A Tamarack Workshop Series
for Communities Ending Poverty and Communities Building Youth Futures

Collaborative Governance and Leadership

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Gratitude & Acknowledgement

We begin this workshop by acknowledging that we are meeting on Indigenous land. As settlers, we are grateful for the opportunity to meet, and we thank all the generations of Indigenous peoples who have taken care of this land.

As settlers, this recognition of the contributions and historic importance of Indigenous peoples must be clearly and overtly connected to our collective commitment to make the promise and the challenge of Truth and Reconciliation real in our communities.

We invite you to share your location

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The Tamarack Team

Liz Weaver

Natasha Pei

Trisha Islam

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Our Commitment To Learners

1. To bring **new** and **relevant thinking** & **approaches** to community changemakers

2. To **co-generate knowledge –** creating opportunities for you to engage with peers and share your amazing work

3. To **share tools** and **frameworks** to move you from ideas to impact using fun, interactive exercises.

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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**.

Evaluating Impact

Collective Impact

Community Innovation

COMMUNITY CHANGE

Community Engagement

Collaborative Leadership

REDUCING POVERTY
DEEPENING COMMUNITY
BUILDING YOUTH FUTURES
CLIMATE TRANSITIONS

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

Navigating Workshop Technology

- This session will not be recorded
- Keep you webcams on if you are comfortable
- Keep your microphones muted unless you have a question or comment – questions and comments are welcome throughout the workshop
- We encourage you to use the chat box feature throughout the workshop to also share your thoughts, questions and comments
- We will be sending you into small breakout rooms (zoom rooms) at different times during the workshop – these breakout rooms will be self-facilitated
- We will be using MURAL, an online whiteboard software, at different times during the workshop, we will orient you to the software prior to an exercise
- Reach out to Natasha or Trisha at any time during the workshop for technical assistance or support
- If you must leave the session or get bumped out for any reason, Natasha will let you back in from the waiting room

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Small Group Facilitation Tips

- Identify someone who is willing to facilitate
- Identify someone who is willing to report out
- Create a welcoming environment, listen intently and avoid negative comments
- Make sure that everyone in the group is clear about the task
- Welcome participation from everyone - Engage in supportive behaviours
- Have fun and learn from different perspectives
- Thank everyone for their participation

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Collaborative Governance and Leadership Workshop Series

Session 1: Investing in Leadership that Makes a Difference September 22, 2021 2:00 – 4:00 pm ET	Session 2: Governance Roles and Structures September 29, 2021 2:00 – 4:00 pm ET	Session 3: Navigating Collaborative Governance from Start Up to Sustainability October 6, 2021 2:00 – 4:00 pm ET
Session 4: Evaluating Collaborative Leadership Experiences October 13, 2021 2:00 – 4:00 pm ET	Session 5: Building a Collaborative Governance Action Plan October 27, 2021 2:00 – 4:00 pm	Coaching and Technical Support available throughout and one month post workshop November 10, 2021 Time to be arranged

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Today's Agenda

Pre-Workshop	Workshop | Session 5 Building a Collaborative Governance Action Plan
• Access and review the Collaborative Governance web page of resources	• Welcome to the Workshop • Making Connections – Peer Input Process • Your Collaborative Governance Questions Answered • Building your Collaborative Governance Action Plan • Final Reflections • Your next steps

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Making Connections – The Peer Input Process

Goals for the Peer Input Process

1. To introduce and experience the Peer Input Process

2. To receive input to a current issue or challenge that you are facing in your collaborative work from peers

3. To offer advice and insights to assist peers in advancing their work

4. To reflect on our collective insights to strengthen our practice as community changemakers

Peer Input Process Tool: http://www.tamarackcommunity.ca/library/peerinputprocess

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Overview of the Peer Input Process

1. **Orientation:** Set-Up & review of the Peer Input Process **(5 min)**

2. **Peer Input Round I** **(20 min)**

   Peer #1 presents highlights of your project and the question you want peer input on **(5 min)**

   Peers ask clarifying & probing questions **(5 min)**

   Peers offer feedback & advice to Peer #1 (5 min)

   Peer 1 reflects what they heard and thanks peers **(5 min)**

3. **Peer Input Round II** **(20 min)**

4. **Peer Input Round III** **(20 min)**

5. **Large Group Reflection:** Insights generated from the process are shared **(10 min)**

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Preparing for your Peer Input Session

- **Provide Good Context**
  - Keep your question focused
  - Keep it open-ended

- **Pose an Effective Question**
  - Project's purpose
  - Key strategies & achievements
  - Upcoming priorities

- **Respond Honestly to Peer Questions**

- **Note Key Ideas from Peers**

- **Share Reflections**
  - What made you think differently?
  - What confirmed your own instincts?
  - What new ideas do you now have?

Peer Input Process - Group 1	Peer Input Process – Group 2
- Grande Prairie - Oxford County - Whitehorse	- Sudbury - COTTFN - Chatham-Kent

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Peer Input Process – Large Group Reflection

- **About the Peer Input Process**
  - Insights about the peer input process

- **About the Practice of Collective Impact**
  - Are there common patterns and themes in the challenges we are facing?
  - Are there specific issues and/or ideas we'd like to pursue more deeply?

- **Share 1 Key Take Away:** Peers discuss presenter's question

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Building Your Collaborative Governance Action Plan

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Collaborative Governance and Leadership Action Plan

Session 1:   Recruitment of Members
              Navigating Leadership Dynamics

Session 2:   Collaboration Spectrum
              Collaborative Structure
              Collaborative Roles and Accountability

Session 3:   Phases of Collective Impact Self Assessment
              Sustainability Self Assessment

Session 4:   Collaboration Cycle Planning
              Collaborative Leadership Revisited
              Collaboration Beginnings and Endings

- Revisit your Mural and Homework exercises
- What would you upgrade or revise?
- What are priority actions which will enhance your collaborative?

