

Youth to Kingston Going Forward: A Shared Agenda for an Expanded Initiative

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Executive Summary

Introduction

Youth 2 Kingston (Y2K) is a collective impact project currently operating in Kingston, Ontario, Canada. The collective impact approach to community change lays out five conditions required for a successful collective impact project. The first condition of collective impact is that all members agree on a common agenda for change with a shared understanding of the problem and how organizations will work together towards solving it. In the last year, Y2K has begun to undertake a significant expansion of its geographic focus from the city of Kingston to the wider region encompassing Kingston, as well as the Frontenac, Lennox and Addington counties (the KFL&A region). This research aims to provide Y2K with information in a number of areas that is designed to assist them with engagement of youth serving organizations.

Firstly, this report provides a literature review focused on both the collective impact model of inter-agency coalition building and community coalitions to provide context and background on the type of multi-organizational issue-driven collaborative efforts Y2K is engaged in. Secondly, this research provides Y2K with updated profile information on stakeholder organizations to allow Y2K to better understand the organizations they are engaging with. Finally, this research provides information on views of stakeholder organizations on Y2K in general as well as specific insights into what forms of collaboration and vision for Y2Ks future would likely gain wide support among stakeholder organizations, and how Y2K can best engage these organizations in pursuit of its goals.

Methodology and Methods

The research took the form of an online survey, which was distributed to a list of youth-serving organizations operating in the KFL&A region in May and June 2017 followed by a focus group in July 2017. The research employed a stakeholder identification and analysis methodology where stakeholders were first identified within a chosen area and then their views, opinions and areas for consensus building are analyzed (Trochim & Donnelly, 2008, p. 5). The invitation to participate in the survey was sent to a total of 93 organizations including 38 identified as Y2K stakeholders with past involvement with Y2K and 55 organizations identified as potential stakeholders with no previous involvement with Y2K. A total of 14 stakeholder organizations and 7 potential stakeholder organizations responded to the survey. The survey contained a section designed to collect organizational profile information on organizations and a section designed to solicit the views of organizations on the Y2K initiative. In addition to soliciting information on youth-serving organizations' current views of the Y2K initiative, this section also included questions designed to determine what priorities and future vision for Y2K stakeholder organizations would be most likely to be supported. The survey concluded with a short section designed to recruit participants for a follow up focus group.

The focus group was held in July 2017 with ten participants representing a diverse mix of organizations from KFL&A. Conducted after the survey results came in, the purpose of the focus group was to further

discuss organization's views on Y2K and determine what models of collaboration and future agenda for Y2K would likely to command wide support among Y2K's stakeholders. The focus group was recorded and a transcript was created from the recording following the session. The transcript was then analyzed using thematic analysis and points of discussion grouped into themes, which are summarized in the focus group results, found in section 5 of this report.

Key Findings

A diverse range of stakeholder organizations with previous involvement with Y2K responded to the survey with good representation from the social service, cultural and recreation sectors. A limited number of potential stakeholder organizations with no previous involvement in Y2K also responded to the survey. Nearly all of these potential stakeholder organizations can be classified as recreation providers. Compared to stakeholder organizations, these organizations had greater representation from competitive sport providers, indicating that Y2K could increase its outreach to such organizations. More than half of these potential stakeholder organizations reported not having previously been involved with Y2K due to not having been aware of the initiative, indicating that greater outreach and communication to youth service organizations could generate additional organizational participation.

Overall, Y2K stakeholder organizations had a positive view of the initiative. The majority of the respondents found Y2K valuable to the work of their organization and planned to continue to be involved. Yet when the views of stakeholders on the Y2K initiative were examined, their views on the purpose and goals and ideal structure of Y2K more closely resembled an independent advocacy organization or an information network coalition than the highly integrated collective impact coalition approach. As a result of these findings, Y2K should consider whether they should adopt a model of engagement with stakeholders more in line with the current understandings and expectations of stakeholders, or work to communicate and achieve a new consensus among stakeholders for the more integrated and collaborative collective impact model.

Options to Consider and Recommendations

In light of the points highlighted in the discussion section, three possible options for the future direction of Y2K in the way it engages with youth-serving organizations are proposed:

1. **Support a renewed focus on collective impact** – The survey and focus group results found that the majority of stakeholder organizations had an understanding of the purpose, method, and structure of Y2K that was significantly less integrated than that called for in the literature on the collective impact approach. To achieve the conditions of collective impact, Y2K could conduct a process of consultation and consensus building with stakeholders aimed at ensuring all stakeholders understand collective impact and how participating in a collective impact-oriented Y2K collective would be beneficial to their organizations goals. Once all stakeholders can reach agreement and a shared understanding of the conditions of collective impact, the Y2K coalition can proceed with its work under the collective impact approach.

2. **Adopt a lower integration coalition strategy** – Collective impact represents a highly structured strategy for inter-agency coalition involving a high level of integration between members. As there is not evident support among current Y2K stakeholders for a highly integrated strategy, Y2K could adopt a coalition strategy based primarily on networking and information sharing and promote cooperation and coordination between agencies as practical.
3. **Adopt an alternative structure to a coalition** – Y2K could adopt a single organization approach and abandon the use of a coalition model as the means to solve the problems it seeks to address. The majority of stakeholders who participated in the focus group described a conception of Y2K that most closely resembled an independent advocacy organization. Y2K could act as an advocacy organization and engage in grass roots lobbying for organizations to adopt policies and engage in programming that furthers its goals.

Preferred Option:

Based on the lack of support for a coalition strategy that involves a high level of integration among stakeholders found in this research and the significant effort and time that the literature review suggests would be required to build such support, it is recommended that Y2K not continue with the use of the collective impact model as its coalition strategy and pursue a less structured and lower integration coalition strategy going forward (Option 2).

While the current conception of Y2K found among the stakeholders who participated in this research was found to most closely resemble that of Y2K as an independent advocacy organization, Y2K possesses significant strengths that would assist it in gaining consensus among its stakeholders as an information network coalition. In addition, Y2K's current goal of increasing the number of KLF&A youth meaningfully engaged in a minimum number of evidence-based programs is likely to require significant information exchange between youth serving organization in order to be achieved. For these reasons, it is recommended that Y2K pursue the second option and adopt a lower integration coalition strategy.

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1.0 Introduction

The Youth 2 Kingston collective (Y2K) is a collective impact (CI) project currently operating in Kingston, Ontario with the goal of improving the quality of life of young people aged 13-24 years of age. Broadly, collective impact projects are defined by, “the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem” (Kania & Kramer, 2011, p. 36). Since entering an implementation phase in September of 2013, Y2K has sought to implement the collective impact model to mobilize the commitment of a diverse group of youth and youth serving organizations towards making Kingston a more youth friendly and inclusive community.

Y2K arose in late 2011 when a number of youth serving organizations in Kingston came together with local youth to create a Youth Engagement Strategy for the City of Kingston (Student Commission, 2013, p. 12). Following an initial formation phase, where Y2K worked to bring together youth serving organizations and youth to create a Kingston Youth Strategy and Action Plan, Y2K adopted the collective impact framework for the implementation phase of the resulting strategy and action plan in late 2013. Y2K has had many youth and organizations participate in its activities since 2012 and over 40 organizations have been involved in the Y2K initiative since it began (p. 5).

In May 2016, the Students Commission of Canada received a grant from the Youth Opportunities Fund in the amount of \$700,000 that was to be spent over four years with the goal to continue and expand the work of the Y2K collective beyond Kingston and to the wider community of Kingston Frontenac, Lennox and Addington (KFL&A) (“Kingston Receives \$700,000 to Help At-Risk Youth,” 2016; Youth Opportunities Fund 2015-2016). While previously limited to the City of Kingston, Y2K began to plan to expand its engagement activities to potential stakeholder organizations from across the KFL&A area, potentially expanding the number of organizations involved.

While the Kingston Youth Strategy and Action Plan (Students Commission, 2013) has served as the common agenda for the Y2K collective since 2013, over time the level of engagement with the strategy has varied significantly among stakeholder groups. Similarly, there has also been variation among Y2K stakeholder groups on how they envision Y2K operations, particularly in terms of how the goals of the Kingston Youth Strategy and Action Plan should be achieved in practical terms. In addition, the recent expansion of the Y2K initiative necessitates a renewal of the direction; focus and approach of the collective to ensure all partner groups maintain a shared vision of the mission, goals and methods of the collective going forward.

1.1 Defining the Problem

One of the requisite conditions for a successful collective impact project as defined by Kramer, et al (2011) is a common agenda between participating organizations (Kania & Kramer, 2011, p. 39). While, the Kingston Youth Strategy and Action Plan has served as the guiding document for the goals of Y2K, stakeholders have not always shared the same understandings of specific details on Y2K priorities and methods. With the expansion to the larger KFL&A area, Y2K will need to consider on how to undertake

a renewed effort to build consensus around the specifics of the Y2K mission, its methods, and governance approach to ensure the type of shared vision collective impact requirements can be achieved.

Kania & Kramer (2011) point out that collective impact requires, “all participants to have a shared vision for change, one that includes a common understanding of the problem and a joint approach to solving it through agreed upon actions” (p.39). With a significant expansion underway for the Y2K initiative, the Students Commission has commissioned this research to ensure that the vision, goals and methods of the Y2K collective are updated through consultation with partner organizations to ensure that the collective’s members maintain the common agenda for change required for a successful collective impact project.

1.2 Project Client and Importance of Research

The project client, The Students Commission of Canada, is an independent, charitable, non-governmental organization active across Canada and supports youth participation in public and civic life (Student Commission Website, Who We Are, 2016). The Students Commission grew out of Teen Generation Magazine, a national youth magazine founded for youth by youth in 1940. The core of the Teen Generation magazine was youth and adults working in equal partnership. This central principle of youth-adult partnership was expanded in 1991 into the Students Commission of Canada (Students Commission Website, Who We Are, 2016). The Students Commission of Canada currently brings the youth-adult partnership model to a number of types of projects, including delivering workshops, facilitating conferences, conducting research, developing policies, and communicating results.

One of the five conditions of a successful collective impact project is that a backbone support organization be in place that is separate from any participating partners (Kramer, 2011, p. 40). In the Y2K collective, the Students Commission fills this role, acting as a neutral party and facilitating and coordinating actions of the coalition.

As the backbone organization supporting the Y2K collective impact project, The Students Commission will wish to ensure that all organizations participating in Y2K achieve the collective impact condition of a common agenda for change in order to increase the likelihood that Y2K will be a successful collective impact initiative. In addition, this research has aimed to provide both a detailed profile of the organizations currently engaged with Y2K as well as insights on those organizations not currently engaged with Y2K whose future participation may be valuable to the initiative. Finally, this research aims to provide Y2K with feedback from organizations on how it has engaged with community organizations, what its strengths and weaknesses have been in engaging community organization in order to allow Y2K to improve its engagement of community organizations in the future.

1.3 Project Objectives and Research Questions

The primary purpose of this research has been to solicit input from current and potential Y2K partners to help develop options and recommendations on what type of model that supports the mission and strategic goals for the Y2K collective would be most likely to achieve support among stakeholders. The primary research question that will be asked is:

[2]

What updated vision, mission, methods of operation and collaborative model for an expanded Y2K are likely to be most broadly shared by participating youth serving organizations?

Sub-research questions included:

- Who are the current Y2K stakeholders?
- What potential stakeholders are missing from the current coalition?
- What are the current perceptions among Y2K stakeholder of the purpose, goals, methods and governance structure of the Y2K initiative?
- What do current partner organizations find particularly valuable about Y2K?
- What are the main benefits that current and prospective stakeholder organizations perceive from involvement in the Y2K collective?
- What do stakeholder organizations see as the primary weaknesses or shortcomings of Y2K?

1.4 Background

In January 2012, several youth and members of youth serving organizations from across Kingston came together to discuss the development of a youth strategy for Kingston. The Students Commission of Canada was invited by the City of Kingston to act as an independent facilitator of this process of engaging youth and youth-serving organizations in the creation of a community-wide youth engagement strategy (Students Commission, 2013, p. 5). Throughout 2012 and most of 2013, youth and adults worked together to conduct research on the needs and interests of Kingston youth and to develop recommendations on a youth strategy for the community. In September 2013, the resulting Kingston Youth Engagement Strategy was formally presented to Kingston City Council and endorsed with unanimous consent (City of Kingston, Council Minutes, September 10, 2013, p. 742).

In 2012, Y2K began as a youth consultation and engagement project aimed at creating a youth strategy, with a specific goal of identifying the issues facing Kingston youth and proposing possible solutions. Following the formal endorsement of the final Y2K Youth Strategy and Action Plan in September 2013, Y2K transitioned to a collective impact project, working to mobilize the community to implement the Kingston Youth Strategy's recommendations with an initial total of 22 organizations expressing commitment to upholding the strategy (Students Commission of Canada, 2013, p. 3). As a collective impact project, Y2K has sought to mobilize community groups towards the goals of the strategy and improve the quality of life for young people in Kingston, while retaining its character as youth driven and incorporating the principle of youth-adult partnership at all levels.

Since Y2K first formed in 2012, it has operated on the central principles of being youth led and based on the concept of youth-adult partnership. Youth have been leaders in Y2K throughout its development and implementation. While the focus of this study is collecting data from community youth serving organizations in an attempt to provide recommendations on how to update a common vision for the partner organizations participating in the Y2K collective, the central role of youth decision-making will remain. For this reason, the results of this study will serve as a contribution to a wider conversation on the future direction of Y2K that will involve both stakeholder organization and youth themselves.

[3]

1.5 Organization of Report

This report has been organized into several sections and subsections. Section one provides an overview of the background of the Y2K initiative, the project objective, research questions, information on the project client and the project rationale. The second section outlines the project's research design and methodology and details how participants were selected.

The third section contains a literature review relating to collective impact in order to provide a comprehensive review of what is required for a community collaborative initiative to be considered collective impact, followed by a summary of some of the criticism of the collective impact approach and recent attempts to update collective impact to respond to these criticisms. The literature review then turns to a review of the literature on collaborative community coalitions more generally, in order to provide context for the types of models, approaches and methods available to Y2K in its attempts to engage youth serving organizations in a successful coalition with a common agenda with broad stakeholder support.

Section four contains the survey research findings, obtained from an online survey of twenty-one KFL&A youth serving organizations and is broken into two subsections. The first consists of a stakeholder profile of groups that have been involved in Y2K. The second subsection contains results relating to KFL&A stakeholder organizations' views and opinions on both how Y2K functioned to date, as well as views and opinions on priorities for the future.

The fifth section contains the findings obtained from the focus group conducted with representatives from ten organizations, followed by a summary of the themes that emerged during the focus group regarding Y2K stakeholder's views and opinions on Y2K and its future direction.

Section six section consists of discussion and analysis. The views and opinions of organizations that responded to the survey and participated in the focus group are analyzed with reference to the concepts, best practices and conceptual frameworks outlined in the literature review.

The seventh section contains three options for the future direction of Y2K based on the information presented in the discussion section regarding stakeholder's current conceptions of Y2K and what possible future models and shared understandings would be likely to enjoy wide stakeholder support. A recommendation is then made on a preferred option.

Section 8 contains a summary of the research findings and conclusions.

2.0 Methodology and Methods

2.1 Methodology

This research took the form of a mixed methods, descriptive, cross-sectional study consisting of an online survey (Appendix 1: Electronic Survey Questions) of youth serving organizations and a follow-up focus group (see Appendix 2: Focus Group Questions). As a mixed methods study, this research combined both quantitative and qualitative data as well both a survey instrument and focus group in order to allow for results to be compared between the methods in the hope of strengthening the validity of any conclusions drawn. As a descriptive study, this research is designed to describe what exists (Trochim & Donnelly, 2008, p. 5), in this case the characteristics and views of Y2K stakeholder organizations at the time of the study. The methodology followed a stakeholder identification and analysis design and sought to provide information on who Y2K's stakeholders were and analyze their views and opinions as they existed at the time of the study. All data was analyzed qualitatively in reference to the concepts developed from the literature review in order to determine if the themes that emerged from the data provided evidence of consensus among stakeholder on a common agenda for Y2K and were consistent with the various models of community coalitions identified in the literature.

The first step in stakeholder identification and analysis is to identify stakeholders within a defined area (Canada Health Infoway, 2017, pp. 5). The second step is to analyze data obtained from these stakeholders in order to identify their interests, clarify their views on issues of importance, identify strategic issues and begin a process of identifying coalitions of support and opposition (Bryson, 2004, p.29). As a result, as the first step in this research an attempt was made to compile as comprehensive a list as possible of youth serving organizations within the KFL&A area. This was done through a combination of targeted Google searches, referencing local agency directories, and existing contact lists in the possession of Y2K. With the exception of the contacts already in the possession of Y2K, only publically available contact information was used to generate the list of potential participants. To mitigate any negative feelings associated with organizations not being invited to participate, all youth serving organizations in KFL&A, for which accurate publicly available contact information could be located, were included on the list potential participants.

For the purpose of inviting organizations to participate, a broad definition of stakeholders was used, with any organization that would be potentially affected by Y2K activities being invited to participate (Bryson, 2004, p.22). For analysis purposes, a more narrow definition was used that considered only those youth-serving organizations with a voluntary stake in Y2K as stakeholders (Mitchell, Bradley and Wood, 1997, p. 856). Those organizations that participated in this research with no previous connection to Y2K have been classified as potential stakeholders, data from which is primarily used for comparative purposes.

The primary goal of the analysis in this study was to determine the views and opinions of Y2K stakeholders relating to their conceptions of the purpose and methods of Y2K as a collective impact coalition. The data on the interests, views and current conceptions of the purpose and methods of Y2K was used to refine the focus group questions to further explore how stakeholders viewed Y2K and what

concepts of its purpose and methods could enjoy wide stakeholder support. Standard content analysis of the qualitative survey data and the focus group transcript were used to summarize the themes that were found in stakeholder views and their relative prevalence in order to draw conclusions regarding what coalition model and broad conception of the purpose and methods of Y2K would be likely to enjoy broad stakeholder support.

Ethics approval was sought through the University of Victoria Human Research Ethics Board and approval was granted in May 2017 (Appendix 3: Ethics Approval)

2.2 Methods

Survey:

Following receipt of ethics approval from the University of Victoria's Research Ethics Board (Appendix 3: Ethics Approval), a total of 38 organizations that were current or past participants in Y2K and 55 additional youth serving organizations in the Kingston Frontenac, Lennox and Addington region with no previous involvement in Y2K were invited to participate in the survey by means of an emailed invitation to participate (Appendix 4: Invitation to Participate). Those organizations with previous involvement with Y2K have been classified broadly as Y2K stakeholder organizations while those organizations with no previous involvement have been classified as potential stakeholders.

The online survey solicited both organization profile information, as well as information relating to the views and opinions of youth serving organizations on the Y2K initiative. The survey was cross-sectional and designed to provide the client with baseline information to allow for the possibility of future repeated cross-sectional surveys to be conducted in order to track changes over time (Stoop & Harrison, 2012, p. 16). The online survey consisted of mostly close-ended questions to facilitate comparability of responses but also included a limited number of open-ended questions in order to allow respondents to provide their view on the ideal future vision and mission for Y2K in their own words. Mostly close ended question included an option field for additional comments. Questions were designed in an attempt to meet the criteria that effective survey questions should be brief, objective, simple and specific (Iarossi, 2006, p. 30).

Those completing the surveys on behalf of the youth serving organizations were a mix of senior decisions makers, supervisors or managers, and front line staff persons. The vast majority of survey responses were completed by either a senior decision maker/member of the organizations board of directors or a supervisor or manager. Table 1 below shows the roles of those who responded to the surveys, broken down by stakeholder organizations which had previous involvement with Y2K and potential stakeholder with no previous involvement with Y2K.

TABLE 1: BREAKDOWN OF SURVEY RESPONDENTS BY POSITION

Survey Responses	Senior Decision Maker/Board Member	Supervisor/Manager	Assistant Supervisor/Junior Manager	Front Line Staff
Stakeholders	42.86%	42.86%	0%	14.29%
Potential Stakeholders	42.86%	42.86%	14.29%	14.29%
All	42.86%	42.86%	4.76%	9.52%

Those organizations that completed the survey were provided the opportunity to volunteer to participate in the follow up focus group, which further examined their views on Y2K as an inter-organizational coalition.

Focus Group:

Open-ended questions for the focus group were finalized following initial analysis of the survey data. The goal of the focus group was to strengthen the research through a mixed methods approach by further examining the results from the survey to help determine the reasons for any anomalous findings (Liauttong, 2016, p. 7). The survey generated some conflicting results relating to the manner in which respondents viewed the primary purpose and goals of Y2K and an overall lack of stakeholder consensus around these issues. The focus group questions were partially designed to clarify these results. The focus group questions were designed as a funnel approach where initial questions were designed to make participants comfortable before moving on to more potentially controversial questions (Stewart, Shamdasani & Rook, 2007, pp. 9). The primary purpose of the focus group was to clarify the current conceptions of the purpose, methods and structure of Y2K among stakeholders and to gain insight into the model of community coalition that would be most likely to gain widespread acceptance by stakeholder organizations. In addition, the focus group sought to solicit more detailed feedback from organizations on Y2K’s engagement with stakeholder organizations and how such engagement could be improved.

2.3 Data Analysis

As a mixed methods study, this research collected both quantitative and qualitative data in order to provide both basic qualitative data about Y2K stakeholders such as the comparative size of stakeholder organizations, the age groups they serve and other quantitative organizational profile information. The primary purpose behind the collection of this quantitative data was to provide a baseline for future research and is presented largely without detailed analysis. Qualitative data relating to the views and opinions of current Y2K stakeholders was collected in both the survey and focus group and focused on the views and opinions of Y2K stakeholders and was the primary subject of analysis.

Following the conclusion of the survey, the responses collected were analyzed with several goals in mind. The first section of the survey featured questions designed to provide basic organizational profile information on Y2K stakeholders. The results from this section were provided in detail in order to provide a cross-sectional snapshot of basic details regarding the organizations that are currently participating as

stakeholders in Y2K relating to their organization size, structure, client base, and various organizational practices of interest to Y2K. The purpose of this stakeholder profile summary was to provide Y2K with both a better idea of the organizational characteristics of their current stakeholders and to provide a baseline for possible future research. This data was then analyzed through a comparison between the responses of stakeholders and potential stakeholders in order to make suggestions as to what stakeholders might currently be missing from the Y2K coalition.

The information collected in the second section of the survey was designed to both solicit the views and options of Y2K stakeholders relating both Y2K's past and current engagement efforts and to gain insights into the ways in which Y2K stakeholders conceived of the purpose and priorities of Y2K. A combination of preference ranking and likert scale questions were included relating to the purpose and priorities of Y2K in an attempt to determine if a consensus existed among stakeholders on these issues in a manner consistent with the concept of a common agenda within the collective impact literature and the concept of shared understandings within the wider community coalition literature. Open-ended questions in this section asked for Y2K stakeholders to provide their ideal mission statement for Y2K as well as to provide their idea of what Y2K's vision should be for the future. Responses to these open-ended questions were analyzed using a content analysis method (Trochim & Donnelly, 2008, p.182). Categories of responses were allowed to emerge from the data rather than being preconceived (Hsish & Shannon, 2005,p.1279). The resulting categories were then analyzed to demine if the responses demonstrated a consensus among Y2K stakeholder on the purpose and priorities of Y2K and compared these themes to the concepts of community coalitions found in the literature review in order to inform recommendations on what specific concepts of the purpose and methods of Y2K and coalition model would be most likely to enjoy stakeholder support.

The focus group responses were analyzed in a similar fashion to the open ended survey questions. As the goal of the focus group was to identify the views on Y2K most widely held by stakeholders, the goal of analysis was to identify the most common themes relating to the views of participants on Y2K and their conception of its purpose and methods. Thematic content analysis was used to analyze the focus group data as it allows the researcher to group and distill common themes in order to give expression to the communality of voices across participants (Anderson, 2007, p. 1) . First a verbatim transcript was created using a recording of the focus group proceeding. The transcript was read multiple times and statements and concepts expressed were grouped by the theme of the view expressed. Colour coded highlighting of the transcript text facilitated this categorization with a different colour used each time the researcher determined a break in a unit of meaning within the text. This process was repeated multiple times and the resulting themes or categories compared between copies. The resulting theme categories were examined to ensure that all relevant content from the transcript was assigned to a theme category and that there were sufficient categories to capture all relevant content. The criteria for relevancy of content from the focus group transcript were that it contains an expressed opinion or view relating to Y2K. Expressed views relating to both Y2K in general as well as any normative statements relating to participant's conceptions of what Y2K is or should be were considered relevant for the purpose of this analysis. The resulting themes were then summarized using direct quotes from the transcript to highlight each theme and are presented in section 5.

2.4 Project Limitations and Delimitations

The researcher is employed as an Assistant Supervisor in the City of Kingston's Recreation and Leisure Services Department. In this role, the researcher has been involved in the Y2K project from its inception. As a result, the researcher knows many of the individuals involved and has worked with a number of the stakeholder groups, both within the context of the Y2K collective and on other community projects and forums. Extra effort was made to explicitly communicate that the researcher was acting solely as a University of Victoria student in the conduct of this research in order to avoid any role confusion and make clear that this research was in no way associated with the researcher's employer. The researcher also reflected on his potential biases throughout the research, data analysis and the preparation of this report and consciously sought to be objective at all stages.

The research may have been limited by the willingness of groups to participate and to donate the time of decision makers and front line staff to complete the survey and participate in the focus groups. An attempt was made to mitigate this by promoting the process as an opportunity for stakeholder and potential stakeholder organizations to have their voice heard on the future direction of the Y2K coalition.

