

From Many Peoples Strength: How to use Collective Impact Approaches to Strengthen Access to Justice



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EXECUTIVE SUMMARY

The 2026 Dean's Forum builds on past efforts to strengthen Access to Justice in Saskatchewan, focusing on system-wide collaboration. This year, projects aimed to produce practical resources for stakeholders. Our project, Advancing Collective Impact Strategies for Access to Justice Stakeholders, developed and user-tested a "How-To" guide for implementing collective impact strategies to improve coordination, alignment, and measurable outcomes across family justice and broader access to justice initiatives.

Collective impact approaches provide structured methods for multiple organizations to work together toward shared goals, especially when addressing complex challenges that no single organization can solve alone. Successful initiatives typically involve five conditions: a common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and backbone support.

Our project is anchored in the 2013 Roadmap for Change, which emphasized the need for a culture shift within the legal profession, arguing that meaningful A2J progress required new mindsets, new ways of working, and stronger cross-sector collaboration.

Although the Roadmap identified culture shift as essential, it did not provide clear guidance on how to achieve it, prompting further exploration in subsequent initiatives.

Early Dean's Forum meetings (2013–2014) in Saskatchewan took up this challenge by examining the values, skills, and professional identities that would need to evolve for lawyers to support justice innovation.

Building on this foundation, our project advances this work by developing a practical collaborative resource: a collective impact guidebook designed to help support culture change across Saskatchewan's justice systems. The guide uses family justice as a primary example while offering tools and approaches that can be adapted more broadly. We hope the resource will also be useful to justice sector stakeholders beyond Saskatchewan.

Consultations with stakeholders from justice, health, education, government, and community organizations, both provincially and nationally, revealed that many already incorporate elements of the five collective impact conditions. Some do so with explicit knowledge of the framework, while others have developed similar practices independently. This reflects Saskatchewan's strong culture of collaboration and relationship-based problem solving across sectors, particularly within the access to justice community.

It is important to note that **collective impact is one structured approach to supporting collaboration, but it is not the only way to foster coordinated action**. It can be especially useful for complex, system-level challenges that involve multiple actors and mandates. For initiatives suited to this approach, a collective impact framework can help make existing collaborative efforts more visible, aligned, and sustainable by providing shared language, structure, and tools. This project builds on Saskatchewan's existing strengths and collaborative momentum by offering a practical framework to foster greater collaboration, alignment, and measurable impact in collective efforts.

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INTRODUCTION

Saskatchewan has a strong foundation for access to justice (A2J) and justice reform. The province is rich in initiatives, community organizations, and committed individuals working to help clients navigate the justice system. Reflecting Saskatchewan's motto, From Many Peoples Strength, there is a clear cross-sector willingness to collaborate. This is apparent through long-standing impactful initiatives, such as regular cross-sector attendance at the Dean's Forum on Access to Justice meetings since 2013, Saskatchewan Access to Justice Network meetings since 2016, and numerous collaborative projects that have emerged from these spaces¹.

The Cromwell Report, published in 2013,² called on Canadian jurisdictions to: introduce a culture shift across the legal profession, and establish access to justice collaboratives with coordinators to bring together cross-sector stakeholders.³ However, the Cromwell Report did not articulate the specific mechanisms or strategies through which a culture shift could be introduced or sustained.

Locally, the 2013 and 2014 Dean's Forum meetings explored practical ways to advance a culture shift in the legal profession.⁴ These earlier Dean's Forum themes emphasized:

The need for a culture shift in legal practice (2013–2014) ⁵	Recognition that future legal services require new skills and professional identities (2014) ⁶	The role of collaborative design strategies in driving innovation (revisited in 2021) ⁷
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¹ Centre for Research, Evaluation, and Action Towards Equal Justice [CREATE JUSTICE]: <<https://law.usask.ca/createjustice/index.php>> & Dean's Forum on Access to Justice and Dispute Resolution: <<https://law.usask.ca/research/research-centres-and-initiatives/deans-forum-on-access-to-justice-and-dispute-resolution.php>>.

² Access to the Civil and Family Justice Action Committee, *Access to Civil and Family Justice: A Roadmap for Change* (Ottawa: Action Committee on Access to Justice in Civil and Family Matters, October 2013) at 7 [*The Cromwell Report*].

³ *Ibid*, at 5 and 7.

⁴ An originating theme of the Dean's Forum was introducing a "culture shift" in the legal profession <https://law.usask.ca/documents/research/deans-forum/01_FirstMeeting_2013SummaryNotes.pdf>.

⁵ "The Dean's Forum on Dispute Resolution and the Justice System" (Forum at the College of Law, University of Saskatchewan, 20 September 2013).

⁶ The 2014 Dean's Forum focused on "Justice Innovation and the Culture of Legal Practice", noting at 3, "If the future of law is to see lawyers delivering legal services differently, lawyers will need to adopt a different set of skills and adjust their professional identities" <law.usask.ca> [<https://tinyurl.com/3pz9zsdr>].

⁷ The idea of culture shift through using collaborative design strategies was also revisited by the 2021 Dean's Forum in "A Tale of Two Labs: Implementing Legal Innovation Labs in Saskatchewan" (2021) at 3: <<https://law.usask.ca/documents/research/deans-forum/familyfollow-upreport-2020.pdf>>.

Our topic builds on this earlier Dean's Forum work by focusing on how a collective impact approach can strengthen access to Saskatchewan's family and civil justice systems.

Specifically, the "**Advancing Continuous Improvements in Family Justice System**" project (**the project**),⁸ which brings together participants committed to ongoing collaboration to strengthen Saskatchewan's family justice system.⁹

The specific origins of our project are in a meeting of the June 2024 Saskatchewan Access to Justice Network, during which some members identified an interest in collectively advancing family justice system improvements in Saskatchewan. To advance those interests, a "Family Justice Community of Practice" was launched in Winter 2024 and CREATE Justice applied and successfully received a CBA Law For the Futures Fund grant to support Phase 1 of the project.

The **project has unfolded in three phases** and is presently in Phase 3:

Phase 1(2025 Dean's Forum and Summer 2025 consultations): mapping existing family justice processes during the 2025 Dean's Forum and follow-up focus group consultations in Summer 2025 to assess the relevance and adaptability of strategy mapping for Saskatchewan.

Phase 2 (Fall 2025 Saskatchewan Access to Justice Network meeting): supported by another CREATE Justice-led CBA Law For the Futures Fund grant focused on capacity building by sharing the focus group findings and identifying a common agenda and planning next steps during a workshop associated with the Fall 2025 meeting of the Saskatchewan Access to Justice Network.

Phase 3 (2026 Dean's Forum): Development of a practical "How-To" Guide for implementing strategy mapping and collective impact approaches. The guide responds directly to Network and workshop participants' interest in strengthening alignment, learning, and measurable outcomes across the family justice system.

⁸ CREATE Justice <https://law.usask.ca/createjustice/projects/current-projects/advancing-continuous-improvements-in-the-family-justice-system.php>; Participants in this project have expressed an interest in ongoing connection and collaboration for family justice system improvements in Saskatchewan see Phase 1 Report & Nov 3-4, 2025 workshop.

