



# COLLABORATIVE GOVERNANCE WORKSHOP



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In the Tamarack **Learning Centre** we support our learners in the **five interconnected practices** that we believe lead to impactful **community change**.



In **Vibrant Communities**, we support **cities and local leaders** to implement large-scale change initiatives to **reduce poverty, deepen community, and build youth futures**.

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### WORKSHOP AGENDA

- A Collaborative Governance Poll
- The 5 Big Ideas behind Collaborative Governance
- CBYF Kahnawa:ke – Working together
- Tools for your Collaborative Governance Toolbox
- Identifying your next steps

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## Collaborative Governance Poll

### What are your most pressing collaborative governance challenges?

1. Getting the appropriate community partners involved
2. Defining roles and responsibilities between the different parts of our work
3. Balancing getting the work done and engaging community partners
4. Keeping community partners engaged for the long term
5. Ensuring that youth voice is centred in the work



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## The 5 Big Ideas behind Collaborative Governance

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## Collaborative Governance: The Five Big Ideas

1. Define your purpose and principles
2. Collaborative governance is about people
3. Design a flexible structure
4. Understand and navigate accountability
5. Tools can keep your collaborative on track



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## 1. Define your purpose and principles

### The Collaborative Premise

If you bring the **appropriate people together as peers in constructive ways with good content and context information**, they will **create authentic visions and strategies** for addressing the **shared concerns** of the organizations and the community.



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## 1. Define your purpose and principles

- Identify the problem
- Understand what makes leadership difficult
- Identify stakeholders
- Assess extent of stakeholder agreement
- Evaluate community's capacity for change
- Identify where the problem/issue can be most effectively addressed

Chrislip and Larson



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## 2. Collaborative governance is about people

Ideal Table member characteristics include:

- Highly regarded by their peers
- Knowledgeable in their subject area(s)
- Action-oriented thinkers
- Willing/eager to collaborate & innovate with a diversity of other perspectives
- Other characteristics important to the collaborative



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## 2. Collaborative governance is about people

### Member Gifts

Together, the members of the YAS should include a mix of the following gifts & attributes:

- **Connector** – Someone who knows many people across the systems
- **Attractor** – Someone whom others want to be in the room with
- **Visionary** – Someone who will push the YAS and its network to move with speed & scale while staying focused on a shared agenda
- **Subject-Matter and/or Context Expert** – Individuals with expertise on a key aspect of the issue/opportunity being addressed
- **Staff** – The staff provide support to the YAS.



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## 2. Collaborative Governance is about people

### Positional Leadership



### Shared & Adaptive Leadership



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### 3. Design a flexible structure

- **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.
- **Collaborative Arrangements:** number, roles, structure



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### CBYF – Collective Impact Structure – Key Roles

	Primary Focus & Contributions	Time Commitment
<b>CBYF Convener/ Fiscal Sponsor</b>	<ul style="list-style-type: none"> <li>• Local charitable organization that receives the funding from Tamarack to operate the CBYF project</li> <li>• Is a member of an accountable to the CBYF Leadership Table</li> <li>• May be the location for the CBYF staff team</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly, quarterly and annual progress reports</li> <li>• Supervision of staff</li> <li>• Involvement in the Leadership table</li> </ul>
<b>CBYF Leadership Table</b>	<ul style="list-style-type: none"> <li>• 10 – 15 local leaders including youth leadership</li> <li>• Shapes and leads the CI strategy overall</li> <li>• Aligns work of various action teams</li> <li>• Hold commitment to common agenda &amp; Theory of Change</li> <li>• Engage other stakeholders</li> <li>• Mobilize resources &amp; knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• 4-6 hours/month to participate meetings</li> <li>• 6-8 hours/month to undertake key actions</li> </ul>
<b>CBYF Staff Team</b>	<ul style="list-style-type: none"> <li>• Includes the SC &amp; core staff of the backbone infrastructure</li> <li>• Support the work of the Steering Committee &amp; CI Initiative overall – includes SC Co-Chairs &amp; Key Staff of the Initiative</li> <li>• Design &amp; facilitate engagement across the initiative and meetings of various groups</li> </ul>	<ul style="list-style-type: none"> <li>• 1 – 3 FTE Staff</li> <li>• Communications (1-3 hrs/month)</li> <li>• Learning &amp; Evaluation (1-3 hrs/month)</li> </ul>
<b>Working Groups or Action Teams</b>	<ul style="list-style-type: none"> <li>• Scale-up on-the-ground solutions around key areas of focus/priorities</li> <li>• Co-design &amp; refine solutions around key shifts/strategic priorities</li> <li>• Number of size of work groups to be determined</li> <li>• Each work group includes youth leadership</li> </ul>	<ul style="list-style-type: none"> <li>• 4-6 groups of 10-15 members</li> <li>• Average 3-5 hours/month in working sessions</li> </ul>
<b>CBYF Community Network</b>	<ul style="list-style-type: none"> <li>• Provides insights and ideas on key shifts &amp; ideas impacting youth</li> <li>• Offers feedback on priorities to maximize impact of the initiative</li> <li>• Contributes knowledge, resources &amp; connections</li> </ul>	<ul style="list-style-type: none"> <li>• Attend 2-3, one-day stakeholder gatherings per year</li> </ul>

