



# Mobility Lab Evaluation: Striving for Collective Impact

Prepared for  
Mobility Lab  
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# Introduction

The McMaster Research Shop prepared this report for the members of the Mobility Lab to gauge the impact of their activities to date and to see how they can strengthen their collective impact. Drawing from interviews with community partners involved with the Mobility Lab and a brief literature review on the collective impact model, we have reported information relating to:

- The collective impact model (theory)
- Mobility lab partner role and involvement
- Mobility lab partner goals
- Application of the collective impact model
- Future Directions for the Mobility lab
- Recommendations

## Who we are

Two Research Associates and one Team Lead from the McMaster University Research Shop completed this research. The Research Shop is a co-curricular program where teams of volunteer upper-year undergraduate and graduate students work on applied research projects for community groups and organizations. This program allows organizations with limited resources and capacity get answers to their research questions while providing students with experiential learning opportunities.

## What is the mobility lab?

Led by the City of Hamilton and the Office of Community Engagement, Mobility Lab has been building on ideas developed at the Bay Area Transportation Summit in 2017 and focuses on a shared desire for sustainable, inclusive, diverse, and accessible mobility for all Hamilton residents. Since Mobility Lab was formed in November of 2016, it has brought together approximately 25 partners from various organizations to work together to bring social change in the mobility sphere. A recent project that was undertaken by the mobility lab was the pedestrianization of King William street. Partner organizations contributed knowledge and resources in order for the pilot to be possible. Partner organizations continue to work together and build capacity to bring more change within the mobility sphere.

## **Why we did this research**

The Mobility Lab is in conversation with its partners about what structure partners would like the group to take, which could include continuing with the social lab model, or convening as another kind of collaborative. The social lab model involves three steps: 1) convening a diverse group of stakeholders, 2) develop ideas to address shared challenges, and, 3) test ideas through pilot projects that address an issue at a systems level. An evaluation of the impacts from the lab so far will generate useful insights about the benefits of past efforts, and some future directions for improvement as the group considers this possible transition. Particularly, as the lab seeks to strengthen its collective impact (CI), identifying which elements of the CI model are strengths and which need to be strengthened will be helpful for partners connected to the Lab. The collective impact model offers a more structured approach, whereby the stakeholders come together and create a common agenda, shared measurement systems and mutually reinforcing activities to create lasting solutions to social problems.

## **Methods**

### **Literature review**

For the literature review, the Stanford Social Innovation Review was used for the description of the components of the CI model. The Stanford Social Innovation Review is the original source of the concept of Collective Impact as proposed by John Kania and Mark Kramer in a piece titled 'Collective Impact'. From there, other articles in the Stanford Social Innovation Review were reviewed for information on the CI model that would help to build an understanding of the concept for this research. We also used these articles to review two case studies to illustrate CI in action.

### **Interviews with partner organizations**

The interviews were semi-structured and followed the outline in Appendix A. The interview consisted of four sections. The first section gathered details about the organization including its goals and its understanding of the objectives of the mobility lab. The second section asked participants about what activities they were involved with in mobility lab. The third section gathered perspectives on applying the CI model to the mobility lab. The final section looked at the future directions that each member organization was looking for and their possible roles in achieving that direction.

The Research Shop team conducted the interviews over a one-month period. The interviews were analyzed by summarizing the key points of the interviews in a matrix (Appendix B) to draw parallels from different interviews. In order to write this report, the

research associates divided the sections and analyzed all the different perspectives in each section. Research Associates identified common themes from the interviews and used these themes to write up the results.

## **Limitations**

There are two main limitations associated with this research. Firstly, while there are many conceptual articles about the CI model, there is not a strong body of literature that examines the application of the CI model. Thus, there is not a lot of systemic evidence for the use of the collective impact level and this also led to the literature review we present here to be more content driven rather than literature driven. This prompted us to also include case studies in this report. Second, the depth of information obtained from the interviews is disproportional amongst the interviewees as interviews lasted anywhere from ten minutes to three and a half hours. Thus, the views of some interviewees may be more prominent than those of others and the results should not necessarily be interpreted as representative of the entire Mobility Lab membership.

## **Literature Review**

This section reviews literature related to the CI model. This includes a general overview of the model and the five conditions of the model. The five conditions to the CI model serve as a framework for interpreting the interview results and providing recommendations to strengthen Mobility Lab's collective impact.

