Wellbeing Waterloo Region

Enabling Structure Terms of Reference
September 2018

Our vision - what we aspire to:
A community where everyone thrives and no one is left behind.

Our mission - why we exist:
Working together differently to make transformational change in community wellbeing.

Who we are:
Wellbeing Waterloo Region brings together people and groups representing the diversity of our community.

- Local residents
- People with lived experience – we will make sure people with lived experience have opportunities to have their voices heard to contribute in meaningful ways.
- Business community
- Governments
- Health and social services
- Crime prevention and safety
- Education
- Local collaboratives/networks
- Non profit organizations
- Philanthropic organizations
- Sectors beyond social and health - such as arts and culture, environment, technology etc.
- Etc.

Our Values - How we will work together:

We are committed to shared values with a focus on collective achievements. To do that we will be:

Courageous: Having ongoing critical reflections to help us look at issues in new and different ways rather than accept the status quo, harnessing new knowledge and opportunities.	**Transformative:** Move beyond existing organizational and collaborative boundaries by fostering trusting relationships and a culture of mutual respect.
Adaptive: Continuously learning, adapting and improving our mutually reinforcing actions though the use of data, shared measurement and community input.	**Inclusive:** We will be intentional about inclusion by acknowledging that biases exist and using an equity lens to identify and address these biases.

Equitable:
All voices matter and we will provide supports and opportunities so everyone has the chance to become authentically and meaningfully involved. We will pay particular attention to and support people who have experienced oppression and people with lived experience.

Our Connected Communities
A connected community is a necessary foundation for addressing the work of Wellbeing Waterloo Region. To support and influence the change we wish to see and to focus on strengthening individual and network connections, intentional actions and communication channels will be created to foster and support our connected community. These methods and channels will be developed by the Communications and Engagement working group to ensure that participation is diverse, relevant and engaging for multiple audiences.

WWR Enabling Structure Summary

This structure for Wellbeing Waterloo Region is intended to help us work better and in new ways together to leverage local assets and mobilize for collective action. There are 6 main components to the Wellbeing Waterloo Region Enabling Structure which are described briefly below and in more detail in Appendix #1.

All groups within the enabling structure will adhere to the Wellbeing Waterloo Region principles of how we will work together: **Courageous-Adaptive-Equitable-Transformative–Inclusive**

Wellbeing Waterloo Region Connectors Hub

The WWR Connector Hub is the group that provides oversight and ensures integration for the overall directions of the collective work of Wellbeing Waterloo Region.

The WWR Connectors hub will adhere to the WWR principles and identify and harness opportunities for synergy across the three big idea areas as well as other wellbeing issues as they arise. It is the hub of all the components of the enabling structure.

The Catalyst Groups

The Catalyst Groups will take action and move the three big idea actions forward based on the challenge statements and will adhere to our principles of how we will work together. There are three Catalyst Groups: Affordable Housing, Healthy Children and Youth and Social Inclusion that will work differently and better together to identify and harness opportunities for synergy across the three big idea areas.

Systems Change Champions

The Systems Change Champions will adhere to the WWR principles and influence decisions with key organizations/groups that could help to make system level changes and decisions that support transformational change to improve community wellbeing. Specifically the group is to receive, identify and advocate for changes to policies and processes to various levels of government and other sectors. This group is to help us keep the "pulse" on the system.

Measurement and Monitoring Working Group

Provides guidance and direction on the overall measurement system as well as the tracking of individual actions for Wellbeing Waterloo Region in order to ensure the integration with the Wellbeing measurement framework. This group will also provide guidance on the overall progress reporting process and tools to ensure accountability, transparency and engagement of our community with the data collected for WWR.

Communications and Engagement Working Group

Creates the opportunities and actions to intentionally engage diverse community members and the wellbeing eco-system partners to focus on strengthening individual, organization and network connections. Provides guidance and advice to ensure that people with a lived voice participate in WWR. Develops strategies and implements actions to ensure that the diversity of our community is reflected in the involvement of WWR. Also helps to engage and rally the general public in the wellbeing work.

Backbone Organization and staff

Provides the anchoring point for the initiatives administration and infrastructure. The backbone organization requires a dedicated staff separate from the participating organizations who can plan, manage, and support the initiative through ongoing facilitation, technology and communications support, data collection and reporting, and handling the myriad logistical and administrative details needed for the initiative to function smoothly (FSG).