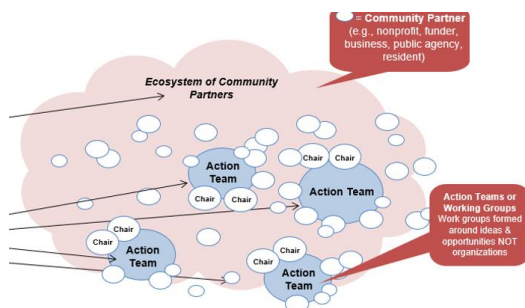
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## Constellation Governance Model



### CBYF Community Eco-System

- Includes working groups or actions teams and other organizations which are serving and supporting youth
- Working groups or action teams for specific activities
- Used for formal projects or opportunistic initiatives
- Must be consistent with partnerships vision
- Conditions for a constellation
  - Overall need or opportunity
  - Energetic leadership by one or more partner
  - Can phase out when energy no longer exists, or issue is addressed



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## 4. Understand and navigate accountability

- Accountability is the reporting relationship between one part of the governance structure to another part of the governance structure
- Defining accountability identifies who is accountable to who for what



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### CBYF – Collective Impact Structure – Accountability

	Primary Focus & Contributions	Accountability
<b>CBYF Convener/ Fiscal Sponsor</b>	<ul style="list-style-type: none"> <li>Local charitable organization that receives the funding from Tamarack to operate the CBYF project</li> <li>Is a member of an accountable to the CBYF Leadership Table</li> <li>May be the location for the CBYF staff team</li> </ul>	<ul style="list-style-type: none"> <li>Accountable to Tamarack for funding and reporting</li> <li>Accountable to the Partners or Leadership Table for how funding is spent</li> <li>Accountable to the community for results</li> </ul>
<b>CBYF Leadership Table</b>	<ul style="list-style-type: none"> <li>10 – 15 local leaders including youth leadership</li> <li>Shapes and leads the CI strategy overall</li> <li>Aligns work of various action teams</li> <li>Hold commitment to common agenda &amp; Theory of Change</li> <li>Engage other stakeholders</li> <li>Mobilize resources &amp; knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Accountable for setting the common agenda and core strategies</li> <li>Accountable to Tamarack for progress</li> <li>Accountable to the community for results</li> </ul>
<b>CBYF Staff Team</b>	<ul style="list-style-type: none"> <li>Includes the SC &amp; core staff of the backbone infrastructure</li> <li>Support the work of the Steering Committee &amp; CI Initiative overall – includes SC Co-Chairs &amp; Key Staff of the Initiative</li> <li>Design &amp; facilitate engagement across the initiative and meetings of various groups</li> </ul>	<ul style="list-style-type: none"> <li>Accountable to the Fiscal Sponsor for funding allocations and following the Fiscal Sponsor policies</li> <li>Accountable and working with the Leadership Table</li> <li>Accountable to Tamarack for reporting</li> <li>Accountable to the community for results</li> </ul>
<b>Working Groups or Action Teams</b>	<ul style="list-style-type: none"> <li>Scale-up on-the-ground solutions around key areas of focus/priorities</li> <li>Co-design &amp; refine solutions around key shifts/strategic priorities</li> <li>Number of size of work groups to be determined</li> <li>Each work group includes youth leadership</li> </ul>	<ul style="list-style-type: none"> <li>Accountable to the Leadership Table and Backbone team for progress on common agenda</li> <li>Accountable to the community for results</li> </ul>
<b>CBYF Community Network</b>	<ul style="list-style-type: none"> <li>Provides insights and ideas on key shifts &amp; ideas impacting youth</li> <li>Offers feedback on priorities to maximize impact of the initiative</li> <li>Contributes knowledge, resources &amp; connections</li> </ul>	<ul style="list-style-type: none"> <li>Accountable to the Collective Impact effort for direction, engagement and support</li> </ul>

