



Skátne Teionkwakà:nere

Kahnawà:ke Collective Impact

TERMS OF REFERENCE

Adopted by Steering Committee February 17, 2021

1. ABOUT KAHNAWA:KE COLLECTIVE IMPACT

Kahnawà:ke Collective Impact (KCI) is a long-term grassroots movement launched in 2017 to address social, economic and other community issues that can best be address through collective action.

Our Name

The traditional name for the KCI Initiative – Skátne Teionkwakà:nere – translates to mean “together, we are looking ahead, beyond the issues currently in front of us”

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.

Our Focus

The Steering Committee reviewed data, spoke to an array of community stakeholders, and ultimately identified six initial priority areas for potential action

Our Location

KCI operates out of a location at:
1110 Rabaska Road
Kahnawà:ke, PQ
JOL 1B0

KCI TERMS OF REFERENCE

The purpose of this Terms of Reference (ToR) document is to outline the information and agreements that are put in place to support the work of KCI and to allow its members to function well together. The document's aim is to provide enough structure to enable people to work well together, make good decisions and offer transparency while keeping things flexible. In developing this ToR document our hope is to create a framework that is sufficient knowing that it will change to meet the demands and situation of the community. We will know KCI's Terms of Reference document is sufficient if:

- The group(s) are making satisfactory progress when using the framework
- Members are achieving some personal/community objectives
- Everyone involved is learning much more about the complex issue
- The overall process is self-refueling, leading to greater ambition and capacity; and,
- We see what is written here as a "living document" that will need to periodically be reviewed and revised over time.

2. KCI GUIDING PRINCIPLES

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'kéha 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)

Creating an Environment for Dialogue

To encourage respect and appreciation of all experiences, ideas, and people, the Kahnawà:ke Collective Impact has outlined a set of ground rules to help ensure that meetings are a place where people can feel comfortable sharing as part of a group, and where constructive conversations are encouraged. We appreciate that it is healthy to have a good exchange of ideas and perspectives at meetings and we want to ensure that differing opinions can be explored, understood and respected. To facilitate healthy discussion and debate we have agreed to:

- Listen actively and carefully to each other and learn from what they say but don't interrupt if someone is speaking
- Respect and explore differences of opinion with curiosity and openness – seeking to understand before trying to be understood
- Honour that what is said here, stays here; what is learned here, leaves here
- Accept that no one knows everything, but together we know a lot
- Speak from the I, not for the group
- All participants have the option to pass if they are asked to comment
- Accept that we may not always have time to hear from everyone but all efforts will be made to ensure that all perspectives are heard.

Confidentiality

Information regarding individuals or organizations that is of a personal and/or private nature that is shared at KCI meetings shall remain confidential. Every Steering Committee, Action Team and Round Table member, employee and/or volunteer with KCI will respect the confidentiality of matters brought before them during their involvement with KCI.

Consensus Decision-Making

Consensus is our preferred method of making decisions at KCI. The KCI support staff will make every effort to ensure Steering Group members are well aware of decisions that may need to be made in upcoming meetings, so if someone cannot attend, they can e-mail or call the KCI support staff with their comments, input, or concerns. These comments, input, or concerns will be shared during the meeting, so their voice is represented.

Quorum is not a term that exists in our culture. Therefore, all meetings of KCI proceed regardless of the number of individuals in attendance. Those in attendance are empowered to make decisions on behalf of the larger group considering the following:

- There must be faith and trust that those who are present for the meeting (even if numbers are low) will make good decisions on behalf of the larger group. All decisions will be presented back to the larger group at the next meeting.
- Those who are present, will exercise good judgement about whether or not to delay decision on an issue to a time when there are more individuals in attendance

If consensus cannot be reached, a Three-Party decision-making process, modelled after the Clan decision-making process, has been proposed. This process is to be used in situations where a group cannot reach consensus on an issue that requires a decision. This process has been adopted on a trial basis with a commitment to review it over time.

KCI's Three-Party Decision-Making Process

This process is to be used when a decision must be made but the group is unable to reach consensus. The Three-Party Decision-Making Process has four steps which are outlined below:

1. Participants are divided into three groups by distribution of numbers
2. Group 1 discusses the issue amongst themselves until they reach consensus and then presents their decision to Group 2
3. Group 2 discusses the issue amongst themselves. Group 2 may ask Group 1 to reconsider its decision based on their discussion. This will continue until Group 1 and 2 come to an agreement on the decision. However, if they find nothing wrong with proposed resolution, they return it to Group 1.
4. Group 1 then passes the issue to Group 3 for discussion. Group 3 either confirms or ask Groups 1 and 2 to reconsider their decision with Group 3's recommendations in mind. This will continue until all three groups achieve consensus and are one mind and one voice.

3. KCI MEMBER CODE OF CONDUCT

The Kahnawà:ke Collective Impact Steering Committee expects all its volunteers and/or its support team members to act in accordance with this Terms of Reference. If a member fails to abide by these Terms of Reference, other members of the Steering Committee and/or the KCI Project Director will bring the matter to the person's attention, discuss it with them and work to resolve it using Kanien'kéha approaches. Reasons for addressing a member's code of conduct may include, but are not limited to:

Meeting Attendance

- Lack of attendance without explanation or repeated tardiness,
- General lack of participation and inactivity

Member Conduct

- Acting in a way that is inconsistent with a decision reached by the Steering Committee or Action Team
- Hostile, disrespectful or malicious actions and/or statements.
- Disruptive, disorderly and/or troublesome behavior,
- Misrepresentation of the Steering Committee, KCI or other adjoined entities
- Harassment, coercion, threats or intimidation of others in the group
- Engaging in or advocating for activities that are of self-interest or a conflict of interest.