⁹ Brea T. Lowenberger, Innovation in Justice The Dean's Forum on Access to Justice & Dispute Resolution (Law 440.3), Phase 1 Report & Nov 3-4, 2025 Workshop (College of Law, University of Saskatchewan 2026).

As such, this paper focuses on the development of a practical “how to” guide for implementing strategy mapping and collective impact approaches.

Collaborative frameworks and governance approaches, including collective impact and strategy mapping, offer a way to address these challenges by creating a framework to identify shared goals, measurement and clear alignment across organizations. Collective impact is essentially about solving complex problems together—on purpose, with structure, and with shared accountability. We care about it because it works differently (and more effectively) than isolated projects or one-off collaborations. The current challenge, however, is not understanding the concept of collaboration itself, but implementing these frameworks in ways that are practical, inclusive, and genuinely useful. There is an ongoing struggle to balance making these approaches broad enough to be inclusive, while still being specific enough to be useful and to provide meaningful, actionable indicators of success. As articulated in the CBA Report:

It has been said that the justice system lacks a CEO. The justice system is a system of systems, each with its own diffuse leadership (levels of court, levels of government, professional bodies, service providers) and underdeveloped mechanisms for communication, cooperation and collaboration.¹⁰

This paper and accompanying guide, respond directly to this challenge by focusing on the how. The aim is not to replace existing collaboration, but to strengthen it by offering a shared framework that supports alignment, learning, and measurable progress. The sections that follow describe the methodology and insights that informed the guide’s development.

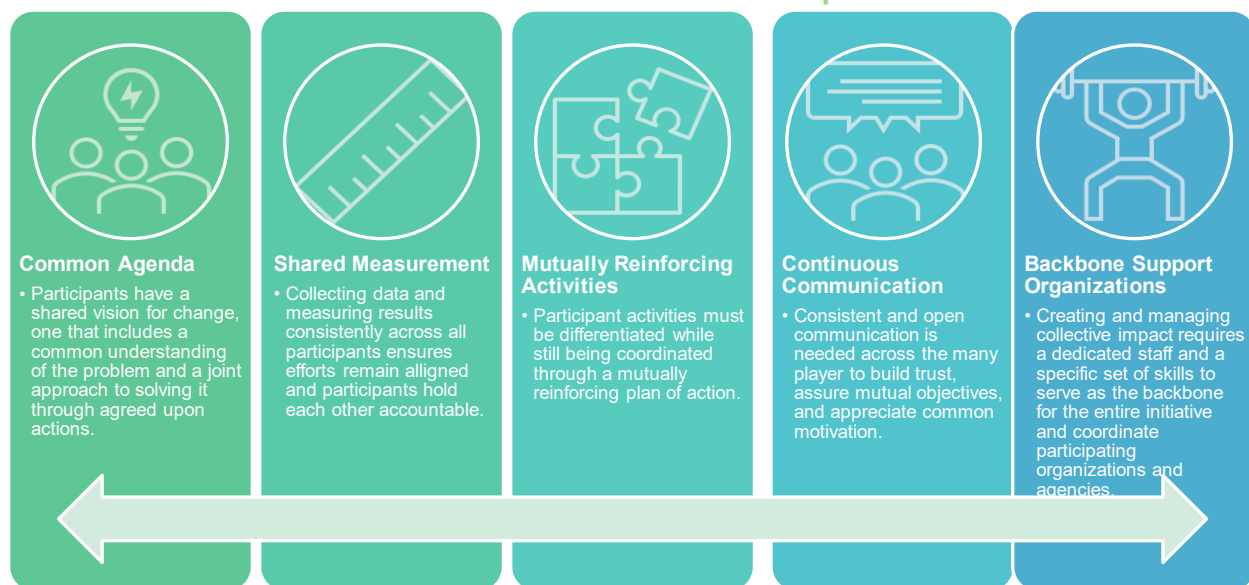
¹⁰ CBA Access to Justice Committee, *Reaching Equal Justice: An Invitation to Envision and Act*, (Ottawa: Canadian Bar Association, 2013) at 48 [CBA Report].

METHODOLOGY

Before we could even begin developing this How-To Guide, we had to first understand what Collective Impact approaches really involve. At the start of the project, both of us had limited exposure to these frameworks. We were fortunate to be introduced to practical examples by Brea Lowenberger, including the process map that was workshopped by the 2025 Deans' Forum¹¹, and strategy maps developed and used in BC¹² and Alberta¹³, which helped us see how these approaches work in practice.

Our understanding was further shaped by the Tamarack Institute's Collective Impact framework, based on the key themes outlined in the 2011 Stanford Social Innovation Review article Collective Impact¹⁴ written by John Kania and Mark Kramer. This foundation clarified the five core pillars of Collective Impact and gave us a better sense of how the process is structured, applied, and communicated to stakeholders.

5 Core Pillars of Collective Impact



¹¹ Brenna Triffo & Donnelly Morrison, "Before You Separate, Read This...: Applying Principles of Good Legal Design to Create a Process Map of the Family Justice System for Self-Represented Litigants" (12 March 2025) online (pdf): <<https://law.usask.ca/documents/research/deans-forum/2025-topic-2-resource-before-you-separate.pdf>> [2025 Dean's Forum].

¹² Transform the Family Justice System (TFJS), "The How – a Strategy to Transform the Family Justice System" (April 2022), online: <<https://transformfamilyjusticebc.ca/strategy/>>.

¹³ Diana Lowe, "Re-imagining Alberta's Family Justice System: An Introduction, Canadian Institute for the Administration of Justice" (September 2021) at 1164, online: <<https://coilink.org/20.500.12592/tdz0fj9>>.

¹⁴ John Kania & Mark Kramer. "Collective Impact." Stanford Social Innovation Review 9, no. 1 (2011): 36–41. <<https://doi.org/10.48558/5900-KN19>>.

Our project combined three complementary research components

1. Literature Review
2. Existing Initiatives
3. Stakeholder Consultations

Each of these components informed the design and content of the “How-To” Guide, ensuring it reflects both evidence and real-world experience.

LITERATURE REVIEW

We conducted a review of existing literature on collective impact, governance models, and collaboration. Particular emphasis was placed on frameworks and approaches to cross-sector collaboration, common barriers to effective collaboration across organizations and sectors, and practical considerations for implementation. We also engaged in peer learning through user testing a chapter of the Collaborative Leadership Guidebook with the other Dean’s Forum group, which provided applied insight into collaboration frameworks. The literature helped ground the guide in established research while identifying recurring challenges and enabling factors relevant to collaborative work in complex systems. See **Appendix A** for a full list of literature.

EXISTING INITIATIVES

Several initiatives and examples from Canada and globally demonstrate how collective impact approaches have been applied in practice, offering lessons for stakeholders in Saskatchewan. Looking at real-world examples really helped us understand how collective impact works. Seeing theory in action was key for us; it was one of those “aha” moments that made the approach click.