This research will provide a snapshot profile of Y2K stakeholder groups and their views at a moment in time on the conceptions stakeholders have of Y2K and their conceptions of how it should operate in the future. The information about Y2K stakeholders and their views on the future of Y2K can and likely will change over time. The research is not longitudinal, and, as a result, cannot account for how information on stakeholder group's activities and views will change over time. The research is also limited to Y2K in relation to its engagement with youth serving organizations that are stakeholders or potential stakeholders and does not examine the work of Y2K in relation to its engagement with youth stakeholders.

The research hopes to provide a baseline profile of Y2K stakeholder groups and their views and priorities relating to the Y2K coalition for possible use in future research. It further hopes to provide Y2K with information on the ways in which stakeholder groups conceive of Y2K and their role in it, in order to inform recommendations on what form of common agenda or shared understanding of Y2K as a coalition would be most likely to achieve wide support among Y2K stakeholders while facilitating Y2K accomplishing its stated goals.

3.0 Literature Review

3.1 Introduction

Since 2013, Y2K has defined itself as a collective impact initiative when it began the implementation phase of the 2013 Kingston Youth Strategy. As collective impact is a relatively new model of community coalition building, the literature on collective impact is somewhat limited. The bulk of the literature on collective impact consists of articles written by the creators of collective impact, John Kania and Mark Kramer and their colleagues at the Stanford Social Innovation Review. Such literature takes the form of articles, mostly in the Stanford Social Innovation Review, as well as articles published by various consulting organizations engaged with assisting with the implementation of collective impact initiatives such as the Tamarack Institute, Innoweave and the Collective Impact Forum. These articles are generally prescriptive in nature, with a focus on providing information on how communities can best implement the collective impact framework. A series of targeted keyword searches for the terms “collective impact” and “collective impact model” were conducted through the University of Victoria Summons 2.0 search tool as well as several individual databases including JSTOR and the Humanities Index. Only a small number of academic articles relating to collective impact were located. It appears that while collective impact is currently a popular model for community inter-agency and cross sector collaboration, it has yet to be the subject of extensive critical study.

While collective impact has only existed as a defined model of community coalition building and collaboration since 2011, community coalitions and collaborations have been growing in popularity as a method of tackling complex social programs for decades. In an attempt to situate collective impact within a broader context of community collaboration, this literature review will also summarize some of the literature around community coalitions.

3.2 Collective Impact

Since Y2K began to work on implementing the Kingston Youth Strategy in the fall of 2013, it has used the collective impact approach as the bases of its coalition strategy. The following sections will examine the available literature on collective impact to provide context on this approach to inter-agency collaboration.

3.2.1 What is Collective Impact?

First introduced in the winter 2011 issue of the Stanford Social Innovation Review by John Kania and Mark Kramer, collective impact is an approach to community collaboration aimed at solving complex social problems (Kania & Kramer, 2011). In recent years, collective impact has become a widely adopted framework for mobilizing communities to solve complex social problems, with many collaborative community coalitions throughout North America adopting collective impact as the guiding framework for their work (Christens & Inzeo, 2015, p. 422). Since the term collective impact was first coined in winter 2011, proponents of the collective impact approach have presented collective impact as fundamentally

different from other forms of cross-sector collaboration due to its being more disciplined and higher performing than alternate models (Hanleybrown, Kania, & Kramer, 2012, p. 2). Based on a series of case studies, collective impact purports to offer a blue print for successful community based cross-sector collaboration that can be universally applied.

Collective impact consists of a structured process for community cross-sector collaboration, with defined pre-conditions and implementation conditions that must be realized. The collective impact literature identifies three preconditions that must be present for a collective impact initiative to be successfully undertaken. The most critical pre-condition to collective impact is the existence of an influential champion or champions able to mobilize CEO level cross sector leaders to participate in collective impact and keep them engaged (Hanleybrown, Kania & Kramer, 2012, p.3). There must also be adequate financial resources to last for at least two to three years and a widely shared sense of urgency for change around the issue or issues to be addressed (p.3). Since collective impact involves fundamental changes to the ways organizations operate, within and across sectors, the urgency for change must be sufficient to convince participants that an entirely new approach is needed (p.3). With these three pre-conditions present, communities can undertake the work to form a collective impact project.

The collective impact approach is defined by a “centralized infrastructure, a dedicated staff and a structured process that leads to a common agenda, shared measurement, continuous communication and mutually reinforcing activities” (Kania & Kramer, 2011, p. 38). At the centre of the collective impact approach, are five conditions that must be realized for a collective impact initiative to be successful. These five conditions serve to define the collective impact approach.

These five conditions for collective impact are: (1) a common agenda, (2) shared measurement, (3) mutually reinforcing activities, (4) continuous communication and (5) backbone support (Hanleybrown, Kania & Kramer, 2012, p.1). All five conditions are requirements for collective impact to be successful. Most of the available literature on collective impact focuses on these five conditions and how community collaborations can successfully achieve them. The following sections will examine each of these conditions in turn, in order to provide a comprehensive picture of what it means to conduct community collaboration using the collective impact approach.

3.2.2 A Common Agenda

Under the collective impact framework all participants must develop and agree on a common agenda for change that includes both a shared understanding of the problem they wish to address as well as a set of agreed upon actions for solving it (Kania & Kramer, 2011, p. 39). A common agenda allows all participants to see potential solutions and resources in similar way (Kania & Kramer, 2013, p.2). Agreeing on a common agenda that is sufficiently clear to effectively support a shared measurement system and lead to mutually reinforcing activities is an area where most initiatives struggle (Hanleybrown, Kania, & Kramer, 2012, p. 4). Many inter-agency coalitions fail due to a lack of a common understanding of the problems to be solved and broad vision for how to go about collaborating to solve them.

Under collective impact it is assumed that various individuals and groups will come to the table with different perspectives and experiences, and as a result will have sometimes very different views on what collaborative coalition is there to achieve and how it will function. Collective impact requires that these differences must be acknowledged and resolved to ensure that all participants agree on the primary goals for the initiative as a whole (Kania & Kramer, 2011, p.39; Holmgren, 2017, p.2). Much of the initial work a new collective impact project must undertake, involves drawing out these differing views, conceptions and associated conflicts into the open so they can be discussed and successfully resolved.

Creating a common agenda is a two-step process. First participants must create and agree on clear boundaries for the system or issue to be addressed (Hanleybrown, Kania & Kramer, 2012, p.4). While it is important to have clarity on what is and what is not part of the initiative, both in terms of problems and issues to tackle as well as the geographic area of focus, such boundaries must also remain flexible enough to allow for changes in boundaries over time (Hanleybrown, Kania & Kramer, 2012, p. 4). After these boundaries are established, a collective impact initiative must develop a strategic framework for action. An effective strategic framework isn't elaborate or ridged, but rather a roadmap that balances the need for simplicity with the need to recreate a comprehensive understanding of problems that is relevant to the activities of all stakeholders (Hanleybrown, Kania & Kramer, 2012, p. 4). The primary purpose of a common agenda is to get and keep all participants on the same page in terms of the initiatives goals and methods.

The purpose of the common agenda is more about building a collective commitment to community change than it is about having a detailed plan. It is not a strategic plan, but rather the building of a common commitment to change among participants. The common agenda must be built in such a way that it results in people being engaged, interested and committed to change (Born, 2017, p. 3). An effective common agenda is one that stakeholder have a sense of ownership of and does not have to be sold to stakeholders after it is finalized (p. 15). Once a common agenda with broad stakeholder support is agreed upon, the other four conditions of collective impact can be put in place.

3.2.3 Shared Measurement

Following the establishment of a shared agenda in which all participants have the same view of the problems to be addressed and the goals the collective wishes to achieve, a system of shared measurement must be established. Competing priorities and concerns about underperforming relative to others can make establishing a shared measurement system challenging (Hanleybrown, Kania & Kramer, 2012, p. 5). To overcome these challenges, the development of an effective shared measurement system requires broad engagement by many organizations with clearly established expectations regarding confidentiality and transparency (p.5). As with the creation of a common agenda, a shared measurement system under collective impact must be developed collaboratively though extensive discussions, in which all stakeholder organizations participate.

Participants must agree on a limited set of clear and measureable criteria by which progress towards addressing the problems outlined in the shared agenda can be measured. Ensuring that all efforts of the collective impact initiative are measured consistently, by the same short list of criteria, helps ensure that

efforts remain aligned and enables participants to hold each other accountable and learn from each other's success and failures (Kania and Kramer, 2011, p.40). Measurements should be chosen in a way that reflects the initiative's theory of change, distinguishes between shared outcomes, measures and measurements, employs a number of measurement approaches and acknowledges the possibility of perverse behaviors that can arise with measurement processes (Cabaj, 2017, p.3) Collective impact contends that when all participants have a clear idea of the purpose and goals of the initiative through the creation of a common agenda and are able to track their progress by measuring the same things in the same ways, solutions will emerge and be rapidly adopted by coalition members in ways that reinforce each other.

3.2.4 Mutually Reinforcing Activities

For a collective impact project to achieve its goal of fundamental system level change, the actions of all participating organizations must be aligned. This does not mean that all organizations must do the same things, but rather that each organizations undertakes its own specific activities in line with its area of expertise but in ways that is coordinated and supports the work of others (Kania & Kramer, 2011, p. 40). To achieve the type of change collective impact is designed for; collective impact must lead to significant changes in overall systems, including changes in professional practice (Parkhurst & Preskill, 2014, p. 18). To achieve this, collective impact requires participants to ensure they are engaging in mutually reinforcing activities.

Mutually reinforcing activities arise when shared measurement systems begin to uncover gaps, promising practices and potential partnerships, which are then spread among participating organizations, through continuous communication. Effective practices that arise from shared measurement and are disseminated through continuous communication allow participants to shift and align their activities in a way that reinforces each other's efforts (Kania, Hanleybrown & Juster, p. 4). This requires a shift in mind-set among participating organizations to recognize that solutions will be emergent, that success comes from a combination of many interventions and from focusing on ways strong individual interventions can fit together and reinforce each other (p. 5). For this to occur, a shared measurement system must support continuous learning through strong and continuous communication enabling what is learned to rapidly spread among participating organizations.

3.2.5 Continuous Communication

Effective communication requires developing trust among the diverse participants in a collective impact project (Kania & Kramer, 2011, p. 40). Kania and Kramer found that all successful collective impact initiatives they studied held monthly or bi-weekly meetings among the CEO level leaders of participating organizations to build and maintain this trust (p. 40). The work of collective impact is done by working groups formed around each of the primary goals of the common agenda.

These groups meet individually but communicate and coordinate with each other in what Hanleybrown et al (2012) call, "cascading levels of linked collaboration" (Hanleybrown, Kania & Kramer, 2012, .p7). The idea is to create a system of continuous feedback where the information generated by on-going shared

measurement is continuously communicated among all participants, leading to the collective identification and adoption of new resources and solutions on an on-going basis (Kania & Kramer, 2013, p.4). The theory is that by constantly communicating things that are learned by any individual organization within the coalition, collective learning will occur rapidly as good ideas and practices spread quickly among participants.

This system is presented as distinct as it allows solutions to be discovered that cover the needs of multiple organizations or can only be implemented by multiple organizations working together, and allows for identified solutions to be adopted simultaneously by all organizations (p.5). In addition to the common purpose and understanding of a shared agenda, the continuous feedback from shared measurement, and the spread of ideas and insights through continuous communication; collective impact requires the support and direction of a strong backbone organization tasked with administering the coalition.

3.2.6 Backbone Support

The collective impact approach presented by Kania & Kramer advocates for strong backbone support for the collective in the form of staff dedicated to the administration of the initiative. Collective impact requires a highly structured process to realize all five collective impact conditions. A dedicated staff that is independent from participating organizations is seen as essential to handle the significant administrative, logistical, research support and facilitation required for the initiative to be a success (Kania & Kramer, 2011, p. 40). Successful backbone organizations have several defined characteristics in the literature.

According to Turner, Merchant, Kania and Martin, (2012), effective backbone organizations pursue six common activities in support of a collective impact initiative; they guide vision and strategy, support aligned activities, establish shared measurements, build public will, advance policy and mobilize funding (Turner, Merchant, Kania & Martin, 2012, Part 2). According to Hanleybrown, Kania and Kramer (2012) many different types of organizations can fill the role of the backbone organization and its functions can even be split between multiple organizations (p.6). What is most important is that the backbone organization be perceived as neutral, and have the ability to mobilize stakeholders (p.6). It's also important that backbone organizations understand that they are not in control of the initiative and that the collective impact process is ultimately the community's process (Born, Harwood, Savner, Stewart & Zanghi, 2014, p.14).

The functions of backbone organizations also generally change over time. Most begin by prioritizing guiding vision and strategy, moving to establishing shared measurement and supporting aligned activities. Once the initiative matures, backbone organizations are likely to expand their work through building public will, advancing policy and mobilizing funding (Turner, Merchant, Kania & Martin, 2012, Part 2). At all stages the backbone organizations role is to provide the structure and act to maintain a shared understanding of the initiatives agenda for change, ensure shared measurement is ongoing and facilitate continuous communication among all participants.

3.2.7 Criticisms of Collective Impact

Since the introduction of collective impact in 2011 and its subsequent wide adoption throughout North America, a number of critiques of collective impact have been published. In addition, there have been initial attempts to revise collective impact in response to such criticism. Christens and Inzeo (2015) point out that collective impact's authors are not the first to identify key principles and best practices for community collaboration (p. 422). In the majority of available sources on collective impact the wider literature on community coalitions is largely ignored, focusing instead on a small number of community collaboration success stories, used as case studies (p.422). Observations of these case studies form the bases for the collective impact approach. Christens and Inzeo argue that for those attempting the type of inter-agency collaboration that collective impact calls for, there is much of value to be learned in the wider literature on community coalitions (p.426).

A number of others with a background in community collaboration have been critical of the collective impact approach. Tom Wolff (2016) points out that the primary architects of collective impact, Kania and Kramer, come from a top down business consulting model (para. 6). As a result, collective impact puts too much focus on engaging with organizations at the highest level and consequently too little on engaging those at the grass roots, the ones most affected by the issues to be addressed in the collaborative process (Wolff, 2016, para. 6). In this view, collective impact focuses too much on organizations and not enough on those most affected by the issues being addressed.

Emmett Carson, CEO of the Silicon Valley Community Foundation finds collective impact's expectations and processes for reaching a shared agenda to be unrealistic. According to Carson, every non-profit organization exists because those who support it strongly believe in its unique vision and mission, which they may often be unable to abandon in favour of a common agenda, no matter how long they stay involved in discussions to that end (Carson, 2012, para. 12). In this view, organizations with diverse values and visions may be unlikely to be able to agree on a common agenda that is sufficiently clear and comprehensive, undermining the collective effort. In addition, if agreement on a common agenda is not possible, valuable time and resources can be wasted in the effort.

Boumgarden and Branch (2013) question the elevation of collaboration over competition at the heart of the collective impact approach, arguing it can lead to, "coordinated but misdirected effort (para. 3). Boumgarden and Branch acknowledge that scaling up solutions to complex problems, as collective impact purports to do, may have advantages. However, they question the assumption that the solutions that would be identified through collective impact would necessarily be the best ones. In contrast, they advocate for a system that encourages competition between and within social service organizations, to promote experimentation as a more effective means of generating effective emergent solutions (para. 12). In this view, the collaborative model that collective impact endorses may actually prevent the emergence of new and innovative solutions to problems by stifling experimentation and differentiation in approach among participating organizations.

An initial attempt has been made by Cabaj & Weaver (2016) to acknowledge these criticisms and update the collective impact approach to address them. They acknowledge that collective impact as described in

most of the literature pays insufficient attention to the role of the community, focuses too much on short term data, understates the role of policy and systems change and leads to an over investment in backbone support (p. 2). They also acknowledge that collective impact has, “ignored the less well-packaged and promoted frameworks of community change developed by other organizations and practitioners (p.2). In response they propose several updates to the collective impact framework to address these issues.

To deal with the shortcomings of collective impact’s focus on the “grass tops” with a strong focus on engaging organizations leaders at the expense of the individuals in the community, they propose moving from a managerial to a movement based approach. They argue that under the existing management approach the focus naturally moves to improving existing systems rather than changing them, with organizational leaders typically being suspicious or resistant to bold new measures (p. 4). In contrast, they advocate for the authentic inclusion of a broad spectrum of stakeholders, particularly those most affected by the issues being addressed (p.5). The goal is to build a movement, primarily driven by those most impacted by the issues the coalition is seeking to address, in order to create the pressure for change required for true system level change.

In place of the common agenda, Cabaj and Weaver advocate for a shared aspiration, a set of outcomes that are based on community values and are ambitious enough to not be realized through business as usual (p. 6). They advocate for expanding shared measurement into strategic learning, a larger system of learning and evaluation of which shared measurement forms only a part (p. 7).

Cabaj and Weaver present an attempt to update the collective impact approach to take into account the shortcomings and issues that initiatives have encountered in attempting to implement collective impact, as well as some of the criticism of the approach raised in the literature. Both the criticisms of collective impact and the attempts by Cabaj and Weaver to address them, argue in favour of expanding the perspective of those seeking community level change beyond collective impact, to the wider literature around community coalitions.

3.3 Community Coalitions

While the academic literature on collective impact is relatively limited, there is extensive literature on inter-agency coalitions. Christens and Inzeo (2015) argue that the popularity of collective impact has value in generating interest in inter-agency collaboration more broadly and that community collaborations can be strengthened by the longer standing interdisciplinary research and literature on community coalitions (Christens & Inzeo, 2015, p. 426). The following sections will summarize some of the themes in the wider literature on inter-agency coalitions in order to provide additional context for the Y2K initiative in its engagement with youth serving community organizations.

3.3.1 Coalition Structures

While there is extensive literature on the subject of inter-organizational collaborations, the terminology used within the literature is not standardized with a number of terms being used differently between sources. The term coalition is used here to refer broadly to any linking or sharing of information, resources, activities or capacities by multiple organizations to accomplish goals no individual organization could accomplish alone (Butterfoss, 2006, p328; Bryson, Crosby & Stone, 2006, p. 44; Himmelman, 2001, p. 277). According to Butterfoss (2006), community coalitions are types of partnerships that strive to improve and introduce innovative solutions to problems by using existing and potential resources in effective ways (Butterfoss, 2006, p. 328). These definitions broadly fit the goals and methods of the Y2K initiative and correspond closely with the general approach of the collective impact framework.

The literature on coalitions documents a number of different structures that inter-organizational collaborative efforts can take. Examples of structures designed to facilitate collaboration between agencies and members of the community include leadership boards or councils, citizen panels, networks, grass roots organizations, and community coalitions. The diverse structures of coalitions presented in the literature can be conceptualized and understood in a number of different ways including the goals they pursue, the methods they employ, the way they organize themselves and the level of integration among members. Coalitions may focus on providing networking opportunities, or they may be more action oriented, focusing on specific goals or some mix of the two (Kramer, Philliber, Brindis & Kamin..., 2005, p. S21). Coalitions may involve a high level of integration between members with a governing body with significant authority or take the form of causal networks that exchange information or collaborate occasionally on specific issues.

One of the common ways coalitions are conceptualized in the literature is through the level of integration they exhibit among participating organizations. According to Himmelman (2001) organizations operating within a coalition engage in four basic strategies: networking, coordinating, cooperating and collaborating (Himmelman, 2001, p. 277). Each strategy is characterized by increasing levels of integration between members and level of trust and time required to realize such integration. The four basic strategies as define by Himmelman (2001) can be found in table 1 below, along with an explanation of the defining characteristics of each strategy.

TABLE 2: COALITION STRATEGIES

Strategy	Characteristics
Networking	Participating organizations exchange information for mutual benefit (p. 277)
Coordination	Participating organizations exchange information for mutual benefit and also alter activities towards a common purpose (p.277).
Cooperation	Participating organizations exchange information for mutual benefit, alter activities towards a common purpose and share resources for mutual benefit and a common purpose (p. 277).
Collaboration	Participating organizations exchange information, alter activities, share resources and are willing to enhance the capacity of another organization for mutual benefit and a common purpose (p. 278).

It is important not to consider any one strategy better than another and each are viable strategies for designing interagency arrangement (Himmelman, 2001, p. 277; Peterson, 1991, p. 91). While a higher level of integration within a coalition may be required to accomplish certain tasks, there is a trade off in terms of the time required and difficulties to be overcome to achieve high integration. The strategy a coalition chooses is likely to depend on both the specific problems and issues the coalition is seeking to address and various characteristics of participating organizations.

Agranoff (2008) examined 14 public management network coalitions in the central United States and found significant variation in structure and the level of integration among these 14 coalitions. Three had levels of integration in line with the network strategy and focused purely on information exchange with any actions being taken on a purely voluntary basis by individual organizations (Arganoff, 2008, p. 323). Four were in line with the coordination strategy where information exchange was combined with education that enhanced member capacity to implement solutions with their individual organizations (p 323). Three were classified as outreach and had integration levels broadly in line with the cooperation strategy with activities that extended to implementing coordinated strategies (p.323). Finally, four were classified as action coalitions and closely matched the collaboration strategy, with partners coming together to make interagency agreements, formalize collaborative courses of action and develop joint services (p. 323). All the strategies used allowed for the benefits of enhanced knowledge and capacity gained through organizations interacting and sharing information through coalition activities. The use of the higher integration strategies were found beneficial to those coalitions with goals that required resource exchanges and new plans and programs (p. 332). Even low integration coalitions could achieve change resulting from the benefits of the enhanced knowledge gained from participation in coalition activities. The process of collective information sharing and trying to understand what is going on in the community can in itself be a trigger and catalyst to transformative action (Pennisi, p. 18).

Himmelman (2001) notes that cooperation may require complex organization processes and agreement in order to be effective, while to achieve collaboration, even greater amounts of time, and extensive sharing of turf as well as the sharing of risks and rewards is required (Himmelman, 2001, p. 278). While a highly

integrated coalition strategy may be required to achieve certain goals, the high cost and complexity of achieving high levels of integration calls into question the value of pursuing a level of integration within a coalition beyond that required to achieve a coalition's specific goals.

In addition to conceptualizing coalitions in terms of the level of integration between members, the organizational structure of coalitions is also a useful conceptual framework used in the literature to understand coalitions. Coalition organizational structures presented in the literature are diverse. However, some structural elements are relatively common. In examining a number of Allies Against Asthma coalitions in the United States, Butterfoss (2006) found that while these coalitions had no mandated structure, all had steering committees, sub-committees, elected leadership, held regularly scheduled meetings with agendas and had published missions (p. 31S). Kramer et al (2005) found that having a steering committee and structuring the coalition based on a geographic catchment area were associated with better-perceived outcomes (Kramer, Philliber, Brindis & Kamin..., 2005., p. S27).

While coalitions are non-hierarchical and do not have the same centralized, vertical structures of authority and decision-making common in traditional organizations, the literature supports the notion for a level of formality and clarity in the way coalitions are structured and govern themselves. According to Butterfoss & Kegler (2002) coalitions are more likely to succeed in engaging members, pooling resources and plan well when they have formalized roles, rules and structures (Butterfoss & Kegler, 2002, p.165) According to Provan and Kenis (2008) formalized governance is needed to ensure that participants engage in collective and mutually supportive action, address conflicts and that network resources are acquired and used effectively (p. 231).

Formal and informal rules of joint decision-making are processes that provide resources for members to communicate and address conflict in order to enable collective action (Winkler, 2006, pp. 9). It is important that such rules be well understood by all coalition members to ensure the ambiguity inherent in coalition is minimized as much as possible. Ambiguity in terms of coalition's mission, methods and decision-making rules can become major issues for coalitions that can threaten their ability to function. Formalized roles and rules for decision making can help reduce the level ambiguity within coalitions and promote clarity among members.

Another common structural element for community coalitions is the presence of dedicated leadership and administrative capacity devoted to the coalition's operations. This is very similar to the concept of backbone support found in collective impact. In writing about inter-firm networks, Winkler (2006) found all the networks he examined had a network coordinator responsible for the motivation of members, initiating the collaboration and keeping the network going (pp. 6). In the Centers for Disease Control and Prevention Coalition Partnership Program, participating communities were required to have a hub agency through which funds would be channeled and who were responsible for providing funding and infrastructure support to the coalition (Kramer, Philliber, Brindis & Kamin..., 2005., p. S24). While the specifics vary between coalitions, there is recognition in the literature that coalitions benefit from having dedicated administration capacity.

In addition to often sharing a basic governance structures, coalition structures also typically change over time. According to Kramer et al, “[c]oalitions are organic entities, changing both as they mature and as they respond to internal and external exigencies (Kramer, Philliber, Brindis & Kamin..., 2005, p. S21)”. In studying 13 community coalitions operating as part of a Centers for Disease Control and Prevention Coalition Partnership Program in the United States, Kramer et al (2005) found that many coalitions models of operation went through changes over time with their structure, function, and composition often ending up different at the end of the funding period compared to the start (p. S23). Coalitions should not be rigid and should look upon changes of this type as part of the normal evolution of such collaborative initiatives. At the same time, some degree of stability, at least in the short to medium term, is a characteristic of more successful coalitions.

A number of researchers have found that coalition effectiveness is closely related to having a large and diverse mix of organizations and individuals as members as well as relative stability in membership. In addition, effective coalitions are structured in such a way that their diverse membership is highly engaged in the coalition’s work. Butterfoss (2006) found that membership diversity, low turnover, and active engagement with coalition work among coalition members, are all indicators of coalition effectiveness (Butterfoss, 2006, p. 331; Hays, Hays, DeVille & Hulhall, 2000, p. 376). Measurements of process indicators, such as the time members spend engaged in coalition activities, member satisfaction with coalition work progress and member’s perception of their influence over decision-making can all serve to evaluate a coalition’s likely effectiveness (Butterfoss, 2006, p. 337). So while coalitions typically do undergo change over time, maintaining a diverse and engaged membership with low turnover and a sense of ownership over coalition activities is important for a coalition’s long-term success. Similarly, coalitions appear to benefit from including the wider community in their formal structure and decision-making processes.

