Designing Your Organizing Structure
(With Real Examples)

With Sylvia Cheuy and Trisha Islam
Tamarack Institute

TAMARACK
INSTITUTE

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.

TAMARACK
INSTITUTE

Your Workshop Team

Sylvia Cheuy

Consulting Director,

Collective Impact

Trisha Islam

Manager of Cities

TAMARACK INSTITUTE

TAMARACK INSTITUTE

Community Change — Evaluating Impact, Collective Impact, Community Engagement, Collaborative Leadership, Community Innovation

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

CITIES REDUCING POVERTY | CITIES DEEPENING COMMUNITY
Vibrant Communities

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

Establishing your
Collective Impact Structure

TAMARACK
INSTITUTE

Collective Impact is a disciplined form of multi-sector collaboration that is proven as an effective framework for high-impact community change with an emphasis on advancing systems and policy change.

The **Collective Impact** framework contains five core conditions:

- the development of a common agenda
- using shared measurement to understand progress
- building on mutually reinforcing activities
- engaging in continuous communications
- providing a backbone to move the work forward

TAMARACK
INSTITUTE

Thinking about the Collective Impact Structure

- There are two distinct structural elements to a Collective Impact approach

- The **Collective Impact Backbone** includes
    - a 10 – 15 person Leadership Table which includes youth voice
    - An Organization or Group of Organizations which acts as the Convener/Fiscal Sponsor, holding the revenues for the collaborative work
    - a staff team of 2 to 3 (or more) individuals

- The **Collective Impact Eco-system** includes:
    - All of the components of the Collective Impact Backbone
    - Working Groups or Action Teams on specific topics or areas of focus
    - Other community organizations supporting youth including businesses employing youth, other non-profits, government services, etc.

TAMARACK
I N S T I T U T E

Collective Impact Structure – Key Roles Summary

	Primary Focus & Contributions	Time Commitment
Convener/Fiscal Sponsor	• Local charitable organization that receives the funding from to convene and support the collective impact effort • Is a member of an accountable to the Leadership Table • May be the location for the Collective Impact staff team	• Monthly, quarterly and annual progress reports • Supervision of staff • Involvement in the Leadership table
CI Leadership Table	• 10 – 15 local leaders including the involvement of individuals with living experience leadership • Shapes and leads the CI strategy overall • Aligns work of various action teams • Hold commitment to common agenda & Theory of Change • Engage other stakeholders • Mobilize resources & knowledge	• 4-6 hours/month to participate meetings • 6-8 hours/month to undertake key actions
CI Staff Team	• Includes the SC & core staff of the backbone infrastructure • Support the work of the Steering Committee & CI Initiative overall – includes SC Co-Chairs & Key Staff of the Initiative • Design & facilitate engagement across the initiative and meetings of various groups	• 1 – 3 FTE Staff • Communications (1-3 hrs/month) • Learning & Evaluation (1-3 hrs/month)
Working Groups or Action Teams	• Scale-up on-the-ground solutions around key areas of focus/priorities • Co-design & refine solutions around key shifts/strategic priorities • Number of size of work groups to be determined • Each work group includes youth leadership	• 4-6 groups of 10-15 members • Average 3-5 hours/month in working sessions
Community Network	• Provides insights and ideas on key shifts & ideas impacting youth • Offers feedback on priorities to maximize impact of the initiative • Contributes knowledge, resources & connections	• Attend 2-3, one-day stakeholder gatherings per year

CI Leadership Table – Member Characteristics

The Collective Impact Leadership Table ideally should include high-leverage stakeholders who are well-positioned & can influence others in the system.

Ideal Leadership Table member characteristics include:

- Highly regarded by their peers

- Highly knowledgeable in their subject area(s)

- Action-oriented thinkers

- Able to represent their organization's involvement

- Willing/eager to collaborate & innovate with a diversity of other perspectives

- The Collective Impact Leadership Table must include the voice of people most directly impacted by the issue being addressed

TAMARACK
INSTITUTE

CI Leadership Table – Member Gifts

Together, the members of the CI Leadership Table should include a mix of the following gifts & attributes:

- **Connector** – Someone who knows many people across the system

- **Attractor** – Someone whom others want to be in the room with

- **Visionary** – Someone who will push the Leadership Table and its network to move with speed & scale while staying focused on the common agenda

- **Subject-Matter and/or Context Expert** – Individuals with expertise on a key aspect of the issue/opportunity being addressed

- **Collective Impact Staff** – The CI staff provide support to the Leadership Table as well as support the working groups.

TAMARACK
I N S T I T U T E

Collaborative Governance – Constellation Model

Constellation Model of Governance

- Designed for collaborative efforts in using open source principles

- Emphasizes self-organization and concrete action within a network working on a common issue

- Supports action by multiple groups or sectors working toward a shared outcome.

Collaborative Governance – Constellation Model

Common Agenda and Shared Metrics

strategic guidance & support

Convener / Fiscal Sponsor

CBYF Leadership Table

Backbone Staff

Backbone Infrastructure

= Community Partner (e.g., nonprofit, funder, business, public agency, resident)

Ecosystem of Community Partners

Chair Chair
Action Team
Chair Chair

Chair Chair
Action Team

Chair
Chair
Action Team

Chair
Chair
Action Team

Action Teams Work groups formed around ideas & opportunities NOT organizations

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

1

TAMARACK INSTITUTE

Collaborative Governance – Constellation Model – Alternative A

Common Agenda and Shared Metrics

Backbone Infrastructure
strategic guidance & support

CI / CBYF Convener / Fiscal Sponsor

Collective Impact Leadership Table

Collective Impact Backbone Staff

CBYF Backbone Staff

Ecosystem of Community Partners

= **Community Partner**
(e.g., nonprofit, funder, business, public agency, resident)