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### Roadblocks and Resistance in Collaborative Governance

- Power dynamics
- 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?



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## 5. Tools can keep your collaborative on track

- Guiding Values and Principles
- Terms of Reference and Memorandums of Understanding
- Considering the Risks and the Rewards
- Understanding the Roadblocks and Resistance



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CBYF KAHNAWA:KE

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The Skátne Teionkwakà:nere – Kahnawà:ke Collective Impact

1. ***Background and history***
2. ***The role and purpose of KCI***
3. ***Principles that guide us and our common agenda***
4. ***Our composition***
5. ***Working together and accountability***



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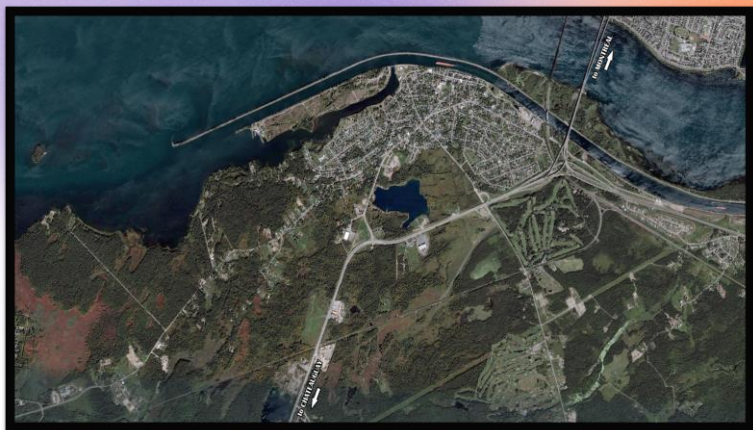
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The Skátne Teionkwakà:nere – Kahnawà:ke Collective Impact

### ***About Kahnawà:ke***

- Kahnawà:ke is located on the Kanien'kéha:ka (Mohawk) Territory.
- Our community is rich in history and culture.
- Our community is located 20 minutes south of one of the world's most metropolitan cities: Montréal, Quebec
- Kahnawà:ke translates to mean "by the rapids".



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The Skátne Teionkwakà:nere – Kahnawà:ke Collective Impact

### About Kahnawà:ke Collective Impact

- In 2012, *Tewatohni'saktha* analyzed reports which highlighted trends indicating declining socio-economic conditions within Kahnawà:ke at that time.
- Community organizations, working in these areas, began looking at these challenges and realized **community-wide collaboration** and support were vital to finding solutions, resulting in the **Collective Impact process** in Kahnawà:ke. A *Roundtable* with representatives from these organizations was formed.

Kahnawà:ke Shakotiatakehnnhas Community Services



Kahnawà:ke Education Center



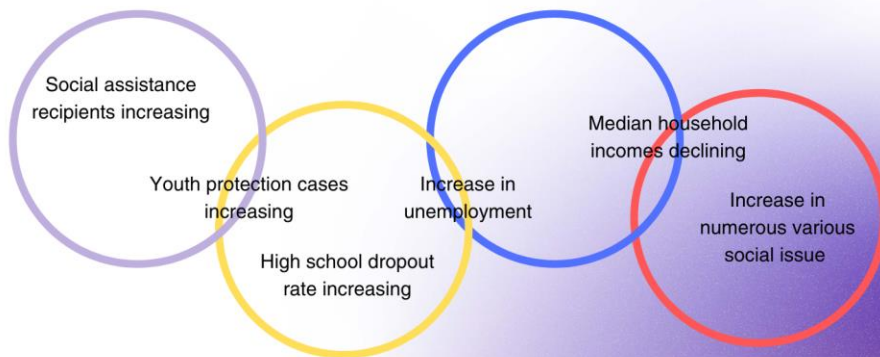
Tewatohni'saktha (Kahnawà:ke Economic Development Commission)



