Mandate of the Leadership Group

The mandate of the Leadership Group is to provide visionary and ultimately, transformational leadership for Guelph’s Community Well-being Initiative.
BACKGROUND

Under Guelph City Council’s direction, a Social Services Work Plan has been developed which includes the Community Wellness (Wellbeing) Plan. This Community Wellbeing Plan is now known as the Community Wellbeing Initiative or CWI.

Community wellbeing is understood to be a holistic concept that describes an optimum, positive state of being. A Community Wellbeing Plan for Guelph will include a set of coordinated and change focused strategies that share a clear set of goals intended to lead improvements in wellbeing. This type of initiative is not intended to be a static document, but instead reflect an ongoing community process. The need for this process is championed by Mayor Farbridge and has been identified through dozens of discussions with community leaders, service providers, front-line staff, consumers and their advocates, the experiences of other municipalities, and Guelph’s own experience.

In Guelph, as in many other municipalities, community services are developed and delivered by a patchwork of different organizations and agencies. Service providers often work in silos, leading to gaps, duplication, and confusion for those trying to access services. The Community Well-Being Initiative will break down the silos, providing a new approach to delivering local government services – an approach centered on partnerships with public, private, and not-for-profit sector organizations. This will improve services and help us make better use of community resources.

The development of the Community Wellbeing Initiative provides a unique opportunity for community members to create and communicate a shared vision, which once created, has the potential to affect change in the community. No less importantly it also has the weight to influence partners, decision makers, service providers and policy makers at the provincial and federal levels of government. This vision inspires residents of Guelph to work with the Province of Ontario, partners, collaborators and service agents to define its own realistic and authentic approach to delivering government services and programs utilizing its capacity for collaboration, cooperation and cross-sectoral partnerships to address complex urban issues in new ways.

COMMUNITY WELL-BEING INITIATIVE

The project is conceptualized as having three phases:

- Phase One (2011/2012) will focus on convening a leadership groups to champion, guide and oversee the development of the wellbeing initiative and the engagement framework and communication plan.
- Phase Two (2012/2013) will shift the focus to extensive community engagement to
develop the vision for community wellbeing and for residents to articulate what it
means to be ‘well’ in Guelph. This will be augmented by qualitative and quantitative
data from other community sources and projects (including a household survey).
This Phase will also result in the creation of action priorities and strategies.

- Phase Three (2013/2014) will focus on implementation which will include ongoing
monitoring and evaluation of progress.

The Terms of Reference for this group will be reviewed at the conclusion of Phase 2 (end of
2012) to determine the most effective governance model for the phase 3 implementation. The
Terms of Reference will be reviewed annually.

THE LEADERSHIP GROUP

The Community Well-being Initiative will require visionary leadership which will be provided by
the Leadership Group.

The group describes the legacy they envision at the end of the next three years as a
sustainable, healthy community that has the capacity and preparedness to support individuals
and the community to address economic, environmental and social challenges and
opportunities.

COMPOSITION

The Leadership Group is comprised of 12-16 community leaders, recruited for their experience
and expertise in one or more of the domains of wellbeing outlined in Appendix A. A listing of
the members of the group can be found in Appendix B. The duration of these appointments
will be equivalent to the duration of the project with the understanding that from time to time
circumstances may dictate a shorter term. Resulting vacancies will be reviewed by the group
who will determine a process to fill vacancies.

A City staff member supports the work of group.

PURPOSE AND FUNCTION WITHIN THE CONTEXT OF THE COMMUNITY WELL-BEING
INITIATIVE

The purpose of this leadership group is to play three specific roles in guiding the development
and implementation of the Community Well-being Initiative.
**Ambassador**
- To represent the initiative to the community, communicate with your staff, colleagues, board members, clients/customers about it and to encourage them to participate.

**Networker**
- To assist staff by identifying resources to support the project such as: your content expertise, your ideas, solutions, your networks and connections your staff’s expertise, data you have access to.

**Visionary Champion**
- Transformational leaders use their influence to champion change in their organization, and within their networks. They encourage and support innovation.

The role of the City in the group is to convene and support the group to work together through the provision of content expertise, project management, funding and Council endorsement. The Executive Director of Community and Social Services is a member of the group. The Mayor of Guelph is the chair of the group and the General Manager of Community Engagement provides the instrumental support for the group to achieve their vision and outcomes.

**RESPONSIBILITY AND AUTHORITY**

The Leadership Group is an advisory body reporting through City staff to the Community and Social Services Committee of the City of Guelph. The following paragraphs outline the parameters within which this group is expected to do its work.

**General performance expectations include:**

- The preparation for and attendance at/of all meetings. There will be six regularly scheduled meetings per year. From time to time additional meetings may also be necessary.
- Failure to attend two or more meetings in any 12 month period, without leave, may result in the member’s replacement.
- The ability to communicate effectively and promote interaction with the highest ethical standards and professionalism ensuring that the best interests of the community are met, are important skills required of leadership group members.

**Specific responsibilities include the following:**

- With the assistance of staff:
- assess CWI project scope, project priorities, establish milestones, and make recommendations regarding the best process for the achievement of optimum outcomes.
- establish and monitor communication priorities; and review and recommend the implementation strategy of the CWI.
- commission a community engagement plan and review the consultant’s work plan.
- commission an evaluation consultant and review an evaluation framework.

- In addition to performing ongoing monitoring, make recommendations regarding amendments to the process and strategy when necessary.