Action Team
Chair — Chair

CBYF Action Team
Chair — Chair

CBYF Action Team
Chair — Chair

Action Team
Chair — Chair

Action Teams
Work groups formed around ideas & opportunities NOT organizations

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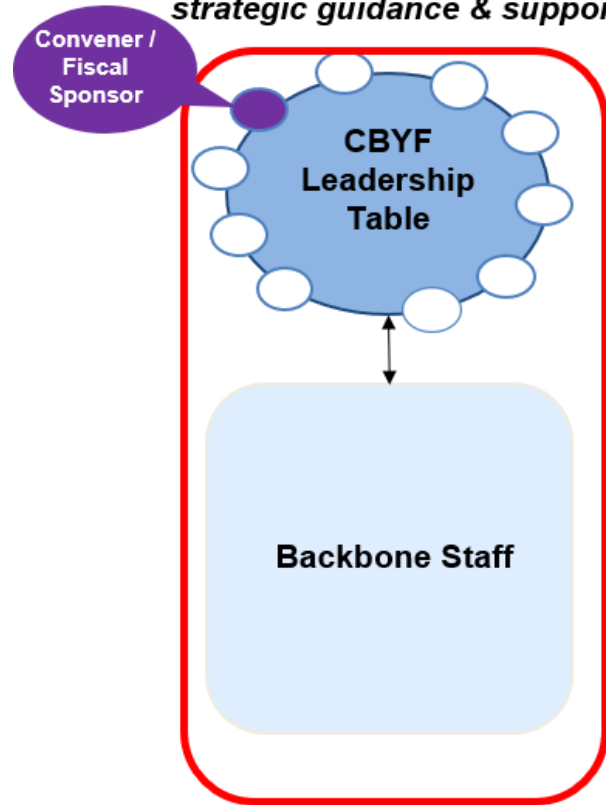
TAMARACK INSTITUTE

Collaborative Governance – Constellation Model – Alternative B

Common Agenda and Shared Metrics

Backbone Infrastructure
strategic guidance & support

CI Convener / Fiscal Sponsor

CBYF Convener/Fiscal Sponsor

Collective Impact Leadership Table

Collective Impact Backbone Staff

CBYF Backbone Staff

= **Community Partner**
(e.g., nonprofit, funder, business, public agency, resident)

Ecosystem of Community Partners

Action Team
Chair Chair

CBYF Action Team
Chair Chair

CBYF Action Team
Chair Chair

Action Team
Chair Chair

Action Teams
Work groups formed around ideas & opportunities NOT organizations

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

TAMARACK
I N S T I T U T E

Constellation Governance Model

Backbone Infrastructure
strategic guidance & support

Convener / Fiscal Sponsor

CBYF Leadership Table

Backbone Staff

Backbone Infrastructure

- Includes the Leadership Table, Convener/Fiscal Sponsor and Staff Team

- Serves the broader collective vision and strategic directions of the network

- Monitors overall partnership health

- Aligns constellations with partnership purpose

- Determines and provides support to constellations

TAMARACK INSTITUTE

Constellation Governance Model

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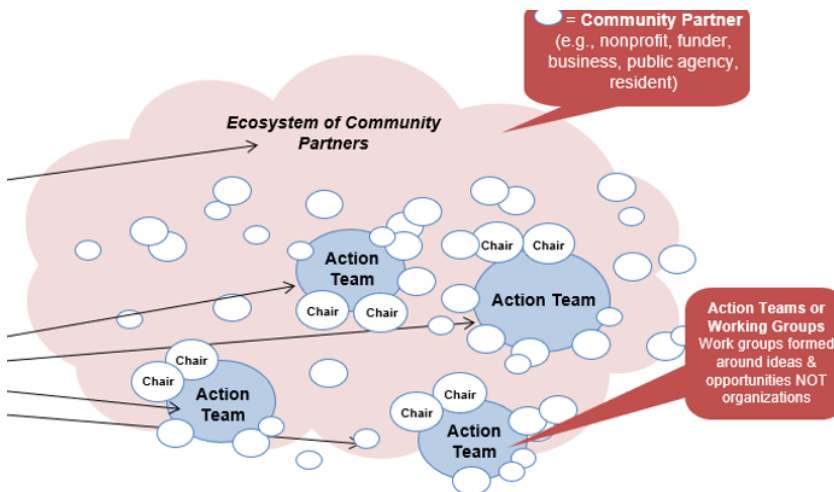
- Includes working groups or actions teams and other organizations which are serving and supporting youth
- Working groups or action teams for specific activities
- Used for formal projects or opportunistic initiatives
- Must be consistent with partnerships vision
- Conditions for a constellation
  -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

= Community Partner
(e.g., nonprofit, funder, business, public agency, resident)

Ecosystem of Community Partners

Chair Chair

Action Team

Chair Chair

Action Team

Chair Chair

Action Team

Chair

Chair Chair

Action Team

Action Teams or Working Groups
Work groups formed around ideas & opportunities NOT organizations

TAMARACK INSTITUTE

Constellation Governance Model

Elements of Success:

- Light-weight governance
- Action-focused teams
- Third-party coordination – Convener/Fiscal Sponsor

Advantages

- The ability to respond quickly to emerging opportunities while still working on more protracted issues
- Preserving organizational autonomy within the collaborative
- Supports a flexible, adaptable partnership not a "heavy new umbrella NGO."