Mohawk Council of Kahnawà:ke



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KAHNAWÀ:KE SHAKOTIATAKEHNNHAS COMMUNITY SERVICES



KAHNAWÀ:KE EDUCATION CENTER

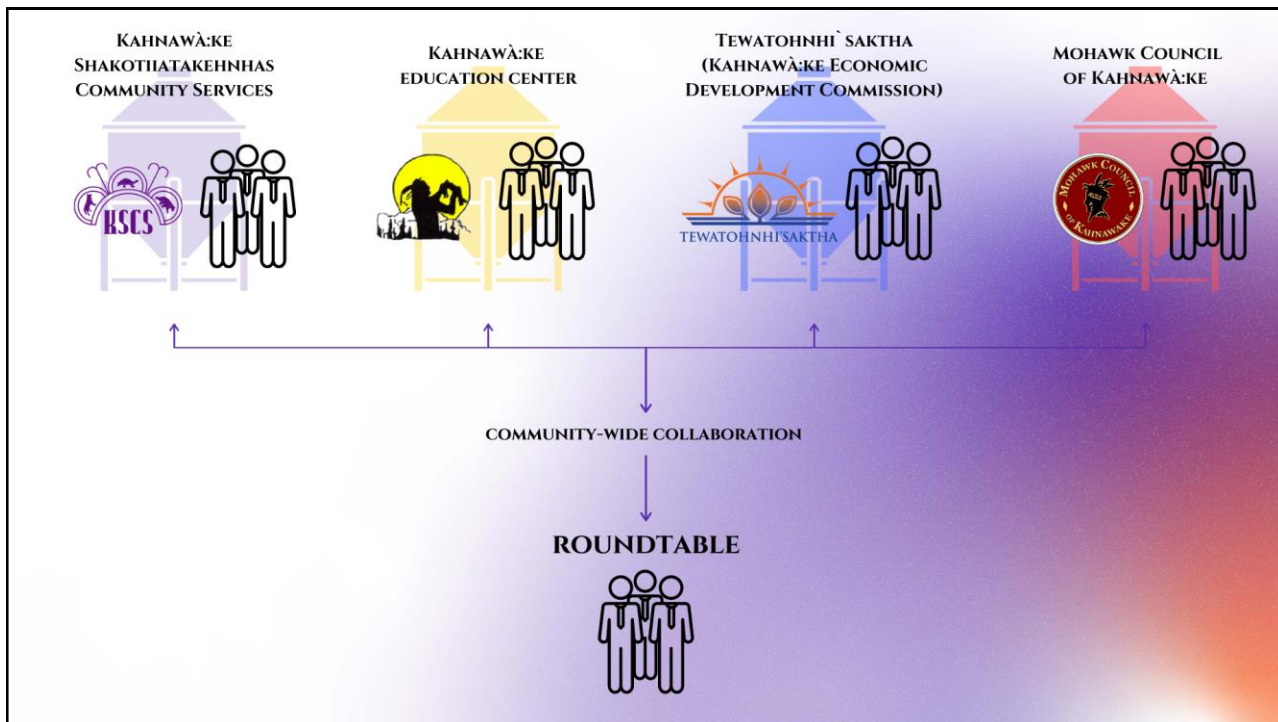


TEWATOHNI'SAKTHA (KAHNAWÀ:KE ECONOMIC DEVELOPMENT COMMISSION)



MOHAWK COUNCIL OF KAHNAWÀ:KE





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The Skátne Teionkwakà:nere – Kahnewà:ke Collective Impact

### About Kahnewà:ke Collective Impact

- The goal, with this Collective Impact process, was to engage the community in finding solutions and improving the socio-economic fabric of the community.
- In early meetings, **community participants** created journey maps outlining **their ideas** of key elements for the success of our community. A grassroots *Steering Committee* was formed to provide guidance on the work to be undertaken. An initial list of 17 community priorities was narrowed down to six priorities for possible collective action.
- A grassroots *Steering Committee* was formed to provide guidance on the work to be undertaken. An initial list of 17 community priorities was narrowed down to six priorities for possible collective action.