Ad hoc action groups

There will be the need for time limited ad hoc action groups to ensure that the specific actions are planned and developed for each Big Idea area. Ad Hoc Action Group members will include individuals from different backgrounds specific to the task at hand.

Visual for the WWR Enabling Structure
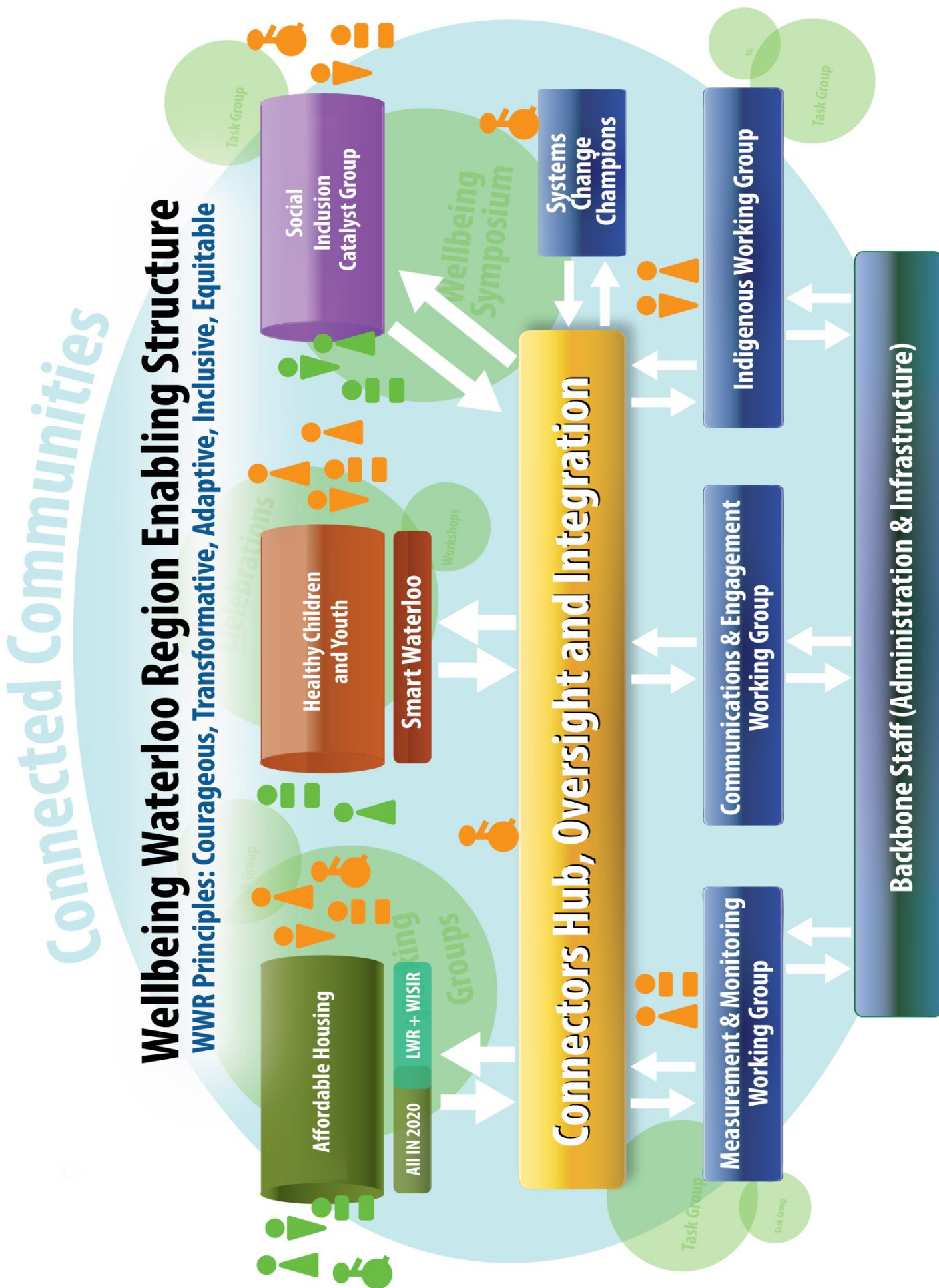
Appendix 1: WWR Enabling Structure Detailed Descriptions

Wellbeing Waterloo Region Connectors Hub

Purpose
The WWR Connector Hub is the group that provides oversight and ensures integration for the overall directions of the collective work of Wellbeing Waterloo Region.