TAMARACK
I N S T I T U T E

Backbone Infrastructure – Core Functions

Backbone Infrastructure
strategic guidance & support

Convener / Fiscal Sponsor

CBYF Leadership Table
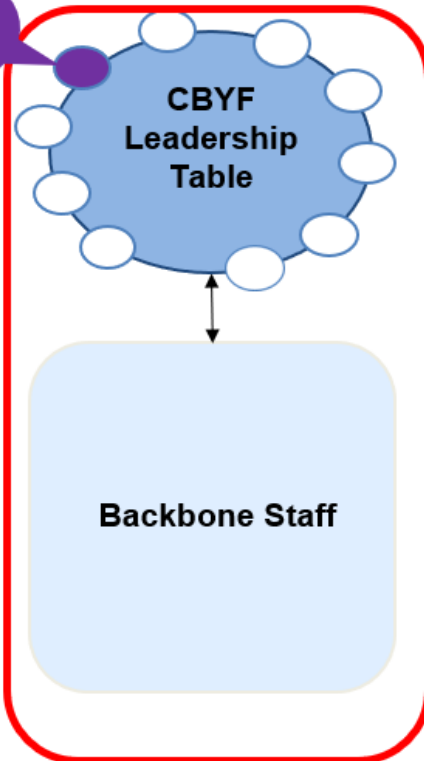
Backbone Staff

Backbones must balance the tension between coordinating and maintaining accountability, while staying behind the scenes to establish collective ownership.

Guide Vision and Strategy

Shared Measurement

Established Measurement Practices

Continuous Communication

Advance Policy

Mobilize Funding

TAMARACK INSTITUTE

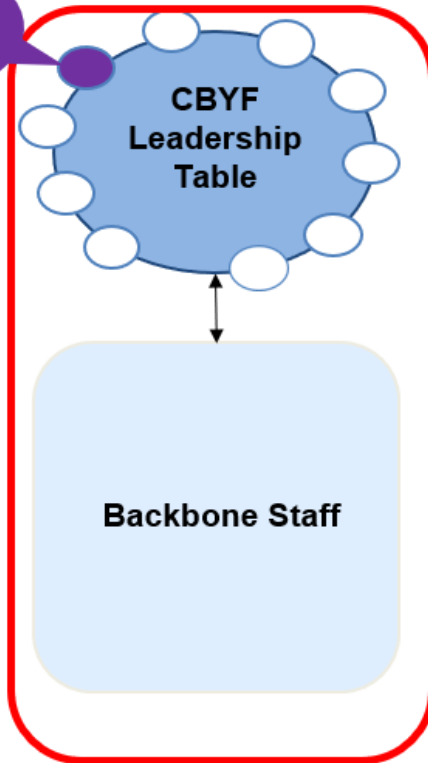Linking the Backbone to Collaborative Governance

The Key Elements

TAMARACK INSTITUTE

Backbone Infrastructure – Leadership Characteristics

Backbone Infrastructure
strategic guidance & support

Convener / Fiscal Sponsor

CBYF Leadership Table

Backbone Staff

Stakeholders describe backbone leaders as:

Visionary

Results-Oriented

Collaborative, Relationship Builder

Focused, but Adaptive

Charismatic and Influential Communicator
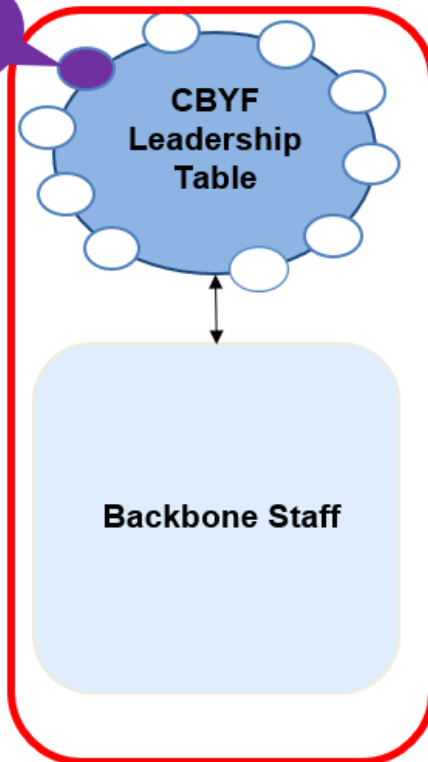
Politic

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."

TAMARACK
I N S T I T U T E

Equity and Backbone Infrastructure

Backbone Infrastructure
strategic guidance & support

Convener / Fiscal Sponsor
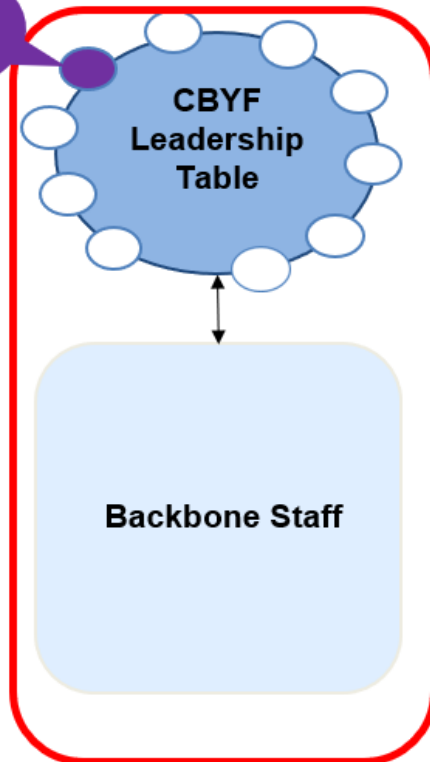
CBYF Leadership Table

Backbone Staff

- **One of the backbone's critical roles is to reinforce the initiative's focus on equity and stakeholder voice**

- Backbone members should reflect the community's diversity and require the skills & resources to engage communities and share power with them

- Backbone members needs to have credibility with the communities most affected by inequities;

- Backbone members must ensure the Leadership Table, Staff Team and others design strategies with a focus on the most vulnerable

- Key Questions for the Backbone Re: Equity:
  - How do we effectively integrate community voice?
  - How do we authentically & meaningfully involve community members?
  - How do we engage all stakeholders in sensitive conversations about race, class and culture?