### **Overview of collective impact**

“Collective impact is the commitment of a group of important actors from different sectors to a common agenda for solving a specific problem, using a structured form of collaboration” – Kania, J. and Kramer, M.

CI can be described as a structured collaborative effort that has been established to achieve positive change for a social problem (Hanleybrown et al. 2012). There are many organizations that work in isolation towards a social problem. The goal of the CI model is to bring those stakeholders together to form a more disciplined and high performing approach to solving the problem (Preskill et al. 2014). Implementation of the CI model offers a more powerful and realistic paradigm for social change as compared to the isolated impacts of different organizations.

Since its inception in 2011, the CI model has gained tremendous attention as a way to achieve large-scale, sustainable change (Preskill et al. 2014). A review of 25 CI initiatives concluded that CI has made a significant contribution to social change alongside developing a valuable knowledge base on critical aspects of social change (Lynn et al. 2018).

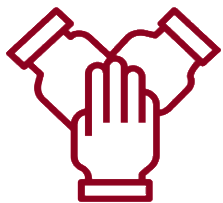
## Five conditions for a collective impact model

There are five conditions for a collective impact model, including (1) a common agenda, (2) a shared measurement system, (3) mutually reinforcing activities, (4) continuous communication, and (5) backbone support organizations. Each condition is described in detail below.

- 1. Common agenda.** The involved stakeholders share a common vision and agree on the steps required to solve the problem. This is critical as different organizations have different values and attitudes towards a problem and initiatives taken by each organization may differ. Collective impact requires each stakeholder to agree on a common agenda by confirming the nature and cause(s) of the problem from different perspectives and how it can be resolved (Cabaj and Weaver, 2016).



- 2. Shared measurement systems.** It is important to measure the impact of the collective initiative. This includes time to time data collection and measuring results based on a common list of indicators. Measurement systems are vital to ensure accountability and measure performance (success and failures). The benefits of a common measurement system are reduction in cost, increased efficiency, increased quality and credibility of the data collected, creation of learning opportunities for stakeholders from each other's performances, and documentation of the collective impact as a whole (Kania and Kramer, 2011).



- 3. Mutually reinforcing activities.** A diverse group of stakeholders undertake different sets of activities that aim to address a joint plan of action (Kania and Kramer, 2011). This component of the framework requires coordination of the different activities that are being conducted (Kania and Kramer, 2011).



**4. Continuous communication.** This is important in creating trust amongst different stakeholders. A group that may contain government agencies, non-profits and businesses will require time and communication in order to understand the motivation behind their efforts (Kania and Kramer, 2011). This can be encouraged through regular meetings that have a structured agenda (Kania and Kramer, 2011)



**5. Backbone support organizations.** A separate organization and staff that serve to coordinate and manage the activities of the collective impact group can help support the initiative through ongoing facilitation, logistical and administrative coordination that can aid in smooth operations (Kania and Kramer, 2011). More specifically, these backbone organizations should serve six essential functions of (1) providing overall strategic direction, (2) facilitating dialogue between partners, (3) managing data collection and analysis, (4) handling communications, (5) coordinating community outreach, and (6) mobilizing funding (Hanleybrown et al., 2012).



## Case studies

This section contains two case studies that demonstrate a collective impact model. The first case study is a larger scale use of the CI model, while the second one is more at a scale comparable to Mobility Lab.

### Case Study 1: Strive

Strive is a collective impact organization of leaders from education, business, philanthropic, non-profit, civic and grassroots communities in Cincinnati with the aim to combat the student achievement crisis in literacy and middle-grade math. In the four years since the group was launched, 34 of the 53 indicators that Strive tracks have improved, including high school graduation rates, fourth-grade reading and math scores, and the number of preschool children prepared for kindergarten improved.<sup>1</sup> The organization has since expanded operations to 29 states as the StriveTogether network.<sup>3</sup>

Strive includes more than 300 leaders of local organizations including the heads of influential private and corporate foundations, city government officials, school district

representatives, the presidents of eight universities and community colleges, and the executive directors of hundreds of education-related non-profit and advocacy groups.

