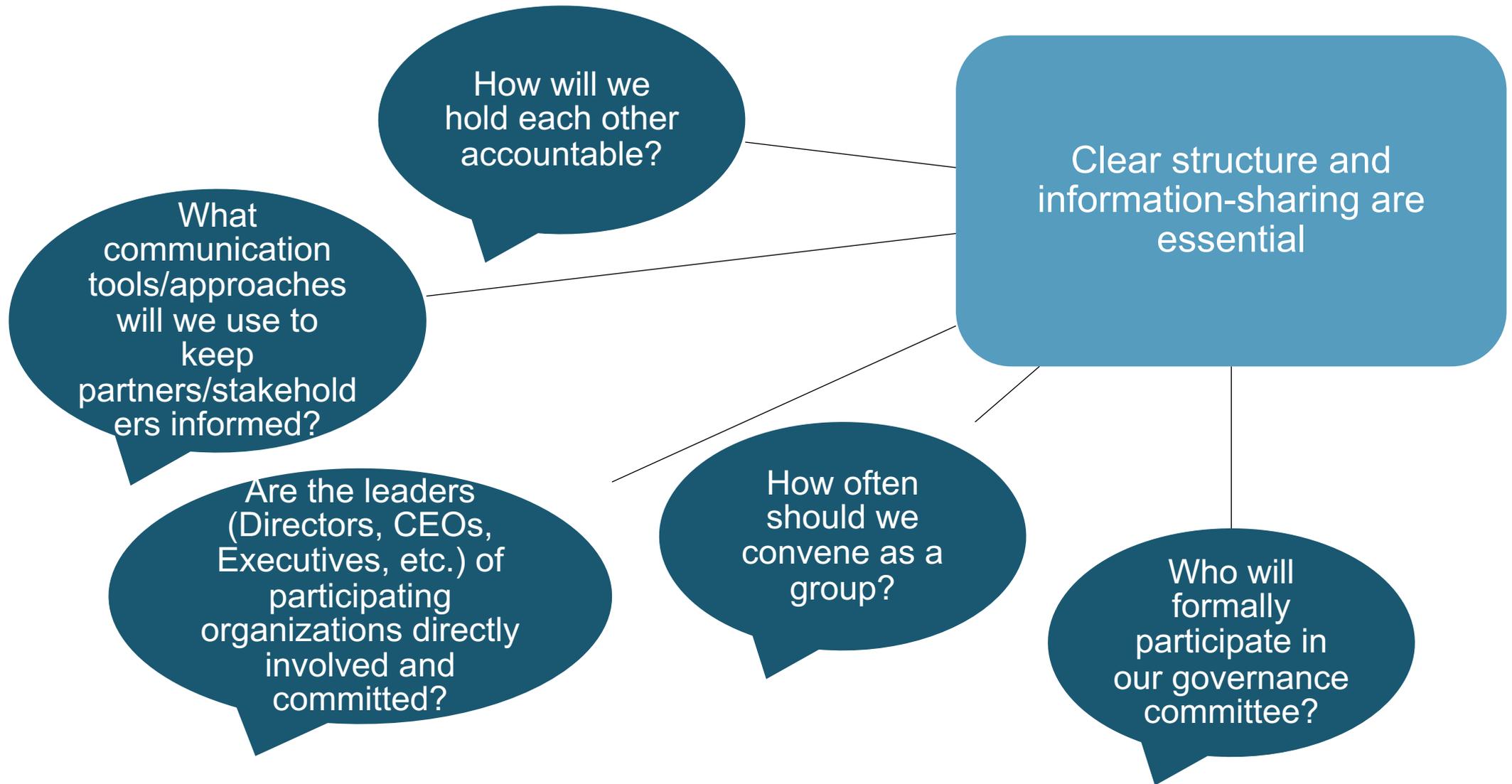
30 schools
agreed to offer healthier foods, teach nutrition, and promote physical activity

Local restaurants
received a certification if they served low-fat, high nutritional food.

The city
organized a farmers' market and provided healthy lifestyle incentives such as reduced-price gym memberships for city employees.