Backbone Resources

Backbone Infrastructure
strategic guidance & support

Convener / Fiscal Sponsor

CBYF Leadership Table

Backbone Staff

CBYF Annual Funding Allocation per community	• Start Up Funding: $200,000 • Implementation funding: $200,000 annually to March 31, 2024 if community is making progress on common agenda
Convener/Fiscal Sponsor	A local charity willing to hold the financial resources on behalf of the CBYF collaborative
Leadership Table	10-15 community leaders representing different sectors including youth voice
Potential Staff Team	2-3 staff members to support the work • Project Manager • Community Engagement • Admin Support
Typical Responsibilities	• Guide Vision and Strategy • Liaise with Leadership Table and Working Groups • Build Public Will and connection • Begin implementation of common agenda, strategies and shared measurement • Seek additional resources if needed
Estimated Total Budget – From additional Sources	$200,000 - $300,000* *Depends on community need and commitment

Considerations beyond 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
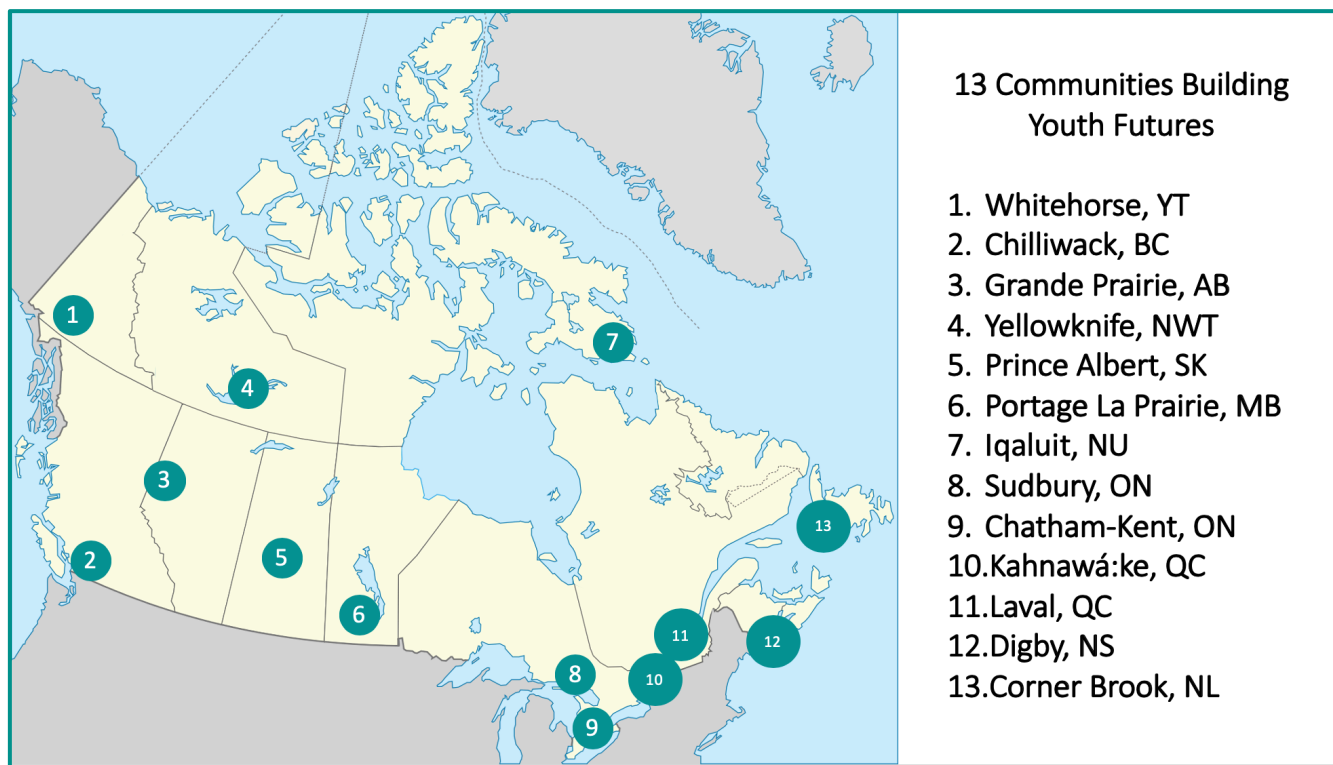
Communities Building Youth Futures

2019 – 2024

Context Behind Building Youth Futures

- In June 2019, the Government of Canada announced a modernized Youth Employment and Skills Strategy (YESS).

- YESS is a horizontal initiative led by Employment and Social Development Canada and delivered in collaboration with 10 other federal departments and agencies.

- One of the objectives of the modernized strategy is to reach youth earlier and support those that may be at risk of academic disengagement.

- Working with youth-serving organizations, supports will be made available to help youth complete high school and transition to post-secondary education and employment.

TAMARACK
INSTITUTE

Communities Building Youth Futures

13 Communities Building Youth Futures

1. Whitehorse, YT
2. Chilliwack, BC
3. Grande Prairie, AB
4. Yellowknife, NWT
5. Prince Albert, SK
6. Portage La Prairie, MB
7. Iqaluit, NU
8. Sudbury, ON
9. Chatham-Kent, ON
10. Kahnawá:ke, QC
11. Laval, QC
12. Digby, NS
13. Corner Brook, NL

A five-year strategy to work with up to 13 communities across Canada to develop collective impact, system-wide solutions for youth as they build and act upon plans for their future.