While the focus in much of the collective impact literature and the wider coalition literature is on the dynamics between stakeholder organizations, there is evidence that coalitions benefit from engagement with the wider community. Butterfoss (2006) defines community participation as a social process in which groups with shared needs within a defined geographic area actively identify their needs, make decisions and take action to solve their common problems (Butterfoss, 2006, p. 325). Butterfoss argues that involving community members can enhance an inter-agency collaboration by pre-testing new programs, provide access to new resources, incorporate local values, develop community capacity and ensure local ownership and maintenance of programs (p. 326). By including those in the wider community most impacted by coalition activities, coalitions gain valuable insight and perspectives that would be missing if only organizations were included.

3.3.2 The Need for a “Common Agenda”

One of the five requirements of a successful collective impact initiative is that those organizations participating in a collective impact project have a common agenda for change. In collective impact, a common agenda consists of both a shared understanding of the problem the coalition wishes to address as well as agreed upon actions for solving it (Kania & Kramer, 2011, p. 39). In effect, collective impact requires that all participating organizations share an understanding of the reason they are working together, on the specifics of how the collaboration will work and that any differences in these understandings be exposed and resolved as a requirement for the coalition to be successful. The idea that a coalition’s members must have a shared understanding of the problem to be addressed, as well as the coalition’s mission, goals and methods, is found throughout the wider literature on coalitions.

Throughout the coalition literature, the need for a shared understanding of the coalition’s purpose and methods is considered vital. For example, Gajda and Koliba (2007), in examining inter-organizational collaboration, present six characteristics of collaboration, the first of which is a shared purpose (p. 29). Gajda and Koliba contend that a shared purpose is an absolute requirement for all types of collaboration (p. 29). Niagara Ontario’s efforts to increase prosperity for families living in poverty was based on a number of principles, the first of which was that a clear vision be developed and connected to strategies (Pennisi, p.18). Since coalitions seek to solve problems through coordinating efforts between numerous organizations, such efforts are unlikely to succeed if all those participating are not sharing a common conception of the coalition’s purpose and methods. Without such a shared understanding, coalitions are likely to experience conflict as coalition members pursue differing ideas of how the coalition should operate.

Failure to achieve a shared understanding of the coalition’s purpose and methods can lead to increased conflict and a lack of effectiveness. Winkler (2006) found a shared understanding of rules and goals of a coalition provide a basis to cope with conflicts between joint objective and individual goals and interests (Winkler, 2006, pp. 8). In studying Allies Against Asthma coalitions, Butterfoss (2006) found that coalition members rated the following as causing the most conflict with the coalitions: differences in opinion about coalition mission (45%), specific objectives (64%), best strategies to achieve a goal (76%), which gets public exposure and recognition (30%), and procedures for completing the work (45%) (Butterfoss, 2006, p. 30S). Each of these sources of conflict can be traced to differences in understanding of the coalition’s purpose, goals, methods and the general manner in which the coalition will operate.

Himmelman (2001) found that coalitions often fail to state clearly and establish a shared understanding of how mutually reinforcing change will take place within participating institutions and struggle to be effective as a result (Himmelman, 2001, p. 279). The inability of coalitions to be effective often leads to overpromising, lack of follow up and growing incompetence, which leads to a decline in trust and commitment (p. 279). Rather than achieving a virtuous cycle where coalitions coordinate the actions of its stakeholders to solve a problem no one organization could solve alone, coalitions can end up in a cycle of declining trust and disillusionment with the coalition process.

To ensure that the members of a coalition share an understanding of the problem the coalition is going to address, as well as what methods it will use to do so, it is important that a coalition develop such understandings through a process that engages with stakeholders and takes their individual interests into account. Goals of coalitions are not prescribed but rather negotiated between members with different interests (Winkler, 2006, pp. 8). Initial agreement on the problem definition can help clarify the interest that an organization has in resolving the social problem and the extent to which the organization needs to work with other organizations in order to solve it (Bryson, Crosby & Stone, 2006, p. 46). With a common understanding of the problem, potential coalition stakeholders can clearly determine if participation is in their organization's interest and proceed to negotiate a shared understanding of other specifics of the coalition's operations. While agreeing on a shared understanding of the coalition's broad purpose, goals and methods are vital, reducing ambiguity and increasing consensus on the details of the coalition's structural and governance characteristics is also beneficial.

To be effective, coalitions should strive to ensure that shared understanding extends beyond the general purpose and methods of the coalition. Once agreement is reached on the purpose of the coalition, attention can shift to reaching agreement on the structure, responsibilities and decision-making rules of the coalition (Bryson, Crosby and Stone, 2006, p.46). Commonly cited attributes for positive coalition capacity include a defined organizational structure, clearly stated mission and goals, formalized processes, efficiency of operations, level of member participation, inter-organizational connections and communications, member skills, member diversity, community outreach and resources. (Flewelling & Hanely, 2016, p. 381). Zakocs and Edwards (2006) found that having formal governance procedures and active member participation were among the factors found to be associated with coalition effectiveness (p. 357). Winkler (2006) found that many inter-organizational coalitions had structures and rules which emerged through the interaction of members and were often informal, leading to network members not always sharing the same understanding of the function and structure of the network (pp. 6). Formalizing the specifics of the coalition's structure and governance can facilitate collective action by allowing for effective decision making based on agreed upon behavior, communication, and to restrict coalition participants to a set of legitimate actions which reduces opportunistic activities (pp. 9). While much of the emphasis on establishing shared understandings focuses the formation of a coalition, it is important that efforts to maintain shared understandings are ongoing.

Collaborations are most likely to create public value when they are resilient and engage in regular reassessments (Bryson, Crosby & Stone, 2006, p. 51). Since coalitions often change over time in terms of their membership and even their goals and structure, it is also important that such efforts to ensure a shared understanding of the coalition's goals, methods, structure, and governance are continued over time. As voluntary associations, trust between members is vital for coalitions to function. Trust requires that coalition members be able to form expectations about the aims and future behavior of other members (Vangen, 2003, p.10). Each time such expectations are fulfilled trust is increased and the sense of risk of future collaboration is reduced, thereby strengthening the coalition (p. 11). By ensuring that efforts to maintain a shared understanding of the coalition's operations are maintained over time, the expectations upon which trust within the coalition is built can be maintained.

3.3.3 Coalition Effectiveness

According to Bryson, Crosby & Stone, inter-agency coalitions can be seen as either a means of solving specific problems that can only be solved through some level of inter-agency cooperation or as a superior means to solve social problems, which is inherently superior to other approaches (Bryson, Crosby & Stone, 2006, p. 45). After a review of the literature, they conclude that the default position should be that success is very hard to achieve through inter-agency collaborations (p. 52). For this reason, a coalition should only be used as a tool to solve a problem if other less complex solutions will either be unlikely to succeed or have already been tried and failed. There are a number of issues and challenges inherent in coalitions that make them the appropriate means of addressing community problems in only some circumstances.

Despite the fairly extensive literature on cross-sector collaborations and coalitions, the evidence from the literature of the effectiveness of such multi-agency collaborative efforts on solving complex social problems is limited. According to Kramer, et al (2005), the value of coalitions as networking forums is indisputable, however their value as task-oriented entities, able to seize opportunities, is inconsistent and still in question (Kramer, Philliber, Brindis & Kamin..., 2005, p. S29; Flewelling and Hanley, 2016, p. 831). A number of other researchers reached similar conclusions, finding that the evidence of coalition effectiveness was mostly anecdotal and that transformative success is relatively rare (Berkowitz, 2001, p. 218; Himmelman, 2001, p.279; Zakocs and Edwards, 2006, p. 359). As Kramer et al put it, “[d]espite some important accomplishments, it is not clear that coalitions are a cost-effective way to promote positive and sustainable community-level change (Kramer, Philliber, Brindis & Kamin..., 2005,p. S29).

Berkowitz (2001) argues that coalitions are methodologically difficult to study due to both the complexity of coalitions, the relative newness of coalitions and the lack of systematic data collection within most coalitions. While the difficulty researchers have had in generating strong evidence for the effectiveness of coalitions may be due to methodological limitations, the question of the ultimate effectiveness of coalition remains open. While coalitions are a popular means for communities to attempt to solve problems, the lack of compelling evidence in the literature that coalitions are effective in achieving the types of system level changes they attempt calls into question their utility compared to alternate approaches.

Coalitions are also complex and extremely challenging to implement effectively. Due to the significant time and resources required for coalition building, a coalition should not be established if a simpler structure will accomplish the goal or if the community does not embrace the coalition approach (Butterfoss & Francisco, 2004, p. 108). If a coalition is required to solve a problem or set of problems then the form of coalition involving the lowest level of integration should be chosen that can achieve a solution to that problem.

3.4 Literature Review Summary

The literature on the collective impact model for community collaboration provides the details required to fully understand the specific requirements that community collaboration must implement in order to be considered a collective impact project. Collective impact is a highly structured approach to community coalition building that involves a high degree of integration between members, fundamental changes in the way participating organizations operate and true collaboration between coalition members.

The wider literature on community coalitions provides valuable additional context and options for community coalitions beyond the highly structured and integrated approach offered by collective impact. Coalitions can be understood both in terms of the level of integration between its members as well as its structural and governance characteristics. No one model of community coalition is inherently superior to another and while highly integrated coalitions that aim to create true collaboration may be required to achieve some goals, the high cost in time and resources of achieving high levels of integration and collaboration within a coalition means that such an approach is not appropriate in all situations.

While the extended literature on community coalitions provides alternative models to collective impact for Y2K to consider, there is broad support for the concept within collective impact that stakeholders within a coalition need to share a common agenda or set of shared understandings in order to be successful. Regardless of the specific coalition model chosen, coalitions benefit from explicitly negotiated shared understandings of the coalition's purpose, goals, methods and the roles and responsibilities of members.

4.0 Survey Findings

4.1 Introduction

The primary focus of this research is on current Y2K stakeholders. Where appropriate, data collected from potential stakeholders will be used to provide context to the stakeholder data or to inform related conclusions or recommendations.

The following sections will detail the survey results relating to two areas of interest. Firstly, the results of the survey questions relating to the organizational characteristics of Y2K stakeholders will be provided in detail in order to provide a current profile of Y2K stakeholders in several broad categories. Secondly, the data collected relating to the views and opinions of Y2K stakeholders on Y2K as well as on the future priorities of Y2K will be provided.

4.2 Stakeholder Profile

A diverse mix of youth serving organizations responded to the survey. This section will provide an overview of profile information on Y2K stakeholder organizations, defined as organizations with previous involvement with Y2K. This stakeholder profile information is intended to provide Y2K with details on the organizational characteristics of stakeholder organizations in sufficient detail to allow this data to both inform Y2K on their current stakeholders and serve as baseline data for possible future research.

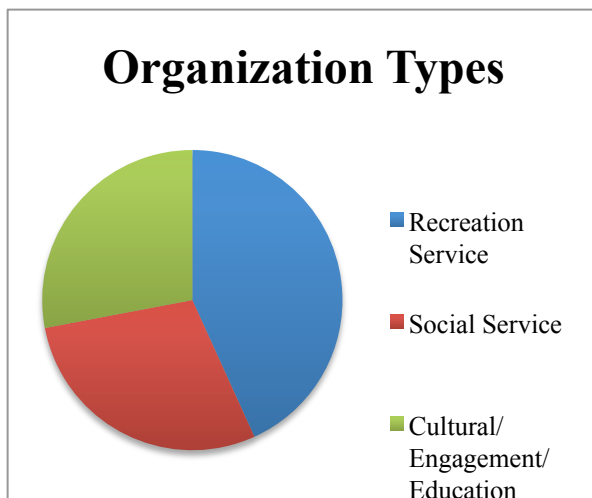


FIGURE 1: STAKEHOLDER ORGANIZATION TYPES

4.2.1 Stakeholder Profile: Organization

Types and Locations

Of the 41 organizations identified as potential participants in this research, 14 stakeholder organizations, with previous involvement with Y2K, responded to the survey (N=14). The largest type of organizations among stakeholder organization is recreation services organizations. Figure 1 shows how stakeholders who responded to the survey broke down by organization type. Among stakeholder organizations that responded to the survey, 42.86% identified as recreation services providers, 28.57% as social service organizations and the remaining 27.75% as a mix of cultural, community engagement and education service organizations.

All stakeholder organizations reported offering their programs and services within the City of Kingston. 42.86% also reported offering programs within Frontenac County, 35.71% within Lennox and Addington and an additional 14.29% of organizations reported offering programs in additional locations outside of KFL&A.

Figure 2 shows how Y2K stakeholders that responded to the survey broke down by organization size. The majority of stakeholder organizations are relatively small organizations with 64.29% reporting having 19 or fewer employees. A minority are large organizations, with 28.57% reporting having greater than 100 employees at their organizations and 7.14% declining to answer this question. For those organizations with greater than 100 employees, two organizations reported having fewer than 19 employees working directly with youth, one reported having between 20 and 39 and one reported having between 30-59 employees working directly with youth.

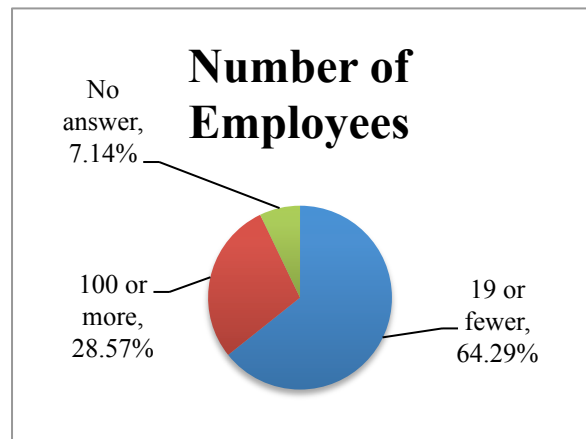


FIGURE 2: STAKEHOLDER ORGANIZATIONS BY NUMBER OF EMPLOYEES

Y2K stakeholder organizations offer their programs and services primarily from locations in the Centre and North of Kingston. Figure 3 shows the number of locations stakeholder had in various locations by area code. A minority had locations spread around the greater KFL&A area. This distribution of youth services is consistent with the mapping research done for Y2K in 2012, which found a disproportionate number of youth services providers with locations in the city centre (Taylor & Brook, 2012, p. 27).

The number of clients these organizations served was similarly varied. The number of youth aged clients served by these organizations in the past year ranged from 40 to 2500. Y2K has had a diverse mix of youth serving organizations as stakeholders ranging from those who focus narrowly on youth to those who serve all ages. The organizations involved range in size from small organizations serving a limited number of clients to large organizations serving thousands.

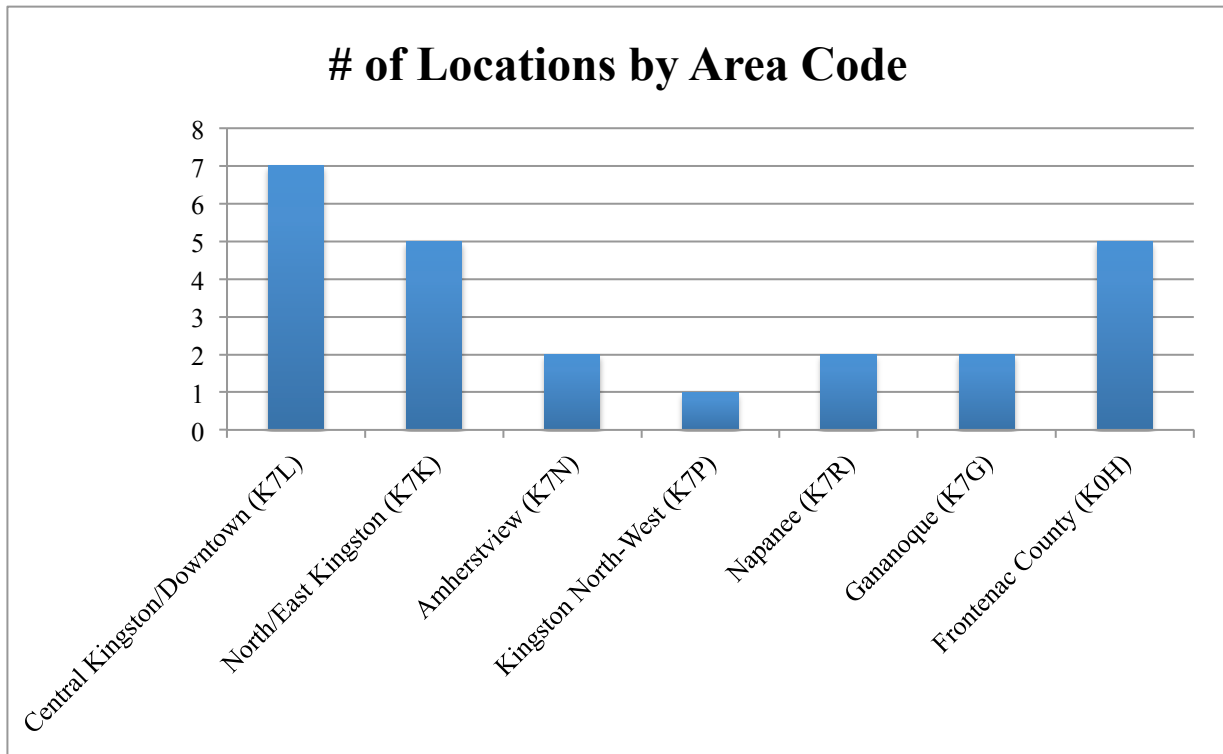


FIGURE 3: NUMBER OF STAKEHOLDER LOCATIONS BY AREA CODE

4.2.2 Stakeholder Profile: Clientele and Services

The majority of stakeholder organizations serve other ages in addition to youth. Of those organizations that responded to the online survey, 50% reported offering services to those aged 0-5 years, 71.43% to those 6-12. All organizations reported serving those aged 13-15 and 16-19. 71.43% reported serving those 20-24 and 64.28% served those 25 and older. 64.46% reported that the age group with the most clients served was either those 13-15 or 16-19 years of age. 28.57% reported the most clients in the 6 to 12 age group and 7.14% reported the most clients in the 25 and over age group. See figure 4 for a graphical representation of these results.

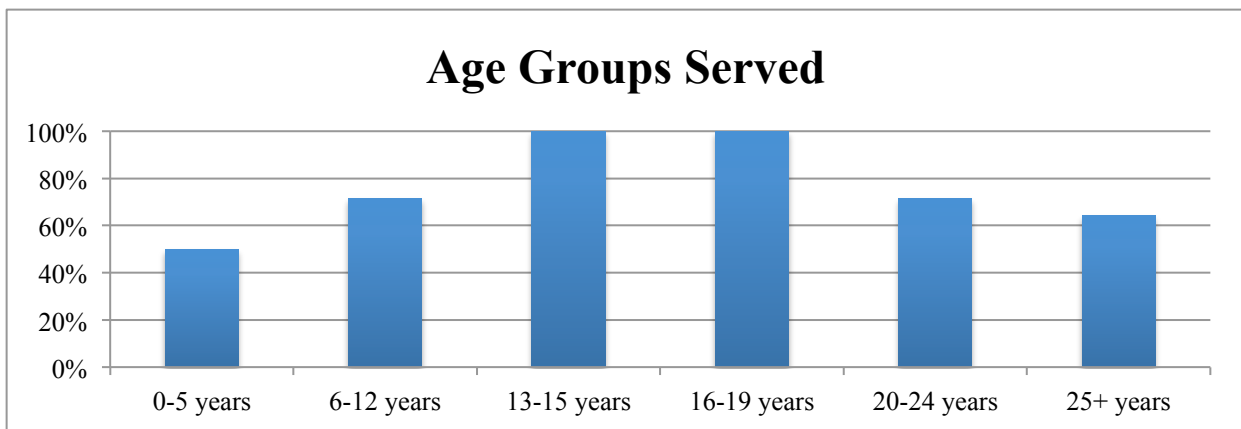


FIGURE 4: AGE GROUPS SERVED BY STAKEHOLDERS

The services that these organizations offer to youth are similarly diverse. Figure 5 shows the percentage of stakeholders offering a variety of programs and service. 57.14% of stakeholders offer recreational sport, 7.14% offer competitive sport, 50% offer general recreation programs, 42.86% offer visual arts, 35.71% offer musical arts, 28.57% offer dramatic arts, 14.29% offer employment services, 35.71% offer mental health services, 14.29% offer physical health services, and %42.89 offer social services. Other services noted in comments included services to at risk youth, youth engagement and autism support services. The majority of organizations also have systems in place to ensure that some or all of these programs and services were accessible to youth regardless of ability to pay.

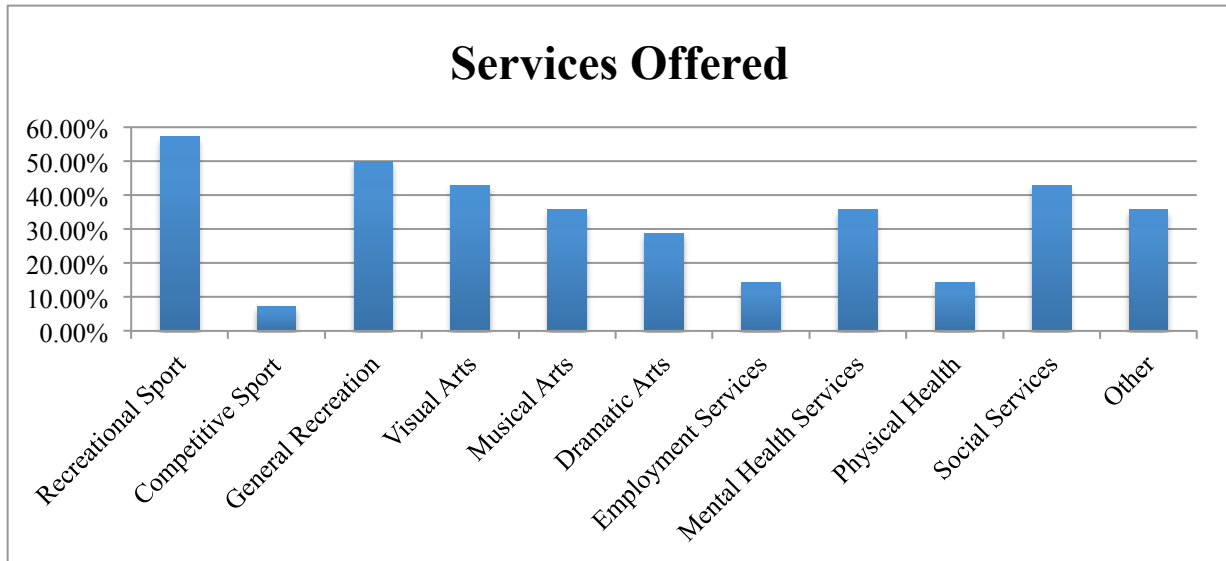


FIGURE 5: SERVICES OFFERED BY STAKEHOLDERS

4.2.3 Stakeholder Profile: Accessibility of Program and Services

Ensuring financial accessibility to programs and services was accomplished by stakeholder organizations in a number of ways. 57.14% of organizations indicated they offered free drop in programs for youth. Figure 6 shows the percentage of stakeholders offering free drop in in four areas of KFL&A. Of those

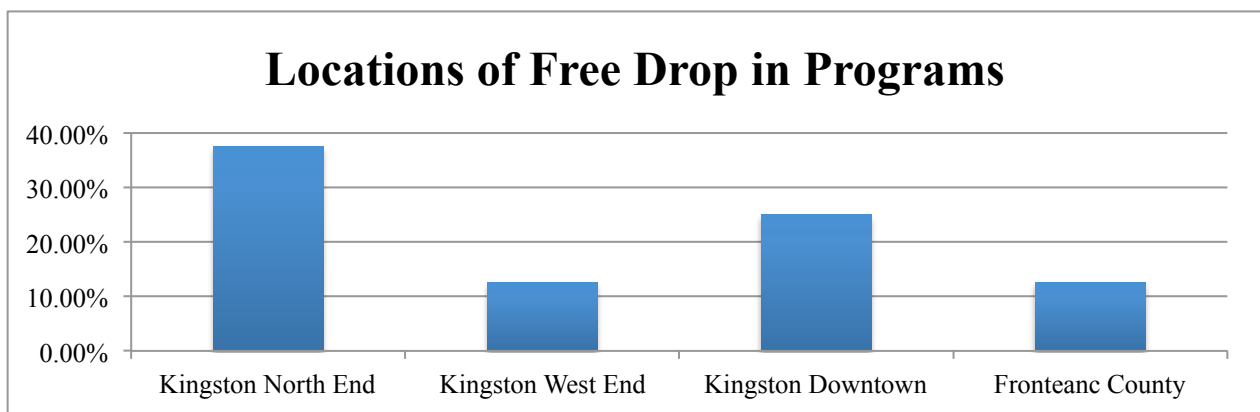


FIGURE 6: LOCATIONS OF FREE DROP IN PROGRAMS OFFERED BY STAKEHOLDERS

organizations that choose to indicate a location of their drop-in program(s) 37.5% reported offering drop in programming in Kingston’s north or east end, 12.5% had a location in the west end of Kingston, 25% had drop-in locations in the downtown Kingston area and 12.5% had a location in Frontenac County outside Kingston. Stakeholders were asked if they offered subsidies for their programs, figure 7 displays the results. 42.5% of the organizations indicated they provided subsidies for youth to make their programs and services more affordable, while 42.85% reported they did not offer any subsidies. A further 14.29% reported referring clients to third party subsidy programs in the community.