#### *Application of the five conditions:*

##### 1) Common Agenda

Strive's common agenda is "to build the capacity of communities to dramatically improve outcomes for every child from cradle to career by providing strategic assistance, network communications and high-quality resources".<sup>3</sup>

The organization has charted goals over the continuum of a student's time in the education system and devised markers to describe progress towards these goals<sup>2</sup>. The goals are

1. Kindergarten Readiness: Every Child Should Be Prepared for School
2. Early-Grade Reading: Paving the way to success
3. Middle-Grade Math: Building a solid foundation
4. College/Career Readiness (High School Graduation): Taking The Next Step
5. Postsecondary Persistence and Completion: Increasing opportunities
6. Career and Life Pursuit

##### 2) Shared Measurement Systems

Participating organizations in Strive are grouped into 15 different Student Success Networks (SSNs) by type of activity, such as early childhood education or tutoring. All organizations engaged in the same type of activity report on the same measures. For instance, in improving mathematics grades in middle school children, schools partnered with STEM organizations to help students see the utility of mathematics in professions, such as that of a pharmacist. This led to students seeing the utility of math beyond the classroom and schools saw increases in urban math exam scores. Grade 8 math exam scores were defined to be the shared measurement for the outcome of increasing interest in mathematics.

##### 3) Mutually Reinforcing Activities

Each SSN has regular meetings with coaches and facilitators for two hours every two weeks, developing shared performance indicators, discussing their progress, learning from each other and aligning their efforts to support each other. The 15 SSNs each undertake different types of activities at different stages of the educational continuum in



order to address the common agenda. For example, Cincinnati Children's Hospital Medical Center and other partners in the SSN helped increase the passing rate 3rd grade reading test of Cincinnati Public Schools third-graders in 2016-17 from 14 percent earlier to 60 percent and held it constant at that for the year 2017-18 by early emphasis on reading, improving data collection and involving reading specialists. These activities were coordinated through regular meetings and a backbone support organization.

#### 4) Continuous Communication

The Strive networks have been meeting monthly or even biweekly among the organizations' CEO-level leaders. To maintain continuous collaboration, Strive uses web-based tools such as Google Groups to keep communication flowing among and within the networks in between meetings.

#### 5) Backbone Support Organizations

Strive simplified the initial staffing requirements for a backbone organization to three roles: project manager, data manager, and facilitator who plan, manage, and support the initiative. Collective impact requires that funders support a long-term process of social change without identifying any solution in advance. They must be willing to let grantees steer the work and have the patience to stay with an initiative for years, recognizing that social change can come from the gradual improvement of an entire system over time, not just from a single breakthrough by an individual organization.

Reference: Knowledgeworks Foundation | Every Child, Every Step of the Way, Cradle to Career. (2019). Retrieved 12 September 2019, from <http://www.strivepartnership.org/>

### **Case Study 2: Memphis Fast Forward**

Started in the year 2005 by a coalition of business and government leaders, Memphis Fast Forward (MFF) is an initiative designed to increase economic prosperity and quality of life in Greater Memphis, Tennessee.

The organization started when two mayors from the Greater Memphis area approached an existing association of CEO's of Memphis' largest businesses called Memphis Tomorrow to discuss the lack of a strategic plan to address the community's issues pertaining to quality of life. The discussion led to a collective impact approach to solve the city's critical challenges by bringing a range of cross-sectoral community partners to the table and building the infrastructure of Memphis Fast Forward.

Memphis Fast Forward works on five initiatives, each addressing an issue in the community:

- Operation Safe Community (crime)
- PeopleFirst (education)
- Growth Alliance (the economy)
- Government Fiscal Strength (the government)
- Healthy Shelby (health and wellness)

*Application of the five conditions:<sup>1</sup>*

### 1) Common Agenda

The mission of Memphis Fast Forward is “Creating good jobs, a better-educated workforce, a safer community, a healthier citizenry, and a fiscally strong and efficient government in Greater Memphis.” Further, each initiative also has its own common agenda developed by a range of stakeholders and multipronged strategy for achieving those goals.

### 2) Shared Measurement systems

Each initiative of Memphis Fast Forward has separate goals and metrics that are tracked, monitored, and shared with the community through public reports. For example, the Operation Safe Community initiative was assessed using city statistics, such as looking at trends in major violent crimes, property theft, etc. Progress towards each initiative’s goals is captured and visible in a publicly available “macro-dashboard” that tracks the overall progress of Memphis Fast Forward, increasing the transparency and collective responsibility of the organization as a whole.