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The Skátne Teionkwakà:nere – Kahnawà:ke Collective Impact

### ***The role and purpose of KCI***

The Steering Committee agreed that Kahnawà:ke Collective Impact (KCI) is described as a long-term grassroots movement, launched in 2017 to address social, economic and other community issues that can best be address through collective action. KCI exists to help bring our community’s vision to life. We champion positive change in the community by:

- Mobilizing organizations and residents around opportunities
- Building connection and alignment between work already underway
- Translating ideas into action
- Identifying and bringing attention to emerging community opportunities and gaps
- Helping create new initiatives to address community needs and gaps in service



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The Skátne Teionkwakà:nere – Kahnawà:ke Collective Impact

### ***Principles that guide us and our common agenda***

To support positive change that nurtures a thriving Kanien’kéhaka community rooted in a connection to our heritage, culture, identity and traditions. We have agreed that we will be guided by the following principles in how we do our work. We will:

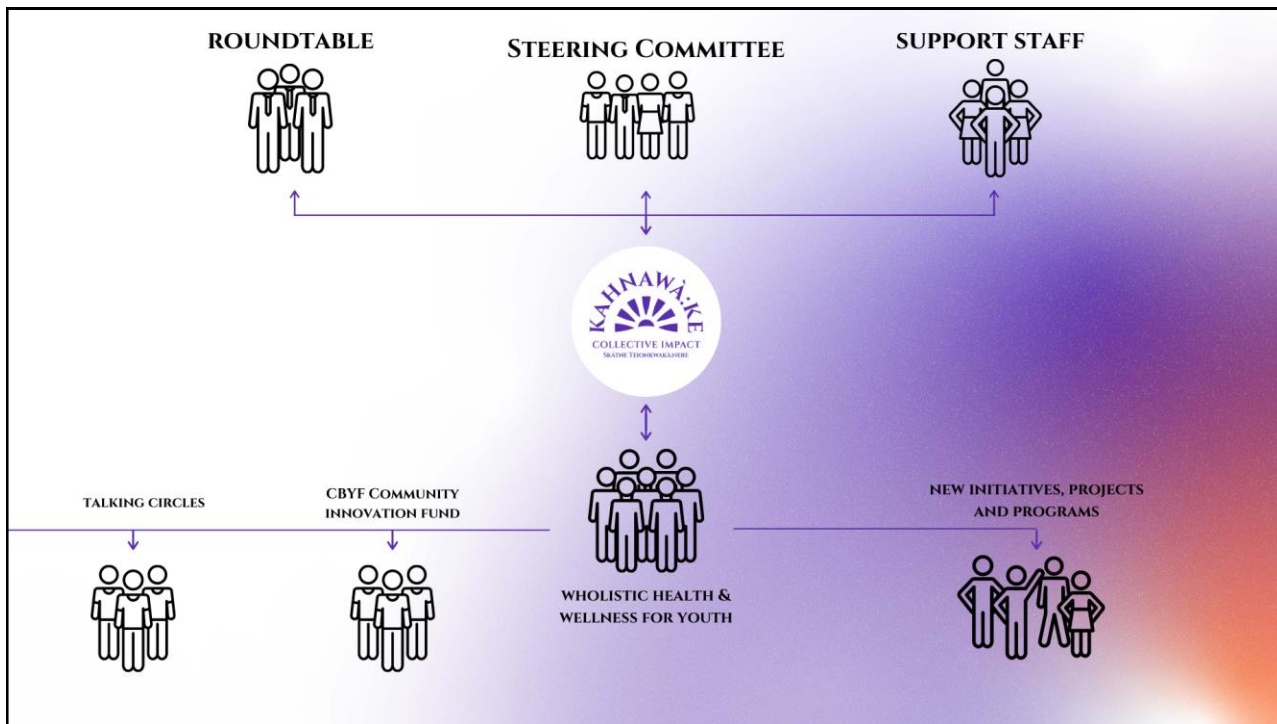
- Make decisions considering the principles of Kaienerakowa– peace, good mind and strength
- Contribute to the overall well-being and success of the community
- Embrace a wholistic approach
- Encourage intergenerational impact
- Honour Kanien’keha culture and beliefs
- Welcome, listen actively, and learn from diverse perspectives
- Utilize community strengths and assets)
- Use concrete data (draw upon local data, evidence and expertise)