15 minutes review, reflection and discussion

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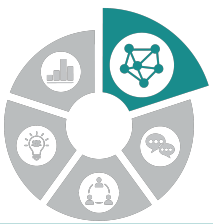
COLLABORATIVE GOVERNANCE PLANNING CANVAS

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This planning tool will help you assess your Collaborative Governance and Leadership Approach and identify areas for upgrade and improvement

Readiness and Recruitment

IS COLLECTIVE IMPACT THE RIGHT APPROACH?

Collective Impact is a good choice if your group answers yes to at least 3 of the questions below.

Framing Questions for CI	Yes	No	?
Do we aim to effect a needle-change (i.e., 10% or more) on a community-wide metric?			
Do we believe a long-term (3-5+ year) investment is needed by diverse stakeholders to achieve success?			
Do we believe cross-sector engagement is essential for community-wide change?			
Are we committed to using measurable data to set the agenda and improve over time?			
Are we committed to having community members as leaders, partners & producers of impact?			

LEADERSHIP COMPETENCIES AND RECRUITMENT

- What are the leadership competencies we are seeking for our collaborative?
- What recruitment strategy will work best?

| Leadership Competencies	Leadership Recruitment Approaches
• Systems thinker • Trust and relationship builder • Community connector • Content expert • Context expert • Community service provider • Marketing and communications specialist • Other	• Community System Mapping • Top 100 Partners exercise • Community Reference System

The Collaboration Spectrum
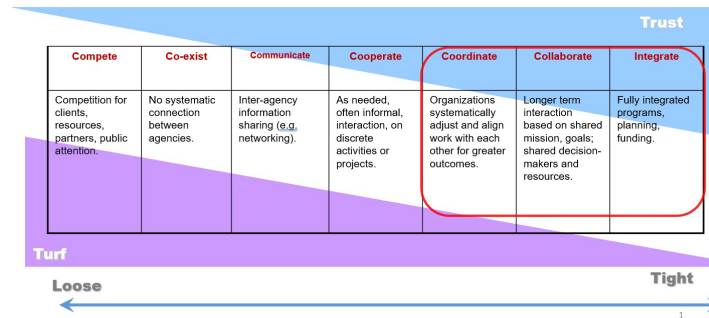
What does our collaborative need to consider?

APPLYING THE LENS OF SYSTEMS CHANGE

Program strategy help people to "beat the odds". Systems change strategies seek to change the odds for everyone

- Have CI partners considered &/or identified opportunities for systems change?
- Are strategies to advance systems change part of your CI Action Plan?

WHAT ARE NEXT STEPS FOR YOUR SYSTEMS-CHANGE AGENDA:
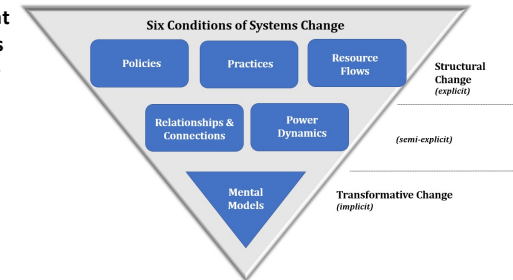
Collaboration Structure

Draw a picture of your current structure? Who is accountable to who for what?

Phases of Collective Impact

What have we learned when assessing the phases of collective impact? What are our next steps?

1.

2.

3.

4.

5.

Collaborative Cycle

What have we learned when assessing the collaborative cycle? What are our next steps?

1.

2.

3.

4.

5.

Building your Collaborative Governance Action Plan

CI Components of Success	Phase I Assess Readiness	Phase II Initiate Action	Phase III Organize for Impact	Phase IV Begin Implementation	Phase V Sustain Action and Impact
Governance & Infrastructure	Convene community leaders	Identify champions & form cross-sector Steering Committee (SC) to guide the effort	Determine initial Action Teams and plan backbone infrastructure	Launch Action Teams & establish backbone infrastructure	Build out the backbone infrastructure; evolve Action Teams to meet emergent strategy
Strategic Planning	Hold dialogue about issue, community context & available resources	Map the landscape & use data to make the case	Create a common agenda, clear problem definition & population level goal	Develop blueprint for implementation; identify early wins	Refine strategies & mobilize for early wins
Community Engagement	Determine community readiness; Create a community engagement plan	Begin outreach to community leaders	Incorporate community voice & an equity lens – gain community perspective & input around the issue	Engage community more broadly & build public will	Continue engagement & conduct advocacy
Evaluation, Improvement & Learning	Determine if there is consensus/ urgency to move forward collaboratively	Analyze baseline data to ID key issues and gaps	Develop high-level shared metrics and/or strategies at the SC level	Establish shared measures (indicators & approach) at SC & Action Team levels	Collect, track and report progress; establish processes to learn & improve

Actions related to member recruitment and engagement

Actions related to collaborative structure and accountability

Actions related to collaborative phases and sustainability

Actions replated to collaborative cycle planning and next steps

Final Reflections

Getting Ready for the Coaching Session

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Coaching Session

Coaching Session Details:

- 1-hour small group session
- To be booked through your Manager of Cities (Trisha or Natasha) with Liz
- Sessions will take place in November 2020
- Your group will identify an issue, question, challenge or opportunity for the coaching session
- The coaching session will be followed up with an email reviewing the highlights of the conversation, recommendations (if any) and additional resources (if any)

THANK YOU

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