Safe Routes to School workgroup:
"walking school-buses", no-idling zones, improved cycling and pedestrian infrastructure

Governance and Communication



Governance and Communication



Steering committee

Partner organizations (15) + 25 stakeholder groups

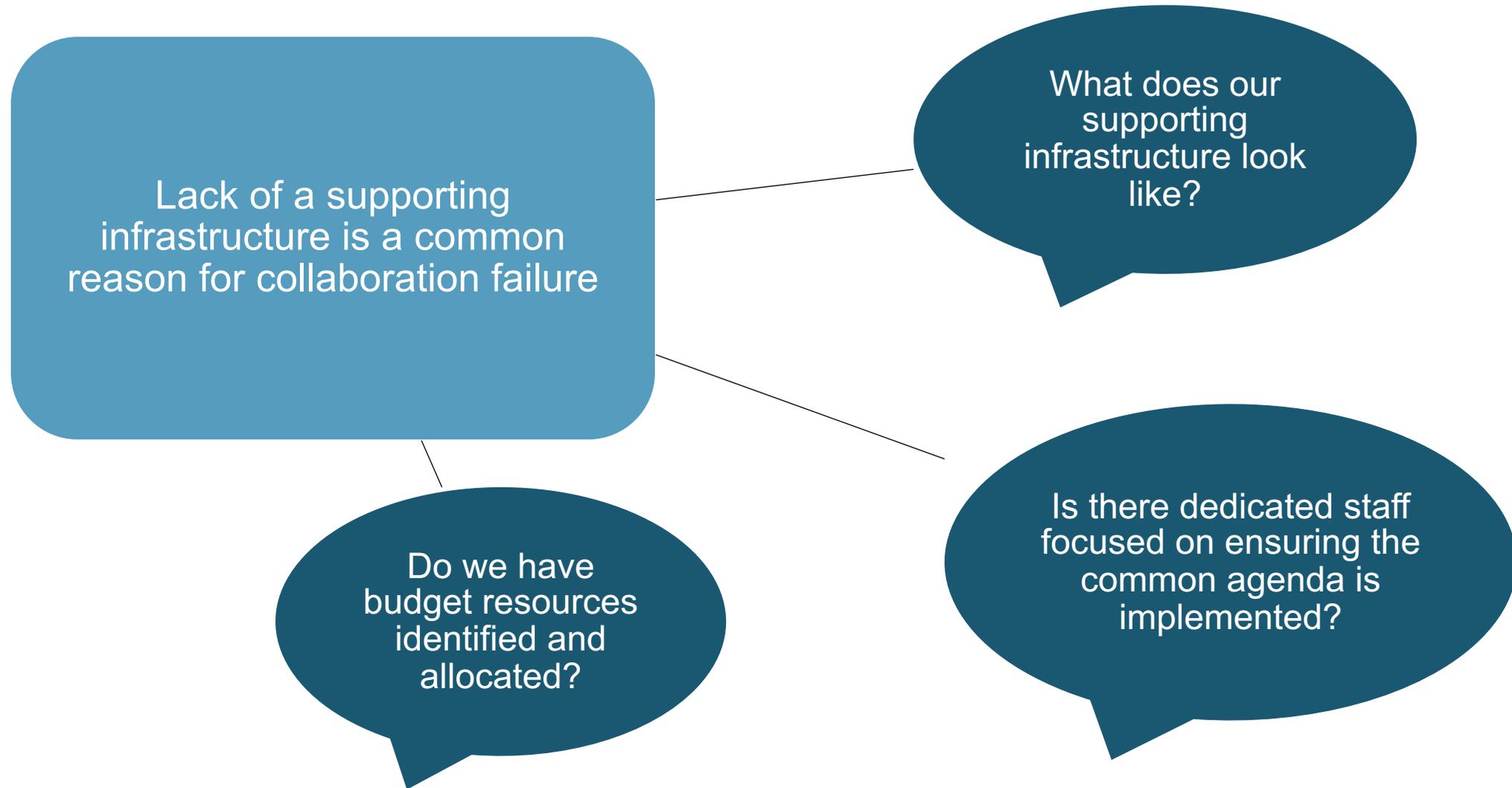
Regular initiative meetings

Initiative-specific websites

Local and national media

Newsletters

Backbone Support Organization



Backbone Support Organization

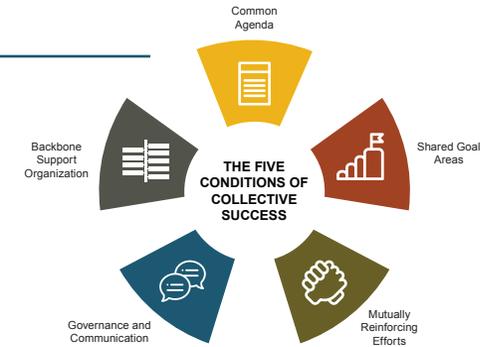
dedicated team from within Somerville city government