Of those that indicated offering no subsidy programs, 66.67% reported that at least some of their youth programming was free of charge to all youth with no need for subsidies. Taken together, the vast majority (85.71%) had some system in place to ensure access to their programs and services for those of limited means, either through offering their programs free of charge, operating a subsidy program for those in need, or working with third party subsidy programs to assist clients to be able to access their services.

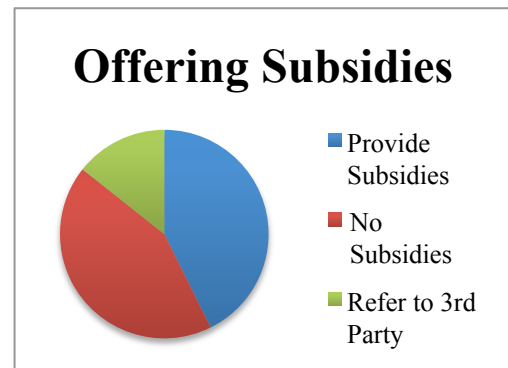


FIGURE 7: STAKEHOLDERS OFFERING SUBSIDIES

Organizations reported between 60 and 300 clients per year taking advantage of subsidies to help them afford programs and services with an average of 191 youth per organization receiving some form of financial assistance to participate. The value of this financial assistance per organization ranged from \$150 to \$50,000 in 2016 with an average of \$15,850 in financial assistance provided per organization.

4.1.4 Stakeholder Profile: Volunteering and Youth Voice

The vast majority (92.85%) of stakeholder organizations indicated they provided volunteer opportunities to youth at their organization. The total number of volunteers each organization reported hosting in 2016

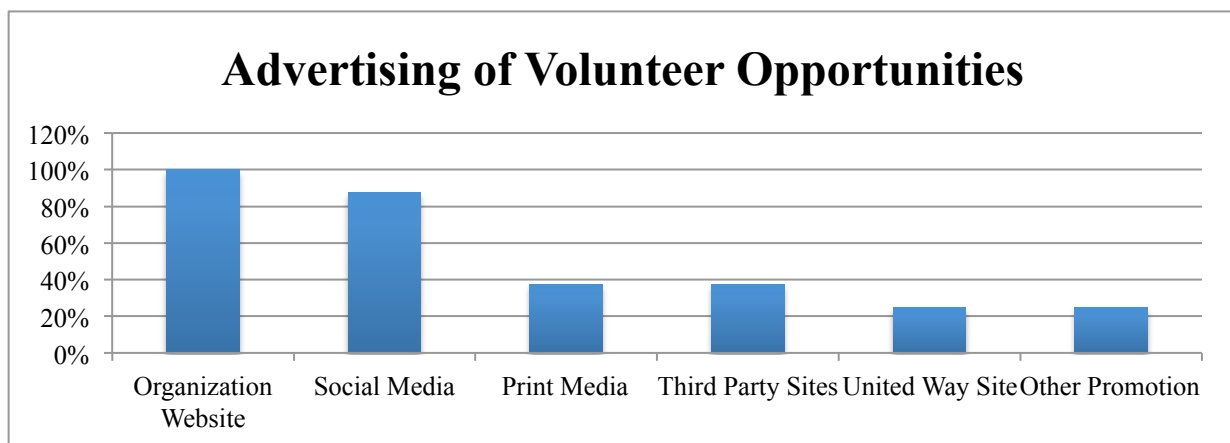


FIGURE 8: WAYS STAKEHOLDERS ADVERTISE VOLUNTEER OPPORTUNITIES

varied from 2 to 412 with an average of 91 volunteers per organization. Organizations reported an average of 546 hours of youth volunteer work in 2016 with a range between 10 and 4000 hours. Of those organizations that reported offering youth volunteer positions, 61.54% reported that their youth volunteer positions were formally advertised.

As shown in figure 8, those organizations with youth volunteer positions that chose to formally advertise them did so in a variety of ways. All organizations (100%) that formally advertised youth volunteer positions did so through their organization’s website. 87.50% used social media to advertise, 37.50% used print media, 37.50% used third party sites, and 25% reported listing their youth volunteer positions on the United Way volunteer opportunities listing site and 25% reported using other means of promotion such as staff visits to schools or other organizations and Y2K communication channels.

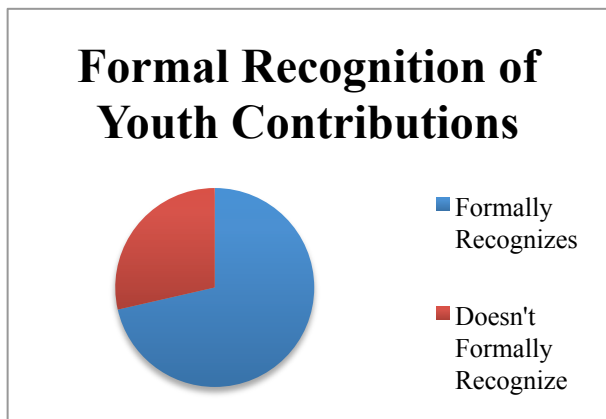


FIGURE 9: STAKEHOLDER FORMAL RECOGNITION OF YOUTH CONTRIBUTIONS

Most organizations did formally recognize the contribution of youth in some way. As shown in figure 10, fewer had a formal means for youth to influence decision making at organizations. 42.86% of organizations reported having some means for youth to influence decision-making at their organization while 57.14 did not. For those that have some formal means for youth to influence decision making, 16.67% reported having an organizational youth council, 33.33% had one or more youth representatives on their organization’s board of directors, 66.67% held formal input sessions with youth to solicit input, 33.33% reported using surveys to capture youth input. In addition to these methods, 66.67% of organizations that reported having formal means for youth to provide input listed other methods such as having youth employed as staff or leaders in their organization.

Volunteer opportunities provide youth with means to contribute to the community. Most stakeholder organizations also provide some form of formal recognition of youth contributions as shown in figure 9. 71.43% reported that their organizations formally recognized the contributions of youth in some way. Of those that did formally recognize the contribution of youth the majority reported doing so through some form of awards, followed by youth scholarships or grants, recognition events, gifts and nominating youth for third party youth awards.

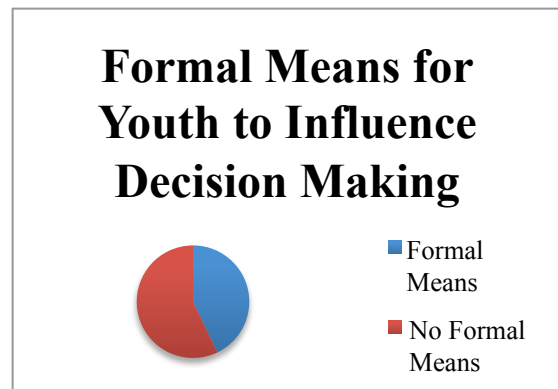


FIGURE 10: STAKEHOLDER HAVING FORMAL MEANS FOR YOUTH TO INFLUENCE DECISION-MAKING

4.2.5 Stakeholders: Promotion of Programs and Services

78.57% of Y2K stakeholders reported that they currently tracked statistics related to their programs and services, while 21.43% did not track any statistics. Those that did report tracking statistics, 90.91% tracked participation rates, 81.82% tracked demographic information for participation, 72.73% tracked the number and type of programs offered and %63.64 tracked program outcomes for participants. When asked if their organization would be interested in participating in a shared measurement system under Y2K 85.71% said yes, while 14.29% said no.

Stakeholders reported using a variety of means to promote their programs and services to youth. As shown in figure 11, 92.86% reported using their organizational website for promotion, 92.86% reported using organizational social media, 42.86% reported using paid social media, 21.43% using 211 or 211Ontario.ca, 64.29% used print media, 35.71% television media and 42.86 used radio media for promotion. A further 28.57% reported using other methods for promotion and listed word of mouth, other youth networks such as CYSPC, in person visits to schools and youth organizations, electronic newsletters/email blasts and telephone calls.

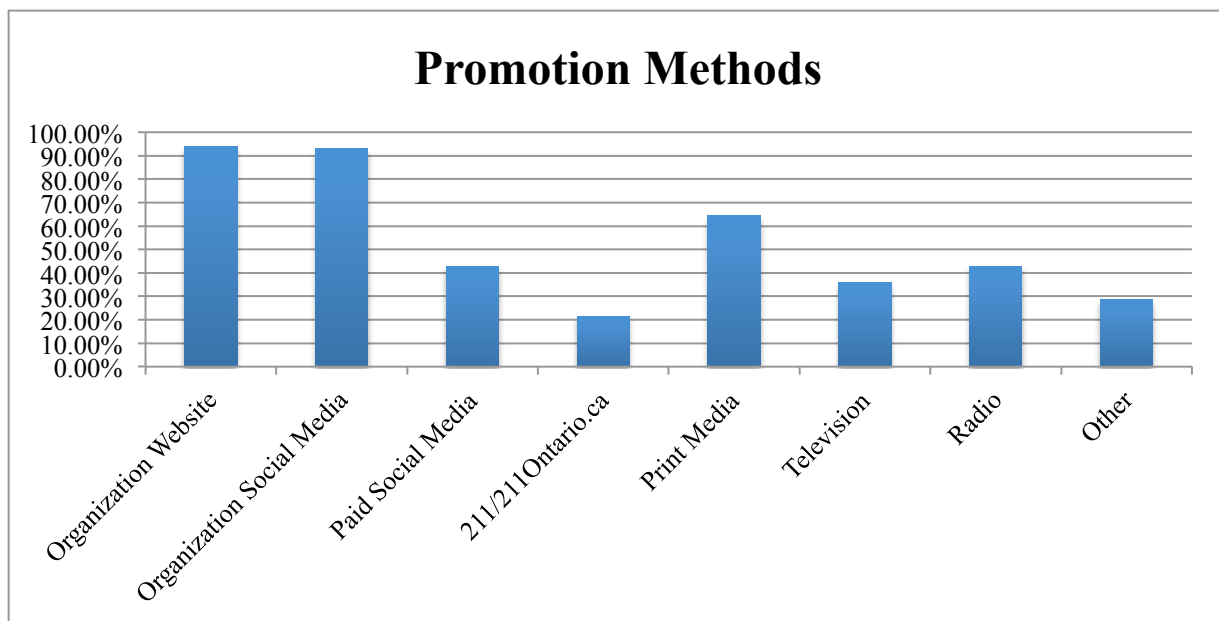


FIGURE 11: METHODS OF PROMOTION USED BY STAKEHOLDERS

When stakeholder organizations were asked which method of promotion they found most effective for reaching youth, 14.29% said their organization's website, 55.14% said organization's social media, 7.14% paid social media, and 0% said 211/211Ontario.ca, print media, television media and radio media and 14.29% said other, as shown in figure 12.

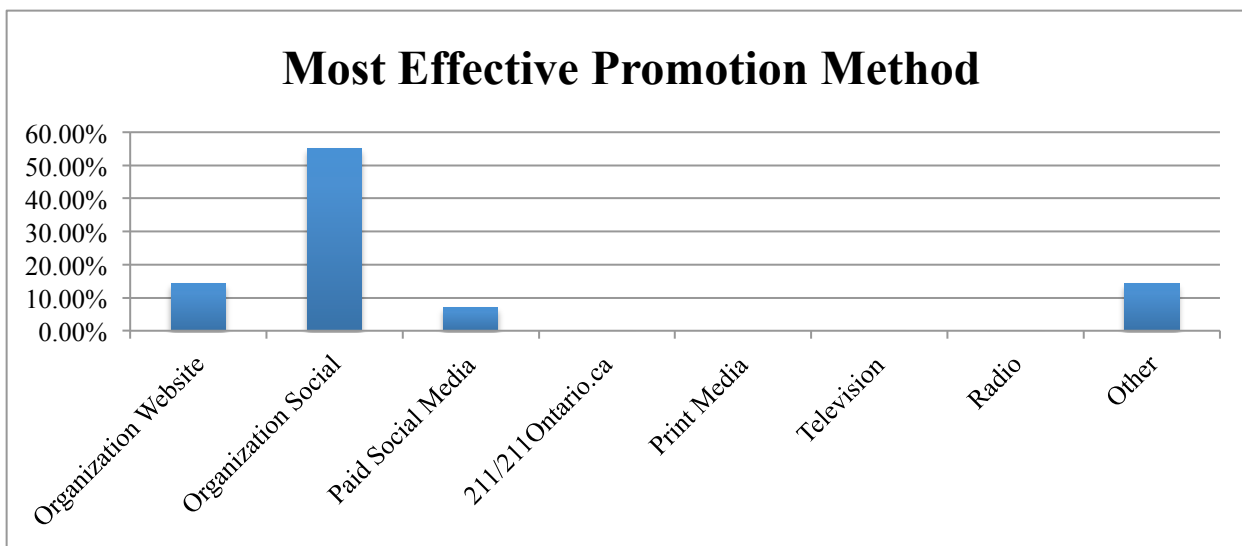


FIGURE 12: METHODS OF PROMOTION FOUND MOST EFFECTIVE BY STAKEHOLDERS

4.2.6 Stakeholder Profile: Summary and Conclusions

Based on the data collected, a number of conclusions about the Y2K stakeholders who participated in this research can be made. In addition, by comparing the profile data about on Y2K stakeholders to data collected from the seven potential stakeholders that participated in the survey, some tentatively comparative conclusions can also be made. The first is that Y2K currently has a relatively diverse stakeholder base primarily consisting of a mix of youth serving organizations from the recreation, social service and cultural sectors. The largest sector represented among Y2K stakeholders is the recreation services sector, accounting for 42.86% of stakeholders who participated in the survey. Of the potential stakeholders that participated in this survey, 85.71% identified as recreation providers with the remainder identifying as social service or multi service organizations. This appears to indicate that recreation service agencies are either the most numerous youth serving organizations or the most interested in engaging with Y2K. Based on the potential participant list generated for this research, which identified more individual organizations within the recreation service sector than in any other, the former appears to be the case.

When the services offered by Y2K stakeholder recreation agencies are examined, the vast majority offers general recreation and/or recreational sport with only 7.14% offering competitive sport. Of the potential stakeholder recreation service organizations, a much higher number offered competitive sport (51.14%). This appears to indicate that competitive sport providers are a subset of recreation providers in KFL&A that is currently under-represented among Y2K stakeholders.

Y2K appears to have done a good job in engaging stakeholders that primarily service youth. All current Y2K stakeholders offered services to youth aged 13-19 years of age. Among potential stakeholders all offered services to youth 13-15 and 85.71% offered services to those 16-19 years of age. All potential stakeholders offered services to those 20-24 years of age, while among stakeholders 71.43% did so. Overall, Y2K's current stakeholders broadly serve those 13-24 that Y2K is focused on. Data from the potential stakeholders indicates that they could engage with additional stakeholders with a focus on 20-24 year olds. Y2K has also succeeded in engaging with organizations for which youth aged 13-24 is a primary focus. 64.28% of stakeholders reported their largest group of clients being either 13-15 year olds or 16-19 year olds, compared to less than 30% among the potential stakeholders surveyed.

Y2K's stakeholder group is currently very Kingston focused. Out of those stakeholder organizations that participated in this research 100% indicated they provide programs and services in the city of Kingston. While 78.57% of current stakeholder did indicate they also provided services in at least one of the Frontenac or Lennox and Addington counties, no current Y2K stakeholders are exclusively based in the counties. Among potential stakeholders there was a similar Kingston focus but 14.29% of potential stakeholders reported offering services exclusively outside Kingston. Y2K may wish to increase the diversity of its stakeholders by focusing on recruiting additional stakeholders with a primary or exclusive focus on the counties.

In addition to the above, there are several other notable profile characteristics of Y2K stakeholders in comparison to the potential stakeholders that participated in the survey. Y2K stakeholders reported offering more no cost drop-in programs compared to the potential stakeholders. Y2K stakeholders were more likely to offer volunteer opportunities for youth and to formally advertise them. Y2K stakeholders were more likely than potential stakeholders to formally recognize the contributions of youth with 71.43% reporting formally recognizing youth contributions compared to 57.14% among potential stakeholders. Finally, 42.86% of Y2K stakeholder organizations reported having means in place for youth to formally influence organizational decision making, compared to 28.57% of potential stakeholders reporting having such formal means for youth to influence decision making in their organizations.

Broadly, Y2K appears to have a relatively diverse group of stakeholders with representation from the youth recreation, social service and cultural sectors. There is evidence that Y2K stakeholders are slightly more likely than the potential stakeholders that participated in this research to have several characteristics promoted by Y2K such as formal youth volunteer opportunities, means for youth to influence decision making and systems for formally recognizing the contributions of youth. The survey data indicated minimal representation among Y2K stakeholders of private enterprise. These findings indicate that Y2K could increase the diversity of its stakeholders through increasing its engagement efforts with competitive sport providers and towards organizations with a focus on the counties as opposed to the city of Kingston.

4.3 Stakeholder Views and Opinions

The second section of the online survey contained questions designed to solicit the views and opinions of Y2K stakeholders in two broad areas. The first area of interest was the views and opinions of Y2K stakeholders on Y2K as it has operated up to the present time and exists presently. The second area of interest was the views, opinions and conceptions of stakeholders relating to the purpose, methods and goals of Y2K in order to inform recommendations on what form of updated common agenda would be likely to enjoy wide support among stakeholders. The following section will examine each area of interest in turn.

4.3.1 Stakeholder Engagement and Participation

Y2K has made attempts to promote and spread information regarding programs and services available to youth in the community through social media, a youth websites and email blasts. Of the stakeholder organizations that responded to the survey 71.43% indicated they had made use of Y2K communication channels to promote their programs and services. Of those, 60% indicated they found such promotion through Y2K communication channels to be effective. These results are displayed in figures 13 and 14. The vast majority of stakeholder organizations wished for Y2K to continue to communicate information about their programs and services with 92.86% indicating that they would be interested in regularly communicating with Y2K for the purpose of getting information out to youth about programs and serves.

Support for the creation of some form of online youth information portal for KFL&A to further facilitate the sharing of information between organizations through Y2K is strong, with all stakeholder organizations indicating support for the idea. As shown in figure 15, the top choices for the best method to keep a youth information portal up to date were for Y2K to send regular emails soliciting information from groups and the ability for groups to log into the portal and edit their own information. Both were the preferred method for 28.57% of respondents. 21.43% wanted a standardized form online, 14.43% preferred a standardized form submitted by email and 7.13% wanted to be able to call in with information and updates over the phone.

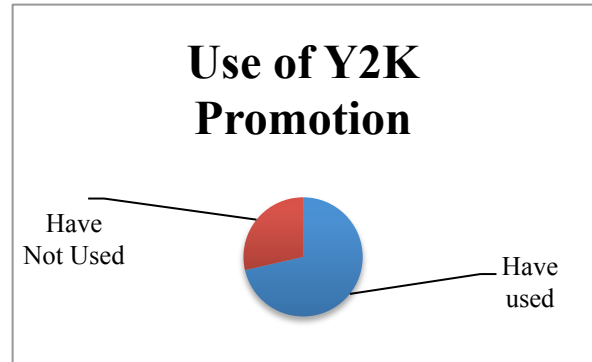


FIGURE 13: STAKEHOLDER USE OF Y2K FOR PROMOTION

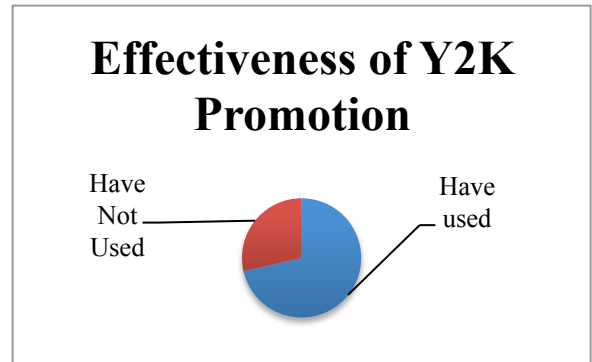


FIGURE 14: STAKEHOLDER VIEWS ON EFFECTIVENESS OF Y2K PROMOTION

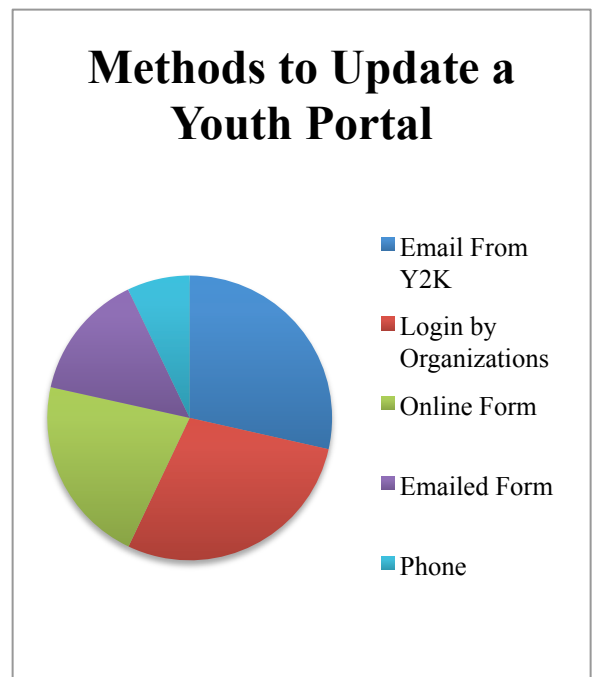


FIGURE 15: STAKEHOLDER PREFERENCES FOR METHOD TO UPDATE A YOUTH PORTAL

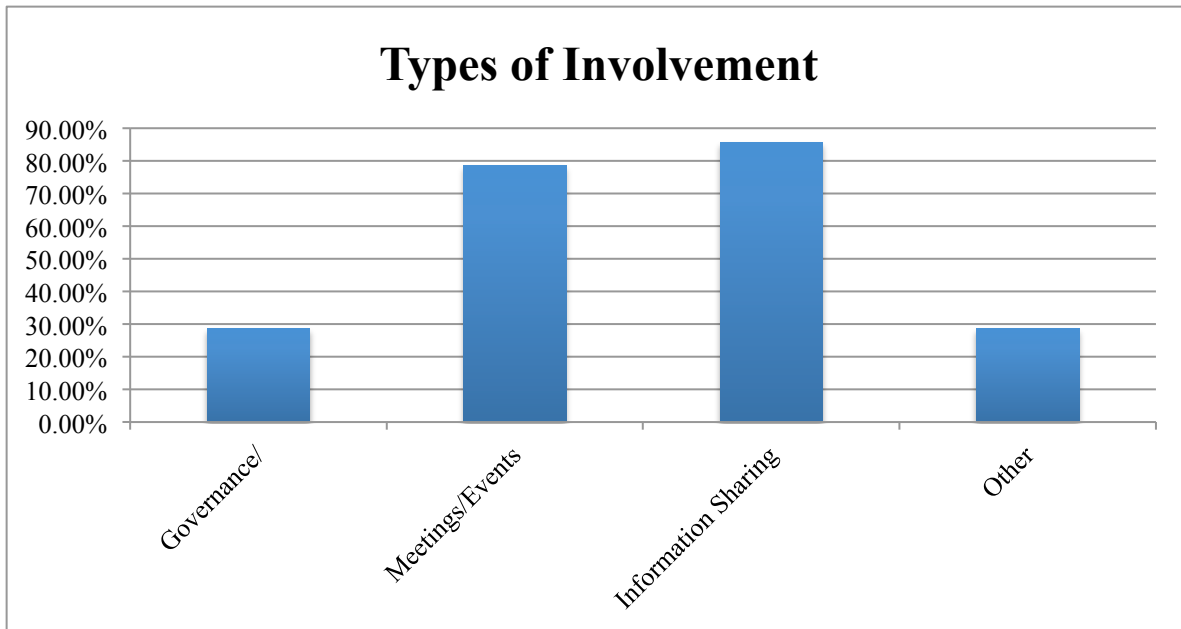


FIGURE 16: TYPES OF STAKEHOLDER INVOLVEMENT

When asked to characterize the ways in which their organization had been involved with Y2K stakeholder groups they did so in a variety of ways. As shown in figure 16, 28.57% of stakeholders that responded to the survey were involved in governance and decision-making, 78.57 were directly involved in meetings, events and activities, and 85.71% were involved in information sharing with Y2K. An additional 28.57% selected other and mentioned: sharing a staff member, unsure of involvement, sending youth to Y2K activities and current grant signatory.