### 3) Mutually Reinforcing Activities

Each of the five initiatives ties back to the central vision articulated in the common agenda and the works of the other initiatives. For example, economic development relies on a well-educated workforce of graduating students, who also require a vibrant economy to provide employment. For the agenda of creating more jobs with a better-education workforce, the Consilience Group has worked closely with the municipal government and the agencies in the city to deliver ongoing professional services, such as offering workshops, to the public. Using city spaces and outreach, the group uses its resources to teach skills to the general public.

#### 4) Continuous Communication

The leaders from the five initiatives meet monthly to discuss progress, share challenges, develop strategies and learn from one another. Additional communication is maintained through the website where all 5 initiatives are linked through the MFF page with an openly accessible dashboard. Within initiatives, meetings are held regularly as decided by the stakeholders and are complemented by initiative-specific websites that communicate progress through clearly laid out strategies and dashboards.

#### 5) Backbone Support Organizations

Memphis Tomorrow serves as the administrative infrastructure for Memphis Fast Forward, providing staff and support for the broad collective impact effort. It has coordinated pooled funding efforts for specific programs and strategies of the five initiatives relying on board involvement to raise the funds. In one such effort, \$35 million was raised over a five-year period<sup>1</sup>. Additionally, each of the initiative has its own backbone organization with its own name, website, two to three staff dedicated to the initiative, and a public-private leadership team.

Reference: Collective Impact Forum | Resources. (2019). Retrieved 24 August 2019, from <https://www.collectiveimpactforum.org/resources/memphis-fast-forward>

## Interview Results

The Research shop investigated the applicability of the collective impact model to the mobility lab by interviewing 10 members of participating organizations. Interviews lasted from 10 minutes to three and a half hours.

The partners that were interviewed were primarily non-profit, government and social organizations involved with the mobility lab. A few were end users who were involved in specific projects while others were involved since the inception of the mobility lab. Individual e-mails were sent out to the partners inviting them to interview and were conducted in-person or over the phone.

### Partner Organization Role and Involvement

#### Organization Role

The interviews started out by asking organizations for their roles in the community, i.e. how they contribute to mobility, and their reasons for involvement in the mobility lab. Organizations responded to this question along two lines. Government organizations participating stated their role was to build better transportation options in the city for its citizens. Non-profit organizations stated their role was to help develop a transportation system that was supportive of local businesses and/or improve environmental sustainability and access to healthier, more active modes of transportation in the city. In the latter case, these organizations work actively towards developing multimodal means of transportation, including biking and carpooling. Several campaigns have been run in Hamilton by individual organizations to aid their use.

### Partner Organization Goals/Motives

The majority of the organizations interviewed were introduced to the Mobility Lab through Evergreen. When asked about their objectives in joining the Mobility Lab and their involvement so far, the responses were very diverse. Four of the ten partners indicated specific projects, such as the pedestrianization of King William Street, that acted as the primary goal for their involvement with the mobility lab. Others indicated having more general goals, such as advocating for anything related to transportation in the city.

Partners were also asked about their reasons for being part of the Mobility Lab. Four of the ten partners joined in with specific ideas that they hoped would be worked on while others believed that there was a pre-existing set of goals for the Mobility Lab that would be implemented. This was reflected in how involved the different interviewees were in the Mobility Lab and how frequently they attended meetings, with those with specific objectives being more involved.

The highly involved partners attended all meetings and knew the structure of the Mobility Lab and its motivations, while less involved partners had only attended a few meetings and had a limited idea of the scope of the Mobility Lab. These partners saw the Mobility Lab as working on a diverse array of initiatives, such as safety, sustainability and transportation in the city. They were also unsure of how to contribute meaningfully to the Mobility Lab outside of attending meetings and workshops. Despite a lack of clarity around the common agenda of the Mobility Lab for a subset of the interviewees, all showed a willingness to continue participating in the Mobility Lab as they thought it has potential to bridge several interdepartmental gaps in city administration, which would allow for faster implementation of mobility-related projects.

## Impact of Involvement

When asked about the impact of their involvement with the Mobility Lab so far, most organizations responded that they've been able to build contacts and gain access to networking opportunities. The highly involved partners also felt like they had been able to shape the discussion within the Mobility Lab to align with their vision. However, the peripheral group of members stated they had wished for earlier involvement so that they could've had input when choosing the projects that the Mobility Lab would pursue.