The WWR Connectors Hub will adhere to the WWR principles and identify and harness opportunities for synergy across the three big idea areas as well as other wellbeing issues as they arise. It is the hub of all the components of the enabling structure.

Core Function/Responsibility	Membership	Meetings and Commitment
- Champion the work of Wellbeing Waterloo Region in the community. - Identify and manage opportunities and issues related to the outcomes of the WWR work. - Provide guidance and strategic direction to the activities of the WWR. - Receive and monitor updates from all groups of WWR. - Provide recommendations (e.g. policy or processes) to the System Change Champions and receive updates on progress from Systems Change Champions. - Identify and act on region-wide advocacy issues - Strategize, prioritize and scope integration opportunities and challenges at a community and systems level. - Share information and consult with others within each member's sphere of influence. - Ensure that there is authentic and meaningful involvement of lived experience in the engagement, decisions, directions and process. - Act as ambassadors for Wellbeing Waterloo Region by broadening and furthering the mission. - Responsible to become aware of and address personal biases. - Responsible to the community to explain decisions.	The Connectors Hub will have 20 – 25 members that represent a range of stakeholders. **Membership criteria** - Have passion and interest in work of WWR. - Have Region wide and big picture thinking. - Representation from each of the 8 domains of wellbeing. - Composed of a designate from all of the WWR governance groups. - Diverse and representative of the population of the Region. (e.g., culture & gender equality). - Inclusive of groups that have expertise in specific populations that are typically underrepresented. - Commitment to working collaboratively. **Membership term** Membership will be for a 2 year term. **Membership Recruitment** Membership will be closed.	**Meetings** - This group will meet approximately 8 times per year. * - Frequent emails in-between meetings. Work happening in-between meetings. - In addition to regular meetings members may be requested to attend events from time to time that relate to the work. - Members will need to review materials outside of meetings in order to be prepared for meetings **Commitment Level:** - Medium to high intensity * Meeting frequency is an estimate – the number of meetings will be based on the group's work and their need to meet.

Decision Making
The Working Group members will use a consensus decision-making approach when making recommendations. Where this is not possible, majority approval by vote will be used to reach a decision. Majority approval is 50% +1 of members present at the meeting.

Co-convenors
There will be two convenors that will facilitate meeting conversation and ensure that all members have a chance to speak. The co-convenors will work with back bone staff to help develop the agenda.

Systems Change Champions

The Systems Change Champions will adhere to the WWR principles and influence decisions with key organizations/groups that could help to make system level changes and decisions that support transformational change to improve community wellbeing. Specifically the group is to receive, identify and advocate for changes to policies and processes to various levels of government and other sectors. This group is to help us keep the "pulse" on the system.

Core Function/Responsibility	Membership	Meetings and Commitment
• Act as ambassadors for Wellbeing Waterloo Region by broadening and furthering the mission. • Promote the values and benefits of collaborative approaches to improving the wellbeing of our community. • Remove barriers, improve integration and improve community wellbeing. • Receive, identify and advocate for changes to policies and processes to various levels of government and other sectors. • Publicly champion, endorse and communicate the work of Wellbeing Waterloo Region. • Provide insight to the Wellbeing Waterloo Region Connector Hub regarding opportunities for system change. • Receptive to change and information. • Responsible to the Connector Hub to explain decisions. • Embrace equity as a core principle. • Consult and advise to help make changes in the system. • Engage in critical reflection about own roles in system change including awareness of own power and privilege. • Responsible to become aware of and address personal biases. • Report to the WWR Connector Hub on progress.	**Membership criteria** • Have passion and interest in work of WWR. • Diverse and representative of the population of the Region. (e.g., culture & gender equality). • Inclusive of groups that have expertise in specific populations that are typically underrepresented. • Ability to influence policies and processes that advance issues and remove barriers in the wellbeing system. • Must be able to think big picture and act strategically. • Have expertise in one of more of the 8 domains of wellbeing. • Bring resources and knowledge of their organizations and the community to achieve the Wellbeing Waterloo Region work. • Have (or given) authority to make decisions on behalf of their organization / collaborative they represent. (Does not have to be a CAO can be a designate). • Individuals who are Systems Change Champions would not typically be the same as those serving on the Connector Hub.	**Meetings** • 3-5 meetings per year*. • In addition to regular meetings members may be requested to attend events from time to time that relate to the work. • Members will need to review materials outside of meetings in order to be prepared for meetings * Meeting frequency is an estimate – the number of meetings will be based on the group's work and their need to meet. **Commitment Level:** • Medium intensity

Decision Making
The Working Group members will use a consensus decision-making approach when making recommendations. Where this is not possible, majority approval by vote will be used to reach a decision. Majority approval is 50% +1 of members present at the meeting.

