

## Welcome!

- Wellbeing Waterloo Region working group members
- Collaboratives, networks from Waterloo Region
  - Children and Youth Planning Table
  - New Story Group
  - Community Data Program Consortium
  - Solutions to Poverty Waterloo Region
  - Rural Realities Network
  - Immigration Partnership
  - Waterloo Region Oral Health Coalition
  - Cambridge Council on Aging
  - Connectivity Tables
  - Integrated Drug Strategy
  - Early Learning Alliance of Waterloo Region
  - Waterloo Region Crime Prevention Council
  - Grand River Accessibility Advisory Council
  - Waterloo Region Active Living Network
  - Homelessness and Housing Umbrella Group
  - KW4 Healthlinks

## Workshop purpose

- Discuss different kinds of governance structures, best practices for collective impact community wide work.
- Discuss the elements we would like for Wellbeing Waterloo Region and how it best fits with existing networks/collaboratives.

## Wellbeing Waterloo Region

HOW DID WE  
GET HERE?

- Waterloo Region is a community that has a number of partnerships which have made significant progress towards community wellbeing.
- Despite these efforts there are still people who do not experience wellbeing.
- Created an urgency to collaborate across these partnerships.
- To create new, significant and impactful collective solutions to improve community wellbeing.

## Our why

- We are trying to do together what no organization has accomplished or can accomplish on its own.
- We want to work together to create new, significant and impactful collective solutions to improve community wellbeing so that everyone in our community is able to thrive, and no one is left behind.

*Our Why*

## Work completed

- Developed a common wellbeing measurement system based on the Canadian Index of Wellbeing.
- We engaged the community in conversations through multiple methods to identify the most pressing priorities.
- Identified extensive list of priorities by looking at qualitative and quantitative data - balance of statistics and community input.
- Narrowed down the focus and identified three big ideas to work on collectively.

## Big ideas

### Affordable Housing:

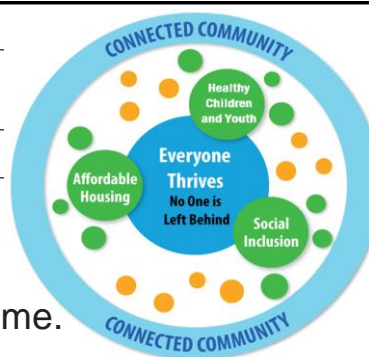
Everyone has a place to call home.

### Healthy Children and Youth:

All children and youth have the foundation they need to thrive and reach their potential.

### Social Inclusion:

Welcoming communities embrace diversity, reduce social isolation, and enable everyone to belong.



## Existing structure

- At beginning of the process we decided not to identify and adopt a formalized structure until the priorities were established.
- Four interim working groups were established.
- Interim backbone support was provided by the Region of Waterloo.
- Each group helped to achieve work completed to date.

## Planning group

- A **Planning Group** that provided direction and oversight on the overall planning process.
- This group also provided financial and in kind resources to ensure the community engagement and collective planning took place.



**United Way**  
Waterloo Region  
Communities



**Waterloo Region  
Crime Prevention Council**



**Ontario**

Waterloo Wellington Local  
Health Integration Network



THE KITCHENER  
AND WATERLOO  
COMMUNITY  
FOUNDATION



Region of Waterloo

## Reference group

- Includes members from a broad cross-section of community organizations, funders, service providers and government agencies engaged in improving wellbeing in Waterloo region.
- The Reference Group has provided input and guidance regarding the development of a wellbeing framework, key milestones and products including the evolution of the Wellbeing Strategy.

## Working groups

- **Measurement and Monitoring** working group provided guidance on our measurement approach.
- **Engagement and Communications** working group guided the public engagement and consultation process.
- **Ad hoc working groups** were also formed to implement community capacity building sessions and community forums.

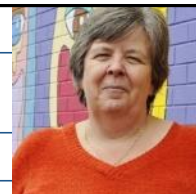
## Brings us to today

- Through input process we heard we needed to strengthen individual and organizational connections.
- Tackling complex issues of community wellbeing will require that we work together in a more connected way.
- Connecting within and across our communities, institutions, sectors and levels of government will give us the relationships, networks, support and influence we need to be the change we wish to see.
- More connected community is a necessary foundation for addressing any of the other priorities/big ideas.
- Brings us to today....So how do we better connect?
- What is a good structure to help facilitate a connected community?