One of the most striking examples of collective impact comes from a small county in Oregon, which set out to eliminate teen pregnancy.¹⁵ **Over ten years, they achieved a 75 percent reduction**, despite participating groups having very different approaches.¹⁶ Health advocates promoted safe sex, educators emphasized sexual literacy, and faith-

¹⁵ Mark Friedman, *A Strategy Map for Results-Based Budgeting: Moving From Theory to Practice* (Washington, DC: The Finance Project, September 1996), ERIC No. ED400102, <<https://files.eric.ed.gov/fulltext/ED400102.pdf>> & <<https://raguide.org/a-successful-turn-the-curve-strategy-how-tillamook-county-oregon-did-it/>> [*A Strategy Map for Results-Based Budgeting*].

¹⁶ Mark Cabaj & Liz Weaver, *Collective Impact 3.0: An Evolving Framework for Community Change* (2016) online (pdf): Tamarack Institute at 9.

based organizations prioritized abstinence.¹⁷ By aligning around a common goal, establishing shared measures, and coordinating their activities, these diverse stakeholders achieved remarkable results. This example highlighted for us how structured collaboration can unite groups with polar opposite views to produce measurable outcomes.

Canadian examples also provide guidance. The Saskatchewan Health Authority and its' partners have used collective impact to support reductions in emergency room wait times,¹⁸ while in British Columbia and Alberta, strategy mapping has been used to transform the family justice system.¹⁹ For the **Transforming the Family Justice System project**, stakeholders have used the **InsightVision Platform** to support their work. InsightVision is an online collaborative platform that supports strategy development, implementation, and data management. It allows stakeholders to track progress against shared goals, coordinate actions, and store information centrally. The platform makes complex system change manageable and visible. One key feature, highlighted in AB/BC is zoomable, interactive strategy maps that let all participants see how their work connects to larger goals, improving alignment and engagement. It also supports iterative progress, tracking both actions and outcomes in a meaningful but not onerous way, which helps coalitions coordinate, adapt, and sustain long-term transformation.²⁰

Guidance for this project has also come from the Tamarack Institute's Five Conditions of Collective Impact²¹ and the 2025 Dean's Forum report "**Before You Separate, Read This...**".²² Tamarack provides a clear five-part framework and related resources provide guidance for aligning efforts, tracking progress, and sustaining collaboration across sectors. The Dean's Forum report demonstrates a process for stakeholder consultation and the development of a public-facing process map, offering a practical example of how to move from consultation to implementation. By integrating these frameworks with strategy mapping and platforms like InsightVision, the project reinforces the importance of backbone support, coordinated data management, and practical tools to guide system transformation.

¹⁷ *A Strategy Map for Results-Based Budgeting*, *supra* note 15.

¹⁸ Adrienne Danyliw, Saskatchewan Health Authority, "Design, user-testing, & implementation strategy for a Strategy Map & Collective Impact Implementation Guide" (30 January 2026) via zoom online communication [communicated to author].

¹⁹ InsightFormation, Inc., "Transforming the Family Justice System: Case Study" (2022), at 3, online (pdf): <<https://static1.squarespace.com/static/576aec9ed2b8579bb7ce3e26/t/634f429cda939877933abfed/1666138781872/TFJS+Case+Study.pdf>> [*Transforming the Family Justice System: Case Study*].

²⁰ *Ibid* at 5.

²¹ Tamarack Institute, "Tool: Five Conditions of Collective Impact." (May 4, 2017), online (pdf): <<https://www.tamarackcommunity.ca/interactive-tools/five-conditions-tool>>.

²² *2025 Dean's Forum*, *supra* note 11.

Figure 1: Existing initiatives

Initiative	Context	Approach Used	Key Lessons
Oregon Teen Pregnancy Reduction Initiative	Small county in Oregon seeking to reduce teen pregnancy	Common agenda, shared measurement, coordinated but distinct stakeholder activities	Diverse stakeholders with differing philosophies can align around shared outcomes when supported by structured collaboration and agreed metrics
Saskatchewan Health Authority (Emergency Room Wait Times)	Provincial healthcare system improvement	Collective Impact principles applied to system performance improvement	Shared measurement and coordinated action can improve complex service delivery systems
Transforming the Family Justice System (BC & Alberta)	Provincial family justice reform initiatives	Strategy mapping and Collective Impact framework supported by InsightVision platform	Interactive strategy maps improve alignment; shared data systems enhance accountability and transparency
Grande Prairie Pilot Project: Family Law Pre-Court System Engagement (Alberta, 2024)	Judicial Centre of Grande Prairie pilot supporting Reforming the Family Justice System (RFJS); designed to reduce toxic stress on families caused by adversarial processes; grounded in ACEs and resilience research	Mandatory pre-court identification of non-legal challenges; required pursuit of supports and ADR; judicial safety screening; informed by brain science and Adverse Childhood Experiences (ACEs) research	Court processes grounded in developmental science can reduce adversarial escalation, mitigate toxic stress, and prioritize child resilience and well-being
InsightVision Platform	Online collaborative strategy and data management tool	Centralized tracking of goals, actions, and outcomes; interactive strategy maps	Technology can make complex system change visible, manageable, and iterative
Tamarack Institute Framework	National guidance on Collective Impact	Five Conditions of Collective Impact	Provides structured implementation model, especially regarding backbone support and shared measurement
2025 Dean's Forum Report, Before You Separate, Read This...	Saskatchewan stakeholder consultation process	Public-facing process map and collaborative design	Demonstrates how consultation can translate into practical implementation tools

STAKEHOLDER CONSULTATIONS

Our methodology was grounded in qualitative stakeholder consultation and user-centered design. Saskatchewan is rich not only in natural resources but, fortunately for all of us, also in the knowledge and experience of its diverse stakeholders and organizations. We sought to draw on this expertise to inform the development of a practical How-To Guide by engaging stakeholders from justice, family services, education, health, and related systems change contexts.

We employed purposive sampling, selecting participants based on their expertise in justice, education, health, governance, and systems change. This approach ensured that consultations captured informed cross-sector perspectives directly relevant to the research questions and reflective of the interconnected nature of family and civil justice reform.

A semi-structured set of consultation questions was developed and tailored to different stakeholder groups. This approach allowed us to maintain consistency across consultations while exploring issues specific to each participant's role and mandate. Questions focused on understanding of Collective Impact frameworks, governance structures, data sharing practices, implementation feasibility, adaptability across sectors, and perceived barriers to collaboration.

Over a two-week period, we conducted virtual consultations with representatives from the Saskatchewan Health Authority, the Ministry of Justice and its Dispute Resolution Office, the education sector, the private legal sector, Legal Aid Saskatchewan, CLASSIC, the Elizabeth Fry Society of Saskatchewan, and the Centre for Transformation at the University of Calgary. A full list of participants is provided in [Appendix B](#).

Prior to each consultation, participants were provided with the proposed questions (see [Appendix C](#)) and a short backgrounder outlining the project and the concept of Collective Impact (see [Appendix D](#)). Given our own evolving understanding of collective impact at the outset of the project, we felt it was important to provide a clear, high-level overview to ensure a shared baseline for discussion.