TAMARACK INSTITUTE

Communities Building Youth Futures Team

Nathalie Blanchet

Director

Trisha Islam

Manager of Cities

Kimber Kunimoto

Manager of Cities

ETAMARACK
INSTITUTE

Backbone of Backbones

Five Conditions

Common Agenda

Shared Measurement

Mutually Reinforcing Activities

Continuous Communication

Backbone Support

CBYF Project Elements

Community Youth Initiatives	National Collaborative
Evaluation & Learning	
Annual Partner Convening	Innovation Fund
Learning Community Supports	Overall Project Management
Innovation Fund	Overall Project Management

TAMARACK INSTITUTE

Communities Building Youth Futures
Anticipated 2019 – 2024 Project Outcomes

- Up to 5000 youth will be engaged and supported in their education to employment journey;

- 1300 youth express positive comments about their involvement;

- 195 Local leaders – from up to 13 communities - will be engaged;

- A National Collaborative will address the systems and policy barriers which prevent youth from achieving success;

- Up to 30 Innovative projects will be piloted and scaled;

- 13 local education systems will be actively engaged;

- 26 Local employers will be actively engaged.

TAMARACK
INSTITUTE

Communities Building Youth Futures

Governance Examples

Community Youth Initiatives (CYIs)

CYIs are community-based Collective Impact efforts and they have the following features:

Small to medium-sized communities

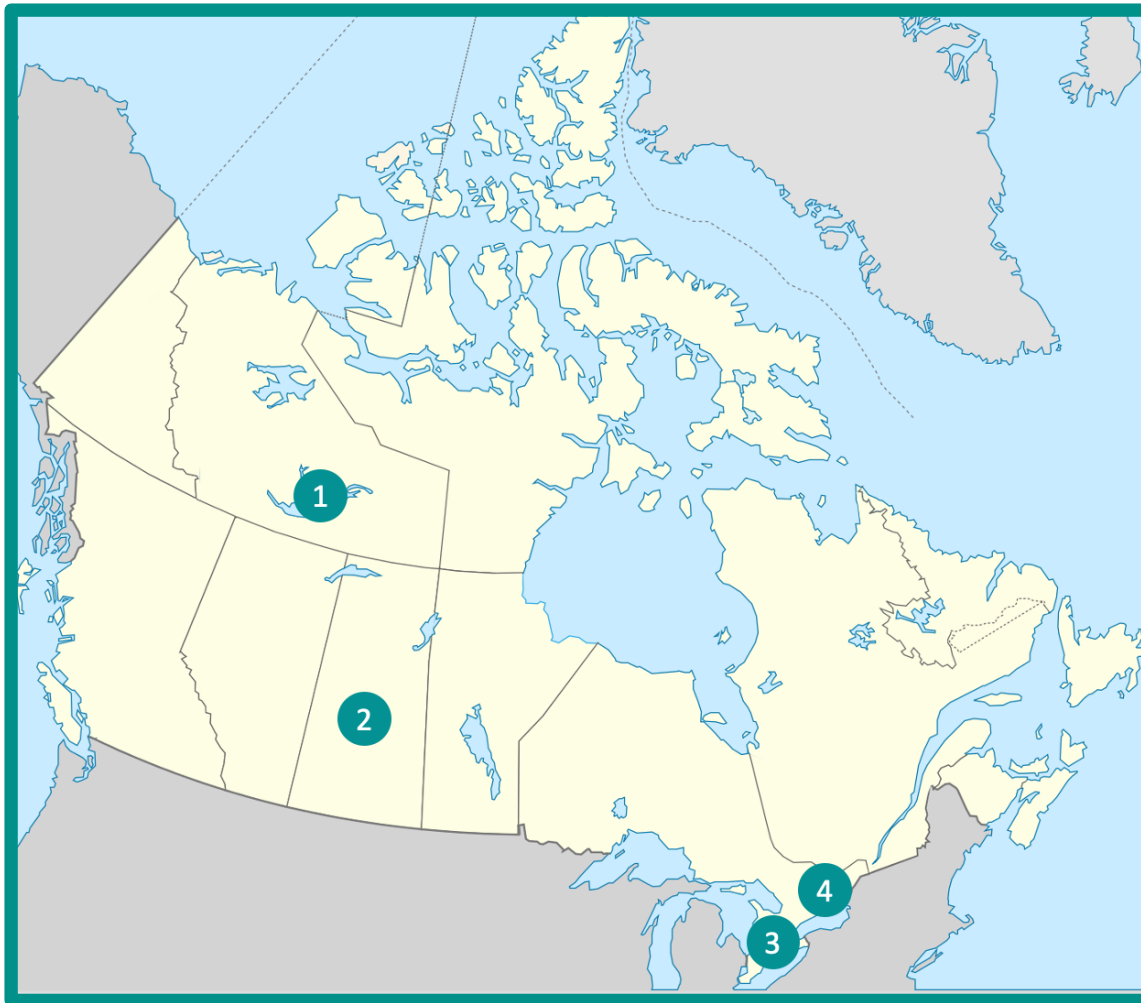Lead organization willing to act as a Convener/Fiscal Sponsor

Committed Leadership Table at the local level including youth with lived or living experience