## Questions



## Liz Weaver - Tamarack



- Liz Weaver is the Co-CEO of Tamarack Institute where she is leading the Tamarack Learning Centre.
- Liz is well-known for her leadership on collective impact
- She is the author of several popular and academic papers on the topic.
- She is a co-catalyst partner with the Collective Impact Forum and leads a collective impact capacity building strategy with the Ontario Trillium Foundation.

## Wellbeing Waterloo Region

### Collaborative Governance Strategies

January 23, 2018

Liz Weaver  
Co-CEO, Tamarack Institute  
[liz@tamarackcommunity.ca](mailto:liz@tamarackcommunity.ca)



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)





A Connected Force for Community Change

Join us [www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

We support **Learning Communities** around five ideas for making significant community change.



Collective  
Impact



Community  
Engagement



Collaborative  
Leadership



Community  
Development



Evaluating  
Community Impact

Turning theory into practice is critical for community change. We support two **Action Learning Communities** to get to impact.



**Deepening  
Community**

## Making Connections



Minute Marathon



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## WORKSHOP AGENDA

- Collaborative Governance – An Overview
- Table Discussion about Governance
- Practical Tools to build Effective Governance Structures



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Collective Impact and Governance: An Overview



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Setting the Stage for Collective Impact and Governance

Five Important Considerations



Community  
Readiness



Complexity  
of Issue



Community  
Context



Principles  
not  
Recipes



Collective  
Impact  
Approach



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Collective Impact: A Definition



A disciplined, **cross-sector** approach to solving **complex** social and environmental issues on a **larger scale**.

- FSG: Social Impact Consultants



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Collective Impact

DOES NOT	DOES
<ul style="list-style-type: none"> <li>• Employ a single organization or sector approach</li> <li>• Focus solely on programmatic outcomes</li> <li>• Work on short term priorities</li> <li>• Resolve simple or complicated problems</li> </ul>	<ul style="list-style-type: none"> <li>• Require a backbone investment to steward the collective work forward</li> <li>• Require diverse perspectives</li> <li>• Use data to inform the issue and outcomes</li> <li>• Focus on the systemic barriers</li> <li>• Leverage policy change opportunities</li> <li>• Leverage existing assets and programs in an intentional and aligned way</li> <li>• Focus collective resources on Impact priorities</li> </ul>



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Preconditions for Collective Impact

- Influential Champion(s)
- Urgency of issue
- Adequate Resources



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## The Five Conditions of Collective Impact

<b>Common Agenda</b>	All participants have a <b>shared vision for change</b> including a common understanding of the problem and a joint approach to solving it through agreed upon actions <b>Diverse Voices * Responsive * Community Aspiration</b>
<b>Shared Measurement</b>	<b>Collecting data and measuring results consistently</b> across all participants ensures efforts remain aligned and participants hold each other accountable <b>Exploring * Alignment * Tracking Progress * Results</b>
<b>Mutually Reinforcing Activities</b>	Participant activities must be <b>differentiated while still being coordinated</b> through a mutually reinforcing plan of action <b>Weaving * System * Supportive * Centered</b>
<b>Continuous Communication</b>	<b>Consistent and open communication</b> is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation <b>Trust * Transparency * Ongoing * Engagement</b>
<b>Backbone Support</b>	Creating and managing collective impact requires a dedicated staff and a specific set of skills to <b>serve as the backbone for the entire initiative and coordinate participating organizations and agencies</b> <b>Facilitate * Convener * Coordinate * Movement</b>



Source: FSG

www.tamarackcommunity.ca

## The Phases of Collective Impact

Components for Success	Phase I Assess Readiness	Phase II Initiate Action	Phase III Organize for Impact	Phase IV Begin Implementation	Phase V Sustain Action and Impact
<b>Governance and infrastructure</b>	Convene community leaders	Identify champions and form cross-sector Steering Committee "SC" to guide the effort	Determine initial workgroups and plan backbone organization	Launch work groups "WGs" and select backbone organization	Building out the backbone organization; evolve WGs to meet emergent strategy
<b>Strategic planning</b>	Hold dialogue about issue, community context, and available resources	Map the landscape and use data to make case	Create common agenda, clear problem definition, population level goal	Develop Blueprint for implementation; identify quick wins	Refine strategies; mobilize for quick wins
<b>Community engagement</b>	Determine community readiness; Create a community engagement plan	Begin outreach to community leaders	Incorporate community voice - gain community perspective and input around issue	Engage community more broadly and build public will	Continue engagement and conduct advocacy
<b>Evaluation and improvement</b>	Determine if there is consensus/urgency to move forward	Analyze baseline data to ID key issues and gaps	Develop high level shared metrics and/or strategies at SC level	Establish shared measures (indicators and approach) at SC and WG levels	Collect, track, and report progress (process to learn and improve)