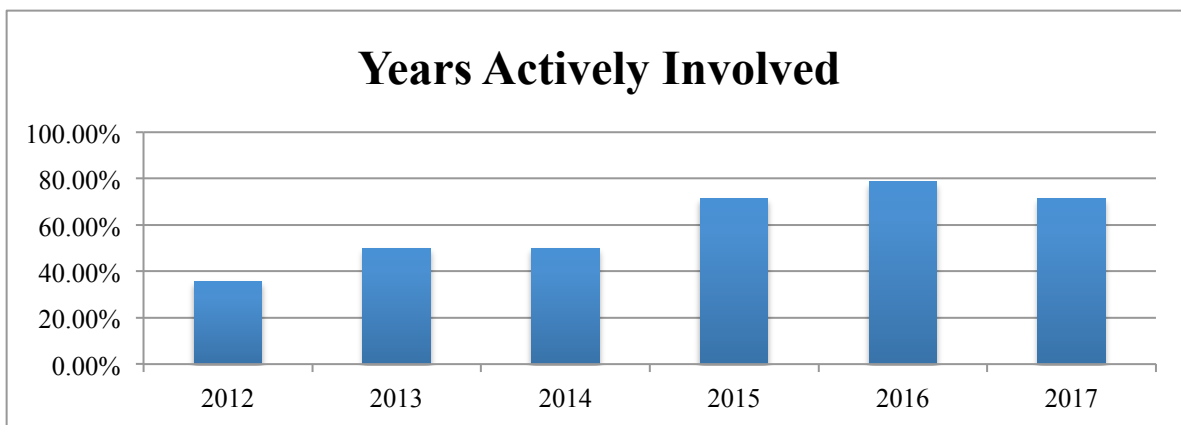


FIGURE 17: YEARS STAKEHOLDER WERE ACTIVELY INVOLVED

Stakeholders also reported significant variability in the length of time and what years their organization had been involved with Y2K. As shown in figure 17, 35.71% of stakeholder reported having been involved in Y2K in 2012, 78.57% were involved 2015 and 71.43% were involved in 2017. In total, 28.57% of organizations that responded to the survey and had been involved with Y2K were no longer involved by June 2017. When these organizations were asked why they were no longer involved, 25% indicated it was due to being too busy or a lack of time, 75% chose to answer with a comment which included: involved only as required (25%), unsure (25%) and too expensive/not worthwhile (25%).

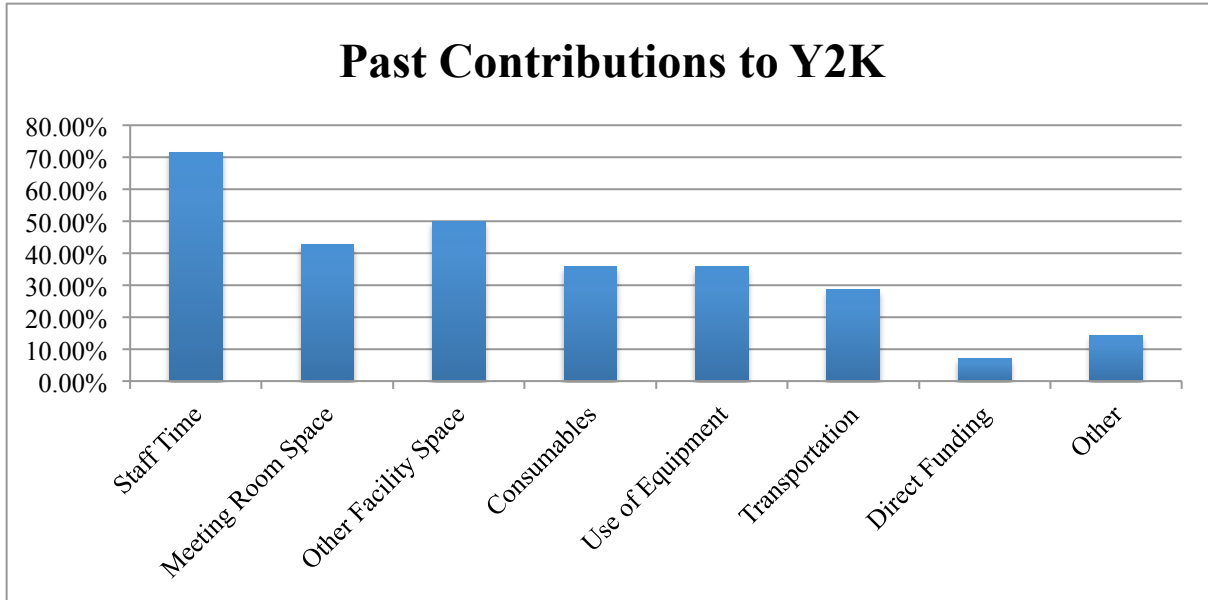


FIGURE 18: WAYS STAKEHOLDERS HAVE CONTRIBUTED TO Y2K

When stakeholder organizations were asked if their organization had sent representatives to Y2K meetings or events in the past, 71.43% said they had. Of those organizations that had sent a representative to a Y2K meeting or event in the past 50% said they had sent a representative to more than 15 meetings or events, 10% had sent a representative to between 10 and 15 meetings or events, 30% to between 5 and 10 and 10% to less than 5. The overwhelming majority (90%) said they had brought youth to Y2K meetings or events.

Stakeholder organizations have contributed to the Y2K collective in a number of ways. Figure 18 show the results of stakeholder responses to the question of how their organization had contributed to Y2K in the past. 71.43% said through staff time, 42.86% said meeting room space, 50% said other facility space, 35.7% said they'd contributed consumable materials, 35.71% said use of equipment or other reusable materials, 28.57% had contributed transportation, 7.14% had contributed direct funding and 14.29% selected other.



FIGURE 19: STAKEHOLDER VIEWS ON IF Y2K HAS LED TO CHANGES IN THE WAY THEY OPERATE

When asked if involvement with Y2K had contributed to their organization's goals 92.86% said yes and 7.14% said no. However, as shown in figure 19, when asked if Y2K involvement had changed the way their organization operates, 42.86% said yes and 57.14% said no. For those who did feel that Y2K involvement had led to changes in the way their organization operated, a number of examples were provided.

Those organizations that indicated Y2K involvement had led to changes in the way their organizations operated provided a number of examples of such changes as shown in Figure 20. The most commonly cited example provided by organizations for how Y2K involvement had led to changes in the way their organization operated was an increase in understanding around the need to incorporate youth voice into their programming and decision making. Of those organizations that stated Y2K involvement had led to

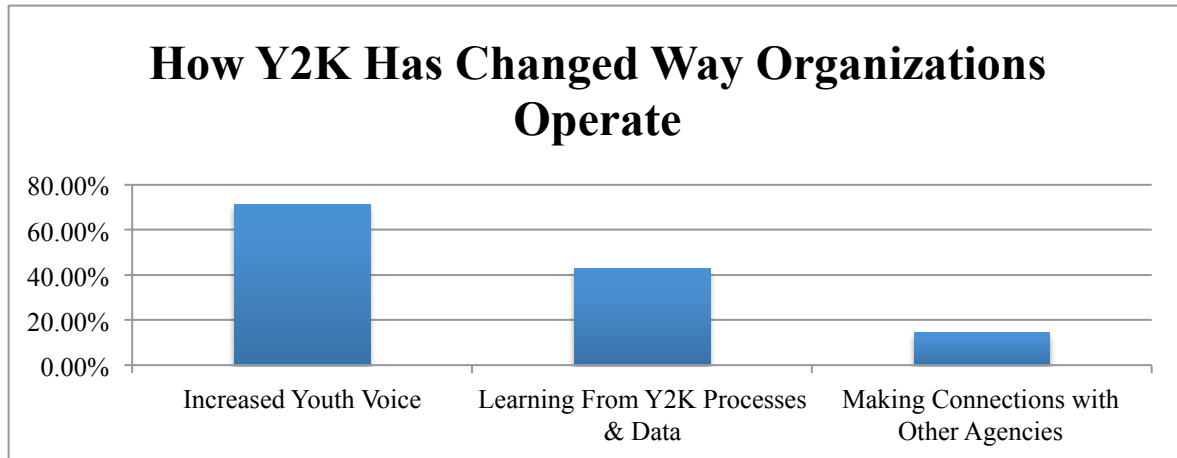


FIGURE 20: WAYS ORGANIZATIONS HAVE CHANGED DUE TO Y2K INVOLVEMENT

changes in their organization and provided a comment on how, 71.43% cited something related to increasing youth voice within their organization. The second most mentioned way organizations stated that Y2K had changed the way their organization operated was through learning from Y2K processes, practices and data with 42.86% mentioning something related to learning from Y2K data or practices. In addition, 14.28% of responses mentioned making greater connections with other agencies.

4.3.2 Stakeholder Views on the Future

When stakeholder organizations were asked if they planned to continue to be involved with Y2K, all (100%) said yes. As shown in figure 21, when stakeholders were asked how their organization sees itself

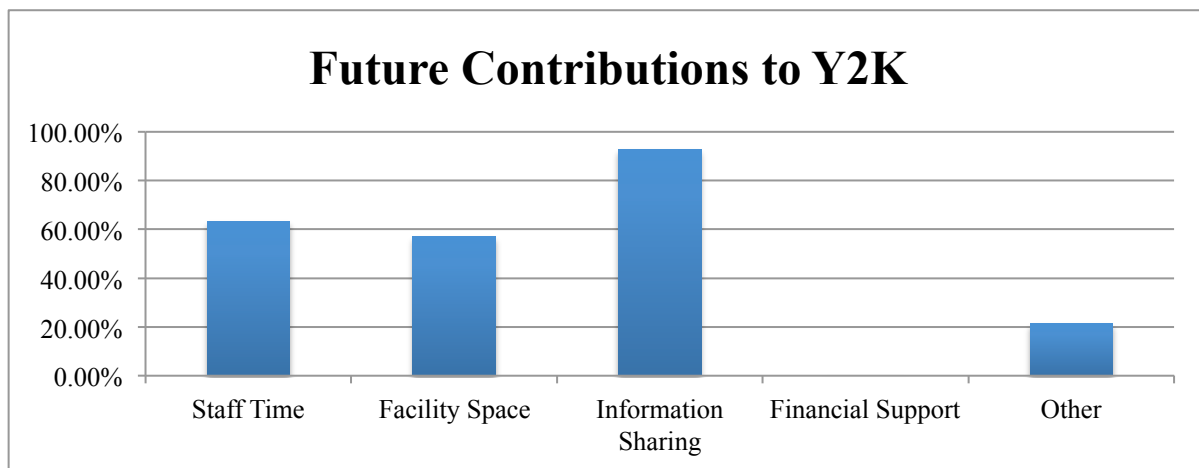


FIGURE 21: STAKEHOLDER EXPECTATIONS OF FUTURE CONTRIBUTIONS TO Y2K

contributing to Y2K in the future, 63.29% said staff time to help with meetings, events and activities, 57.14% said donating facility space, 92.86% promotion and information sharing, 0% said financial support and 21.43% said other. Those who selected other noted the examples: partnering on events for youth week, unsure and helping with expansion into FL&A.

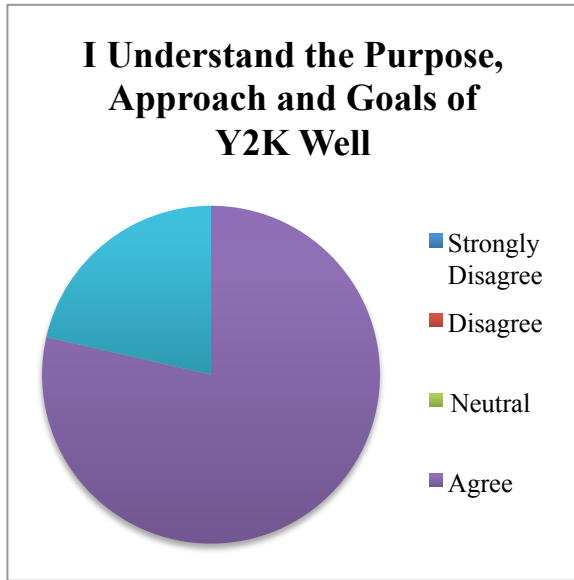


FIGURE 22: STAKEHOLDER AGREEMENT ON UNDERSTANDING THE PURPOSE, APPROACH AND GOALS OF Y2K WELL

youth in the community”. As shown in figure 23, all stakeholders agreed, with 50% saying they agreed and 50% saying they strongly agreed.

There was less unanimity when previously stakeholders were asked the extent to which they agreed with the statement, “A Y2K priority should be providing a forum for youth serving organizations to share best practices and avoid duplication”. As seen in figure 24, 7.14% disagree, 21.34% were neutral, 50% agreed and 21.43% strongly agreed. Similarly, as shown in figure 25, when previously involved organizations were asked to rate the extent they agree with the statement, “A Y2K priority should be directly running events, activities and programs under the Y2K brand with the support of youth serving organizations”, 14.29% disagreed, 35.71% were neutral, 42.86% agreed and 7.14% strongly agreed.

Stakeholders were asked to rate the extent to which they agreed with the statement, “I’m kept well informed about Y2K meetings, events and activities, 0% strongly disagreed, 7.14% disagreed, 14.29% were neutral, 78.57% agreed and 0% strongly agreed.

Figure 22 shows the results from stakeholders being asked to rate the extent to which they agreed with the statement, “I understand the purpose, approach and goals of Y2K well”, 0% strongly disagreed, disagreed or were neutral. 78.57% agreed and 21.43% strongly agreed.

When stakeholder organizations were asked the extent they agreed with the statement “A Y2K priority should be communicating opportunities that exist for

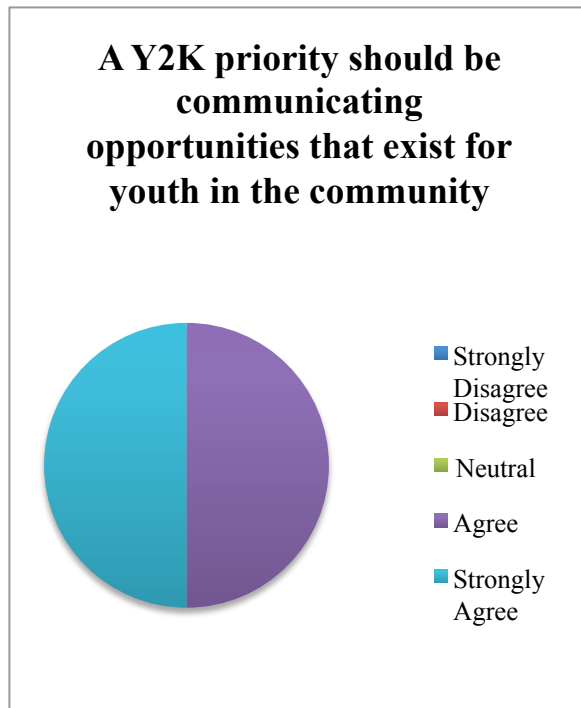


FIGURE 23: STAKEHOLDER AGREEMENT ON COMMUNICATION EXISTING OPPORTUNITIES TO YOUTH AS A PRIORITY

A Y2K priority should be providing a forum for youth serving organizations to share best practices and avoid duplication

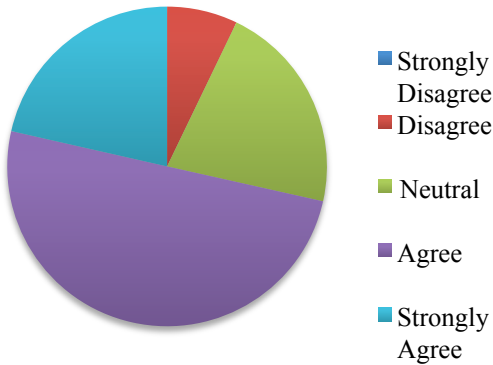


FIGURE 24: STAKEHOLDER AGREEMENT ON PROVIDING A FORUM FOR SHARING BEST PRACTICES AND AVOIDING DUPLICATION AS A PRIORITY

A Y2K priority should be directly running events, activities and programs under the Y2K brand with the support of youth serving organizations

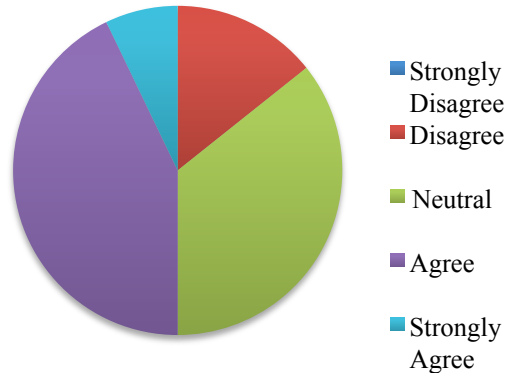


FIGURE 25: STAKEHOLDER AGREEMENT ON DIRECTLY RUNNING EVENTS AND ACTIVITIES UNDER THE Y2K BRAND AS A PRIORITY

**Primary Purpose:
Youth Express Views**

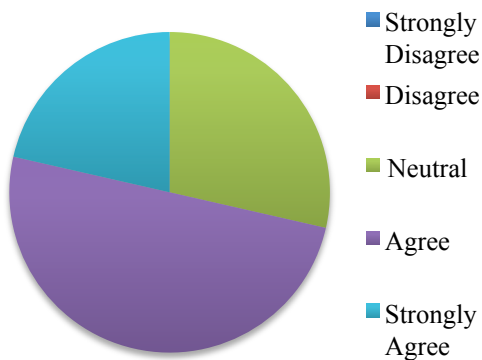


FIGURE 26: STAKEHOLDER AGREEMENT ON THE PRIMARY PURPOSE OF Y2K TO BE A FORUM FOR YOUTH TO EXPRESS THEIR VIEWS

Figure 26 displays the results when stakeholders were asked to rate the extent to which they agreed with the statement, “The primary purpose of Y2K should be to provide a forum for youth to express their views”, none disagreed, 28.57% were neutral, 50% agreed and 21.43% strongly agreed. When asked to rate their agreement with the statement “The primary purpose of Y2K should be to facilitate partnerships between youth serving organizations”, the results, as shown in figure 27, were the same with none disagreeing, 28.57% neutral, and 50% agreed and 21.43% strongly agreed. When stakeholders were asked the extent they agreed with the statement, “The primary purpose of Y2K should be to provide support for youth who wish to advocate on issues.” As shown in figure 28, 0% strongly disagreed, 7.14% disagreed, 14.29% were neutral, 57.14% agreed and 21.43% strongly agreed.

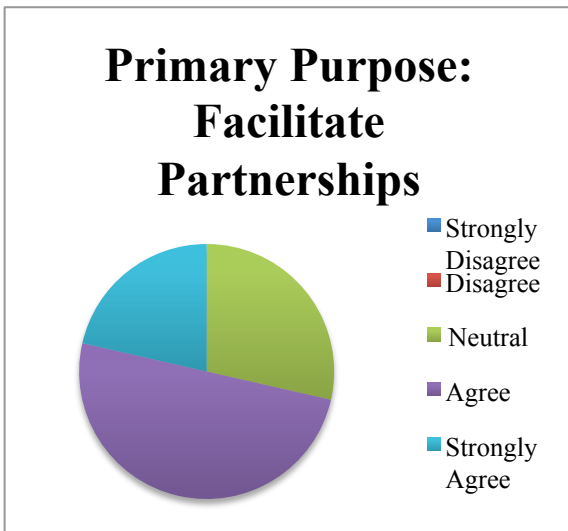


FIGURE 27: STAKEHOLDER AGREEMENT ON THE PRIMARY PURPOSE OF Y2K BEING TO FACILITATE PARTNERSHIP BETWEEN STAKEHOLDERS

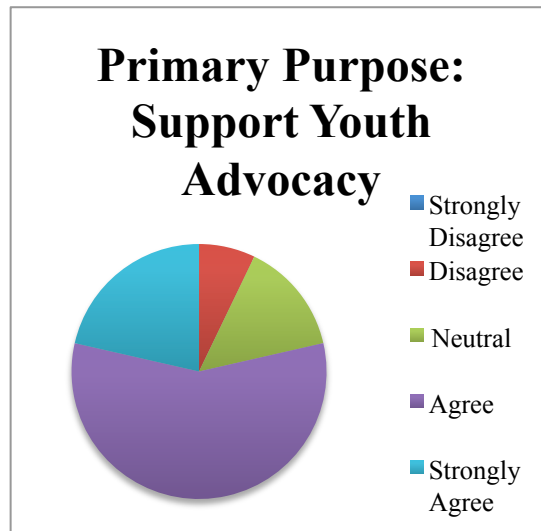


FIGURE 28: STAKEHOLDER AGREEMENT ON THE PRIMARY PURPOSE OF Y2K BEING TO SUPPORT YOUTH ADVOCACY

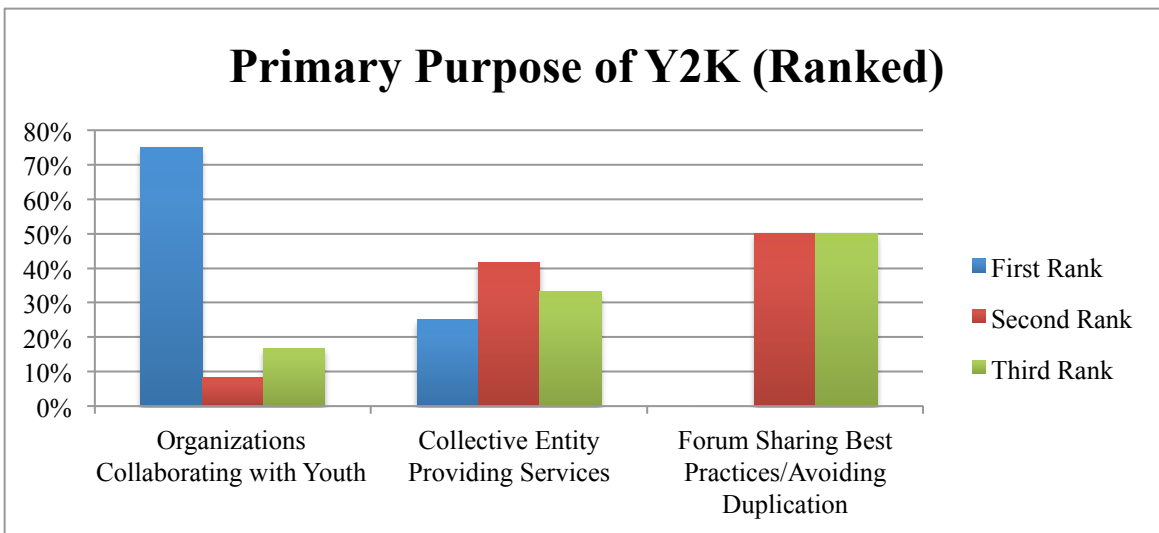


FIGURE 29: STAKEHOLDER RANKING OF THE PRIMARY PURPOSE OF Y2K

In order to get a sense of what those responding to the survey considered the primary purpose and priorities of Y2K should be, respondents were asked to answer several ranking questions where they ranked priorities and conceptions of Y2K's purpose. As shown in figure 29, when asked to rank several conceptions of Y2K's primary purpose, 75% ranked "A means for organizations to work collaboratively with youth to improve programs and services" as their first choice. 25% ranked "A collective entity through which youth and youth serving organizations work to provide events, services and activities to youth under the Y2K brand" as their first choice, and no stakeholder organization ranked, "a forum for youth serving organizations to share best practices and avoid duplication" as their first choice for what they believed the primary purpose of Y2K should be.

When asked to rank priorities for Y2K, 53.85% of stakeholder organizations ranked, "providing support to youth to better communicate their needs and desires to decision-makers" as their top choice. The priority of "communicating to youth about programs and services available in the KFL&A region" was

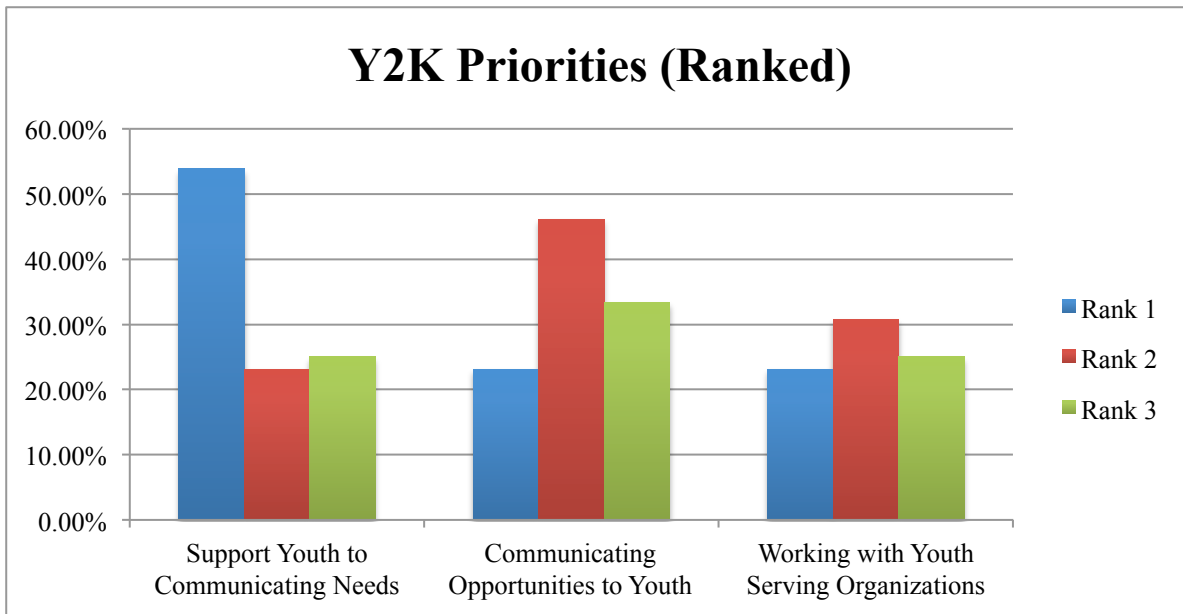


FIGURE 30: STAKEHOLDER RANKINGS OF Y2K PRIORITIES

the top choice for 23.08% as was “working with youth serving organizations to better respond to the needs and desires of the youth population”. These results are displayed in figure 30.

Figure 31 shows the results when stakeholders were asked to rank areas where Y2K should focus, 58.33% ranked, “Y2K should focus on increasing awareness among youth of the existing youth programs, events and youth friendly spaces in the community”, as their top choice. That “Y2K should focus on increasing the number and diversity of youth programs in the community” was ranked first by 33.33% and 8.33% ranked that “Y2K should focus on increasing the number of youth friendly spaces in the community”, as their top choice for Y2K’s focus. No organizations ranked, “Y2K should focus on increasing the number of youth events in the community” as their top ranked choice.