director responsible for managing work such as the worksite wellness program

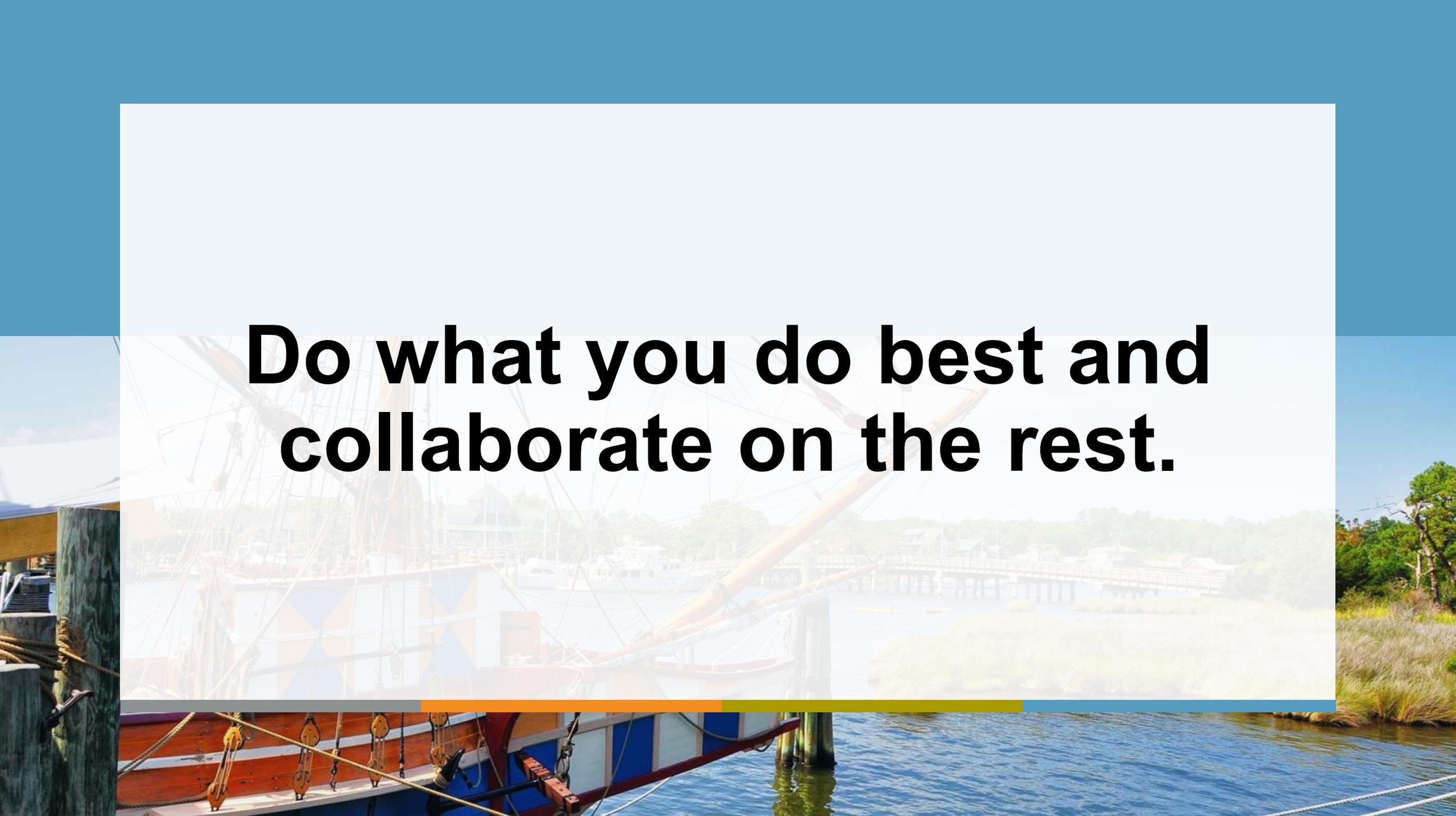
full-time coordinator organizing partners in areas such as the restaurant program