WHAT WE HEARD

The consultations provided rich insights into how collective impact can be applied in practice and how a practical guide could support that work. Stakeholders across sectors emphasized the value of collaboration, while cautioning that collective impact is one of several approaches to advancing change. Collaborative frameworks are already widely

used in other complex fields, such as health,²³ and consultees noted that meaningful progress often occurs when individuals or organizations move forward with a clear vision and invite others to participate, rather than waiting for full consensus or formal structures.

A consistent theme was that ideas and expertise are abundant within existing networks, but challenges arise around coordination, clarity, and momentum. This highlighted the need for backbone support: organizations or individuals who can coordinate efforts, facilitate communication, and translate high-level strategy into actionable steps without creating barriers or requiring complete alignment before action. Simplicity and usability were also emphasized. Stakeholders stressed that resources must be clear, visually accessible, and practical, with visual tools and templates helping participants understand what steps they can take and how to contribute within their capacity and role.

SUPPORT FOR A HOW-TO GUIDE

There was strong consensus that a How-To Guide would be useful. Its value, consultees noted, depends on the issue, scope, and mix of stakeholders, reflecting the broader literature that collective impact is one of many approaches. The guide was seen as useful beyond direct participation in collective impact initiatives, both as a facilitation tool and a reminder of why the work matters. It also helps establish a **common agenda** by providing shared language and a framework at the outset. As one consultee explained:

If there's a framework, saying this is a project we are going to start on and we are going to use the collective impact framework, that's half the battle.

In this way, the guide supports alignment, clarifies purpose, and creates conditions for sustained collaboration.

OPPORTUNITIES AND CHALLENGES

Consultees highlighted the potential of systems-level transformation to bring together diverse perspectives and resources. Frontline service providers, government actors, and academics each contribute unique knowledge and tools, and collaboration allows these assets to be pooled toward shared goals. As one participant noted:

What big systems transformation does is it actually enables bringing different resources together... and being able to share them together for that high-level goal.

²³ University Health Network, “Reducing wait times through a collaborative approach” (23 October 2023) online: <uhn.ca> [<https://tinyurl.com/ywj324pa>].

Progress in complex systems was consistently described as iterative rather than linear. Change happens incrementally, with learning and adaptation as essential components. “Perfection is not the goal ever, but it is the progress,” observed by one participant. Time and capacity were recognized as ongoing challenges, yet consultees emphasized that engagement depends on shared priorities and purpose: “People use ‘time’ as a cop out, because you always have enough time for the things that are most important to you.” These insights underscore both the promise and the practical realities of collaborative systems change.

RELATIONSHIPS

Relationships were consistently identified as central to effective collaboration. Trust, familiarity, and reciprocity allow participants to share resources, coordinate actions, and address gaps in commitments without blame. Strong relationships also reduce onboarding time for new participants and help maintain momentum despite challenges. As one consultee noted, “all the theories in the world won’t make any difference” without trusting relationships, highlighting the essential component of meaningful systems change.

FREQUENCY OF MEETINGS

When asked about how frequently stakeholders should meet, all consultees noted that meetings should occur more frequently early on to **build momentum, establish consensus, and maintain urgency**. Over time, as progress is made and implementation is underway, meetings can be scaled back to a maintenance schedule, such as quarterly or bi-annual large gatherings, with smaller action-team meetings in between. The exact frequency should balance project goals, stakeholder capacity, and accountability, ensuring participants remain engaged and supported without burnout. Overall, frequency was seen as context-dependent and most effective when collectively agreed upon and supported by clear expectations and accountability.

TENSIONS AS OPPORTUNITIES FOR GROWTH

Consultees emphasized that tension within collaborative work should be understood not as a barrier, but as a necessary condition for learning and innovation. While shared agreement provides an important foundation, creativity and progress often emerge from engaging with differences in perspectives, priorities, and capacities. Participants noted that collaborative spaces tend to focus on consensus, while more difficult conversations about disagreement are often left unspoken. When these tensions are not surfaced, they can quietly undermine commitment and momentum over time. As one consultee explained:

You come into those meetings and absolutely there's a lot that we agree on, but the things that eat at the commitments are the areas where we don't agree and we're not talking about... And so where that can be made a bit more visible, you can already start to address it beforehand and then that helps to keep the momentum.

Creating intentional space for honest conversations about differences was seen as essential to maintaining trust, strengthening collaboration, and keeping people connected over time.

DATA SHARING

Several stakeholders reflected that, in some areas, organizations are already sharing data as part of their ongoing collaborative efforts. At the same time, when new data requests are introduced, additional time and staff capacity are often required to collect, prepare, and report information. While there is generally a willingness to contribute data, consultees noted that these efforts can stretch existing resources and may divert attention from frontline work.

Consultees emphasized the importance of approaching data sharing thoughtfully and with a clear purpose. Rather than viewing it solely as a reporting requirement, some described data as a valuable tool for learning and continuous improvement. As one consultee shared:

In an era of open data, instead of being afraid of it, we should start digging into it and seeing what it tells us. It can help us refine our practices and better serve our clients and communities.

Additional considerations included privacy and confidentiality obligations, data storage and security, and the need for clear frameworks to guide the development of data sharing agreements. Stakeholders stressed the importance of well-defined processes to ensure data is shared responsibly, consistently, and in compliance with legal and organizational requirements.

BACKBONE SUPPORT

Consultees consistently highlighted backbone support as essential for effective collective impact. Rather than directing work, the backbone role creates the conditions for collaboration to function smoothly, including coordinating partners, supporting shared measurement, maintaining communication, and translating high-level strategy maps into actionable steps. Even when not formally designated, someone handling practical coordination, such as sending meeting invites, circulating notes, following up on action items, and keeping shared information current, was seen as critical for maintaining

momentum, clarity, and accountability. Where this support exists, multi-stakeholder initiatives are more organized, productive, and sustainable, and where it is absent, progress is harder.

GUIDE DEVELOPMENT PLANNING

When we first began visualizing the guide, we knew we wanted it to be concise, visually clear, approachable, and practical, providing users with meaningful tools while avoiding information overload. We decided to base the resource on the five pillars of collective impact, which offered a clear framework for organizing content and guidance (see **Appendix E**). Research and consultations highlighted that collective impact involves diverse stakeholders working toward shared goals using common measurements, but it is only one way to collaborate and should not be seen as the only approach. In practice, members of a collective often use other methods internally in their own organizations and even when working with external groups on other initiatives. A key theme was the need to present information clearly and simply.

We aimed to keep the guide under 10 pages to balance essential content with space for diagrams, flowcharts, and charts. Stakeholders recommended using multiple formats such as step-by-step instructions, visual flowcharts, templates, and checklists to make the guide actionable, adaptable, and easy to follow. Templates provide starting points, while visual elements help make the guide non-threatening and show users what actions to take.