Co-convenors
There will be two convenors that will facilitate meeting conversation and ensure that all members have a chance to speak. The co-convenors will work with back bone staff to help develop the agenda.

Affordable Housing Catalyst Group

The Affordable Housing Catalyst Group will take coordinate and guide the implementation of actions under the big Idea area of Affordable Housing.

Core Function/Responsibility	Membership	Meetings and Commitment
Move the Big Idea area forward based on the challenge statements: • Identify meaningful and impactful actions for the Big Idea Area based on public input, data and research. • Act as ambassadors for Wellbeing Waterloo Region by broadening and furthering the mission. • Actively look for other opportunities for alignment. • Strengthen cross-sector partnerships, relationships and trust. • Coordinate and establish linkages with other relevant community planning initiatives. • Marshall project resources and investments to mobilize the Big Idea Area. • Identify and act on region-wide advocacy issues. • Provide recommendations to the Connectors Hub on system level changes (e.g. to policy or processes) to improve wellbeing. • Provide guidance and direction to the activities and actions. • Ensure that there is authentic and meaningful involvement of lived experience in the engagement, decisions, directions and process. • Responsible to become aware of and address personal biases.	**Membership criteria** • Passionate about driving transformative change in the Big Idea Area. • Diverse and representative of the population of the Region. (e.g., culture & gender equality). • Members will adhere to the WWR principles. **Membership Recruitment** How will members be recruited and selected? • Characteristics to consider when selecting members: representative, content expertise, passion for work, focused on the greater interest, commitment, lived experience, community at large. • Inclusive of groups that have expertise in specific populations that are typically underrepresented. • Existing collaboratives/organizations that focus on wellbeing. **Membership Recruitment** Membership will be for a two year period. Membership will be reviewed on an ongoing basis in order to support inclusion. New members will be recruited as needed.	**Meetings** • This group will meet approximately 8 times per year.* • Frequent emails in-between meetings. Work happening in-between meetings. • In addition to regular meetings members may be requested to attend events from time to time that relate to the work. • Members will need to review materials outside of meetings in order to be prepared for meetings. • From time to time, joint meetings will take place between the Catalyst Groups to build alignment opportunities and actively look for synergy between the Big Idea Areas. **Commitment Level:** • Medium to high intensity * Meeting frequency is an estimate – the number of meetings will be based on the group's work and their need to meet.

Decision Making
The Working Group members will use a consensus decision-making approach when making recommendations. Where this is not possible, majority approval by vote will be used to reach a decision. Majority approval is 50% +1 of members present at the meeting.

Co-convenors
There will be two convenors that will facilitate meeting conversation and ensure that all members have a chance to speak. The co-convenors will work with back bone staff to help develop the agenda.

Social Inclusion Catalyst Group

The Social Inclusion Catalyst Group will take coordinate and guide the implementation of actions under the big Idea area of social inclusion.

Core Function/Responsibility	Membership	Meetings and Commitment
Move the Big Idea area forward based on the challenge statements: • Identify meaningful and impactful actions for the Big Idea Area based on public input, data and research. • Act as ambassadors for Wellbeing Waterloo Region by broadening and furthering the mission. • Actively look for other opportunities for alignment. • Strengthen cross-sector partnerships, relationships and trust. • Coordinate and establish linkages with other relevant community planning initiatives. • Marshall project resources and investments to mobilize the Big Idea Area. • Identify and act on region-wide advocacy issues. • Provide recommendations to the Connectors Hub on system level changes (e.g. to policy or processes) to improve wellbeing. • Provide guidance and direction to the activities and actions. • Ensure that there is authentic and meaningful involvement of lived experience in the engagement, decisions, directions and process. • Responsible to become aware of and address personal biases.	**Membership criteria** • Passionate about driving transformative change in the Big Idea Area. • Diverse and representative of the population of the Region. (e.g., culture & gender equality). • Members will adhere to the WWR principles. **Membership Recruitment** How will members be recruited and selected? • Characteristics to consider when selecting members: representative, content expertise, passion for work, focused on the greater interest, commitment, lived experience, community at large. • Inclusive of groups that have expertise in specific populations that are typically underrepresented. • Existing collaboratives/organizations that focus on wellbeing. **Membership Recruitment** Membership will be for a two year period. Membership will be reviewed on an ongoing basis in order to support inclusion. New members will be recruited as needed.	**Meetings** • This group will meet approximately 8 times per year. * • Frequent emails in-between meetings. Work happening in-between meetings. • In addition to regular meetings members may be requested to attend events from time to time that relate to the work. • Members will need to review materials outside of meetings in order to be prepared for meetings. • From time to time, joint meetings will take place between the Catalyst Groups to build alignment opportunities and actively look for synergy between the Big Idea Areas. **Commitment Level:** • Medium to high intensity * Meeting frequency is an estimate – the number of meetings will be based on the group's work and their need to meet.