Small, dedicated staff team provides backbone support
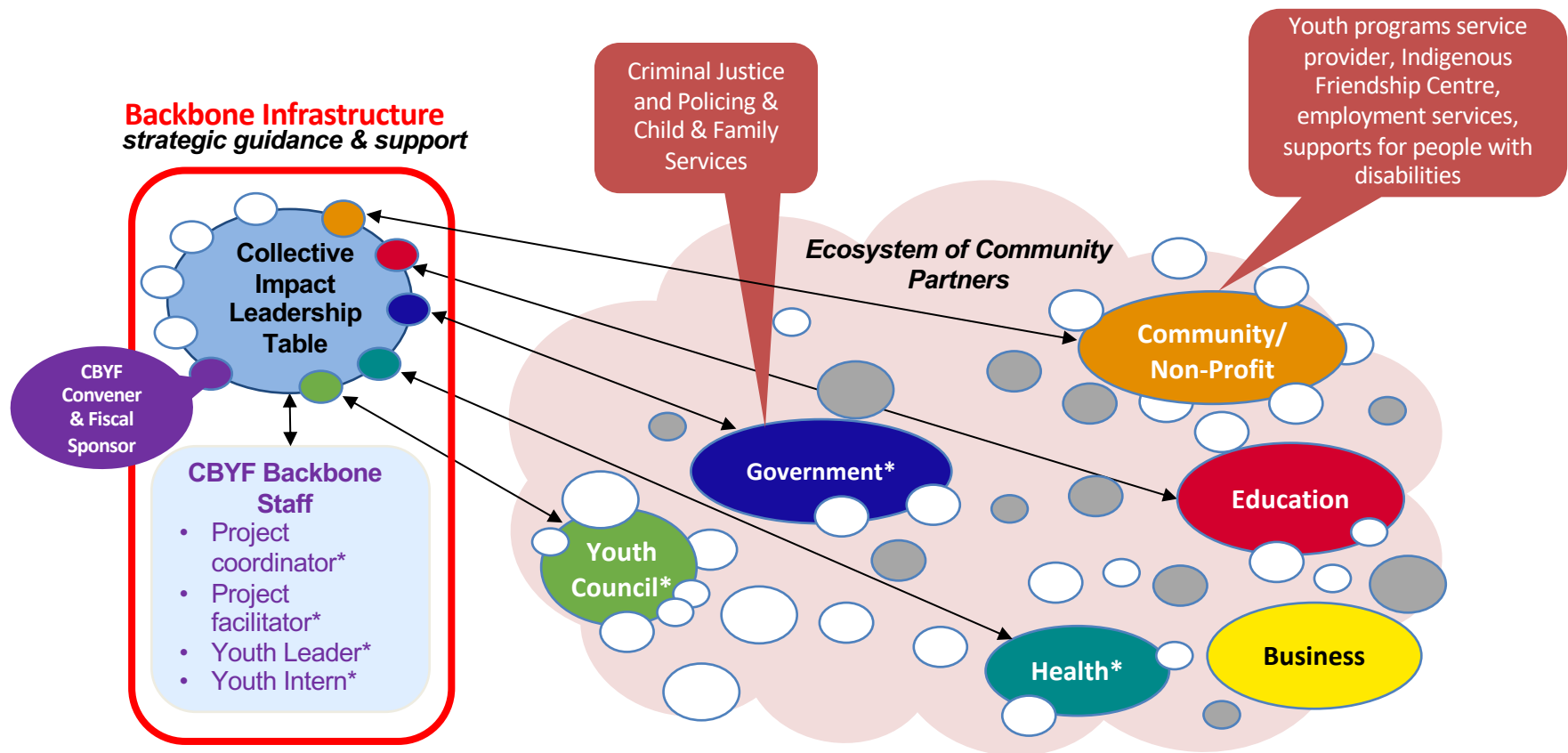
TAMARACK INSTITUTE

Community Youth Initiatives (CYIs)

1. Yellowknife, NWT
2. Prince Albert, SK
3. Chatham-Kent, ON
4. Kahnawá:ke, QC

Yellowknife, Northwest Territories

Backbone Infrastructure
strategic guidance & support

Criminal Justice and Policing & Child & Family Services

Youth programs service provider, Indigenous Friendship Centre, employment services, supports for people with disabilities

Collective Impact Leadership Table

CBYF Convener & Fiscal Sponsor

CBYF Backbone Staff
- Project coordinator*
- Project facilitator*
- Youth Leader*
- Youth Intern*