In planning the design, we drew on the 2025 Deans Forum, *Before You Separate* resource,²⁴ which relied on Margaret Hagan's principles for user-centered legal design. These principles, including ample white space, clear hierarchy, limited fonts, careful use of colour, and alignment to natural eye flow, guided the structure. The planned layout included a one-page overview of the collective impact process and one page per pillar, outlining objectives, importance, and possible approaches.²⁵ Additionally, as a way to integrate the feedback received from the Nov 2025 workshop, we included an Adaptive Loop diagram as part of a consideration that needs to be taken to answer questions set out in the common agenda pillar.²⁶

²⁴ *2025 Dean's Forum*, *supra* note 11.

²⁵ *Ibid*, at 8 and 9 citing Margaret Hagan, "Communication Design for Lawyers" (last visited 22 February 2025), online: <lawbydesign.co/design-process/communication-design-for-lawyers/> [Hagan, "Communication Design"].

²⁶ "Advancing Continuous Improvements in the Family Justice System in Saskatchewan: "The Collective Impact of a Well-being Focus in Family Law" Follow-Up Report & Summary Notes, November 3-4, 2025, CREATE Justice, University of Saskatchewan, draft, on file with author.

USERTESTING

Our initial goal was to user test the guide with at least one stakeholder, followed by testing with students. Given the project timeline, we met with one of our consultees just as the first draft of the guide was coming together (see **Appendix F**). Although the guide was still in draft form, the timing worked well, and the feedback helped shape early revisions.

A key takeaway was that language really matters. Plain language, clarity, and simplicity, especially in crisis-related work, are essential. The feedback reinforced the need for the guide to be easy to understand and practical to use.

Feedback on Shared Measurement pointed to the need to better explain how data alignment works in practice, not just why it matters. Mutually Reinforcing Activities was seen as especially strong, clearly connecting how organizations work together and why that coordination matters. A final suggestion was to clearly define key terms to avoid confusion and support accessibility.

CONCLUSION

This paper is a brief discussion of the collective impact framework as it relates to strengthening Saskatchewan's family and civil justice systems. It summarizes key elements of structured collaboration, describes themes emerging from consultations with cross-sector stakeholders in Canada, and reviews relevant literature on collaborative governance, strategy mapping, accountability, and systems change. It also outlines practical considerations for applying collective impact principles within the family justice context.

This report, together with the accompanying "How-To" guide, is designed to serve as a practical tool to assist forum members in discussing, assessing, and implementing collaborative approaches to justice system improvement. Grounded in the five conditions of collective impact and informed by local experience, this guide provides a framework that supports alignment, learning, and measurable outcomes, building on Saskatchewan's strong culture of cross-sector collaboration and offering a model adaptable to other jurisdictions seeking meaningful systems change.

APPENDIX A: LITERATURE REVIEW

This appendix lists the main articles and abstracts we reviewed to support the ideas and findings in this work.

John M Bryson, Frank Ackermann & Colin Eden, "Discovering Collaborative Advantage: The Contributions of Goal Categories and Visual Strategy Mapping" (2016) 76:6 *Public Adm Rev* 912.

Collaboration can make sense when there is some sort of "collaborative advantage" to be gained, meaning organizations can achieve something together that they cannot easily achieve by themselves. However, the literature is essentially silent on how to identify collaborative advantage. This article addresses this shortcoming in the theory of collaborative advantage for public purposes by proposing a set of goal categories that may be used to help articulate collaborative advantage and introducing the use of visual strategy mapping as part of a facilitated group process to figure out what the collaborative advantage might be. Collaborative advantage, as it is normally understood, consists of shared core goals. Collaborative advantage for public purposes should take into account public values beyond shared core goals.

John M Bryson, Barbara Barberg, Barbara C Crosby & Michael Q Patton, "Leading Social Transformations: Creating Public Value and Advancing the Common Good" (2021) 21:2 *J Change Manag* 180.

This essay explores what is involved in leading a social transformation to create public value and advance the common good. The contrast here is with strategic leadership of organizations, collaborations, and social movements. Leading a social transformation is much bigger. The required changes are multi-issue, multi-level, multi-organizational, and cross-sectoral, and can cross national frontiers. Deep and broad changes, often involving radical innovations, are needed. Deep and abiding changes in relationships – and power relationships – among people and groups are required. Leadership of organizations, collaborations, and social movements is still important for transformation, but not enough. Instead, advancing social transformation requires leadership that is deeply relational, visionary, political, adaptive, and comfortable with complexity.

Mark Cabaj & Liz Weaver, *Collective Impact 3.0: An Evolving Framework for Community Change* (2016) online (pdf): [Tamarack Institute](#)

The article, *Collective Impact*, published in the *Stanford Social Innovation Review* in 2011, introduced the world to a compelling new way to make community-wide efforts to tackle complex issues more systematic. While six years of experimentation have demonstrated

that the collective impact framework is ‘roughly right’, this paper describes six ways that it can be improved and yield even better results.

Ming M Cheng & Kenneth A Humphreys, "The Differential Improvement Effects of the Strategy Map and Scorecard Perspectives on Managers' Strategic Judgments" (2012) 87:3 *Accounting Rev* 899.

This study examines the effect that two key balanced scorecard (BSC) framework elements—causal linkages between strategic objectives in the strategy map and performance measures categorized by scorecard perspective—have on managers’ ability to interpret the strategic relevance of external information and use this information to evaluate the appropriateness of an organization’s strategy. We conduct two experiments, finding that presenting a set of strategic objectives as a strategy map enhances both managers’ information relevance and strategy appropriateness judgments. We attribute this improvement to the explication of causal linkages between objectives in a strategy map. In contrast, presenting performance measures categorized by scorecard perspective only improves managers’ strategy appropriateness judgments when the managers are provided with a set of strategic objectives that are not presented in a strategy map structure. Our study contributes to the literature by demonstrating that these two elements of the BSC framework have differential decision-facilitating impacts on managers’ strategic judgments.

John Kania & Mark Kramer, "Collective Impact" (Winter 2011) *Stanford Social Innovation Rev* 36.

The scale and complexity of the US public education system has thwarted attempted reforms for decades. Major funders, such as the Annenberg Foundation, Ford Foundation, and Pew Charitable Trusts have abandoned many of their efforts in frustration after acknowledging their lack of progress. Once the global leader—after World War II the United States had the highest high school graduation rate in the world—the country now ranks 18th among the top 24 industrialized nations, with more than 1 million secondary school students dropping out every year. The heroic efforts of countless teachers, administrators, and nonprofits, together with billions of dollars in charitable contributions, may have led to important improvements in individual schools and classrooms, yet system-wide progress has seemed virtually unobtainable. Our research shows that successful collective impact initiatives typically have five conditions that together produce true alignment and lead to powerful results: a common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and backbone support organizations.

Andrew F MacLennan & Constantinos C Markides, "Causal Mapping for Strategy Execution: Pitfalls and Applications" (2021) 63:4 *California Manage Rev*, Article 00081256211019799.