Decision Making
The Working Group members will use a consensus decision-making approach when making recommendations. Where this is not possible, majority approval by vote will be used to reach a decision. Majority approval is 50% +1 of members present at the meeting.

Co-convenors
There will be two convenors that will facilitate meeting conversation and ensure that all members have a chance to speak. The co-convenors will work with back bone staff to help develop the agenda.

Healthy Children and Youth Catalyst Group

The Healthy Children and Youth Catalyst Group is on hold until 2019 until we receive news about the Smart Cities proposal. If there is interest in participating or finding out more about the Smart Cities work that is related to Children and Youth please contact Alison Pearson at APearson@regionofwaterloo.ca.

Core Function/Responsibility	Membership	Meetings and Commitment
Move the Big Idea area forward based on the challenge statements: • Identify meaningful and impactful actions for the Big Idea Area based on public input, data and research. • Act as ambassadors for Wellbeing Waterloo Region by broadening and furthering the mission. • Actively look for other opportunities for alignment. • Strengthen cross-sector partnerships, relationships and trust. • Coordinate and establish linkages with other relevant community planning initiatives. • Marshall project resources and investments to mobilize the Big Idea Area. • Identify and act on region-wide advocacy issues. • Provide recommendations to the Connectors Hub on system level changes (e.g. to policy or processes) to improve wellbeing. • Provide guidance and direction to the activities and actions. • Ensure that there is authentic and meaningful involvement of lived experience in the engagement, decisions, directions and process. • Responsible to become aware of and address personal biases.	**Membership criteria** • Passionate about driving transformative change in the Big Idea Area. • Diverse and representative of the population of the Region. (e.g., culture & gender equality). • Members will adhere to the WWR principles. **Membership Recruitment** How will members be recruited and selected? • Characteristics to consider when selecting members: representative, content expertise, passion for work, focused on the greater interest, commitment, lived experience, community at large. • Inclusive of groups that have expertise in specific populations that are typically underrepresented. • Existing collaboratives/organizations that focus on wellbeing. **Membership Recruitment** Membership will be for a two year period. Membership will be reviewed on an ongoing basis in order to support inclusion. New members will be recruited as needed.	**Meetings** • This group will meet approximately 8 times per year. * • Frequent emails in-between meetings. Work happening in-between meetings. • In addition to regular meetings members may be requested to attend events from time to time that relate to the work. • Members will need to review materials outside of meetings in order to be prepared for meetings. • From time to time, joint meetings will take place between the Catalyst Groups to build alignment opportunities and actively look for synergy between the Big Idea Areas. **Commitment Level:** • Medium to high intensity * Meeting frequency is an estimate – the number of meetings will be based on the group's work and their need to meet.

Decision Making

The Working Group members will use a consensus decision-making approach when making recommendations. Where this is not possible, majority approval by vote will be used to reach a decision. Majority approval is 50% +1 of members present at the meeting.

Co-convenors

There will be two convenors that will facilitate meeting conversation and ensure that all members have a chance to speak. The co-convenors will work with back bone staff to help develop the agenda.

Working Groups

Measurement and Monitoring Working Group: Provides guidance and direction on the overall measurement system as well as the tracking of individual actions for Wellbeing Waterloo Region in order to ensure the integration with the Wellbeing measurement framework. This group will also provide guidance on the overall progress reporting process and tools to ensure accountability, transparency and engagement of our community with the data collected for WWR.