www.tamarackcommunity.ca

## Role of the Backbone



- Guide vision and strategy
- Support aligned activities
- Established shared measurement practices
- Cultivate community engagement and ownership
- Advance policy
- Mobilize resources



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## What do we mean by backbone structures?

- Looks different across different communities
- Combines the core staffing and leadership who jointly advance the collective impact effort
- May include initial convener and/or fiscal agent/sponsor of the work



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Collective Impact Backbone Structures



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Elements of the Collective Impact Structure



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## CI Leadership Roles



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## More CI Leadership Roles



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)



## Additional Roles in Collaboration



33

[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Collaborative Governance Elements

### WHAT TO CONSIDER: PEOPLE

- Leadership
- Staffing
- Member motivation
- Member selection
- Member skills
- Community involvement and ownership
- Power relations
- Other?

### WHAT TO CONSIDER: PROCESS

- Availability of process guides
- Government mandate
- Geographic proximity
- Financial capacity
- Resource capacity
- Individual organization values
- Accountability and transparency
- Other??



34

[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

85

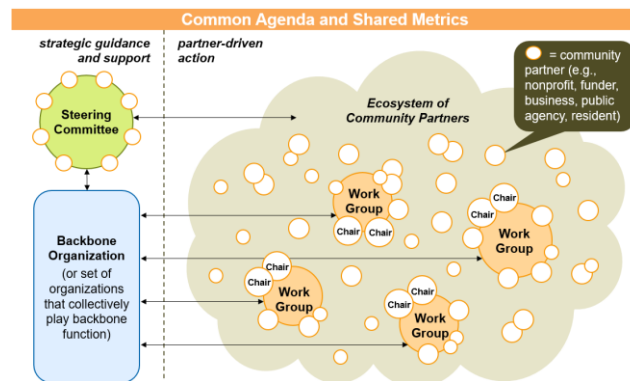
## FSG – Backbone Structure

### Cascading Levels of Collaboration



www.tamarackcommunity.ca

## Thinking about CI Governance – A Framework

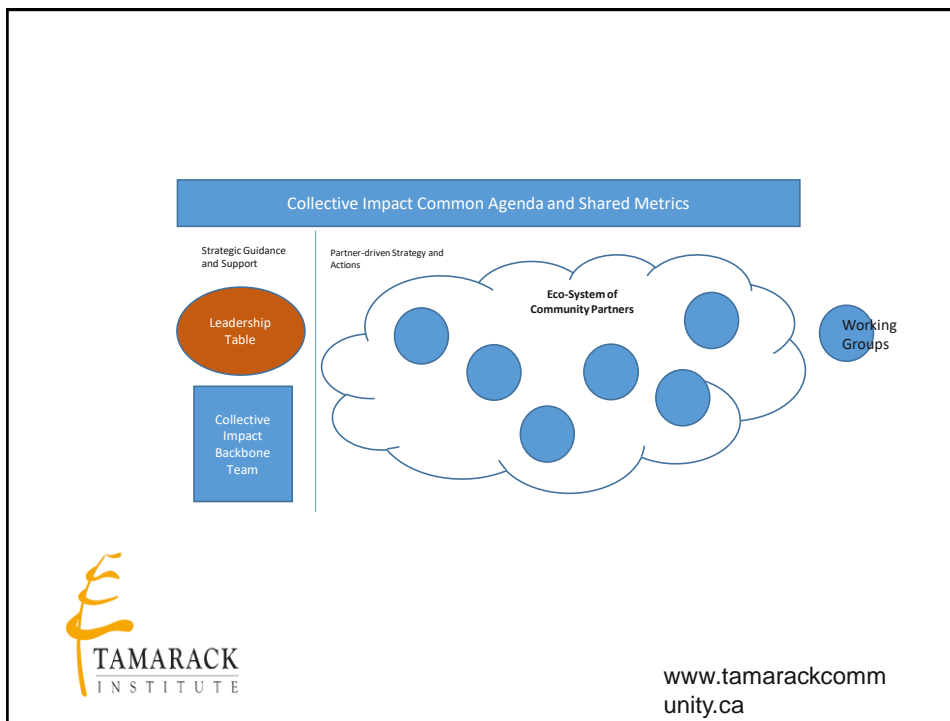


\* Adapted from *Listening to the Stars: The Constellation Model of Collaborative Social Change*, by Tonya Surman and Mark Surman, 2008.