When asked to rank several possible priorities for Y2K communication, 50% ranked “Ensure youth are aware of programs and services available to them” as their top communication priority for Y2K. To

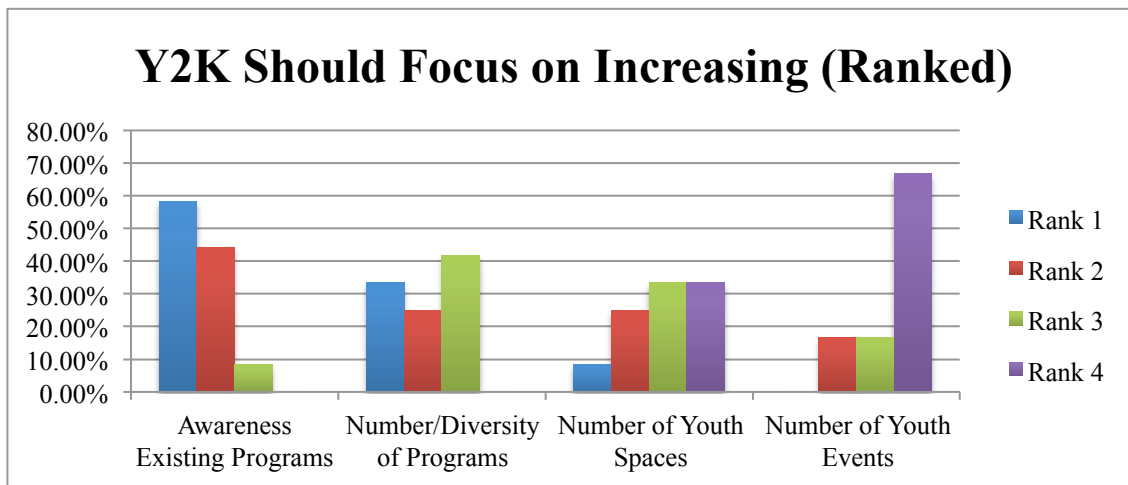


FIGURE 31: STAKEHOLDER RANKINGS OF AREAS FOR Y2K TO FOCUS

“ensure youth are aware of ways they can make their voice heard by decision makers” and “Ensure youth are aware of what Y2K is and how to be a part of it” were both the top ranked communication priority for 25% of previously involved organizations.

The survey concluded with two open-ended questions, both designed to solicit views on respondent’s vision for a shared agenda for the Y2K initiative. The first asked for respondents to provide their ideal vision for Y2K in their own words. The content of these responses was analyzed using thematic analysis with similar themed comments grouped together and then counted. Out of a total of nine responses there were five with the theme of sharing information, mostly sharing information on programs and services that already exist more widely with youth but also between organizations. There were three comments with the theme of organizations making changes to existing practice as part of a vision for Y2K. Three respondent’s visions for Y2K contained the theme of improving or changing the level of coordination between youth serving organizations. Three of the visions contained elements consistent with a vision of Y2K as a focusing on grass roots advocacy.

The final open-ended question asked respondents to provide their ideal mission statement for Y2K in their own words. Out of a total of 6 responses, two primarily focused on information sharing. Two statements consistent with the theme of Y2K having a role in improving coordination and cooperation between youth serving organizations and two had language consistent with Y2K as a grass roots organization focused on advocacy.

4.3.3 Stakeholder View and Opinions: Summary and Conclusions

Section two of the survey was designed to collect information on the views and opinions of Y2K stakeholders on the current and past activities of Y2K as well as to attempt to gain insight into what Y2K stakeholders views were on the priorities of Y2K should be and to examine if there is consensus among stakeholders on a common agenda for the future.

First, since one of the basic functions of all coalitions is to facilitate information sharing between members, stakeholders were asked questions designed to assess the extent to which stakeholders have participated in information exchange activities through Y2K and how they feel about such information exchange activities. Just over 70% of Y2K stakeholders indicated they had made use of Y2K communication channels to promote their programs and services with 60% finding such promotion effective. While this means that the majority of stakeholders use Y2K to communicate information about their programs and services and find such communication effective, there is room for Y2K to improve this fundamental coalition function.

Secondly, this section of the survey asked questions designed to determine the manner in which stakeholders characterized their involvement with Y2K. The way most stakeholders characterized their involvement with Y2K was through information sharing with 85.71% indicating they were involved in Y2K through information sharing. This was followed by being directly involved with Y2K meetings, events and activities with 78.57% of stakeholders indicating they were involved in this manner. Finally, 28.57% of stakeholders indicated they were involved with Y2K though participation in Y2K governance

and decision-making. Most Y2K stakeholders can therefore be viewed as causally engaged, participating in Y2K through the sharing of information and attendance at Y2K meetings and events with a minority activity engaged in governance and decision-making. In addition, the results from this section indicate that there is significant turn over in the stakeholders actively engaged with Y2K over time. 35.71% of stakeholders had been continuously involved since Y2K started in 2012 and 28.57% indicated they were not currently actively involved with Y2K.

Thirdly, since coalitions are often largely dependent on the resources of their members (Hays, Hays, DeVille and Hulhall, 2000, p. 375), several questions were designed to determine the types of contributions stakeholders have made to Y2K and what contributions they would be open to making in the future. The majority of Y2K stakeholders had sent staff to Y2K meetings and events, with over 70% reporting they had done so. In addition to contributing staff time, over 80% reported contributing facility space to Y2K activities, just over 35% contributed consumable materials, 28% had contributed transportation and just over 7% had contributed direct funding. When asked to indicate the manners in which stakeholder organizations would be willing to contribute to Y2K in the future, just under 93% indicated they would contribute by sharing information, 63% indicated they'd contribute through staff time, 57% through providing facility space and no stakeholders indicated a willingness to contribute direct funding in the future. Taken together, these results indicate a general decline in the willingness of stakeholders to contribute to Y2K in the future, with a drop between past contributions and future intentions to contribute found in all areas.

Since collective impact has, as its central goal, fundamental change in the manner in which participating organizations conduct their business, Y2K stakeholders were asked if Y2K involvement had led to changes in the way their organization operates. A majority of just over 57% of stakeholders who participated in the survey indicated that Y2K involvement had not lead to changes in the way their organization operates. Of the 43% of stakeholders who did indicate that Y2K involvement had led to changes in the way their organization operated, commonly cited examples of changes included an increased understanding of the need to incorporate youth voice, learning from Y2K processes and practices and data, followed by the forging of greater connections with other organizations. As discussed in the literature review, a required pre-condition of collective impact is that participating organizations agree that there is an urgent need for fundamental change in the way business is conducted (Hanleybrown, Kania & Kramer, 2012, p. 3). In addition, collective impact requires stakeholder organizations to engage in mutually reinforcing activities where significant changes are made in areas of professional practice in order to ensure each organization's activities are coordinated and supports the work of others (Parkhurst & Preskill, 2014, p. 18; Kania & Kramer, 2011, p. 40). Overall, the results of this research indicate that consensus around these pre-conditions and conditions of collective impact appear not to be in place among Y2K stakeholders at the time of this research.

The final set of questions in this section of the survey was designed to solicit data on the views of Y2K stakeholders on the purpose, methods and priorities of Y2K in order to inform possible recommendations on the type of common agenda or shared understanding of the purpose of Y2K most likely to achieve wide stakeholder support. The majority of stakeholders indicated that they understood the purpose, approach and goals of Y2K well with all stakeholders either agreeing or strongly agreeing that they

understood these aspects of Y2K well. When asked a series of questions about what stakeholders thought the priorities and primary purpose of Y2K were and asked to rank them, there was a lower level of consensus.

The Y2K priority with the highest level of support among stakeholders was that of communicating opportunities that exist for youth in the community to youth. All stakeholders either agreed or strongly agreed that this should be a priority. While a majority of stakeholders either agreed or strongly agreed that a Y2K priority should be providing a forum for youth serving organizations to share best practices and avoid duplication, 7.14% disagreed and 21.34% were neutral on that priority. Similarly, half of stakeholders either agreed to strongly agreed, that a Y2K priority should be directly running events, activities and programs under the Y2K brand with the support of youth serving organizations, while just over 14% disagreed and just over 35% were neutral. A similar lack of consensus was seen in questions relating to what stakeholders thought the primary purpose of Y2K should be, with significant consensus found around the primary purpose of Y2K as a venue for youth to express their views and support for youth advocacy. Clarifying the lack of strong consensus around a number of priorities and conceptions of Y2K's purpose most consistent with the goals and methods of collective impact informed the design of the questions for the follow up focus group.

5.0 Focus Group Findings

5.1 Introduction

The final section of the online survey contained questions designed to recruit participants for a follow up focus group. Designed to seek additional details on the views of youth serving organizations and clarify some of the responses obtained from the survey, the focus group was conducted in early July 2017 with 10 participants. 8 of the participants represented stakeholder organizations with previous involvement with Y2K, and 2 were from potential stakeholder organizations, without any previous connection to Y2K. Several themes emerged from the focus group discussion and are summarized below.

5.1 Theme 1: Y2K youth engagement has been valued

A number of participants mentioned that previous to Y2K becoming active in the community, organization's attempts to engage youth in decision-making more often took the form of tokenism. In total two participants made statements to this effect unprompted and when asked, all participants agreed. One participant noted that since Y2K has been operating there is now an, “organized movement of young people”, that can hold organizations accountable to engage youth in a meaningful way. Another participant noted that Y2K has helped organizations better define their role in relation to youth engagement. There was broad agreement that Y2K had helped organizations to understand the, “difference having structured engagement with youth, in a manner that ensured their voices were heard, within youth serving organizations can make.” A total of 8 participants made statement relating to the value of Y2K in promoting the value of youth voice in their organization. For example, one participant commented that, “Y2K’s done a great job of helping the community as a whole recognize youth and the importance of youth in our community and the importance of their voice.” Another participant noted that, “Y2K has helped youth serving organizations think more clearly about what kind of difference it would make to have structured youth voice be part of organizations and their processes”, noting that much of this was accomplished through Y2K acting as an example for others to follow and advocating for the adoption of practices consistent with including true youth voice in decision-making. Two organizations also expressed that Y2K involvement had helped the youth at their organization engage more broadly with the wider community through connections gained through involvement with Y2K.

5.2 Theme 2: Some past struggles, a more positive present

Throughout the focus group discussion, the theme that the Y2K initiative had improved in recent years in terms of its capacity, organization and efficiency arose several times. Four participants mentioned a previous organizational structure employed by Y2K that featured several subject-based tables and focus on engaging high level decision makers as a period when the initiative, “spun its wheels”. Another participant thought that in the past Y2K had been, “making themselves into their own youth group for a while” and that “we had no sense that Kingston needed more youth groups but rather that youth needed more information about what was already available.” Another participant commented that Y2K had previously been perceived as taking an approach where only if an organization “was a part of Y2K and

responsive to the priorities [Y2K] set out then they were a good youth friendly organization.” When asked, all 8 participants around the table from organizations with previous involvement with Y2K agreed that the purpose and methods of Y2K were not well understood by youth serving organizations in the 2013 to 2015 period, but these organizations felt Y2K’s had made significant progress in recent years, in terms of being easier for organizations to understand.

Participants felt that Y2K had made other improvements in recent years. Two participants mentioned that Y2K had benefited from shifting its focus more broadly and not focusing only on youth at risk. One participant felt that Y2K had improved in its approach to youth serving organizations by being more conscious, “that one size doesn’t fit all and that all organizations and different communities need to find their own way to embrace youth voice,” and had become much more flexible and willing to help individual organizations develop their own ways to engage youth and not present Y2K’s approach as the only way forward. When asked if anyone disagreed that Y2K had improved by being more flexible and willing to help organization develop their own ways to engage you, no participants did so.

5.3 Theme 3: Main area for improvement is communication

Much of the focus group discussion was positive with all of participants expressing that Y2K was generally on a positive track or agreeing that it was when asked. However, one area of criticism that arose repeatedly while participants were discussing Y2K in a variety of contexts is that communication between Y2K and youth serving organization could be improved.

All but one participant commented on communication as an area Y2K could improve in its engagement with youth serving organizations. Two mentioned the short notice they often received around the scheduling of Y2K related meetings and events. Two others indicated they had been trying to connect with Y2K recently but without luck. Four participants commented that there were often long periods of time when they didn’t hear from Y2K at all, leading them to wonder if any work was happening. The general sentiment was that Y2K communication needed to be more consistent and timely in order to facilitate the participation of youth serving organization staff that often schedules their time several weeks in advance.

When asked to define what they thought youth serving organization's roles were within Y2K, four participants mentioned they felt it was clear for those organizations that formally seconded staff to work with Y2K, noting that the contract to second a staff to Y2K was “pretty clear”.. When the group was asked if the role for organizations and their staff in Y2K was clear for those without staff seconded to Y2K, none through it was, with one commenting that if your organization doesn’t have staff paid to participate in Y2K then you “are spinning out there”. Two participants from organizations without staff seconded to Y2K said that they would let their staff participate if they wish to but wouldn’t direct them to participate because they did not want to add to their work load and didn’t have to resources to dedicate staff time to participating. Only one participant indicated their organization currently directed staff to participate in Y2K as part of their regular job duties.

While issues around communication were the most common area where participants mentioned they would like to see improvements in the way Y2K operates, two participants expressed positive views on Y2K's communication and outreach efforts. While 8 participants had expressed that Y2K's communication and outreach efforts to youth serving organizations could be better, others thought outreach had been positive with one describing Y2K's efforts to connect with their organization as "persistent." Another participant commented that Y2K had improved the way information gets out to youth by taking an active role in communicating youth opportunities using a variety of media from word of mouth to expanded social media, something they regarded as positive. Another participant appreciated Y2K sensitivity and embrace of diversity and outreach to youth and organizations serving a variety of youth with diverse backgrounds. Two of participants mentioned that Y2K's research and the communicating of research results and findings with the community had been particularly valuable.

5.4 Theme 4: Y2K not viewed as collective impact

Among those representing the 10 organizations that participated in the focus group for this research, there was very little in the discussion that suggested that these organizations are currently supportive of Y2K as a traditional collective impact project. In fact, the focus group participants appeared unaware that Y2K was operating using the collective impact model. During the hour long discussion opinions on the role of Y2K only included mention of interagency cooperation a couple of times unprompted and only one participant mentioned interagency cooperation or collaboration while expressing an normative view on what Y2K should be focusing on.

When asked directly if Y2K's role should be to work to change the way organizations operate and promote inter-organizational collaboration all but one participant expressed that it should not. 9 of the 10 focus group participants either made statements or expressed agreement with the view that Y2K should present information to organizations but that, "change has to come from the agencies." One participant pointed out that each organization, "has its own decision making structure and the reason it makes decision" and that Y2K is unlikely to be able to understand all the different intricacies in any attempt to foster system level changes in the way youth serving organizations operate. Focus group participants all acknowledged that there are significant siloes within the youth serving sectors with all participants agreeing that a lack of coordination and cooperation in the youth serving sectors was an barrier. However, when asked if Y2K should work to break down siloes, all but one either made statements or expressed agreement that Y2K taking on that task was not realistic.

All but one of the focus group participants made statements or expressed agreement with statements consistent with a view that Y2K should have a narrow focus and provide information to organization and allow organizations to choose how to act on it independently of each other and of Y2K. When focus group participants were shown a summary of the conditions of collective impact one participant stated, "[b]ased on my limited experience with Y2K, I'd think if you talk to them they would consider

themselves as collective impact. It would be interesting for them to hear this conversation and how far they have to go.” When asked, none of the focus group participants indicated they thought of Y2K in terms of collective impact.

5.5 Theme 5: Organizations see Y2K as an information network

Throughout the focus group discussion participants expressed various views on what participants thought the purpose, goals, methods and future direction of the Y2K initiative should be. The most common view of Y2K consistent with the comments of 7 of the focus group participants was that Y2K should be primarily an information exchange network in its interactions with youth serving organizations. One participant described Y2K’s roles as not about expanding the number of youth directly involved with Y2K but rather to, “use Y2K’s experience with empowering youth, to help organizations to build their own youth engagement capacity and empower the youth in their own communities to do their thing in the right way for them.” Another suggested the Y2K’s role should be to “serve as a facilitator of information, letting agencies and the community know what is going on”.

Three participants used the term clearing house in respect to how they envisioned Y2K’s role, and saw a role for Y2K as primarily identifying gaps and facilitating the filling of gaps through communicating their existence to the appropriate organizations. Another participant put the same concept another way stating that Y2K’s role would be to help communicate good practices and spread information about successful initiatives, using the example of the newly created Mayor’s Youth Council in Kingston as an example of a good practice Y2K could help disseminate to other communicates and agencies within the KFL&A area. When shown Himmelman’s (2001) breakdown of four coalition strategies based on the level of integration between members, seven participants stated they thought Y2K should be a network coalition, with three agreed but expressed interest in a cooperative coalition strategy over time (Table 2).

5.6 Focus Group Findings: Summary and Conclusions

The focus group was intended to add additional context, clarity and detail to some of the findings of the survey. In particular, the focus group questions were designed to gather more detailed feedback from stakeholders on what they thought Y2K was doing well in relation to engagement with youth serving organizations stakeholders as well as to clarify how stakeholder organizations viewed the purpose, goals and priorities of Y2K in order to inform recommendations on what form of common agenda would be most likely to enjoy wide support among stakeholder organizations. Following the focus group, the discussion that resulted from these questions was analyzed and coded into a number of themes, the summary of which is found above. A number of conclusions can be drawn from these themes.

Themes 1, 2 and 3 primarily concern the ways in which Y2K stakeholders view Y2K in terms of what it’s doing effectively and what areas it could improve in its engagement with youth serving organizations. Stakeholders were found to be appreciative of the work Y2K has done in engaging youth and helping organizations understand the importance of meaningful youth engagement and consultation within their organizations. Interestingly, they found previous attempts by Y2K to organize itself more closely with the structure recommended under collective impact, with issue focused inter-organizational working groups, [48]

as confusing and found the current structure and practices of Y2K to be an improvement. In terms of how Y2K could improve in its engagement with youth serving organizations the primary feedback was the need for more consistent and advanced communication.

Themes 4 and 5 concern the conception that Y2K stakeholders hold about the purpose, goals and methods of Y2K and how they think Y2K should conduct its work into the future. When focus group participants were asked about the future work of Y2K in general, the comments made were more consistent with Y2K as an independent advocacy organization than a collective impact project or any other form of coalition. Participants broadly viewed Y2K as consisting of the youth engaged by Y2K and the Students Commission, with the organizations being separate. When asked explicitly about Y2K as a collective impact project, participants expressed that they did not see it as such. When participants were asked about Y2K as a coalition more generally, most expressed views that were consistent with a network coalition focused on information sharing with some expressing interest in reaching the level of a cooperative coalition. Overall, these themes indicate a lack of enthusiasm among Y2K stakeholders to participate in a Y2K coalition involving any significant level of integration among members.

6.0 Discussion and Analysis

Analysis of the survey data as well as the focus group raises a number of points worthy of consideration. Firstly, considering the stakeholder profile information collected through the survey, what conclusions can be drawn regarding the current diversity of Y2K's stakeholders and what potential stakeholders might be missing that would strengthen Y2K as a coalition? Secondly, what actions would be required for Y2K to achieve the types of system level changes it desires under the collective impact model? Thirdly, is the collective impact model the best model for Y2K to pursue in the future as it expands into the larger KFL&A area? If an alternate community engagement model is to be used, which model or combination of models is most appropriate for engaging with the youth serving organizations within the KFL&A region? Finally, how can Y2K best achieve a shared agenda or shared understanding among its stakeholders that is likely to be widely supported? These primary questions, as discussed in this section in the context of the literature review, provide the bases for the options and recommendations provided in section 6.

6.1 Y2K Stakeholder Analysis

The survey results provided some insights into the current stakeholders of the Y2K initiative. As discussed in the literature review, coalition effectiveness is linked to diversity in stakeholders, both within and across sectors (Butterfoss, 2006, p. 331; Hays, Hays, Deville & Hulhall, 2000, p. 376). The survey results provide evidence that Y2K has significant diversity in its stakeholder organizations as well as in its broader membership base, while also suggesting some areas in which Y2K could improve stakeholder diversity.

Of those stakeholder organizations that completed the survey, 42.85% identified as recreation providers, 28.57% as social service providers, and 27.75% as cultural, community engagement or education provider organizations. While registration providers make up nearly half of stakeholders, the proportion is not overwhelming. In addition, during the focus group the admiration that stakeholders had for the manner in which Y2K engaged with a diverse cross section of youth from the community was mentioned several times.

In addition to the 14 stakeholder organizations that completed the survey, 7 organizations that had no involvement with Y2K also chose to participate. Data from these potential stakeholders provides some insights into what types of organizations may be missing from Y2K and is open to participating in the future. Of these potential stakeholder organizations that participated in the survey, 85.7% identified as recreation providers and 28.6% as social services or multi-service organizations. Among stakeholder organizations that identified as recreation providers only 7.1% indicated they were involved with providing competitive sports to youth. Among those potential stakeholder organizations that identified as recreation providers, 57.1% offered competitive sports. The survey results indicated an interest to become involved among all organizations with no previous involvement with Y2K. This suggests that the opportunity exists for Y2K to increase the diversity of its stakeholders by bringing in more diverse recreation providers, particularly those involved with competitive sport.

Perhaps not surprisingly, due to Y2K being exclusively focused on the city of Kingston until recently, the survey results showed that all of Y2K's stakeholder organizations operated in the city of Kingston. All current stakeholder organizations offered their programming in Kingston, with approximately half of them doing so exclusively. For the organizations without previously Y2K involvement 85.7% offered programming in the City of Kingston, with the remaining 14.3% offering programming exclusively outside the city. Y2K could increase the diversity of its stakeholders by focusing on recruitment on those organizations that offer their programming in the Frontenac, Lennox and Addington (FLA) region, particular on organizations that are exclusively based in these areas. The value of such recruitment was supported by the focus group results with several organizations that offered services outside of Kingston commenting on the different perspective needed for engagement with organizations and youth in the rural areas, and a need for more rural perspectives within the Y2K coalition.

Y2K has strong representation among its current stakeholders from the youth-serving recreation sector. It also has significant representation from the social service sector. Geographically its stakeholders are all very much Kingston focused. While a minority of current stakeholders offer programming outside of Kingston, none of the current stakeholders that participated in this research are based outside of Kingston or serve the FLA counties primarily or exclusively. Y2K could increase the diversity of its stakeholders by focusing on recruiting stakeholders that are primarily or exclusively based in the FLA counties, and seeking to recruit more organizations that provide competitive sport as well as recruiting private enterprise.

6.2 Realizing Collective Impact

When considering the results of this research in reference to the literature on collective impact outlined in section 3.1, there appears to be significant work still required in building consensus among stakeholders on both the urgency and need for change required as a pre-condition of collective impact, as well as in realizing the five conditions of collective impact as outlined in the literature. In particular, Y2K stakeholders currently lack a common agenda as required under collective impact and are skeptical about engaging in mutually reinforcing activities. In both the survey results and the focus groups results, there was only limited evidence of support for the level of integration and collaboration required under collective impact. In fact, when asked directly, no members of the focus group said they thought of Y2K as a collective impact project, and nearly all participants disagreed with the idea that Y2K should be seeking fundamental changes in the way youth serving organizations operate as a goal.

Collective impact is designed to achieve fundamental change in the way organizations operate both within and across sectors (Hanleybrown, Kania & Kramer, 2012, p. 3). Collective impact sets a goal of fundamental change for participating organizations and considers recognition of the need and a sense of urgency for such change as pre-conditions for successful collective impact (p.3). It requires shifts in mind-set regarding who is engaged, how they work together and how progress occurs (Kania, Hanleybrown & Juster, 2014, p. 2). There was a lack of evidence found through this research that such a sense of urgency for change or the required shift in mind set required for collective impact exists among current Y2K stakeholders.

The results from the survey and focus group raise questions about whether the pre-conditions of collective impact currently exist among Y2K's stakeholders. Over half (57.1%) of stakeholders indicated that Y2K involvement had not led to changes in the way their organization operates. There was also no strong consensus found among stakeholder that a primary goal of Y2K should involve fostering collaboration between youth-serving organizations. During the focus group most participants expressed that it was not Y2K's role to facilitate change in the way stakeholder organizations conducted their work, or to work to increase inter-organizational collaboration.

Focus group participants felt that Y2K's role was to engage in grass roots consultation, perform research and to communicate the resulting information to stakeholder organizations. Following such communication, it was up to the organizations to make any changes individually in line with their own mandate and decision-making structures (Section 5.4 Focus Group Results, Theme 4). Overall, there was a lack of evidence that KFL&A youth serving organizations see a need for significant change in operations, possess a sense of urgency for fundamental change, or are prepared to enter into a highly integrated inter-organizational collaboration.

The first condition of collective impact that requires all participating organizations have a common agenda for change and that this agenda be negotiated in such a way that differences in views on the collective are brought into the open, acknowledged and resolved (Kania & Kramer, 2011, p. 39). Based on the results of this research this condition of collective impact appears incomplete at present. Should Y2K wish to pursue an approach to collective impact consistent with the majority of the published literature on the model, it will likely need to first focus on a process to establish consensus around the need for fundamental change and re-establish a common agenda through a set of detailed discussions with stakeholders designed to bring into the open all differences in views on the purpose, goals and methods of Y2K as an inter-agency coalition. It should then ensure that any resulting vision for the future direction of Y2K is detailed, well understood by all stakeholders, and enjoys broad support among stakeholders.