"As a resident, who is not involved in the city or Mac. You walk into a room and you realize that these are all professionals or academics. What am I doing here?" – P9

While the pedestrianization of King William Street was one of the more recognizable projects of the Mobility Lab, three of the ten partners felt that this was not necessarily the most impactful. Two of these three partners indicated that other projects that aligned with the City of Hamilton Transportation Workplan may be better for the Mobility Lab to pursue. One partner felt that there had not been any significant impact thus far due to the microfocus of the group and wanted to see more macro level initiatives take priority. This partner did not provide any specifics as to what a macro level project would look like.

"I see the mobility lab as something that can bring groups together and move a concept of a project collaboratively... to implement things as opposed to using up resources to do some cool things but that are not a priority" – P3

## Applying the CI Model to the Mobility Lab

This part of the report corresponds to Section 3 of the interview where we asked participants to evaluate each of the five conditions of the CI model.

### Common Agenda

In terms of a common agenda, two of the partners indicated that the Mobility Lab does not have any common agenda. Most of the remaining interviewees thought the main idea of the Mobility Lab is to bring relevant partners to the same table and engage them in a conversation that could potentially lead to mobility project ideas and their

implementation. Other suggestions for the common agenda ranged from tackling safety, to accessibility and health issues, to bringing different stakeholders to the same table. Four partners stressed that Mobility Lab should involve improving transportation in the city. They further elaborated that the Mobility Lab should be working towards ensuring a safe, healthy and multimodal transportation system.

#### Shared measurement system

Five of the partners indicated that there was no shared measurement system in place. Three were unsure and two did not answer. The partners suggested that measures should be based on specific project goals and objectives. They emphasized the importance of looking into past projects to measure their impact. The interviewees would be willing to come together to reflect on what has been done, look at the lessons learned and suggest next steps. Partners also focused on the importance of longitudinal data collection.

“...measure the culture change by asking citizens different questions. Do a partnership assessment by asking questions like, ‘since the start of the Mobility Lab, have you expanded your contacts? Has it changed your thinking on transportation in Hamilton? Has it altered your thinking?’” - P9

#### Mutually reinforcing activities

The interviews did not demonstrate much evidence of mutual reinforcing activities between the partners. The general theme was that partners do not spend much time discussing their activities at meetings. Each partner pointed out the specific activities and resources that they can offer when it comes to mutually reinforcing activities. These ranged from providing data analytics, people for the projects, guidance and research. Within their capacity, partners are willing to engage and facilitate discussion among stakeholders within and outside of the Mobility Lab. As partners have diversified knowledge, they contribute to generating new ideas to intervene through brainstorming (which they are currently doing in the Mobility Lab) and to provide support during project implementation.

#### Continuous Communication

At present, Mobility Lab partners mostly communicate through emails and at the meetings. When asked about their primary mode of communication, all partners

indicated e-mail. The other way in which they communicated was in-person at meetings. Meetings (in the Mobility Lab) are mostly workshop style. At the beginning they have presentations followed by design charrettes and/or focus groups. Sometimes the facilitator initiates discussion by dividing them into smaller groups and this helps the partners warm up to one another. Partners provided suggestions in improving communication through circulating a newsletter or a website that can archive the activities of the Lab.

### Backbone organization

At the conception of the Mobility Lab, Evergreen assumed the leadership role. However, when the organization left Mobility Lab, interviewees suggested there was confusion as to the organization that would coordinate the group's activities. Partners pointed out that meetings became more infrequent since Evergreen left. Some partners assumed that Mobility Lab may have lost its funding. One partner felt that there was no governance at all in running the Lab. The remaining partners did not offer much insight pertaining to the backbone organization of the Lab.

## **Future Directions**

This section corresponds to Section 4 of the interview. We asked our interviewees questions pertaining to the 'Future Directions' that they would like the Mobility Lab to take. We specifically asked about structure, impact and their involvement for the future. Results from this section are organized into future directions for the following themes: structure, impact, involvement, and communication.

### Structure

Majority of the interviewees pointed out that a clear structure and governance is missing from the mobility lab. They felt that even a little bit more structure could potentially clarify their role in the lab and generate more impact. Most interviewees suggested creating a stronger structure in terms of having a lead organization to consolidate the entire group. However, several interviewees stated they want to stay away from a hierarchal structure as that could create a less welcoming environment. One partner suggested having a partnership between McMaster University and the City of Hamilton to run the Mobility Lab. Most of the other partners did not provide a clear structure that they would like to see but indicated that they would be open to coming together and discussing a structure and a strategy for the Mobility Lab to take. Further, they also felt that the structure should be a mix of formalities and informalities as a rigid structure may deter participation.