Organizations can attempt to improve strategy implementation by developing strategy execution maps, which aim to translate strategic objectives into specific activities and provide sufficient clarity to inform employees' decisions and actions. However, managers often encounter pitfalls, both in framing the process and in developing maps. This article suggests how to overcome these pitfalls, describes several applications of causal maps to further enhance strategy execution, and illustrates strategy execution maps for organizations with distinctive strategies.

Seulki Lee & Sonia M Ospina, "A Framework for Assessing Accountability in Collaborative Governance: A Process-Based Approach" (2022) 5:1 *Perspect Public Manag Gov* 63.

Despite the complexities involved around the accountability mechanisms of collaborative governance, little is known about how to assess accountability at the network level and disentangle possible accountability deficits. This study first explicates the nature of collaborative governance accountability in contrast to accountability in traditional public administration and market-based governance. The analysis shows how collaborative governance accountability is distinctive: (a) accountability relationships shift from bilateral to multilateral; (b) horizontal as well as vertical accountability relationships are involved; (c) not only formal standards but also informal norms are used; and (d) accountability challenges move from control/audit issues to trust-building and paradox management issues. We then propose a framework for accountability in collaborative governance, drawing its dimensions from the process-based accountability research. Our framework builds on three dimensions of collaborative accountability—information, discussion, and consequences—and elaborates on their components and indicators. Based on the framework, questions to guide future research are provided, focusing on tensions and paradoxes that can arise in each process dimension as primary accountability challenges in collaborative contexts.

APPENDIX B: LIST OF CONSULTEES

The individuals listed below have consented to their names being included in this report.

- Adrienne Danyliw, Saskatchewan Health Authority
- Curtis Howie, Systems Change in Education
- Lora Bansley, Ministry of Justice
- Stacy Muller and Itemobong Umoh, Dispute Resolution Office, Ministry of Justice
- Charmaine Panko, KC, Family Law Instructor, Mediator, and Practitioner
- Jayne Mallin, Chief Executive Officer, Legal Aid Saskatchewan
- Chantelle Johnson, Executive Director, CLASSIC
- Kenzy Horudko and Violeta Dima, Elizabeth Fry Society of Saskatchewan
- Diana Lowe, KC, Senior Director, Centre for Transformation, University of Calgary

APPENDIX C: QUESTIONS

Please note that this is a bank of the questions we asked consultees. Not all consultees were asked each question. Rather, questions were assigned to consultees based on their experience and expertise.

Questions surrounding background and familiarity with collective impact tools.

- Have you or your organization ever used strategy maps or any other collective impact tool? If so, where does your organization fit on the strategy map?
- How have strategy maps or collective impact tools been used between multiple parties in a family law dispute?
- What are some tools or strategies you've used to motivate parties in dispute to agree to a common agenda or mutual objectives?
- What are some critiques that have been brought to your attention regarding the usage of strategy maps in AB/BC?
- How does a strategy map allow for learning and adaptation when assumptions are proved wrong?
- How could the usage of strategy maps be adapted when used in sectors other than the Family Justice System?

Questions surrounding collaboration, governance and stakeholder dynamics

- What factors might support or limit your organization's ability to use collective impact tools?
- What other strategies would make collaborating with other stakeholders easier?
- What do you believe are some missing discussions that need to be addressed before stakeholders are able to collaborate with each other?
- From your experience, how specific do shared goals need to be to drive meaningful action?
- How can collective impact avoid over-relying on a small number of actors?
- How should participation differ for frontline staff versus leadership?
- How can leadership be shared without slowing progress?
- Do you have any suggestions on how to avoid ambiguity about who is responsible for what?

Questions surrounding implementation, planning and operational considerations

- How often do you believe stakeholders need to meet to discuss a plan of action set in place by a strategy map or a collective impact tool?

- How useful do you think a “How-To” guide for implementing collective impact strategies would be?
- What format or structure would make this guide easiest to use (e.g., step-by-step instructions, visual flowcharts, templates, checklists)?

Questions surrounding data sharing and regulatory/policy considerations

- What information or resources would help you feel confident sharing data with other stakeholders?
- What policy or regulatory considerations should the guide address to be practical for government use?

APPENDIX D: BACKGROUNDER

BACKGROUNDER: Advancing Collective Impact Strategies for Access to Justice Stakeholders

The Dean's Forum on Dispute Resolution and Access to Justice (the Dean's Forum) is an initiative that engages justice community stakeholders in Saskatchewan in a dialogue about access to justice (A2J) and the future of the legal system. Dean's Forum students ground their work in the touchstone report of the National Action Committee on Access to Justice, *Access to Civil and Family Justice: A Roadmap for Change 2013 (A Roadmap for Change)*. The students prepare literature reviews, look to initiatives that are happening across Canada and internationally, and conduct consultation interviews with key stakeholders within the province on each topic. The students will then present on those topics on Dean's forum day, which will be held on Mar 5th, 2026 - The Fourteenth Meeting.

Project Details

Our group's project is titled **"Advancing Collective Impact Strategies for Access to Justice Stakeholders."** We have been tasked with designing and user testing a "How-to" guide for implementing a collective impact strategy.

In Saskatchewan, there is an opportunity to support greater coordination in certain areas of A2J reform. In particular, there is potential to further align ongoing efforts and to develop shared approaches to monitoring progress and understanding collective outcomes.

Collaborative frameworks and governance approaches, such as collective impact and strategy mapping, can help support this work by providing a structure for identifying shared goals, developing common measures, and encouraging alignment across organizations. Collective impact strategies are used in many sectors globally, including the justice sector, health, and business.

As background, collective impact is commonly described as involving five conditions. The chart titled

"THE 5 CONDITIONS OF COLLECTIVE IMPACT", was developed by the [Tamarack Institute](#), a leading facilitator of collective impact across North America.

THE 5 CONDITIONS OF COLLECTIVE IMPACT

Common Agenda	All Participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.
Shared Measurement	Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.
Mutually Reinforcing Activities	Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.
Continuous Communication	Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation.
Backbone Support	Creating and managing collective impact requires a dedicated staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.

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Your input will help us develop a practical resource to support collective impact strategies for A2J, which will be shared and further developed at the Dean's Forum in March.

APPENDIX E: PAGES OF THE DRAFT HOW TO GUIDE


DEAN'S FORUM
ON ACCESS TO JUSTICE AND DISPUTE RESOLUTION

A Guide on How to Use Collective Impact Approaches to Strengthen Access to Justice

INTRODUCTION

The Collective Impact ("CI") Approach is a strategy created by the Foundations Strategy Group ("FSG") which allows organizations to work together to address complex social challenges.