To both firmly establish the required pre-conditions of collective impact among Y2K stakeholders and negotiate a detailed common agenda capable of driving significant change a comprehensive process is likely to take significant time and resources. In the collective impact literature, the approximate length of time for a process of establishing consensus around the need for a collective impact approach and establishing the required level of consensus around a common agenda is estimated to be 12-18 months (Born, 2017, p. 8). In addition, there is a rich literature on community visioning that have similar timelines and guidelines, such as "Planning for the Future: A Handbook on Community Visioning" (The Centre for Rural Pennsylvania, 2016). Both approaches are structured to ensure that the resulting vision or agenda for change is developed by stakeholders and results in a shared understanding and support for the details of the resulting approach.

While all focus group participants did not hold conceptions of Y2K consistent with the preconditions and conditions of a collective impact project and most were skeptical that Y2Ks role should be to facilitate changes in the way participating organizations operate, some were open to the idea of greater collaboration. A number of focus group participants acknowledged that there could be benefits to greater collaboration among youth serving organizations and that there were a lot of silos in their sectors. They

just didn't feel that Y2K's role was to address this issue. If an extended process were undertaken to bring the stakeholders together with an explicit goal to enter into a collective impact visioning process, at least some existing stakeholders would likely be open to participating as long as a clear case could be made as to why doing so would be in their organization's individual interest

6.3 Alternatives to Collective Impact

Collective Impact, through its five conditions, is best understood as a coalition model that calls for a high level of integration between participating organizations. In particular, the condition requiring mutually reinforcing activities suggests that collective impact involves a coalition strategy of cooperation or collaboration. As Himmelman points out, high integration strategies require significant commitment and energy to be realized (Himmelman, 2001, p. 278). As mentioned in the previous section, there is a lack of evidence that Y2K stakeholders are currently willing to commit to a high integration coalition approach. Nevertheless, this does not mean that Y2K cannot succeed as a community coalition using a lower integration strategy.

As outlined in section 3.1.7, Carson (2012) criticized collective impact, arguing that many non-profit organizations will be unable or unwilling to reach agreement on a common agenda as required under collective impact as many will be unable or unwilling to abandon their independence or unique vision to that of a collective (para 12). A similar sentiment was found during the focus groups with several participants mentioning that each organization had its own way of doing things and making decisions that wouldn't be compatible with a collective decision-making process. Within the wider literature on community coalitions, there are a multitude of alternate models that involve lower levels of integration and formality than collective impact, a number of which might be more likely to achieve broad support from Y2K stakeholders within the current collaborate environment in KFL&A.

In a study of 14 coalitions, Arganoff (2008) found that the level of integration found in the coalition structures ranged from simple information exchange or networking, to highly integrated action coalitions with formal interagency agreement, and joint provision of services (p. 323). Himmelman, Peterson and others, have noted that it is important to not consider any one level of integration in a coalition structure better than others (Himmelman, 2001, p. 277; Peterson, 1991, p. 91). Similarly, Arganoff (2008) found that all the coalitions studied, regardless of the level of integration, benefited from enhanced knowledge capacity that came from organizations engaging with each other within a coalition (p. 323).

In addition to considering if Y2K stakeholders will accept the structured, high integration approach of collective impact, it's worth considering whether achieving Y2Ks goals requires a high degree of integration between participating organizations as called for by the collective impact approach, or if Y2K can achieve its goals through a lower integrated coalition strategy such as a network or a cooperating network. Under Y2K's current theory of change (Appendix 5: Y2K Theory of change), the current primary goal of Y2K is that "[b]y 2020, a TBD % of youth in KFLA are engaged in a minimum number (TBD) of diverse, evidence-informed, youth program experiences that strengthen their autonomy, relatedness and competence (ARC) and participation reflects the full diversity of the community (Appendix 5: Y2K Theory of Change). While, the majority of Y2K stakeholder did not think that Y2K

involvement changed the way their organization operated, the vast majority (85.7%) reported being interested in participating in a shared measurement system.

The primary feedback from focus group participants on Y2K was that it had provided organizations with models to use for positive youth engagement, models that most of them reported having adapted and used in their own organizations. This suggests that Y2K stakeholders would be willing to engage in the shared measurement needed to establish the baselines for the current primary goal of Y2K to increase the number of youth meaningfully engaged. Y2K stakeholders also appear open to engaging in information sharing both with each other and with youth engaged with their organizations for the purpose of accomplishing this goal. Y2K will need to consider if the greater integration and centralized decision making called for under collective impact is required to achieve its goals, or if a less formalized, lower integration coalition strategy is likely to be sufficient.

Focus group participants reported finding value in the greater level of engagement with the wider community through connections made through Y2K. While the majority of stakeholder organizations were resistant to the idea of a formal collective impact type coalition, with a high degree of collective decision-making or any loss of organizational autonomy, this research suggests stakeholders are willing to engage with Y2K in a less integrated coalition structure.

This research found that Y2K stakeholders have significant interest in sharing information with Y2K, accepting information and recommendations from Y2K, and engaging in additional collaborations on a case-by-case basis. During the focus group a partnership between the Boys and Girls Club of Greater Kingston and the City of Kingston Police to operate a youth-police athletic league was used as an example of a collaborative partnership that arose in part due to information and connections made possible through Y2K, but not created through Y2K itself through a formal collective decision. This suggests that Y2K would be more likely to achieve a shared understanding of the Y2K coalition's goals, methods and governance structure, under a coalition strategy that incorporates the networking and cooperation strategies (Himmelman, 2001, p. 277).

Regardless of the coalition strategy Y2K chooses to pursue, there is extensive support in the literature for ensuring that Y2K achieve something similar to the concept of the common agenda among its stakeholders that is as comprehensive, explicit and well understood as possible and enjoys strong support among all stakeholders. As found in the literature review the need to establish a clear and comprehensive understanding among shareholders regarding the purpose, methods and decision-making structures of a coalition are vital to reduce ambiguity and the possible conflict and potential for opportunistic behavior arising from it (see Section 3.3.2). There is extensive support in the literature on community coalitions that shared understandings of the purpose, goals, methods, governance and rules of decision making, is vitally important regardless of the coalition strategy or collaboration model employed.

6.4 Summary: Towards Shared Understandings

Within the literature there is significant support for the collective impact condition that all participants in the coalition have a common agenda for change, or a set of shared understandings around what the coalition's goals are and how it will go about achieving them. Regardless of whether Y2K pursues the collective impact model or an alternate form of community coalition, the importance of establishing and maintaining a set of shared understandings of Y2K purpose, goals, methods and governance is likely to remain. The results from both the survey and the focus group suggest that Y2K has achieved some shared understanding of its basic goals around increasing youth voice in community decision making, but could do more to ensure that a more detailed and specific shared understandings is established and maintained among its stakeholders.

There is evidence for a lack of a current shared understanding or common agenda among Y2K stakeholder around the methods and conditions of collective impact, and reason to question whether Y2K stakeholders would be willing to accept the highly structured and integrated coalition model collective impact requires. Regardless of whether Y2K chooses to renew its commitment to collective impact or adopt an alternate coalition strategy, establishing a shared understanding of Y2K purpose, methods, goals and governance will increase its chances of success.

The wider literature on coalitions is unanimous on the need to establish clear, shared understandings that are broadly understood and supported by all stakeholders. It is vitally important that stakeholder organizations understand these big picture aspects of the coalition as well as the specific details regarding their roles and responsibilities within the coalition. Coalitions often fail to establish clearly how change will take place within participating institutions and struggle as a result (Himmelman, 2001, p. 279). Without a clear understanding of the problem to be addressed and ensuring that all stakeholders are able to see how addressing the problem is in their interest, there is a lack of incentive for organizations to participate (Bryson, Crosby & Stone, 2006, p. 46). Ambiguity on what a coalition is attempting to achieve, its methods for achieving its goals and the rules of participation, will likely lead to conflict and disengagement, and the possibility of opportunistic activities that undermine trust (Winkler, 2006, pp. 9). Goals in coalitions must be negotiated and cannot be prescribed (Winkler, 2006, p. 8). Regardless of the coalition model chosen, it is recommended that Y2K take the opportunity provided by its recent expansion to the larger KFL&A area to both recruit additional stakeholders in ways that increase stakeholder diversity and conduct a process to negotiate a new set of shared understanding among all stakeholders.

7.0 Options to Consider and Recommendations

7.1 Introduction

The Y2K collective impact project is at a critical stage. Y2K has been in existence for over 5 years and as such has experienced significant change since it first adopted the collective impact model in 2013. In addition, Y2K has recently significantly expanded its geographic reach and has refocused its goals. Y2K's current theory of change, as outlined in their 2017 Youth CI Launch Grant application, sets its current primary goal as ensuring, a yet to be determined, percentage increase in youth in the KFL&A region that are meaningfully engaged in the community. Specifically, Y2K's current intended impact is that, "[b]y 2020, a TBD % of youth in KFLA are engaged in a minimum number (TBD) of diverse, evidence-informed, youth program experiences that strengthen their autonomy, relatedness and competence (ARC) and participation reflects the full diversity of the community (Appendix 5: Y2K Theory of change). In light of this updated goal for the Y2K collective, this research and the literature review, the following section will detail several options for Y2K to consider for its future engagement with stakeholder organizations and provide a recommendation on a preferred option.

7.2 Options to Consider

7.2.1 Option 1: Support A Renewed Focus on collective impact

Collective impact is currently extremely popular as a method of solving social problems throughout North America, both within communities and with funders (Carson, 2012, para 2). As a result, Y2K may wish to continue to use the collective impact model either due its purported advantages or the fact that many funders may currently look more favourably on grant applications from collective impact initiatives. However, the results of this research indicate that at the present time, Y2K has some work to do to fully realize the conditions of collective impact as outlined in the literature. The survey results indicate that a significant number of Y2K stakeholders and potential stakeholders do not believe that Y2K involvement has changed the way their organizations operate and that no clear consensus presently exists among stakeholders around the purpose and priorities of Y2K. The focus group results indicate that stakeholders do not currently see it as Y2K's role to break down silos or promote a higher degree of collaboration among stakeholder organizations. Stakeholders are skeptical of an integrated collaborative coalition approach that would involve any loss of organizational autonomy. This calls into question both the presence of the required pre-conditions for implementing collective impact as well as Y2K's ability to achieve several of the conditions of successful collective impact, most notably that of mutually reinforcing activities and constant communication. Collective impact, while popular, is just one model for community coalition building and collaborative change. As the literature review reveals, there are many ways coalitions can be structured and no one approach is inherently superior to another. Y2K will wish to carefully consider the appropriate coalition model for achieving its current goals.

7.2.2 Option 2: Adopt a lower integration coalition strategy

As Himmelman and others have argued, the most highly integrated collaborative coalition strategies are not the only viable method to solve social problems (Himmelman, 2001, p. 278). Due to the high cost in time and energy required achieving high integration collaborative coalition strategies it follows that if a lower integration strategy can achieve the desired result it should be chosen over a higher integration approach. Y2K's 2017 theory of change summarizes Y2K's current primary goal of increasing the number of KFL&A youth engaged in a minimum number of high quality programs (Appendix 5: Y2K Theory of change). It is clear that such a goal will require information sharing between youth serving agencies in the form of a shared measurement system. Y2K will need to determine if achieving this goal requires the level of integration inherent in the collective impact approach and its accompanying conditions.

Y2K stakeholders are currently resistant to any coalition structure that involves any loss of their organizational independence. Highly integrated, truly collaborative coalitions require that participating organizations relinquish some of their autonomy in the interests of accomplishing collective objectives (Peterson, 1991, p. 91). The conditions of collective impact such as continuous communication and mutually reinforcing activities appear to require such an approach. Establishing a common agenda or shared understand of the Y2K coalition under the conditions of collective impact would likely required an extensive process to achieve broad support for such a coalition strategy.

Y2K stakeholders appear interested in and would be willing to accept a Y2K coalition strategy based around an information network coalition with ad-hoc cooperation arrangements. Such a vision for Y2K would involve information sharing among Y2K stakeholders on best practices and the program and service offerings of the stakeholders, as well as participation in a shared measurement system. The shared measurement system could be employed to help identify the number of KFL&A youth current engaged in a base line number of high quality programs, and then track such engagement over time. An information sharing system could also help disseminate information on both existing and new youth programs and services as widely as possible. Y2K could seek to encourage new partnerships and new programming as possible with organizations making the decision to participate in such ventures on an individual basis.

7.2.3 Option 3: Pursue an alternative structure to a coalition

The third option for Y2K would be to forgo any formal coalition structure and constitute itself as an independent advocacy organization. Many focus group participants seemed to consider Y2K as an independent organization. One focus group participant, when asked who Y2K was, said, "The Students Commission and the youth they engage are Y2K, the stakeholder organizations are separate". This sentiment indicates a view of Y2K as more of an advocacy organization than as a coalition that is the sum of its stakeholders. Y2K could choose to embrace this concept and focus on engaging youth at the grass roots level and lobbying the organizations and institutional decision makers for change on their behalf. Much of the coalition literature points out that the effectiveness of coalitions is unproven. If Y2K would be able to achieve its goals through a similar organizational model doing so might be a lower risk approach compared with a formal community coalition.

7.3 Preferred Option

Y2K has been in existence for over 6 years and in that time it has had an impact on the youth-serving sectors in and around Kingston. Y2K is currently looked upon positively by the majority of organizations that participated in this research and the vast majority of these organizations have indicated they plan to continue to be involved with Y2K in the future. There is evidence Y2K has had an impact on its stakeholders by improving the quality and quantity of youth engagement and inclusion of youth voices in organizational decision-making. However, there is a lack of evidence that current stakeholders currently see Y2K and their involvement with Y2K in a way that is consistent with both the pre-conditions and conditions of the collective impact approach. Significant work would be required to undertake a process that would convince KFL&A organizations of the need for the level of integration called for under collective impact, that participating in such a structured and integrated coalition would be in their organization's interests, and that the goals of Y2K require such an approach. For this reason, it is recommended that Y2K not continue with collective impact as the model for the Y2K coalition.

This research indicates that many of Y2K stakeholders do not see Y2K in a manner consistent with a coalition. The lack of consensus that Y2K should take on the task of fostering change in the way organizations work together and the views expressed by focus group participants that Y2K consists of the students commission and the youth participants as an entity separate from its stakeholder organizations, raises questions as to whether Y2K should adopt a coalition model at all. The best description for the way many stakeholder organizations appear to view Y2K and the vision they have of it for the future, is more in line with Y2K as an advocacy organization that engages with organizations to promote grass roots interests, than that of a coalition that is the sum of its members.

However, the vast majority of stakeholder organizations expressed an interest in participating in a shared measurement system. They also see Y2K involvement as valuable to their organizations goals and plan to continue to be engaged. Y2K stakeholder have expressed that they see value in the methods of youth engagement and youth voice that Y2K involvement has brought to their organizations, and when asked during the survey if a primary purpose of Y2K should be facilitating partnerships between youth serving agencies nearly 75% agreed or strongly agreed. These are all indications that Y2K stakeholders would be open to Y2K as a network coalition that promotes ad hoc cooperation partnerships.

In addition, while Y2K stakeholders do not appear to have an explicit shared understanding of Y2K as a coalition; Y2K possesses a number of strengths that would assist it in achieving such an understanding. One of the criticism of collective impact is that is too much of a top down model and may exclude the grass roots level most impacted by coalition activities (Wolff, 2015, para. 6). Cabaj and Weaver (2017) propose updating collective impact to emphasize movement building (p.5). Y2K, by ensuring that young people themselves have been central participants in decision making since Y2K started, have already achieved this. Such grass roots community participation has been identified as a means of strengthening community coalitions (Butterfoss, 2006, p. 326). Y2K's strong community participation and its consistent focus on meaningfully involving youth at all levels and building a movement, give it a strong base to build a renewed coalition.

The most significant criticism that stakeholders had about Y2K was that communication to stakeholders could be more effective. While the concept of Y2K that stakeholders appear to currently hold is more in line with Y2K as an independent youth advocacy organization, there appears to be an interest in aspects of a coalition that support for at least an information sharing coalition as defined by Himmelman (Himmelman, 2001, p. 277). In addition, Y2K's goals of increasing the number of youth engaged in a minimum number of evidence based programs is likely to require the participation of youth serving organizations in a shared measurement system designed to establish the metrics required to fully define this goal and measure its success. The survey found that a large majority of stakeholder organization would be interested in participating in a shared measurement system. The creation and maintenance of such a shared measurement system is likely to require at least a network coalition to be effective.

If Y2K undertakes to negotiate an updated shared understanding of Y2K as an information network coalition based on a shared measurement system, stakeholders would be likely to respond positively. As a result, the recommended option is that Y2K adopts a coalition model of an information network with a goal of achieving the level of integration of a cooperative network over time. Since successful coalitions require shared understandings and formalized rules for governance and decision making, Y2K will need to ensure that the details of this coalition's purpose, methods, governance, rules of decision-making and the role of all individuals and organizations involved, is jointly negotiated by all stakeholders. The resulting understanding of the roles, expectations and obligations of all participants should be formalized and widely communicated to ensure that a shared understanding is achieved and maintained into the future.

8.0 Conclusion

Collaborations are most likely to create public value when they are resilient and engage in regular reassessments (Bryson, Crosby & Stone, 2006, p. 51). As Y2K has recently expanded the geographic boundaries to take in the Frontenac, Lennox and Addington counties surrounding Kingston, it is in the process of engaging with new organizations and youth with different perspectives. The expansion of Y2K from Kingston to the wider KFL&A region is an opportunity for Y2K to engage in a reassessment of its engagement with youth-serving organizations and to establish a renewed shared understanding or common agenda among its expanded stakeholder base.

Based on this study's primary research findings, Y2K has a diverse mix of stakeholder organizations with good representation of both the youth recreation and youth social service sectors, particularly within the boundaries of the city of Kingston. As it expands into KFL&A it will want to make a concerted effort to recruit additional stakeholders that are based or primarily focused on providing programs and services with the FLA counties if it wishes to maintain and improve its stakeholder diversity.

The Y2K stakeholders that participated in this research reported that they understood the purpose, approach and goals of Y2K well. However, when asked to rank priorities and provide their vision of what Y2K's purpose and approach should be, there was a lack of consensus. In particular, the focus group results showed a variety of conceptions of the purpose, approach and goals of Y2K that were not consistent with the pre-conditions and conditions of the collective impact approach. In fact, the majority of focus group participants expressed views on the purpose and methods of Y2K that were more in line with a conception of Y2K as an advocacy organization, independent from any of the stakeholder organization. A number of participants thought Y2K should focus on conducting engagement and research activities with youth and communicating the results to organizations.

However, a large majority of stakeholders expressed an interest in participating in a shared measurement system as part of their involvement with Y2K. Such a shared measurement system is likely to be required for Y2K to achieve its stated goal of increasing the number of youth engaged in a minimum number of evidence based programs in order to establish specific metrics and track them over time. As a result, Y2K is advised to consider adopting a coalition strategy that is less structured and involves less integration among stakeholders. Specifically, a coalition network strategy based around the sharing of information between stakeholders and from grass roots youth, facilitated through Y2K and based around a shared measurement system would be likely to achieve a high level of stakeholder support. If collective impact or another coalition strategy calling for a high level of structure and integration between stakeholders is chosen, an extensive process to build consensus around such an approach is likely to be required.

This study highlights the importance for any community coalition or collaborative initiative to ensure that all participants share a detailed and specific set of understandings on all aspects of the initiative. In addition, this study has examined the importance of ensuring that shared understandings are arrived at through detailed and open negotiation process involving all stakeholders and that such understandings require constant maintenance over time due to the tendency of coalitions to change over time. Regardless of whether Y2K chooses to proceed with collective impact as its coalition model, or propose a lower

integration coalition strategy, its chances of success will be greatly enhanced by prioritizing the creation and maintenance of a set of shared understandings among its stakeholders and ensuring that these understandings maintain broad support.

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Appendices

Appendix 1: Survey Questions

Electronic Survey Questions

Thank you for taking the time to take part in this survey. As a representative of a youth serving organization in the Kingston, Frontenac, Lennox and Addington area your input is important for the Y2K Collective to achieve its goals to make the KFL&A more youth friendly and inclusive.

Y2K is a collective of youth, adult allies and community partner organizations that formed in 2012 with the goal of creating a youth strategy for the City of Kingston. Following the endorsement of the Kingston Youth Strategy by Kingston City Council in 2013, Y2K has continued to work towards making Kingston a more youth friendly and inclusive community. Since spring 2016, Y2K has expanded its focus beyond Kingston to the Kingston, Frontenac, Lennox and Addington region.

Y2K follows the collective impact model of community change. A major part of the collective impact model is that all participants in a collective impact project share a common vision and agenda for change. The goal of this research is to both update the information the Y2K Collective has on the programs and services offered by local youth serving organizations, as well as to solicit input from youth serving organizations on the current activities and future direction of Y2K with the goal of ensuring all voices are heard and Y2K maintains an agenda for change that is broadly shared by all participating organizations.

This survey should take approximately 20 minutes to complete. All answers will be anonymous unless otherwise explicitly indicated. No answers will retain any identifying information except for questions that specifically ask for it. For questions that request identifying information you have the option to decline to provide it.

Section 1: Organization Profile Questions

1. What best describes the work for organization does?
 - Recreation Services
 - Social Services
 - Employment Services
 - Other (please specify) _____

2. What region is your organization located (check all that apply)
- Kingston
 - Frontenac
 - Lennox and Addington
3. Please provide the first three characters of the postal code for any location your organization provides programs or services to youth.
- _____
4. What age groups does your organization serve (check all that apply)
- 0-5 years
 - 6-12 years
 - 13-15 years
 - 16-18 years
 - 19-24 years
 - 25+ years
5. Does the youth age range of 13-24 cover the majority of your organization's clientele?
- Yes
 - No
6. How many employees are employed at your organization?
- 0 to 19
 - 20 to 39
 - 40 to 59
 - 60 to 79
 - 80 to 99
 - 100 or more
7. How many employees are directly involved in providing programs and services to youth aged 13-24?
- 0 to 19
 - 20 to 39
 - 40 to 59
 - 60 to 79
 - 80 to 99
 - 100 or more

8. Approximately how many individual youth aged 13-24 does your organization serves annually?

- 0 to 19
- 20 to 39
- 40 to 59
- 60 to 79
- 80 to 99
- 100 or more

9. Which of the following services does your organization provide to youth aged 13-24 (select all the apply)

- Recreational Sports
- Competitive Sports
- General Recreation
- Visual Arts
- Musical Arts
- Dramatic Arts
- Employment Services
- Mental Health Services
- Physical Health Services
- Social Services
- Other (please specify)_____

10. What is the approximately total budget?

\$_____

11. What is the approximate budget devoted to youth programs?

\$_____

12. Does your organization offer any free drop in programs?

- Yes
- No

13. Does your organization offer subsidies or discount to youth to make your programs and services more affordable to those with limited means?

- Yes
- No
- No but refer clients to a 3rd party program.

Specify program _____.

14. If yes, what was the value of such financial assistance to youth last year (2016)?

15. Does your organization offer volunteer opportunities for youth?

- Yes
- No

16. If yes, do formal volunteer job descriptions exist for these volunteer opportunities?

- Yes
- No

17. If yes, are your organization's job descriptions advertised in any of the following ways? (Check all that apply)

- Organization website
- Social Media
- United Way Volunteer Website
- Other 3rd party site (Specify)_____
- Other promotion method (Specify)_____

18. Does your organization formally recognize the contributions of youth in some way?

- Yes
- No

19. If yes, what form does this recognition take (check all that apply)

- Youth Awards / Youth Volunteer Awards
- Youth recognition event(s)
- Scholarships or grants to youth
- Youth of the month/year or other similar
- Other (specify)_____

20. Does your organization have a formal means for youth to influence organizational decision-making?

- Yes
- No

21. If yes, what form does formalized youth input in decision-making take within your organization?

- Youth Council
- Youth member(s) of a board of directors
- Formal youth input session (focus groups or similar)
- Surveys
- Other (Specify)_____

22. Are there new programs or upcoming programs, events or activities at your organization that you'd like Y2K and other Y2K partners to know about?

- Yes
- No

Section 2: Views and opinions

23. Which of the following best describes your role in your organization?

- Senior decision makers
- A supervisor or manager
- Front Line Staff

24. Is your organization currently a formal Y2K partner organization?

- Yes
- No

25. If yes, when did your organization become a partner organization of Y2K?

- 2012
- 2013
- 2014
- 2015
- 2016
- 2017

26. If yes, has your organization found involvement in Y2K to be useful to your organizations goals?

- Yes
- No
- Partly (explain)_____

27. If yes, has your organization used Y2K programs, events or communication channels to promote programs or services for youth?

- Yes
- No

28. If you organization has used Y2K to promote your organizations events, activities or programs, do you consider this promotion effective?