Ecosystem of Community Partners

Community/ Non-Profit

Government*

Youth Council*

Education

Health*

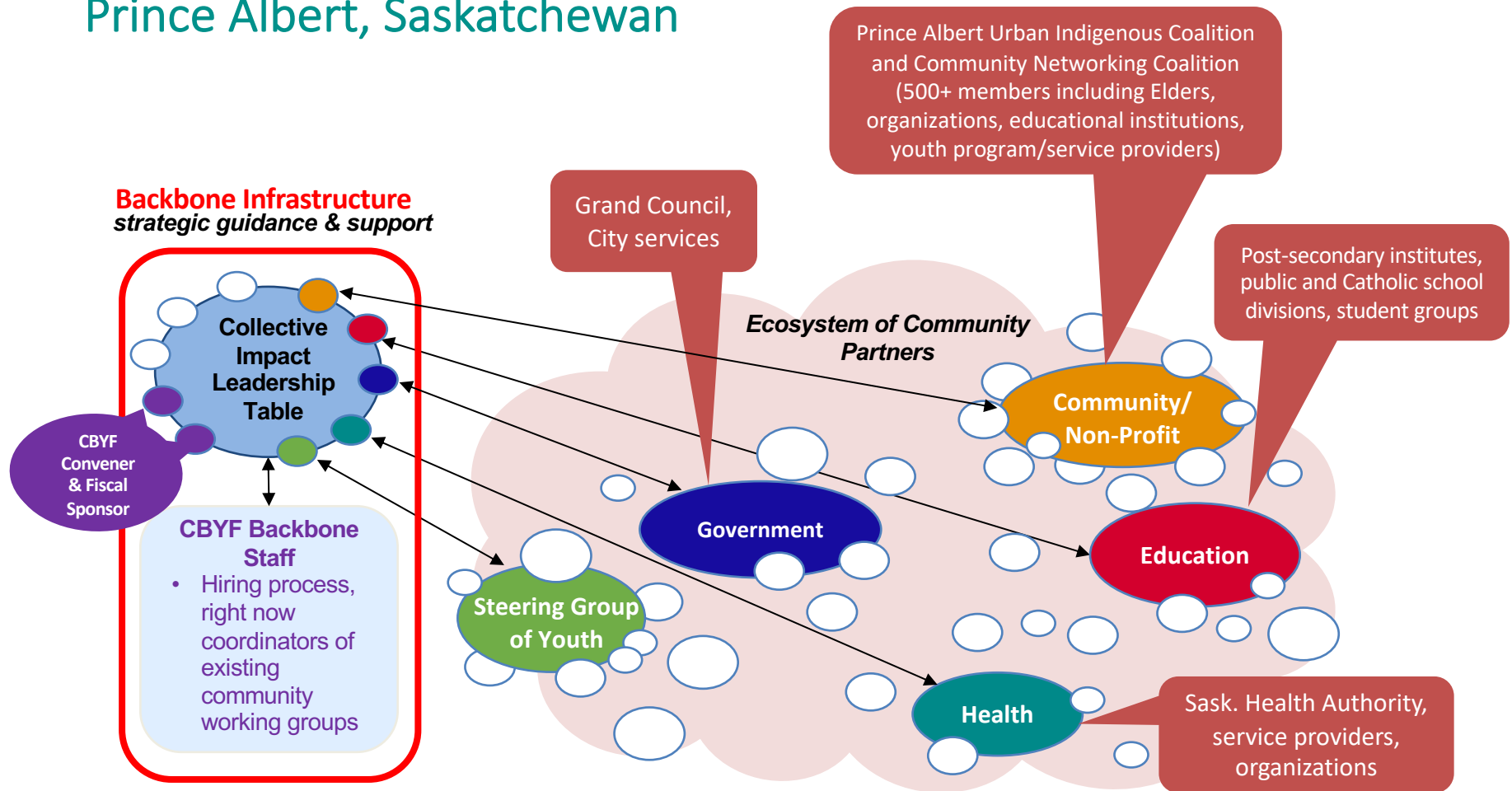**Business**

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

*Youth

TAMARACK
INSTITUTE

Prince Albert, Saskatchewan

Backbone Infrastructure
strategic guidance & support

Collective Impact Leadership Table

CBYF Convener & Fiscal Sponsor

CBYF Backbone Staff
- Hiring process, right now coordinators of existing community working groups

Grand Council, City services

Prince Albert Urban Indigenous Coalition and Community Networking Coalition (500+ members including Elders, organizations, educational institutions, youth program/service providers)

Post-secondary institutes, public and Catholic school divisions, student groups

Ecosystem of Community Partners

Community/ Non-Profit

Government

Education

Steering Group of Youth

Health

Sask. Health Authority, service providers, organizations

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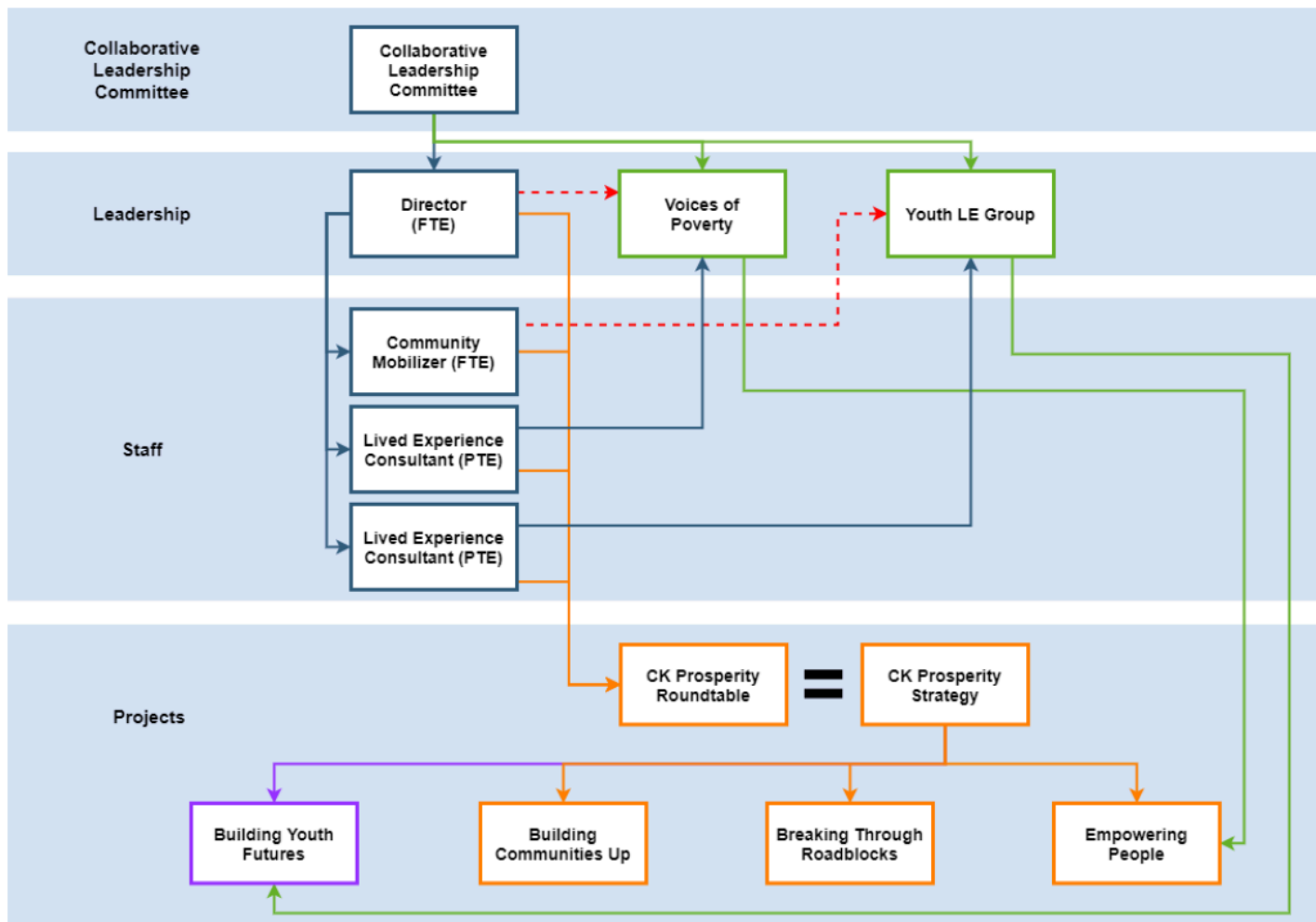
TAMARACK INSTITUTE