The 5 Conditions/Pillars of a CI Approach are:

- 1. **Common Agenda** – agreeing to a common goal
- 2. **Shared Measurement** – agreeing to shared ways of tracking progress
- 3. **Mutually Reinforcing Activities** – focusing on strengths while collaborating together
- 4. **Continuous Communication** – having consistent communication
- 5. **Backbone Support** – having dedicated personnel in supporting ongoing efforts

SUCCESSFUL CI EXAMPLES

- **BC's A2J Network** has adapted this CI approach, working to transform the family justice system, and the network has evolved to call itself a "Collective Impact Network".
[https://tinyurl.com/mu5y3p]
- **Greg's Wings Project** has adapted this CI approach to challenge the health care system, and the Co-Pilot Collective has been created as a result.
[https://tinyurl.com/3htzr2r & https://tinyurl.com/4juc6w]

PURPOSE

The purpose of this Guide is to provide a structured framework incorporating the 5 pillars of the CI approach. The pages to follow offer guiding prompts and reflective questions designed to support collaboration, alignment, and coordinated action toward achieving a shared goal. Advancing continuous improvements in the family justice system through a CI framework is used as an example throughout the Guide, building on a Fall 2025 workshop of CREATE Justice – but the Guide can be used for any shared problem-solving.

PRELIMINARY CONSIDERATIONS

Consider agreeing to at least 3 of the following 5 questions before continuing with the CI framework (adapted from the Tamarack Institute: Tool - Assessing Readiness):

1. Do we aim to affect a "needle moving" change (i.e. 10% or more) on a community-wide metric?
2. Do we believe a long-term (3-5+ year) investment is needed by diverse stakeholders to achieve success?
3. Do we believe cross-sector engagement is essential for community-wide change?
4. Are we committed to using measurable data to set the agenda and improve over time?
5. Are we committed to having community members as leaders, partners and producers of impact?

After answering the questions above and before diving into the 5 pillars of CI framework, we must identify who the influential champions are, the urgency of the issue at hand and whether we have adequate resources to tackle this issue.

Checklist: Step by Step Guide



PRELIMINARY CONDITIONS

Considering the preliminary conditions above, if it is determined that the CI approach is appropriate, a group can then move on to the following 5 Pillars.

FIRST PILLAR: COMMON AGENDA

Begin by ensuring that all participants gathered around the table have a **shared vision** for change, including a common understanding of the problem and a joint approach to solving it through agreed-upon actions.

SECOND PILLAR: SHARED MEASUREMENT

Next, identify a common set of metrics that allow participants to collect data and measure results consistently to aid with tracking progress for decision making.

THIRD PILLAR: MUTUALLY REINFORCING ACTIVITIES

To continue, we must create plans of action, weaving existing programs together in a supportive system, while centring on the issue at hand to advance progress.

FOURTH PILLAR: CONTINUOUS COMMUNICATION

As collaboration continues, we must create formal and informal processes to keep stakeholders engaged and encourage open communication to discuss and address issues as they surface.

FIFTH PILLAR: BACKBONE SUPPORT

Lastly, six core roles should be considered for different individual(s) and/or organization(s) to facilitate the CI initiative.


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First Pillar: Common Agenda



The following questions and exercises will help create a shared vision of a common agenda.

1.0 - GUIDING PRINCIPLES:

Determine shared principles that will guide the group in making decisions. Refer to the Strategy Map referred to during the Nov 2025 Family Justice Workshop. E.g. see sample principles in the map that have guided individual and collective family justice reform efforts in British Columbia.



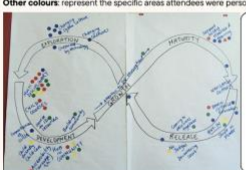
1.1 - COMMON PROBLEM (UNDERSTANDING):

Set boundaries on the urgency of the issue (e.g. families' well-being is not being met) together with the shared principles determined above under Pillar 1.0, identify what will and will not be done to resolve it. E.g. to advance continuous improvements in family justice, we may need to expand the membership of SK A2J Network's current family justice community of practice to include more interdisciplinary perspectives.

1.2.1 - GOALS AND SUBGOALS:

Looking at the Adaptive Loop Diagram from the Nov 2025 Family Justice Workshop below, consider the applicable goals and subgoals as well as the timeline for achieving them. E.g. the main interest among some attendees is to create a multidisciplinary community hub.

Blue dots: represent where workshop attendees placed themselves on the adaptive loop (how ready for change they felt).
Other colours: represent the specific areas attendees were personally interested in working on.



First Pillar: Common Agenda



1.2.2 - GOALS AND SUBGOALS (DESIRED OUTCOME):

Determine the desired outcome, results and outputs of the established goals and subgoals.

1.2.3 - GOALS AND SUBGOALS (BOUNDARIES):

Set boundaries around the established goals and subgoals. Consider geographic scope of work, population & demographic focus etc.

1.2.4 - GOALS AND SUBGOALS (POTENTIAL STRATEGIES):

Identify who is currently doing what, and how it relates to the established goals and subgoals, then determine additional actions that need to be taken to reach the established goals and subgoals.

1.3 - FRAMEWORK FOR CHANGE:

Create a structure of how work is to be distributed. Note that working groups may need to be created and certain duties may need to be supported by backbone roles.

1.4 - PLAN FOR LEARNING:

Create a plan for learning. Consider what are we learning as a group? What is important to pay attention to right now? What trends are we seeing? How do we incorporate our learning into our current work?

1.5 - OTHER CONSIDERATIONS:

Determine other considerations needed to complete this pillar. E.g. what are some challenges that might hinder your organization's ability to achieve the goals and sub goals established above?


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Second Pillar: Shared Measurement



The following questions will help clarify the focus of CI effort by identifying a common set of metrics in tracking progress to assist with decision making.

2.0 - EVALUATION:

Set criteria for an evaluation and learning process. Consider what is already being measured and leverage it. How does your organization currently keep track of data?

2.1 - CREATING A SHARED MEASUREMENT SYSTEM:

Identify relevant metrics/indicators needed to track progress of the established goals and subgoals; no more than 10 indicators to start with, to keep it manageable. Metrics must be available consistently over time. Consider whether the metrics will accurately measure the ultimate goal/subgoals and drive the needle moving change.

2.2 - DEVELOP WORKING GROUPS

Allocate tasks of a shared measurement system based on the groups created above, under Pillar 1.3 - Framework for Change.

2.3 - OTHER CONSIDERATIONS:

Determine other considerations needed to complete this pillar.

Third Pillar: Mutually Reinforcing Activities



The following questions will help align existing efforts and resources to achieve the common agenda.

3.0 - AGREEMENT ON KEY OUTCOMES:

Reflecting on the desired outcomes created above, under Pillar 1.2.2, unanimously agree on the key outcomes to focus on.

3.1 - FOCUSING ON ORCHESTRATION AND SPECIALIZATION:

Identify who is doing what in the community? Who can do what together? How do these activities fit within a larger strategy? Note that if the organizations' programs and services are used to working independently, reinforcing activities require them to come together in understanding who is delivering what to achieve the desired outcome.

3.2.1 - ADDITIONAL RESOURCES:

What additional resources or supports are required for organizations to successfully achieve the desired goals/subgoals?

3.2.2 - ALIGNMENT OF EXISTING PROGRAMS:

What existing programs delivered by different stakeholders can be better linked or aligned? Consider any gaps in current programs and the service delivery continuum that could be altered to achieve the desired outcome.

3.2.3 - REFINEMENT IN EXISTING PROGRAMS:

What refinements in the design of existing programs and services could better support the achievement of our desired outcome?