In case of governance, partners noted that the current partners are mostly from government or formal organizations. They suggested to include more partners from other sectors such as grassroots level organizations and informal community organizations. The partners found that the Mobility Lab mainly focused on adding partners who are working in the transportation-related sectors. However, it will be beneficial to include stakeholders who will be impacted by the transportation/sustainability mobility projects, such as end-users of the system. To ensure the sustainability of the current structure of Mobility Lab, several participants highlighted the need for a secure source of continuous funding.

“I think it can sometimes get a little bit stale, if there are not new groups coming to the table, as frequently as you like. If it’s always the same people, you’re going to only ever hit the same key things. So it could be neat to have, you know, encourage people that are on the team to outreach other groups and have them be a part of it” – P1

### Impact

Three of the interviewees made references to the City of Hamilton Transportation Masterplan and indicated that alignment with that plan could generate greater impact. The rationale behind this was that it would be a better way to garner support and resources from the city. Those who came from more of a “civilian” perspective said that having the end-users of the system being involved from the get go would be an important step to make sure projects are designed to be user-centric. Additionally, the responses of the interviewees seemed to point towards bringing everyone on the same page and establishing a focus for the lab. Some interviewees felt that longevity and maintenance of projects would be impactful while others felt that small that produce quick results may be a better approach to create impact. Two interviewees questioned the impact of projects such as the pedestrianization of King William street. Not all partners were aware and involved in the decision-making process for that street and felt that future pilots like these should involve more partners.

“I think that the projects have been a bit too micro for the bigger players...maybe that was the vision...if they are going to invite big players (such as the HSR) [you have to] keep them engaged ... keep it at a macro level” – P10



## Involvement

All interviewees wanted to continue their involvement with the Mobility Lab. They see the potential of everyone coming together to talk about mobility and are willing to work on projects. With that being said, there seemed to be a lack of ownership in regard to how much they would like to be involved. Most interviewees indicated that they would play the role of the facilitator and provide guidance where required but were less committed to leading and implementing projects.

## Communication

Partners suggested some improvements for the communication method. They suggested that there be a schedule for the meetings (e.g. monthly, bi-monthly) and more informal discussion among the partners should be encouraged. Partners should also be communicated with on a one-to-one basis as sometimes they may not be comfortable to share their honest opinion in front of the group. One-third of the partners suggested the need for a website or virtual archive where all meeting minutes and other relevant materials will be publicly available. In addition, partners think that Mobility Lab should focus on advertisement to promote their goals and activities. For example, using social media, live streaming of the meetings, posters, and introducing quarterly newsletter.

If the Mobility Lab is turning towards a more collective impact group, several partners mentioned the need for a mission statement, aims/focus, and a Terms of Reference. They also stated that Mobility Lab should invest more in branding, such as developing a logo.

Additional knowledge gaps include whether or not government assistance will be compromised, job prospects after the program (are you guaranteed to find a job?), whether Canadian immigrants are allowed into programs, and (geographic) apprenticeship locations (e.g., will you need to relocate?).

# **Recommendations**

Recommendations are organized into ways that Mobility Lab can better achieve the five conditions of the CI model and are based on findings from the interviews.

## Create a common agenda

Based on the interviews, we recommend that the Mobility Lab meet with all partners and engage them to set a concrete agenda. Keep this meeting open ended and encourage dialogue to see the perspectives of the different stakeholders. It will be important to include more end-users and members from diverse backgrounds (grassroots, citizens, government, non-profits, etc.) in order to ensure diversity in perspectives. This agenda should be articulated through a vision, mission statement, and terms of reference that can be easily accessed by partners (e.g., on a website).

### Measure Impact

The need for qualitative data collection was identified through the interviews. Key performance indicators (KPI) should be developed and tracked on a longitudinal basis. To better understand the impact of the projects of the Mobility Lab, all relevant stakeholders (within and outside Mobility Lab) should be consulted and asked about their evaluation of the projects and the impact of the Mobility Lab in a more open-ended form.

### Foster Mutually Reinforcing Activities

The partners indicated that they would be open to providing resources (time and people) to help implement different projects. The capacity for involvement of each partner should be clarified and leveraged to implement projects. Even when deciding on projects to focus on, include a diverse range of partners so that partners are interested and looking forward to work on the projects.