**Conflict of interest**

The Leadership Group on Community Wellbeing members must declare any actual, potential or perceived conflict of interest. Members of the Leadership Group have a duty to make decisions solely in terms of the best interest of the community. It is expected that the members will not engage in any behaviour or conduct that may be seen to be an attempt to gain, through their position as a member or vice chair, or through their knowledge or contacts gained as Leadership Group member, any personal advantage, advancement, favour, influence, benefit, discount or other interest, for themselves, their spouses, their relatives, their friends, or the organization for which they work.

**Decision Making**

Decisions are made through consensus. Consensus is a process for group decision-making by which an entire group of people can come to an agreement. The input and ideas of all participants are gathered and synthesized to arrive at a final decision acceptable to all. Through consensus, the group is not only working to achieve better solutions, but each member’s input is valued as part of the solution. All members are equal voting partners for decision making. In the event that consensus cannot be reached, a vote will take place with the final decision made by majority rule.

**SUPPORT**

In accomplishing this demanding role, members of the Leadership Group can expect support and acknowledgement for their contribution. Support may take the form of training.
opportunities, staff time and expertise and pre-authorized expenses among others. There is no monetary remuneration offered for this position.

**WORKING PRINCIPLES**

The Leadership group will use Roberts Rules of Order for regular meetings of which the Mayor will Chair. A vice chair will be elected by the group. The Chair and Vice chair positions will be reviewed annually with the Terms of Reference. The Chair will also act as the main media spokesperson drawing on the expertise of the other members.

Using a Collective Impact approach, the following working principles developed for the Community Well-being Initiative and adapted in support of the successful operation of the leadership group are as follows:

**Engaging residents** - Engaging and listening to our residents is at the heart of local decision making, and ensuring that residents are consulted when appropriate and encouraged to participate should be a priority when possible.

**Balancing planning and action** - Sometimes community plans are “long on planning but short on action”. Engage residents directly to action small short term ‘practice projects’ when possible as part of the overall Community Well Being Initiative.

**Building on existing work and knowledge and drawing on the best from others** - Guelph has a track record of collaboration and as a result can draw upon previous and current consultation. Gathering and applying the learning from other projects may reduce duplication of effort and may also identify further gaps.

**Using a collaborative approach** - Keep in mind that recognizing and accessing networks and connections is as important as building on existing knowledge. The collaborative approach recognizes that no one sector can address community issues; rather we need a comprehensive and holistic approach that is developed and owned by as many groups as possible.

**Learning and adaptation** - Effective transformative change requires that we plan, act, evaluate and adjust continually to take advantage of new information and opportunities. Take advantage of learning opportunities and be willing to adapt as the project unfolds.

Revised: November 2013
Monitoring for impact- this project will develop and implement a monitoring and evaluation framework.

APPENDIX A - EIGHT DOMAINS OF WELL-BEING

The Canadian Index for Wellbeing Network is a global leader in the exploration and measurement of wellbeing and is affiliated with the University of Waterloo. Its mission is to report on the quality of life of Canadians, and to evaluate changes in this quality of life over time. It also aims to stimulate dialogue on how to improve the quality of life of Canadians through evidence based policy making and other means. Their index, focuses around eight different categories (domains); democratic engagement, living standards, healthy populations, time use, leisure & culture, community vitality, education and environment.
## Leadership Group for Community Wellbeing

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
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<tbody>
<tr>
<td><strong>Members</strong></td>
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<tr>
<td>Karen Farbridge</td>
<td>Mayor, City of Guelph</td>
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<tr>
<td>Ross Kirkconnell</td>
<td>ED Guelph Family Health Team</td>
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<tr>
<td>Kirk Roberts</td>
<td>ED Innovations Centre</td>
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<tr>
<td>Carol Hunter</td>
<td>Executive VP, Member Relations &amp; Corporate Services, Co-operators</td>
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<tr>
<td>Doug MacMillan</td>
<td>President, Mac Millan Marketing Group</td>
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<tr>
<td>Mitra Salarvand</td>
<td>Peer Parent Coordinator, Onward Willow Better Beginnings Better Futures, Local Immigration Partnership Leadership Council Member</td>
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<tr>
<td>Bryan Larkin</td>
<td>Deputy Police Chief</td>
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<tr>
<td>Daniel Moore</td>
<td>ED Child and Family Services</td>
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<tr>
<td>Marg Hedley</td>
<td>Emeritus, University of Guelph, Board Member GWSA</td>
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<tr>
<td>Julia Christiansen Hughes</td>
<td>Dean, dept of Management and Economics, University of Guelph</td>
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<tr>
<td>Terry O’Connor</td>
<td>Vice Chair, District Labour Council, Poverty Elimination Task Force Member</td>
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<tr>
<td>Rita Sethi</td>
<td>Director, Community Health, Wellington, Dufferin and Guelph, Public Health</td>
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<tr>
<td>Todd Dennis</td>
<td>Councillor, Chair CSS Committee, City of Guelph</td>
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<tr>
<td>Derrick Thompson</td>
<td>Executive Director, Community and Social Services, City of Guelph</td>
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<tr>
<td><strong>Open position</strong></td>
<td>Citizen, Youth engagement</td>
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<tr>
<td><strong>Staff Support</strong></td>
<td>Project Manager of Community Wellbeing Initiative</td>
</tr>
<tr>
<td>Louise Daw</td>
<td>General Manager Community Engagement, CSS, City of Guelph</td>
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<tr>
<td>Barb Powell</td>
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