Core Function/Responsibility	Membership	Meetings and Commitment
- Act as ambassadors for Wellbeing Waterloo Region - Act as champions for tracking and reporting of wellbeing in engaging and open ways. - Develop and maintain the plan and process for the development of a reporting and monitoring system for community wellness. - Provide strategic advice to the development of a data portal that will contain all the wellbeing data for partners and the community. - Act as a conduit for wellbeing data and information. - Provide advice on the ongoing reports on the progress of community wide wellbeing. - Create opportunities to turn data knowledge into action. - Synthesize wellbeing data and provide ongoing data reports highlighting key information. - Share data for the measurement system in a way that promotes data literacy (understanding) and engagement. - Provide advice on the overall approach to progress reporting and indicator tracking on each of the three Big Idea Areas. - Ensure that people with lived experience have opportunities to participate, review and provide feedback on data and reports. - Provide advice on the ongoing evaluation of the initiative. - Publicly champion, endorse and communicate the measurement work of Wellbeing Waterloo Region. - Share information and consult with others within each member's sphere of influence. - Ensure that people with expertise in measurement and reporting and that people who can act as champions for the initiative have opportunities to participate on this work group. - Responsible to become aware of and address personal biases.	- Ensure that a mix of people with different skills participate on working group. Skills to consider: lived experience, expertise in measurement and reporting, ability to act as a champion for the initiative, information management experience, geospatial (e.g. GIS) expertise. - Inclusive of groups that have expertise in specific populations that are typically underrepresented. - Diverse and representative of the population of the Region. (e.g., culture & gender equality). **Membership Recruitment** - Membership could be voluntary and involve a request to participate in order to ensure that the working group has a diverse skill set to fulfil the functions. - Membership will be open.	**Meetings** - Meetings 6 times a year – with potential periods of more intense meeting frequency*. - Three hour meetings * Meeting frequency is an estimate – the number of meetings will be based on the group's work and their need to meet.**Commitment Level:** - Medium intensity

Decision Making
The Working Group members will use a consensus decision-making approach when making recommendations. Where this is not possible, majority approval by vote will be used to reach a decision. Majority approval is 50% +1 of members present at the meeting.

Co-convenors
There will be two convenors that will facilitate meeting conversation and ensure that all members have a chance to speak. The co-convenors will work with back bone staff to help develop the agenda.

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Communications and Engagement Working Group - Creates the opportunities and actions to intentionally engage diverse community members and the wellbeing eco-system partners to focus on strengthening individual, organization and network connections. Provides guidance and advice to ensure that people with a lived voice participate in WWR. Develops strategies and implements actions to ensure that the diversity of our community is reflected in the involvement of WWR. Also helps to engage and rally the general public in the wellbeing work.

Core Function/Responsibility	Membership	Meetings and Commitment
- Provides guidance and direction on: - Stakeholder and public engagement/communications to strengthen the connected community. - To ensure that people with a lived voice participate and are supported in the working groups and activities of WWR. - Developing opportunities for connecting within and across our communities, institutions, sectors and levels of government to build relationships and support for change. - Actions to engage and rally the general public on the work of Wellbeing Waterloo Region. - Assesses and identifies gaps in engagement. - Act as a conduit for wellbeing information and engagement with specific groups. - Develops relationships and invites participation into the various working groups and opportunities. - Develops and implements the semi annual Wellbeing Waterloo Region Connected Communities Symposiums. - Act as ambassadors for Wellbeing Waterloo Region by broadening and furthering the mission. - Responsible to become aware of and address personal biases. - Intentionally engage in new and different ways to meet the needs of specific populations that tend to be underrepresented. - Ensure that people with lived experience have opportunities to participate, review and provide feedback on communications and engagement materials.	- Have expertise in relationship building, community development, knowledge exchange, communications and engagement, and who will act as champions for involving and engaging our diverse community. - Lived experience will be encouraged and supported. - Have representatives from current collaboratives that can represent the diversity of the community. - Inclusive of groups that have expertise in specific populations that are typically underrepresented. - Diverse and representative of the population of the Region. (e.g., culture & gender equality). **Membership Recruitment** - Membership could be voluntary and involve a request to participate in order to ensure that the working group has a diverse skill set to fulfil the functions. - Membership will be open.	**Meetings** - Meetings once every two months*. * Meeting frequency is an estimate – the number of meetings will be based on the group's work and their need to meet. **Commitment level** - Medium intensity
Decision Making The Working Group members will use a consensus decision-making approach when making recommendations. Where this is not possible, majority approval by vote will be used to reach a decision. Majority approval is 50% +1 of members present at the meeting.		
Co-convenors There will be two convenors that will facilitate meeting conversation and ensure that all members have a chance to speak. The co-convenors will work with back bone staff to help develop the agenda.		