### Continuous Communication

Create one place for both organizations inside and outside the lab to get information. Several partners suggested a website where information about the lab, meeting minutes, the projects the lab is working on, etc, can be accessed. We recommend the use of a website for both internal (within the partners) and external (anyone else) communication. The website can not only serve as a place for the partners to get information, but it can also be a place to display these partnerships and the projects to the general public. The website can also house newsletters that highlight the activities of the Lab.

### Backbone Support Organization

Dedicating at least one or two individuals to coordinate the activities of the Mobility Lab on a regular basis could be beneficial to increasing the impact of the lab. Some partners

suggested the potential for having someone from the City and someone from McMaster involved. We recommend assigning a few key individuals to organize the activities and communication of the Mobility Lab and ensuring that the partners are aware of these key individuals.

If the Mobility Lab desires to continue operating in a CI model, interviews with the partners indicate that there is a need to have a clear governance structure in place alongside a clarification of partner roles and responsibilities. In addition, the Lab should have a mission statement, aims/focus, a Terms of Reference and secure resources and support from the different partners.

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# Appendix A: Interview Guide

## INFORMED CONSENT:

Thanks so much for agreeing to an interview. My name is \_\_\_\_\_ and I am a Research Associate with the McMaster Research Shop. We are a group that works with community organizations to answer their research questions. Currently, we're doing research to put together a report for the Mobility Lab to assess its activities and impact to date.

We're hoping to interview you today to learn about your experience with the Mobility Lab and what future direction the lab can take to strengthen its impact. The interview will take less than an hour to complete, and we will be asking you about the work that the organization you work for does, your partnership with the mobility lab and future directions. All of this information will be made into a report that will be available to you, should you want a copy.

If you agree to participate, your identity will be kept confidential. You can skip any questions that you don't want to answer, and you can stop participating at any time by letting me know. If you decide not to participate or to withdraw, this will not impact your relationship with the Mobility Lab.

Do you have any questions at this point?

Okay, before we go ahead with the interview, I need your verbal consent to continue. Please say "Yes" or "No."

[If yes]: Great! Before we get started, is it okay if we record this interview in order to have it for reference later?

[If yes]: Great!

[If no]: Not a problem! We will try our best to take notes.

[If no]: No worries. Thank you for your time. Did you have any questions or anything you'd like to let us know?

## QUESTIONS:

(The interviewer begins by reading this brief description of the Mobility Lab)

Led by the City of Hamilton and the Office of Community Engagement, Mobility Lab has been building on ideas developed at the Bay Area Transportation Summit in 2017 and focuses on a shared desire for sustainable, inclusive, diverse, and accessible mobility for all Hamiltonians. Since Mobility Lab was formed in November of 2016, it has brought together roughly 25 partners from various organizations to work together towards these shared goals. The key goal of Mobility Lab is social change in the mobility sphere.

The Mobility Lab is in conversation with its partners about what structure partners would like the group to take, which could include continuing with the social lab model, or convening as another kind of collaborative. An evaluation of the impacts from the lab so far will generate useful insights about the benefits of past efforts, and some future directions for improvement as the group considers this possible transition. Particularly as the lab seeks to strengthen its collective impact (CI), identifying which elements of the CI model are strengths and which need to be strengthened will be helpful for partners connected to the Lab.

### Section 1: Partner Background

1.1. Organization Name:

1.2. Under what category would you classify the organization you represent?

For-profit business  
Charity

Social Enterprise

Not-for-Profit

Government

Education

Other (please specify)

1.3. What does your organization do in the community?

1.4. What does sustainable mobility mean to the organization?

→ If they are unsure of what 'sustainable mobility' means, use the terms 'sustainable transportation' or 'active transportation'/'

1.5. How does the organization contribute to mobility in Hamilton?

### Section 2: Partner Relationship to the Mobility Lab

2.1. How did you hear about/get involved with the mobility lab?

2.2. What is your organization's goal in being part of the mobility lab?

2.3. How involved would you say you currently are with the mobility lab?

- What are some activities that you have participated in?
- Do you regularly attend the meetings?
- What has your role been so far?

2.4. What has been the impact of participating in the mobility lab, if any? Please explain.

### Section 3: The Collective Impact Model

Collective impact can be described as a structured collaborative effort between a group of people to achieve positive change on a social problem. Typically, organizations work in isolation towards a social problem. The goal of the collective impact model is to bring those stakeholders together to have a greater impact than if they were working on the problem themselves. We are interested in seeing the applicability of this model to the mobility lab and the next few questions are related to the collective impact model.