10  
© 2014 FSG



www.tamarackcommunity.ca



## OTHER CONSIDERATIONS BEYOND STRUCTURES

Member characteristics: influence, commitment, diversity.

Decision-making: majority, consensus, etc.

Authority: Bottom-up, Top Down, In the Middle

Communication: informal, formal.

Leadership Style: charismatic, servant leadership, etc.

Group culture: risk oriented, process light/heavy, etc.

Sponsorship Arrangements: number, roles, structure.



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

### Common misperceptions of Backbone Structures

#### Common Misperceptions

- The backbone organization **sets the agenda** for the group
- The backbone organization **drives the solutions**
- The backbone organization **receives all the funding**
- The role of backbone **can be self appointed** rather than selected by the community
- The role of backbone **isn't fundamentally different from "business as usual"** in terms of staffing, time, and resources



Source: FSG Interviews and Analysis

[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Governance Road Blocks and Resistance



- Power dynamics
- Partner motivations
- Process-product tension
- Too big to fail
- Too many opportunities /lack of focus
- Lack of a road maps
- Keeping up with the pace of change
- Others you have encountered?



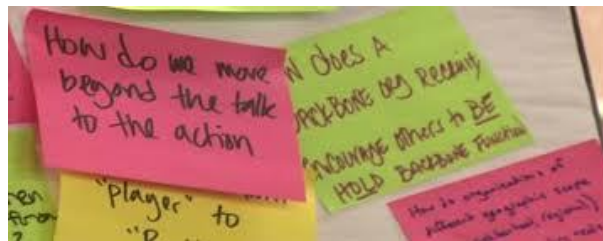
[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Questions?



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## The Role of Community Leadership



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Effective Backbone Leadership Characteristics

Stakeholders describe backbone organization leaders as:

**Visionary**

**Results-Oriented**

**Collaborative, Relationship Builder**

**Focused, but Adaptive**

**Charismatic and Influential Communicator**

**Politic**

**Humble**

*"Someone who has a big picture perspective—[who] understands how the pieces fit together, is sensitive to the dynamics, and is energetic and passionate."*



Source: FSG Interviews and Analysis

[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Adaptive Leadership Skills



- Convene stakeholders
- Focus attention on issue
- Cultivate a high aspiration
- Use framing as a tool
- Build a good enough vision
- Chunk and link work
- Go for multiple actions
- Court and mediate conflict
- Maintain productive distress
- Acknowledge multiple accountabilities



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Culture



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Practical Tools for Navigating Collaborative Governance



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Journey Mapping: An Overview



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

### What is a journey map?



- Tells the story of your collaborative journey from initial start through engagement, to where you are today
- Can be the whole story or part of the story.
- Identifies key milestones, interactions, successes, set backs and other key touchpoints
- Provides history for new comers
- Deepens/expands understanding
- Helps visualize where the journey is going



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)



## Key Questions

### LOOKING BACK

Who was involved?  
 Who led?  
 Who were key partners?  
 What was the issue?  
 How/when did people come together?  
 When did funding arrive?  
 Were there key milestones in the development?  
 Were there tangents, dead ends, discoveries?  
 What were the key drivers of change?

### LOOKING FORWARD

What needs to happen next?  
 Do we need new players?  
 When do we form our Round Table?  
 What are the steps for identifying a common agenda?  
 How will we plan?  
 When do we engage community?  
 What about resources?  
 What changes will we need to consider/make?  
 What will success look like?



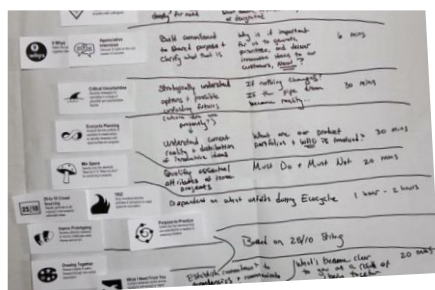
[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

Mind Map



Timeline: What has happened in the community during the time R&I has been around?