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The Skátne Teionkwakà:nere – Kahnowà:ke Collective Impact

### Our composition

The composition of the Steering Committee, Working Groups and Actions Teams include the following considerations:

- Gender balance (equal female/male representation)
- Age Diversity - Adolescence (13 – 19); early adulthood (20 – 40); middle adulthood (40 – 50); late adulthood (60+)
- Clan representation (Turtle, Wolf, Bear)
- Sectors (private, public, voluntary)
- Context experts – those who live, or have lived, with the challenges (single parents, youth needing high school diplomas, SA clients, etc.)
- Content experts – those with training or expertise related to the challenges (usually employees from various entities).
- Post-secondary and/or Vocational students
- Funders
- High-leveraged individuals who are well-positioned within various organizations and can influence systems
- Highly regarded by their peers
- Highly knowledgeable in their subject area(s)
- Action-oriented thinkers
- People who are eager to learn and share their gifts and talents
- Willing/eager to collaborate & innovate with a diversity of other perspectives
- **Connectors** – Someone who knows many people across the system
- **Attractors** – Someone whom others want to be in the room with
- **Visionaries** – Someone who will push the SC and its network to move with speed & scale while staying focused on the common agenda
- **Subject-Matter and Context Experts** – A diverse array of expertise on the issue/ opportunity being addressed



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## The Skátne Teionkwakà:nere – Kahnawà:ke Collective Impact

### **Steering Committee**

The Steering Committee is comprised of about 30 volunteer community members, including youth, from various sectors of the community such as, health, education, social services, and business. They provide, among other things, the guidance and direction on the priority areas to be addressed with input and support from the broader community and establish working groups/teams to conduct the activities.

### **Support Team**

The Support team currently consists of 4 employees; a Project Director, Projects Manager, Youth Engagement Coordinator and Administrative Assistant that lead the administration, coordination, communications, engagement and facilitation supports for the KCI movement.

### **Roundtable**

The Round Table has about 8 leaders from four community organizations that champion the initiative, provide in-kind and/or financial supports as well as advice and guidance to KCI, as appropriate.

### **Action Teams**

Action Teams are made up of community volunteers, Steering Committee members, and youth who wish to focus on our top 3 priorities. *Previously, these were Research Teams/Working Groups.*



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## The Skátne Teionkwakà:nere – Kahnawà:ke Collective Impact

### **Working together and accountability**

To ensure everyone within our governance structure understands their roles, their accountability and what is expected, we've done our best to properly and clearly define their roles and actions in our Terms of Reference.

Action Teams are teams of volunteers formed to work on specific ideas or opportunities that are priorities for KCI. Action Teams operate in ways that are consistent with KCI's Common Agenda, principles and values.

The responsibilities of Action Team members span four inter-related areas of focus: strategy and action plan development; action plan implementation; leadership and process. Action teams have the ability to collaborate with the Support Team as required.

The Steering Committee provides strategic leadership and governance of the KCI. Key responsibilities of the KCI Steering Committee include: Developing, approving and governing a comprehensive, long-term plan, with timelines, that reflects the interests, ideas, and priorities of community residents.

Creating, assigning work to and engaging Action Teams to help ensure the Steering Committee has the benefit of other community expertise of specific issue areas (e.g. employment, economic development, etc.)



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The Skátne Teionkwakà:nere – Kahnawà:ke Collective  
Impact

Together we are volunteers from across the community who want to make a difference and be part of the solution to create a **Stronger Tomorrow Together** for Kahnawà:ke, as our Kanien'kéha name means. Together we look ahead and we can only do so with youth at the center of our initiative, as they are the next 7 generations to come.

# OUR VOICE, OUR FUTURE



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WHAT ARE YOUR NEXT STEPS?

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**THANK YOU**



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**MERCI**



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