part-time mobile farmers market manager

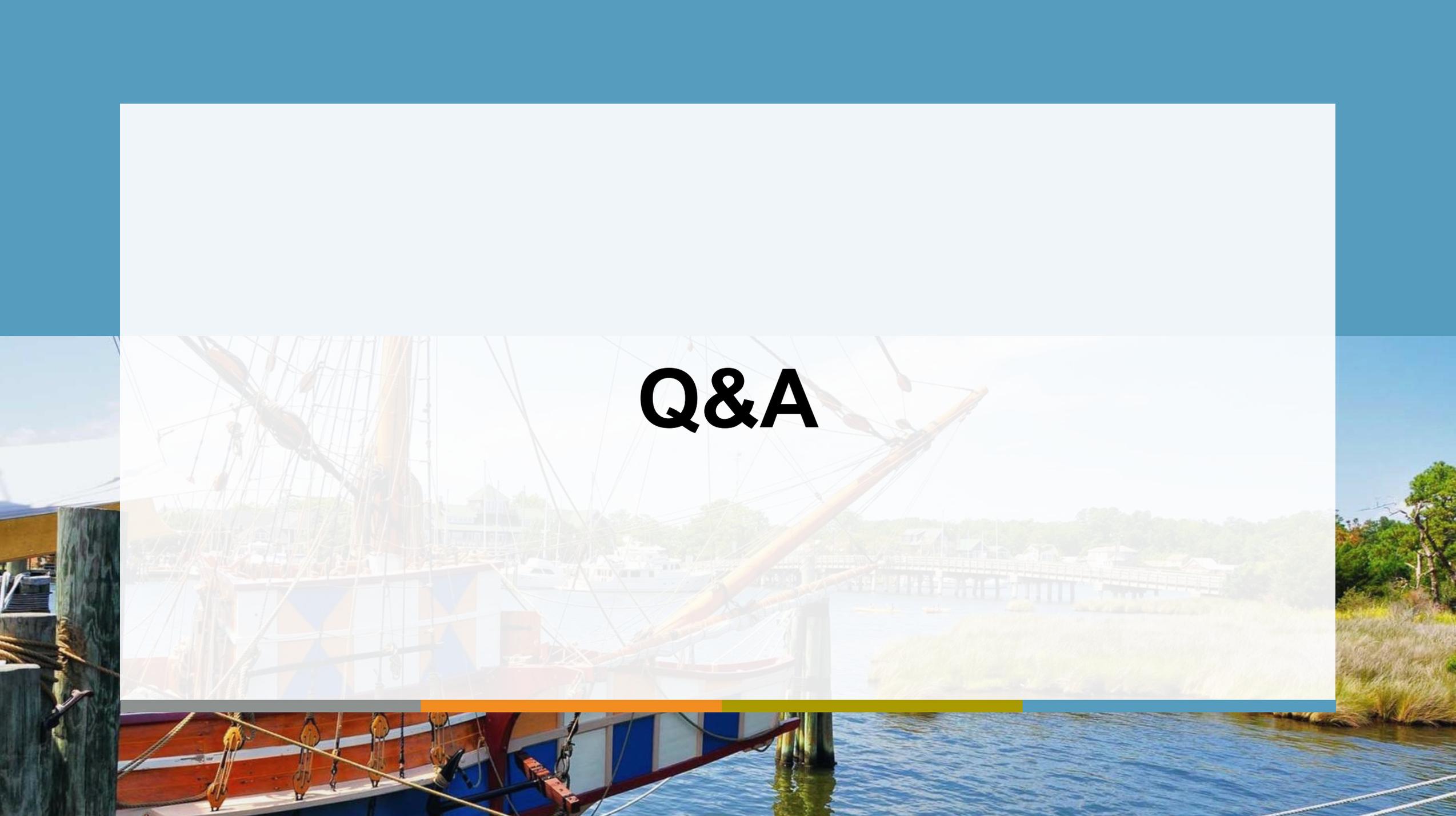
part-time intern working on various projects



The initial funding for these positions was provided by Tufts University through a \$1.5 million CDC grant and the Robert Wood Johnson Foundation. Currently, the majority of Shape Up Somerville's backbone staff and activities are funded through the health department of the City of Somerville, which in turn is supported by taxpayers. The funding is reapproved every year in the city's annual budget.



**Do what you do best and
collaborate on the rest.**



Q&A

Thank You

Sara Meaney | www.CoraggioGroup.com