Timeline	Community	Timeline	Community
2015	Community	2015	Community
2016	Community	2016	Community
2017	Community	2017	Community
2018	Community	2018	Community



TAMARACK  
INSTITUTE

[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Journey Mapping



On Flip Chart Paper –  
capture the journey map for  
your collaborative. Be as  
creative as possible when  
tracking your journey to  
here.



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Defining Layers of Accountability

**Who** needs what  
information **packaged** how  
for what purpose?



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Key Reports and Documents

- Partner / Member Terms of Reference
- Memorandum of Understanding with Backbone Host Organization
- Decision Making Processes
- Accountability and Reporting Links
- Collaborative Theory/Framework for Change, Plan on a Page
- Key Milestone (Progress) Reports
- Others?



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Terms of Reference – Potential Content

<ul style="list-style-type: none"> <li>• Vision / Aspiration/ Common Agenda</li> <li>• Values and Principles that Guide the Collaborative</li> <li>• Scope and Purpose</li> <li>• Mandate of the Members</li> <li>• Membership</li> <li>• Structure and Accountability</li> <li>• Decision Making Process</li> </ul>	<ul style="list-style-type: none"> <li>• Staff roles</li> <li>• Conflict of Interest</li> <li>• Confidentiality</li> <li>• Review Terms of Reference Process</li> <li>• Social Inclusion</li> <li>• Schedule of Meetings</li> <li>• Other elements???</li> </ul>
--	--



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

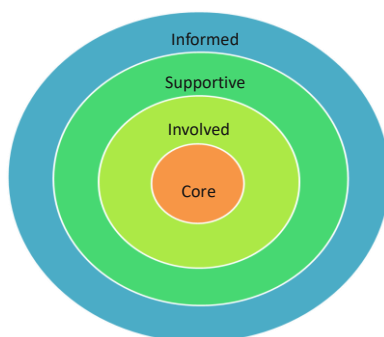
## Memorandums of Understanding

- Shared Responsibilities
- Intellectual Property and Copyright
- Termination / Amendment of Document
- Conflict of Interest
- Conflict Resolution Guidelines
- Indemnity
- Confidentiality



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Stakeholder Engagement Wheel



**Core** - Stakeholders interested in being actively involved in the functioning and development of a Collective Impact effort (e.g. meeting regularly; helping to develop sections of the plan).

**Involved** - Stakeholders who want to be frequently consulted and given opportunities to provide in-depth feedback. (e.g. Attending topic specific/community specific/age specific discussions)

**Supportive** - Stakeholders who provide some form of support and input (i.e. attending future community forums, answering surveys and providing input online).

**Interested** - Stakeholders who are kept informed of the progress of the initiative, but are not directly involved in the work (e.g. list serve, newsletter, informed about opportunities to participate)



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Final Thoughts and Reflections



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## THANKS!



## STAY IN TOUCH

To access tools, resources, webinars, and to stay up to date with the latest in community change, visit:

[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

# Collaborative Governance – Part B

Wellbeing Waterloo Region – January 23, 2018

1:00 – 3:00 pm

Liz Weaver, Co-CEO, Tamarack Institute

[liz@tamarackcommunity.ca](mailto:liz@tamarackcommunity.ca)



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Welcome

- Welcoming Remarks – Mike Murray, CAO, Region of Waterloo
- Setting the Context for the Afternoon Session



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Reflections from the Morning Session

### Small Group Dialogue

- What take-aways from the morning session are relevant to consider?
- What do we need to consider given that there are several collaboratives working on a variety of issues?
- What role should Wellbeing Waterloo Region play in facilitating a community collaborative process?
- What else do we need to consider?



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Focusing on Backbone Governance Structures

Areas of Consensus	Areas for Consideration



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Building a Collaborative Governance Structure for Wellbeing Waterloo Region

- Key Elements of the collaborative structure to consider
- Next Steps



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)

## Top 3 Pieces of Advice



What three pieces of advice do you have for Wellbeing Waterloo Region to build an effective collaborative governance structure?



[www.tamarackcommunity.ca](http://www.tamarackcommunity.ca)