3.3 - OTHER CONSIDERATIONS:

Determine other considerations needed to complete this pillar.

Fourth Pillar: Continuous Communication



The following questions will help identify expectations and set standards to promote trust, transparency and engagement to achieve continuous communication.

4.0 - FREQUENCY OF MEETINGS:

Determine how early and often groups need to meet to report, discuss and communicate on progress? Consider frequency based on the timeline of progress and different working groups. *E.g. meet weekly at the outset to build momentum, then transition to monthly or quarterly check-ins.*

4.1.1 - MEETING CONSIDERATIONS (WHO):

As progress continues, determine who needs to receive what information? Consider the information being presented during meetings and identify the individuals that need to receive the information.

4.1.2 - MEETING CONSIDERATIONS (HOW):

How should the information be packaged? Consider the limitations and capacity of each of the individuals, and identify efficient ways to present information. *E.g. using a one page report.*

4.1.3 - MEETING CONSIDERATIONS (WHY):

Determine what the stakeholder should do with the information being presented? Consider the purpose of the information, and what decisions need to be made in light of it.

4.2 - ADDRESSING DIFFICULT ISSUES:

What can we do to ensure difficult issues are being addressed without compromising the trust between each stakeholder? Consider ways to provide understanding if deadlines are not being met.

4.3 - OTHER CONSIDERATIONS:

Determine other considerations needed to complete this pillar.

Fifth Pillar: Backbone Support



The following exercises are designed to help identify who and what the role of backbone support will be.

5.0 - ROLE IDENTIFICATION:

Looking at the chart below, consider the number of individual(s) or organization(s) needed and who would be suitable to take on each role (adapted from FSQ: Backbone Starter Guide). *E.g. SK Health Authority's systems change department utilizes 13 staff members for backbone support.*

Data Manager Facilitator Executive Director	
Roles	Tasks
Guide Vision and Strategy	Build a common understanding of the problem Serve as a thought leader/ standard bearer for the initiative Ensure common agenda is updated as needed as strategy evolves
Advance Policy	Advocate for an aligned policy agenda Stay on top of policy developments that impact the effort
Mobilize Resources	Mobilize and align public and private resources to support initiative's goals (and the backbone itself)
Build Community Engagement	Create a sense of urgency and articulate a call to action Support community member engagement activities Produce and manage communications (e.g., news releases, reports)
Support Aligned Activities	Coordinate and facilitate partners' continuous communication and collaboration (e.g., no taskforce meetings) Recruit and convene partners and key external stakeholders Seek out opportunities for alignment with other efforts Ensure taskforces are being data driven
Establish Shared Measurement Practices	Collect, analyze, interpret, and report data Catalyze (or develop) shared measurement systems Provide technical assistance for building partners data capacity

5.1 - OTHER CONSIDERATIONS:

Determine other considerations needed to complete this pillar.

Terminology

Adequate Resources: Adequate financial resources to last at least two to three years and generally involving at least one anchor funder to support needed infrastructure and planning.

Collective Impact: Disciplined, cross-sector approach to solving complex social and environmental issues at scale.

Evaluation: Refers to a range of activities that involve the planned, purposeful, and systematic collection of information about the activities, characteristics, and outcomes of a CI initiative.

Influential Champions: An individual or small group who command the respect necessary to bring CEO level cross-sector leaders together and keep them actively engaged over time.

Needle Moving Change: Making a change in the community of +/- 10% or more.

Urgency of the Issue: A new opportunity or crisis that convinces people that a particular issue must be acted upon now and/or that a new approach is needed.

Shared Measurement Systems (SMS): Use a common set of indicators to monitor an initiative's performance and track its progress towards goals.

Theory of Change: A comprehensive description and illustration of how and why a desired change is expected to happen in a particular context.

Strategy Map: A condensed graphic that shows a logical, cause-and-effect connection between strategic objectives.

Systems Change: Shifting component parts of a system, and the pattern of interactions between these parts, to ultimately form a new system that behaves in a qualitatively different way.

System Transformation: Having multiple theories of change, which are all needed to get to a specific outcome.

Definitions of terms informed by the Tamarack Institute, the Balanced Scorecard Institute and the World Resources Institute.

APPENDIX F: FIRST PAGE OF THE DRAFT HOW TO GUIDE

A Guide on How to use Collective Impact Approaches to Strengthen Access to Justice

Introduction ~ 1 page

- Goal is to make it as simple as possible.
- Guide will be created on Canva/Adobe/Similar Software to make it visually appealing.
- First Page will explain the 5 pillars of collective impact approach.¹
- Provide examples of successful collective impact approaches by way of using case studies (hyperlink these case studies for quick reference/ or cite using tiny URL). Also provide different examples of collective impact tools like logic models, strategy maps and etc.
- First page will also explain the set-up of the guide, and how it should be followed. In particular, a step-by-step instruction on each page with checkboxes including flowcharts for visual representation.
- On the pages to follow, under each pillar section, there will be checkboxes and beside it will be prompt questions and under it there we will provide brief explanation on the “purpose” of each question. [NTD: Provide examples of how our guide could be used using the Family Justice setting. Providing possible answers either after page 5 or put it into text bubbles and input it beside the edges of each section]

To insert a picture of a flow chart/map that shows “start here” and then guide the user through the different pillars/process needed to get to an end goal

APPENDIX G: AI LOGBOOK

Date	What GenAI tool did you use?	How did you use it (e.g., prompts used)?	How did the tool do/perform?
2026-01-04	Chat GTP	Please explain what collective impact is? Like I am 5	Pretty helpful starting point. A lot of buzz words, but they resembled some of the insights in the guidebook, so I got more comfortable.
2026-01-07	Google Gemini	Journal Articles on how to promote accountability when part of a collective impact approach? Related to Canada and family law	Provided different resources that were somewhat useful, though some resources were not completely relevant to the topic I was looking for.
2026-01-19	Chat GPT	What are some good questions to ask about strategy mapping and collective impact approach?	Provided specific questions related to each part of the strategy map. Good questions to start with to help generate ideas.
2026-02-06	Evernote	Provide a transcript and a summary of the recorded conversation. Consent was obtained for all recordings.	The structure of the summary seemed generic (i.e. intro, substance, next steps), as it generalizes a lot of what was said in the meeting. But useful to get a generalized idea of what was discussed in the interview.
2026-02-07	Chat GTP	I provided the titles of our consultees and asked "can you please format and polish the list of consultees and organizations."	It gave me a clean bulleted list
2026-02-08	Chat GTP	Provided the questions we asked and asked for them to sort the	Actually pretty accurate to how we had planned them. It

		questions by theme and remove repeat questions.	was helpful to categorize via theme vs stakeholder.
2026-02-08	Chat GTP	Asked for it to find articles about the collective impact initiative in Oregon to reduce teen pregnancy.	Nothing of benefit, only provided resources I had already reviewed
2026-02-22	Chat GTP	Ask to create a map photo for "How to Guide"	Created a visually appealing photo.