Chatham-Kent, Ontario

Kahnawá:ke, Quebec

Early and Emerging Patterns

Impact of COVID-19 when recruiting, building relationships, and meeting with Leadership Table

Developing youth councils/advisory groups and importance of accessible language when recruiting youth

Difficulty engaging education and business sectors – important to get school boards and employers involved

Having dedicated backbone staff makes a difference, helps move the work of the Leadership Table forward

Importance of building a shared learning community e.g. Community of Practice, peer-to-peer connections
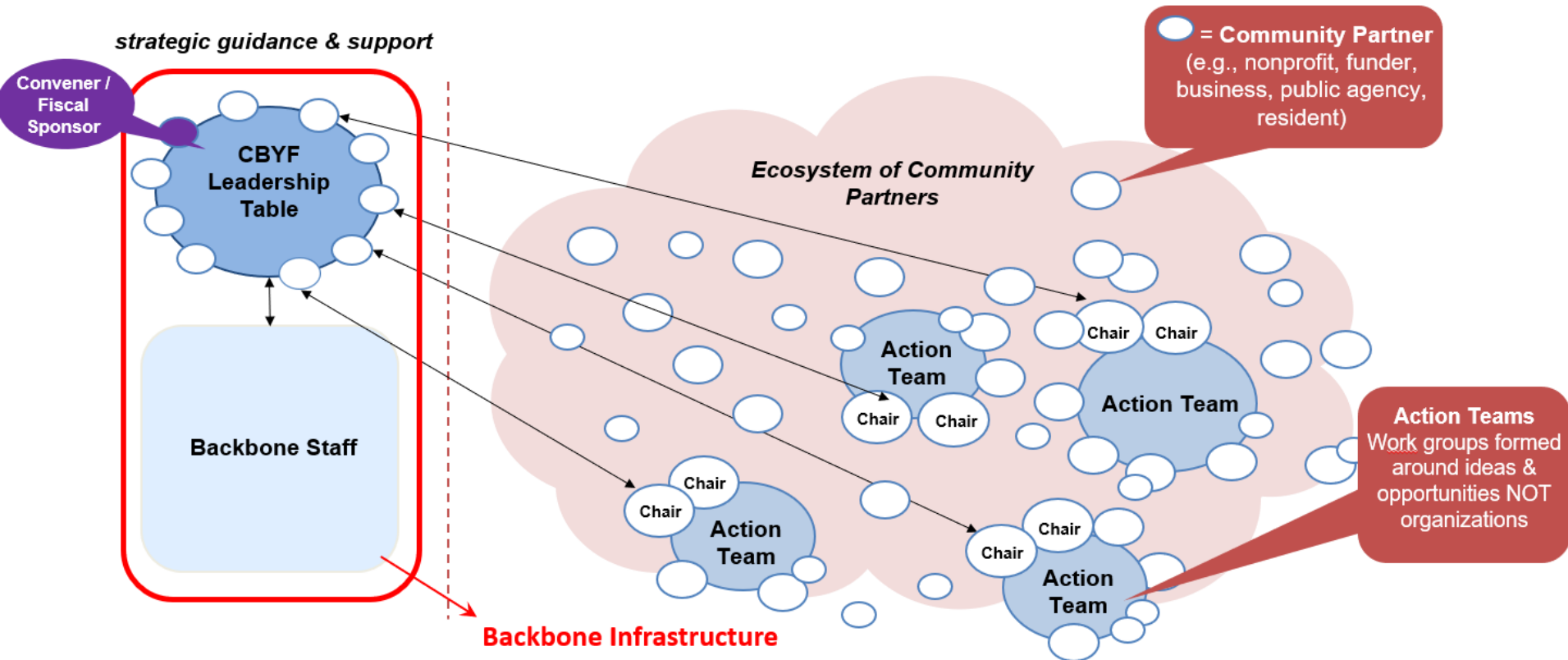
TAMARACK
INSTITUTE

Building your Governance Structure

Discussion

TAMARACK INSTITUTE

Collaborative Governance – Constellation Model

Common Agenda and Shared Metrics

strategic guidance & support

Convener / Fiscal Sponsor

CBYF Leadership Table

Backbone Staff

Backbone Infrastructure

= Community Partner (e.g., nonprofit, funder, business, public agency, resident)

Ecosystem of Community Partners

Action Team — Chair, Chair

Action Team — Chair, Chair

Action Team — Chair, Chair

Action Team — Chair, Chair

Action Teams
Work groups formed around ideas & opportunities NOT organizations

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

1

TAMARACK INSTITUTE

Building Your Collective Impact Governance Model

Using the frame of the Constellation Model, how would you assess your Collective Impact Governance infrastructure?

- What are your strengths?

- What could you add and/or enhance?
    - Which organizations or community partners should you involve?
    - What working groups or action teams are needed to advance your Collective Impact effort?
    - What reflections do you have about this exercise?

TAMARACK INSTITUTE

Questions?

Thank You

For more information contact:

Sylvia Cheuy sylvia@tamarackcommunity.ca

Trisha Islam trisha@tamarackcommunity.ca

TAMARACK
INSTITUTE