



Turf, Trust, Co-Creation and Collective Impact - Tamarack Institute

FRAMEWORK

One of the main barriers to effective collaboration among people of different backgrounds and points of view is a lack of trust between them. This lack of trust often comes out of the social siloing of individuals into communities of people like themselves and limited collaboration with those who seem to have different priorities.

According to the Tamarack Institute, trust has a **physiological impact** on performance: “if individuals around collaborative tables are not connected and do not build trust, they are less likely to be effective or to bond as a team” (p. 3).

Risk and vulnerability are necessary to build trust and assess risk, according to Charles Feltman, which require consideration of four factors:

- **Sincerity, Reliability, Competence, Care**

If an organization works with a community and does not demonstrate to that community that they are sincere, reliable, competent, and that they care about that community, trust will be difficult—if not impossible—to build and maintain. The community will not be as willing to risk being vulnerable and trust that organization, limiting the long-term success of any project or collaboration with that community.

Trust long-earned can easily be lost, however, and once that trust is lost it will take time and commitment to rebuild that trust. In community building, the onus is on the organization to lead the process of rebuilding trust.

- **Strategies for rebuilding trust** - p. 8-9 of [“Turf, Trust, Co-Creation and Collective Impact”](#).

Stretch Collaboration - An approach to co-creation with a community whereby the plans for a project are “held lightly so that leaders can be ready to embrace possibilities as they emerge” (p. 11). It is based on the understanding that situations and dynamics change over time and depending on context, so it is important to be flexible and ready to make changes in collaboration with the community.

Weaver, Liz (2017). “Turf, Trust, Co-Creation and Collective Impact”. The Tamarack Institute: <https://tinyurl.com/y8epyu2v>

In the following case studies, the green boxes list the strategies used that helped build and maintain trust in the community around a project or initiative.

CASE STUDY

Trust Strategies

Residents voted for ideas at farmers markets

Residents planned and organizations calculated feasibility

Hosted developer panel for residents to ask questions

Hosted free and interactive workshops open to public

Offered free childcare and translation services

St. Paul, MN: Central Corridor Development Strategy

The Central Corridor Development Strategy was an initiative of the Mayor of St. Paul “to address potential land use, economic and social development impacts of the construction of the region’s second Light Rail Transit line” (p. 14). Two task forces formed to craft strategies for a development corridor along the route of the new light rail system. The task forces took a *holistic neighborhood approach* and focused on its growth over the *next 30 years*. Critical to the success of this initiative was the focus on *community voice throughout* the planning process, which developed a great deal of **trust** among the community, developers, and the city.

- [Video](#)
- [Two-pager](#)

Corridor Development Initiative has been replicated in [Chicago](#)



Beyond Housing's 24:1 Municipal Government Partnership

LOCAL CASE STUDY

The 24:1 Municipal Government Partnership “is a partnership of mayors, board members, and key staff people working together to find cost savings and improve services to residents” (p. 11). Cost-saving strategies include:

- Police and court reform and consolidation
- Collaboration on demolitions

Received the first collaborative grants ever issued by the following departments:

- U.S. Department of Justice (School Resource Officers in Normandy)
- Missouri Department of Conservation (TRIM: Tree Resource Improvement & Maintenance)

Ask - Align - Act

- Guiding principle of 24:1 Initiative
- Focuses on empowerment of community voice and alignment among stakeholders and community throughout planning and implementation



Recognition:

Improving Public Trust & Confidence Award from the Missouri Supreme Court Chief Justice

Trust Strategies

Resource sharing across municipalities

Collaboration for grants and other development initiatives

Developed 10 best practices for collaboration

Supporting each other's successes

Beyond Housing, “The 24:1 Initiative 2016 Impact Report” <http://www.beyondhousing.org/uploads/files/24-1-Initiative-2016-Impact-Report.pdf>

CASE STUDY

Hampton, VA: “I Value” Program

The City of Hampton’s “I Value” program is its newest community engagement initiative. The city has prioritized **consistent and continuous community engagement for more than 20 years**. These efforts have resulted in a number of sustainable initiatives that empower members of the community, such as “neighborhood divisions, a neighborhood ‘college’ (an introduction to city government) and neighborhood leadership academies” for youth and other residents.

The “I Value” program was created to gauge community priorities in response to dwindling funds in the city, which required tough choices about cutting services and increasing revenue.

Power of community voice

- 60-70% of the community supported tax increases and cuts to certain services

Groups involved in the program include:

- PTAs
- Kiwanis
- Athletic leagues
- YMCA

CHOOSE HAMPTON VA

More information is available [here](#).

Trust Strategies

Neighborhood college

Leadership academies

Variety of engagement methods

Collaboration with diverse groups

Instant polls

Participatory Budgeting