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Ad Hoc Action groups
There is a need for time limited ad hoc action groups to ensure that the specific actions are planned and developed for each Big Idea area.

Core Function/Responsibility	Membership	Meetings and Commitment
- Adhere to the WWR guiding principles – Courageous – Transformative – Adaptive – Inclusive and Equitable. - Ensure that people with lived experience have opportunities to participate, review and provide feedback on communications and engagement materials. - Focus on the shared goals of the ad hoc action group. - Review and update the draft action plan for the action being addressed. - Work collaboratively to plan and develop a specific action to move the big idea area(s) forward. - Prepare for meetings by reviewing any materials before the meetings. - Attend ad hoc working group meeting whenever possible - Report on progress to the Catalyst Group(s) the action relates to.	Ad Hoc Action Group members will include individuals from different backgrounds specific to the task at hand. The size and composition of the group may change over time, according the focus of the group. **Membership Recruitment** - Membership could be voluntary and involve a request to participate in order to ensure that the working group has a diverse skill set to fulfil the functions. - Membership will be open.	**Meetings** The ad hoc action groups will meet monthly until their work is accomplished. The facilitator can call additional meetings if required. Ad hoc action groups are accountable to the Catalyst Group(s) that the action being developed relates to. **Commitment level** Medium intensity
Decision Making The Working Group members will use a consensus decision-making approach when making recommendations. Where this is not possible, majority approval by vote will be used to reach a decision. Majority approval is 50% +1 of members present at the meeting.		
Co-convenors There will be two convenors that will facilitate meeting conversation and ensure that all members have a chance to speak. The co-convenors will work with back bone staff to help develop the agenda.		

Backbone

Backbone Organization

Provides the anchoring point for the initiatives administration and infrastructure. The backbone organization requires a dedicated staff separate from the participating organizations who can plan, manage, and support the initiative through ongoing facilitation, technology and communications support, data collection and reporting, and handling the myriad logistical and administrative details needed for the initiative to function smoothly (FSG).

There is no one way to structure the backbone. The structure and staffing for the backbone depend on the context, the needs, and the resources available. Working groups and key partners for the collective impact effort should together determine the best structure, site, and staff for the backbone.

Core Function/Responsibility	Membership	Criteria to chose backbone organization – from April 12 Reference group meeting
- Provides the infrastructure support for all administrative functions of the Wellbeing Network and working groups. E.g. computer and office space. - Ensures that funding and in kind supports are obtained and accounted for and reported on. - Receives and disperses funds - Responsible to become aware of and address organizational biases. - Identify resources to support the work.	Backbone staff could be housed here or they could be allocated to other organizations.	- Must not have undo influence – arms length - No conflict of interest - Must be an organization that covers all of Waterloo Region - A focus on wellbeing - Demonstrated track record and credibility in the community - Strong record of partnership + collaboration - Previous experience as manager of broader initiatives - Strong record of partnership + collaboration - Has back office support such as finance, HR, marketing + communications - Invested as a champion

Backbone Staff

Backbone staff would provide overall management and support of discrete functions such as logistics, measurement, communications, alignment and/or coordination of functions, evaluation, resource obtainment, etc.

Core Function/Responsibility	Staffing
• Provides ongoing support to all functions of the Wellbeing Network and working groups. • Provide support to guide the vision and strategy. • Facilitate logistics for meetings of the facilitating committee, leadership team, big idea facilitating groups and working groups. • Support aligned activities. • Ensure shared measurement practices are maintained and updated. • Ensure that communication channels and developed and implemented. • Identify opportunities for resources to support the initiative. • Mobilize funding and in kind supports. • Responsible to become aware of and address personal biases.	• Backbone staff could be housed in one organization or could be allocated to other organizations. • It is anticipated that backbone staff would be paid through funds obtained for Wellbeing Waterloo Region and also could be provided as in kind resources by partner organizations. • Lived experience will be encouraged and supported. • Staffing should be inclusive of groups that have expertise in specific populations that are typically underrepresented.