- Yes
- No

29. If no (to Q2), would you organization be interested in becoming involved with the Y2K collective?

- Yes
- No
- I'd need more information

To be added to the Y2K mailing list to receive more information on Y2K or becoming a Y2K partner organization enter your name and organization (optional) Name: _____ Organization: _____

30. If no, why hasn't your organization been involved in Y2K?

- Had not heard of Y2K
- Did not seem relevant to my organization
- Lack of time to have staff participate
- Other (please specify)_____

31. If no, would your organization be interested in becoming involved in Y2K in the future?

- Yes To be added to the Y2K mailing list enter youth name and organization (optional) Name:_____ Organization:_____
- No

32. Has your organization sent representatives to Y2K meetings or events in the past?

- Yes
- No
- Unsure

33. How many Y2K meetings or events have your organization sent representatives to?

- Less than 5
- 5 to 9
- 10-14
- More than 15

34. Has your organization brought youth from your organization to an Y2K meeting or event?

- Yes
- No
- Unsure

35. If so how many youth from your organization are involved in Y2K?

- Less than 10
- 10 to 20
- 21-30
- More than 30

36. What resources has your organization contributed towards Y2K activities in the past (select all that apply)?

- Staff time
- Meeting room space
- Other facility space
- Consumable materials
- Use of equipment or other reusable materials
- Transportation
- Direct Funding

37. Y2K involvement has led to changes in the way my organization operates.

- Yes
- No

38. Being involved with Y2K is important to my organization.

- Yes
- No

39. My organization is interested in being more involved with Y2K

- Yes
- No

40. How does your organization see itself contributing to Y2K? (Check all that apply)

- Staff time to help with meetings, events and activities
- Facility space
- Financial support
- Other (specify): _____

41. I feel I'm kept well informed about Y2K meetings events and activities.

Strongly Disagree - Disagree - Neither Agree or Disagree – Agree – Strongly agree

1 2 3 4 5

42. I feel I understand the purpose, approach and goals of Y2K well.

Strongly Disagree - Disagree - Neither Agree or Disagree – Agree – Strongly agree

1 2 3 4 5

43. I feel the time spent by members of my organization at Y2K meeting, events or activities is worthwhile.

Strongly Disagree - Disagree - Neither Agree or Disagree – Agree – Strongly agree

1 2 3 4 5

44. A Y2K priority should be communicating opportunities that exist for youth in the community.

Strongly Disagree - Disagree - Neither Agree or Disagree – Agree – Strongly agree

1 2 3 4 5

45. A Y2K priority should be providing a forum for youth serving organizations to share best practices and avoid duplication.

Strongly Disagree - Disagree - Neither Agree or Disagree – Agree – Strongly agree

1 2 3 4 5

46. A Y2K priority should be directly running events, activities and programs under the Y2K brand with the support of youth serving organizations.

Strongly Disagree - Disagree - Neither Agree or Disagree – Agree – Strongly agree

1 2 3 4 5

47. A Y2K priority should be to provide a forum for youth to express their views to decision makers.

Strongly Disagree - Disagree - Neither Agree or Disagree – Agree – Strongly agree

1 2 3 4 5

48. Y2K should facilitate partnerships between youth serving organizations.

Strongly Disagree - Disagree - Neither Agree or Disagree – Agree – Strongly agree

1 2 3 4 5

49. Y2K should provide logistical support for youth who wish to advocate on an issue or specific actions.

Strongly Disagree - Disagree - Neither Agree or Disagree – Agree – Strongly agree

1 2 3 4 5

Rank the answers provided in order with the answer you most agree with receiving and 1.

50. From the point of view of youth serving organizations Y2K should primarily be:

___ A forum for youth serving organizations to share best practices and avoid duplication.

___ A means for organizations to work collaboratively with youth to improve programs and services.

___ A collective entity through which youth and youth service organizations work to provide events, services and activities to youth under the Y2K brand.

___ Other (Specify) _____

51. The priorities for Y2K should be:

___ Communicating to youth about programs and services available in KFL&A region.

___ Working with youth serving organizations to better respond to the needs and desires of the youth population.

___ Providing support to youth to better communicate their needs and desires.

___ Other (Specify) _____

52. Y2K should focus most on increasing the number of

___ Youth Events

___ Youth Programs

___ Youth Friendly Spaces

___ Information for youth on what is available

___ Other (Specify)_____

53. In communicating with youth Y2K goals should be.

___ That youth are aware of programs and services available to them.

___ That youth are aware of ways they can make their voice heard by decision makers.

___ That youth are aware of Y2K and how to be a part of it.

___ Other (Specify)_____

Open Ended:

54. What is your ideal vision for how Y2K should operate over the next 5 years

55. What would your ideal mission statement be for Y2K over the next 5 years?

Focus Group recruitment:

56. Would your organization be willing to send a representative to attend a follow up focus group on the content of this survey?

a. Yes (Enter your name and email_____)

b. No

57. If yes, what is the most convenient time for a representative from your organization to attend a follow up focus group?

a. A weekday morning

b. A weekday afternoon

c. A weekday evening

d. On a weekend

Enter your name and email: _____

58. Would your organization be willing to provide a meeting room to host a focus group session?

- a. Yes (Name and email: _____)
- b. No

59. If yes, what times is your organization able to provide a space for a focus group?

- a. A weekday morning
- b. A weekday afternoon
- c. A weekday evening
- d. On a weekend.

Name and email: _____

By clicking submit below you indicate you agree to have your responses used in this research according to the conditions set out in the consent waiver.

Final Page

Thank you for taking the time to contribute to this research. For Y2K to be successful, it is important that it both have up to date information about youth serving organizations in the community and that youth serving organization's voices are heard in shaping the vision and agenda of the Y2K collective.

If you have any questions about this research please contact the researcher, Chris Paterson, at csp@uvic.ca.

For more information on Y2K please visit www.kingstonyouth.ca or Y2K's social media.

Facebook: www.facebook.com/youth2kingston/

Twitter: twitter.com/Youth2Kingston

Instagram: www.instagram.com/youth2kingston/

Thank you again for taking the time to participate in this research.

Sincerely,

Chris Paterson

Appendix 2: Focus Group Questions

Focus Group Questions

Section 1:

1. How do you think Y2K has impacted youth serving organizations and the work they do?
2. What has Y2K done well in its engagement with youth serving organizations?
3. How can Y2K be more effective in its engagement with youth serving organizations?

Section 2:

1. What should youth serving organizations role or roles be within Y2K?
2. Should Y2K have formally defined obligations/commitments that partner groups agree to? If so what should these be?
3. What model or mix of models for community coalitions would work best for Y2K and area youth serving organizations? (Discussed after sharing the definitions below)

Collective Impact in context

Social Sector Networks: Groups of individuals and/or organizations that fluidly connect through purposeful relationships, whether formal or informal. Collaboration is generally ad hoc, and most often emphasis is placed on information sharing and targeted short-term actions.

Multi-Stakeholder Initiatives: Consist of voluntary activities by stakeholders from different sectors around a common theme. Typically, these initiatives lack any shared measurement of impact and the supporting infrastructure to forge true alignment of efforts or accountability for results.

Collective Impact: Long-term commitments by a group of important actors from different sectors to a common agenda for solving a specific social problem. Their actions are supported by a shared measurement system, mutually reinforcing activities and on-going communication, and are staffed by an independent backbone organization.

* above definitions from Kania, J., & Kramer, M. (2011). Collective impact. *Stanford Social Innovation Review*, 9(1), 36.

“Levels” of Inter-agency coalitions

1. Networking: exchanging information for mutual benefit.
2. Coordination: Exchanging information for mutual benefit **and altering activities for a common purpose.**
3. Cooperating: Exchanging information, altering activities and sharing resources for mutual benefit and common purpose.
4. Collaborating: Exchanging information, altering activities, sharing resources, and a willingness to enhance the capacity of another [organization] for mutual benefit and common purpose.

*Definitions from: Himmelman, A.T. (2001) On Coalitions and the Transformation of Power Relations: Collaborative Betterment and Collaborative Empowerment. American Journal of Community Psychology.

Appendix 3: Ethics Approval



Office of Research Services | Human Research Ethics Board
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Certificate of Approval

PRINCIPAL INVESTIGATOR: Christopher Paterson	ETHICS PROTOCOL NUMBER: 17-114 Minimal Risk Review - Delegated
UVic STATUS: Master's Student	ORIGINAL APPROVAL DATE: 04-May-17
UVic DEPARTMENT: PADM	APPROVED ON: 04-May-17
SUPERVISOR: Dr. Kimberly Speers	APPROVAL EXPIRY DATE: 03-May-18
PROJECT TITLE: Youth to Kingston Going Forward: A Shared Agenda for an Expanded Initiative	
RESEARCH TEAM MEMBER: None	
DECLARED PROJECT FUNDING: None	
CONDITIONS OF APPROVAL	
<p>This Certificate of Approval is valid for the above term provided there is no change in the protocol.</p> <p>Modifications To make any changes to the approved research procedures in your study, please submit a "Request for Modification" form. You must receive ethics approval before proceeding with your modified protocol.</p> <p>Renewals Your ethics approval must be current for the period during which you are recruiting participants or collecting data. To renew your protocol, please submit a "Request for Renewal" form before the expiry date on your certificate. You will be sent an emailed reminder prompting you to renew your protocol about six weeks before your expiry date.</p> <p>Project Closures When you have completed all data collection activities and will have no further contact with participants, please notify the Human Research Ethics Board by submitting a "Notice of Project Completion" form.</p>	
Certification	
<p>This certifies that the UVic Human Research Ethics Board has examined this research protocol and concluded that, in all respects, the proposed research meets the appropriate standards of ethics as outlined by the University of Victoria Research Regulations Involving Human Participants.</p> <p style="text-align: center;"><i>Rachael Scarth</i></p> <hr style="width: 20%; margin: auto;"/> <p style="text-align: center;">Dr. Rachael Scarth Associate Vice-President Research Operations</p>	

17-114 Paterson, Christopher



Certificate Issued On: 04-May-17

Appendix 4: Invitation to Participate

Invitation to Participate

Y2K Youth to Kingston

Youth to Kingston Going Forward: A Shared Agenda for an Expanded Initiative

You are invited to participate in a study entitled Youth to Kingston Going Forward: A Shared Agenda for an Expanded Initiative that is being conducted by Chris Paterson.

Chris Paterson is a Graduate Student in the department of Public Administration at the University of Victoria and you may contact him if you have further questions by emailing csp@uvic.ca

As a graduate student, I am required to conduct research as part of the requirements for a degree in public administration. It is being conducted under the supervision of Dr. Kimberly Speers, You may contact my supervisor at 250-721-8057 or kspeers@uvic.ca

I'm currently employed as an Assistant Supervisor of Recreation Programs with the City of Kingston and have been pursuing graduate studies part time. I'm conducting this research solely in my role as a graduate student and am in no way acting in my professional role as an employee with the City of Kingston.

This research is being conducted on behalf of Stoney McCart Executive Director of The Students Commission of Canada as part of The Students Commission of Canada's role in it's coordinating the Y2K initiative. The purpose of this research is to both expand Y2K's knowledge of the programs and services available to youth in the KFL&A region for the purpose of communicating opportunities to youth and solicit feedback and input from youth serving organizations on how Y2K can best achieve its goal to make the KFL&A region a more youth friendly and inclusive place for youth to live.

I hope you'll consider taking part in this research by completing this survey, which can be accessed after you read the consent form through the link below. Please note that participation is entirely voluntary and that there are no penalties for declining to participate. You can discontinue participation at any time up until you complete the survey. Only completed surveys will be retained. With the exception of the first question, any individual question is option and can be skipped if you do not find it relevant. All individual answers are anonymous. Some questions will include the option to enter your contact information. In such cased that individual question will contain your contact information with all other responses remaining anonymous.

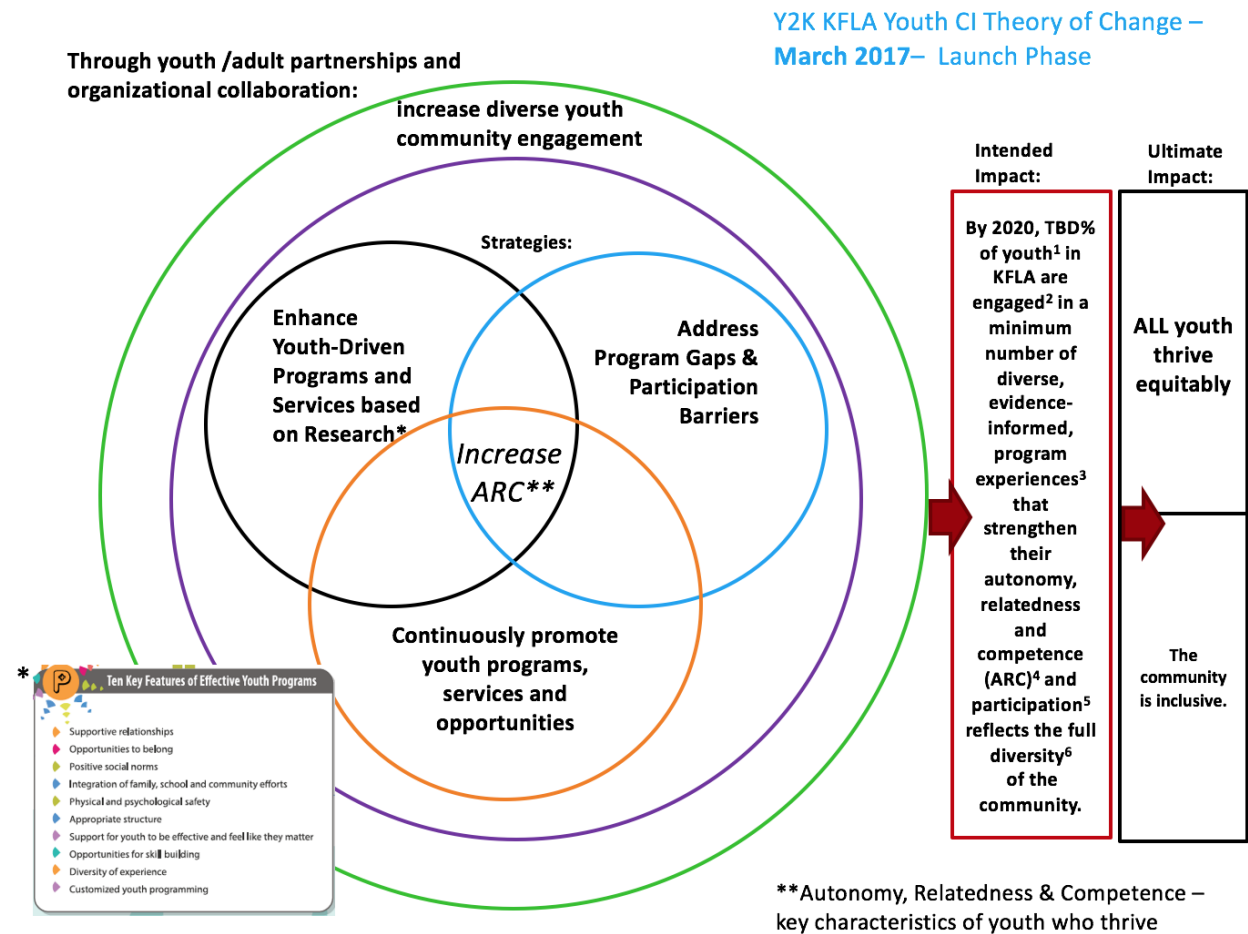
For more information on Youth 2 Kingston (Y2K) please visit www.kingstonyouth.ca.

If you have any questions about this research please contact the researcher, Chris Paterson, as csp@uvic.ca.

Appendix 5: Y2K Theory of Change

An excerpt from Y2K’s FLA Collective: Youth CI Launch Grant Application

KFLA Collective: Youth CI Launch Grant Application



Our strategies are:

- . 1) Enhance Youth-Driven Programs and Services based on Research
- . 2) Address Program Gaps & Participation Barriers
- . 3) Continuously promote youth programs, services and opportunities

Our execution is through youth-adult partnerships and organizational collaboration. Our end goal is inclusive communities where all youth thrive equitably.

The research in the Launch phase will enable precise goal setting, replacing the TBDs (to be determined) in the Intended Impact Statement. Definitions follow on page 6.

Y2K KFLA YOUTH COLLECTIVE IMPACT PROJECT 1

Activities, Outputs, Outcomes Summarized

Y2K KFLA Youth CI Theory of Change – All Youth Thrive Equitably in Inclusive Communities

Strategies:

Enhance Programs through Research

Activities

- Shared Program Research
- Training (staff, volunteers program designers, youth leaders)
- Knowledge Sharing
- Shared revenue generation for programming
- Targeted research on diverse underserved populations
- Ongoing evidence updates

Outputs

- Benchmarks for autonomy, relatedness and competence per developmental stage
- Benchmarks established for numbers, qualities of Program Features

Medium Term Outcomes

- Increased levels of autonomy, relatedness reported for youth participating in programs
- Increased numbers of programs participating in shared research
- Increased numbers of organizations reporting designing for ARC and 10 Program Features
- Increased application of evidence by program staff
- *Increasing participation and diversity of participation*

Address Gaps and Barriers

Activities

- Participatory Action Research by Youth/Adult Team (reports of gaps)
- Inclusion workshops and training
- Inclusion activities
- Mobile Trailer delivers programs
- Outreach and Communications Youth/Adult Team
- Reduce costs/subsidize programs
- Action Projects to address gaps and barriers

Outputs

- Baseline confirmed for drop off rates for KFLA organizations in terms of pre-teen to teen participation in programs
- Benchmarks established for numbers, demographics of youth participating in single, multiple programs and types of programs monthly

Medium Term Outcomes

- Increased numbers of youth participating in multiple types of programs monthly
- Increased collaborations of organizations supporting diverse participation
- Increased use of subsidies
- *Increasing participation and diversity of participation*

Continuously Promote Programs

Activities

- Outreach workshops
- Smaller events promoting uncommon activities
- Inclusion workshops and training
- Inclusion activities
- Application of Youth friendly and Safe Spaces Designations
- Promote reduced costs/subsidized programs
- Increased programming collaborations between diverse organizations
- Specialized communications to specific populations

Outputs

- Creating Youth Portal & Inventory
- Social Media communication
- Youth friendly mobile app
- System and infrastructure for organizations to continuously collaboratively promote

Medium Term Outcomes

- Action Projects to address communication gaps
- Increased achievement of equity and inclusive targets for diverse populations of youth
- *Increasing participation and diversity of participation*

1. Collective Impact Launch Plan a. Collective Impact Project Summary

Our ultimate objective is to support all KFLA youth to thrive through increased levels of autonomy, relatedness and competence gained through participation in diverse evidence-informed programs delivered outside of the classroom, ensuring participation reflects the full diversity of the community.

Our intended impact is by 2020, TBD % of youth¹ in KFLA are engaged² in a minimum number (TBD) of diverse, evidence-informed, youth program experiences³ that strengthen their autonomy, relatedness and competence (ARC)⁴ and participation⁵ reflects the full diversity⁶ of the community.

There is a comprehensive body of evidence that demonstrates that participation fuels thriving, particularly for under-engaged populations facing barriers, but more specific and localized research with discrete

populations is required to provide evidence of the precise levels of participation required (Khanna et al., 2014) and to know where KFLA currently stands.

The request to Youth CI for launch funding is to conduct this research in KFLA and then apply it, providing training and support to enhance KFLA program offerings to improve ARC impact. The funding will also establish ongoing shared measurement and knowledge mobilization.

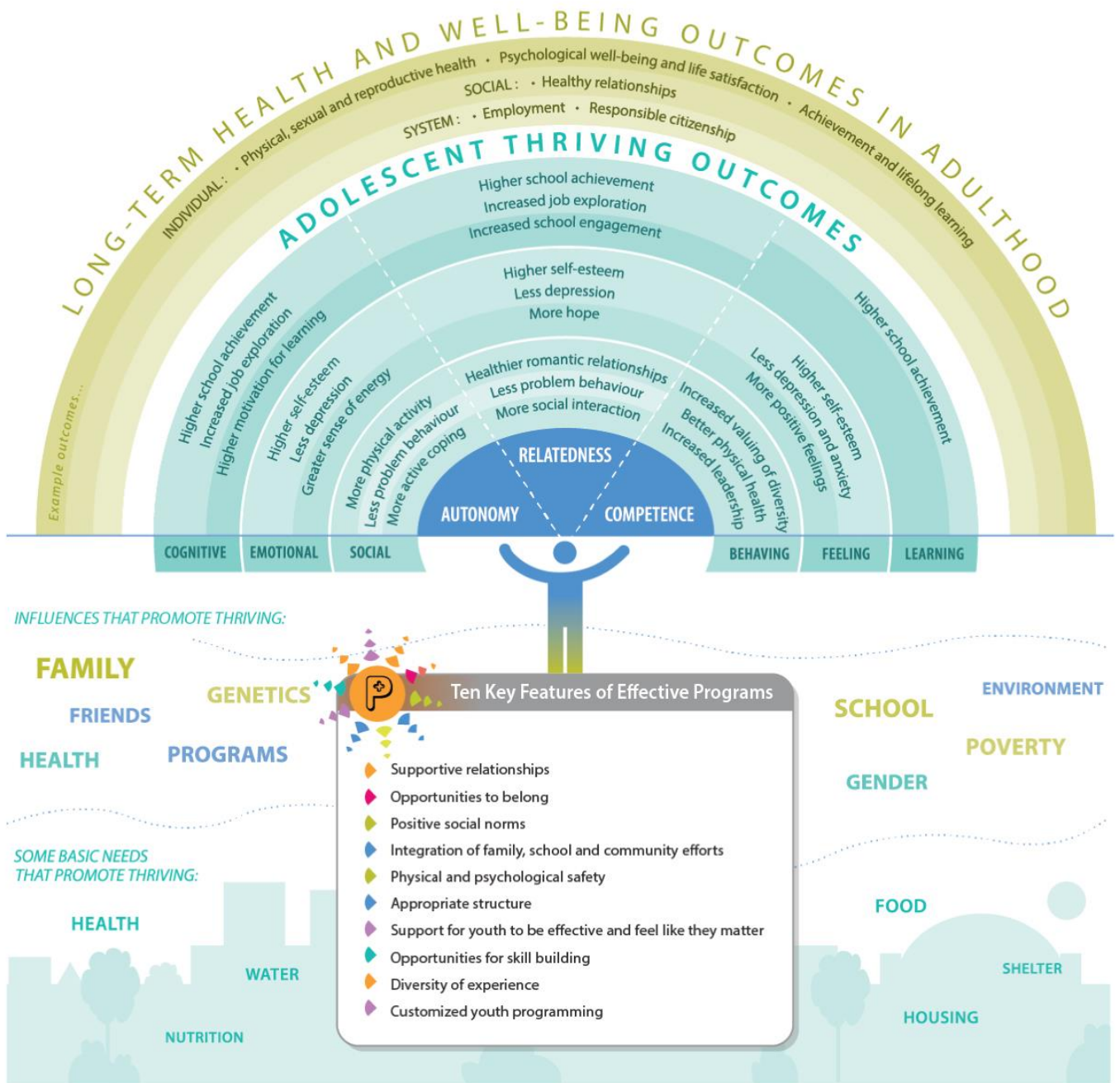
(^{1,2,3,4,,5,6} See page 6 for Glossary of Terms)

Y2K KFLA YOUTH COLLECTIVE IMPACT PROJECT 2

The Youth CI Launch funding is designed to sit inside a larger project, which is already funded by the Youth Opportunities Fund (YOF) from the Ontario Trillium Foundation (OTF). If we are successful with the Youth CI Launch phase funding, it will sharpen the focus of the YOF collaborative effort for improved impact. For the Youth CI Launch pilot, we will establish KFLA participation and diversity baselines and benchmarks, then test short-term pre- and post-outcomes. If the pilot is successful and we receive a Youth CI Execution Grant, we will implement and measure the impact of achieving these benchmarks over a three-year period for the benefit of the Kingston FLA project and the whole sector.

Video version of graphic: https://www.youtube.com/embed/03FpFh_8b_0 Full Literature Review: [http://www.youthwhothrive.ca/resources/Critical-Factors-for-Youth-Thriving- Report.pdf](http://www.youthwhothrive.ca/resources/Critical-Factors-for-Youth-Thriving-Report.pdf)

Youth Who Thrive



* Outcomes listed are examples from studies that passed the standards of evidence test for the literature review. There may be other outcomes that contribute to thriving in adolescence.

Y2K KFLA YOUTH COLLECTIVE IMPACT PROJECT 3

This Y2K Kingston, Frontenac, Lennox and Addington Youth CI Project builds upon the momentum of the successful Kingston Youth Strategy 2011-2015, which addressed a series of recommendations generated by youth over a range of issues. This CI project enables a more focused approach within the broad infrastructure created by Y2K. The Y2K Collective has now received additional funding from the Ontario Trillium Foundation (2015-2018) to expand the Y2K youth/adult partnership infrastructure into the counties of Frontenac, Lennox and Addington, as well as continue in Kingston.

Our approach is based on a comprehensive review of the literature that shows that the critical factors for youth thriving in adolescence and into adulthood are the development of autonomy, relatedness and competence (ARC). Participating in diverse experiences outside of the classroom contributes significantly to the development of ARC, yet participation rates for youth drop during adolescence. Moreover, participating in a range of activities is more beneficial at certain ages than intensity or frequency in one activity (e.g., Busseri et al., 2006). Statistics also show that there is an inequity in participation rates, for certain populations (low income, low academic achievement, racialized, LGBTQTT, special needs) who don't get equal opportunities to thrive through diverse experiences. Finally, evidence-informed programs deliver better results than programs designed and implemented without evidence (Durlak & Weissberg, 2007).

The Launch Phase of our Project will work with community organizations, a youth Participatory Action Team, and academics to establish local benchmarks for:

- . 1) participation rates at various ages,
- . 2) participation rates based on diversity of experience,
- . 3) participation rates based on diversity of demographics,
- . 4) the number and types of evidence-informed programs being offered, and
- . 5) the minimum numbers of diverse experiences (which include experiencing diversity of youth) to produce stronger outcomes related to autonomy, relatedness and competence.

This benchmark data will allow us to set a target population level goal (currently TBD) in our Intended Impact. The Launch Phase will also provide training and support in enhancing programming through application of evidence and on-going shared measurement and knowledge mobilization.