3.1. What do you see as being the common agenda for the mobility lab?

3.2. What actions can your specific organization contribute to address the common agenda that you mentioned?

3.3. Presently, are there any measures in place to assess the impact of the mobility lab?

[If yes] What are they? Can you give me some examples

[If no] Do you have any ideas on what measures can be introduced?

3.4. How does the mobility lab group communicate?

-> Are the current communication methods working?

-> Do you have any suggestions of ways to improve communication in the group?

3.5. How is the group currently governed?

-> Is the current governance model working?

-> Do you have any suggestions of ways to improve governance in the group?

#### Section 4: Future Directions

4.1. Where do you see the mobility lab going?

→ In terms of structure

→ In terms of impact

→ Do you see your organization staying involved in the mobility lab?

4.2. What steps are required for the mobility lab to go in the direction that you stated in the previous question?

4.3. What do you see your role as being in this direction that you carved out in the previous question?

4.4. Currently, is there anything missing from the mobility lab that you think is needed to move in the direction that you identified?

→ Are there any barriers to achieving this direction?

#### Section 5: Partner specific questions

5.1. Would you be interested in being part of a sustainable mobility focus group, relating to the work of Mobility Lab?

5.2. Do you have any additional comments pertaining to the mobility lab that you would like to make?



## Appendix B: Interview Matrix

	Questions			
	Where do you see the mobility lab going? In terms of structure? In terms of impact? Do you see your organization staying involved in Mobility Lab?	What steps are required for the mobility lab to go in the direction that you stated in the previous question?	What do you see your role as being in this direction that you carved out in the previous question?	Is there anything missing from mobility lab currently that you think is needed to move in the direction you identified? Are there any barriers to achieving that direction?
P1	1) Not too familiar with governance, it's great to have different groups come together but it gets stale when no one takes the lead 2) For impact, the group has the capacity for change by coming together with different groups and piloting, we would love to be continue to be a community partner	More regular meetings, network, share best practices	Continue being a partner and host projects as well	Website featuring past minutes and live streams of meetings
P2	Impact - multimodal transportation, more projects like the King William street pedestrianization, Involvement - Help decide on the projects and see who could help with those, support the mobility lab	Equity in transportation needs to be a focus and affordable transportation	Attend meetings, provide inputs, network inside and outside of the lab to help with implementation	Not Answered
P3	Structure: The city is not the lead, they can facilitate but not lead Impact: You discover that overtime. but longevity of projects Involvement: Status quo, provide guidance	Look at the City Masterplan and take projects from there	To guide and facilitate	Clear governance and structure
P4	Come together once we get a report on the status of the mobility lab, bring the group together, would like to stay involved	Bring partners back to the table and evaluate the present and come up with a plan for the future	Be a collaborative partner bringing that health lens	A facilitator group
P6	Structure: Follow blueprints of the City, Impact: Increase transportation projects with social impact, Organization would continue to stay involved	Not Answered	Continue to support projects, provide students to help	Follow city blueprints to enable productivity
P8	Structure - Impact - Solving transportation challenges in the city transportation masterplan Involvement - continue to stay involved	Dedicated funding and resources, taking a more innovative approach to the city transportation masterplan	Bridge between different organizations and the collective	Website to showcase the mobility lab, Funding,
P9	Structure - not a hierarchy but rather a cohesive/holistic, mission statements and some sort of an organization chart, make it more inclusive. Impact - More civic engagement, Involvement - help with mission implementation, support and receive the impact	Start by compiling the informations - like a web page? Make sure this is worthwhile for the people coming in	Help out, provide a civilian perspective	Information - if someone asks me what is the mobility lab, what do i say? Where do i point them?
P10	Impact - Quick win demonstrations are great but would want something more long-term, something more advocacy based, esp. advocating for more transportation Involvement - Would love to continue involvement	Facilitate individual and group conversations, follow-up with partners more, find a focus	Would love to meet up and help strategize.	The focus on transit is missing, more of an innovative approach
P11	Structure - Needs to be clarified, partners need to come together and settle on that Impact - Combo of quick wins and long-term Involvement - Would love to stay involved	1) Follow/align with city Masterplan 2) Get everyone on the same page and establish focus	1) Provide guidance and resources 2) Help strategize to come up with a foundation	1) Website 2) Clear governance and Structure