4. KCI TEAM ROLES

The infrastructure of KCI includes several groups and individuals who play different roles to support the purpose and intent of Kahnawà:ke Collective Impact. These groups and individuals include:

- **The KCI Steering Committee** - The Steering Committee provides strategic leadership and governance of the KCI. It is made up of a diverse group of volunteers from across the community.
- **KCI Action Teams** – Action Teams are teams of volunteers formed to work on specific ideas or opportunities that are priorities for KCI
- **The KCI Support Team** – The KCI Support Team is a small team of paid staff who support the Steering Committee and Action Teams to operationalize plans, seek funding, and design and lead community engagement and communications for the initiative overall.
- **Elders and Advisors** – Elders and advisors are individuals who offer wisdom and perspectives to support the work of KCI’s Steering Committee and/or action teams.
- **The Roundtable** – Membership on the Roundtable is made up of leaders from the four local organizations who co-founded KCI and supported its formation until the first Steering Committee for KCI was established. The four organizations are:
 - Kahnawà:ke Shakotiiatakehnhas Community Services
 - Kahnawà:ke Education Center
 - Tawatohni`saktha (Kahnawà:ke Economic Development Commission)
 - Mohawk Council of Kahnawake

The Roundtable continues to provide advice, administrative support and infrastructure of KCI. This enables the Steering Committee and support team to focus on its work and maintain momentum and ensure the overall success of the initiative.

More detailed information about each group and how they function can be found in this Terms of Reference Document.

5. KCI STEERING COMMITTEE

KCI Steering Committee

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.)
- Ensuring accountability for the activities of the Action Teams and confirms the relevance and value of the work being done.
- Ensuring there is sufficient community engagement and consultations across community as well as continual communication with the community about the work of the KCI.
- Working within budget and provides support and leadership wherever possible to generate the funding required to deliver on the long-term plan
- Setting policies that govern its own work and the work of the KCI Support Team.
- Approving KCI's scope of work
- Providing guidance to the work of KCI overall
- Working closely with the support team
- Reviewing data
- Developing a learning agenda for the Steering Committee &/or Action Teams
- Ensuring accountability for – and aligning – the work of Action Teams

KCI Steering Committee Composition

The Steering Committee is a diverse group of individuals drawn from across the community. They provide strategic direction to the Kahnawà:ke Collective Impact initiative and champion its work.

Ideally, our goal is to have a minimum of 27 people on the Steering Committee by we can operate with less.

The composition of the Steering Committee includes 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

Ideal characteristics of Steering Committee members include:

- 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

The KCI Project Manager is a member of the KCI Steering Committee

KCI Steering Committee Member Commitments

To achieve the Steering Committee's purpose and obligations, Steering Committee members agree to:

- Attend Meetings as per agreed annual calendar
- Receive an orientation to the Kahnawà:ke Collective Impact initiative
- Read reports, minutes, and other communications pertinent to the work of the Steering Committee
- Support Steering Committee decisions to the community (speak together, with a common voice).
- Seek to understand issues and opportunities and one another before making decisions.
- Participate in community engagement events as much as possible.

KCI Steering Committee Member Terms

There are no term limits for serving on the KCI Steering Committee. However, every six months, members will be invited to renew their commitment to continuing in this role.

KCI Steering Committee Member Resignations

A member of the Steering Committee may resign at any time by submitting a written resignation to the KCI Project Director and such resignation becomes effective when received by KCI or at the time specified in the resignation, whichever is later.

6. KCI ACTION TEAMS

Action Team Role

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 conditions to Guide Creation of an Action Team include:

- Action Teams can be time-limited or ongoing
- There's an overall need or opportunity
- There's energetic leadership by a member of the Steering Committee
- Continuation is reviewed when the Action Team's goal is addressed

Action Team Composition

When establishing an Action Team, effort is made to ensure the Team's composition reflects a diversity of perspectives. The following criteria are used when establishing the composition of an Action Team:

- Includes members who represent a diversity of perspectives and knowledge from across the community – typically 8-10 members including at least one youth and one elder
- Includes at least one member of the Steering Committee as part of the Action Team (to foster alignment and coordination across Action Teams and KCI overall)
- Action Teams can delegate a second member to be part of Steering Committee (ideally a youth)
- Action Team members should include a mix of the following gifts & attributes:
 - **Connector** – Someone who knows many people across the community
 - **Attractor** – Someone whom others want to be in the room with
 - **Visionary** – Someone who will push the Team to stay focused on its Action Plan while staying focused on the common agenda
 - **Learner** – Someone who is wanting to develop their knowledge and experience
 - **Subject-Matter and/or Context Expert** – Individuals with expertise on a key aspect of the issue/opportunity being addressed
 - **Elders/Advisors** – Can be called on by the Action Team for perspective, guidance and support to the Action Team's work as needed

Action Team Member Responsibilities

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. Each of these is described in more detail below:

Strategy & Action Plan Development

- Review research and gather data about their issue/opportunity
- Research effective strategies and promising practices from elsewhere to inform our work
- Identify measures and indicators of success
- Develop an Action Plan
- Share Action Plan with KCI Steering Committee for input, support & approval

Action Plan Implementation

- Co-design & refine solutions around key shifts/strategic priorities
- Coordinate activities among agencies and other champions in the community
- Identify funding sources and other community partners to help execute work plan
- Provide progress updates to the KCI Steering Committee
- Adapt Action Plan as required

Leadership

- Champion their Action Team and the work of KCI overall within and beyond the community
- Help grow and mentor the composition of the Action Team as needed
- Contribute to a healthy working environment amongst the team

Process

- Attend Working Group Meetings as scheduled (Average 3-5 hours/month)
- Periodically evaluate & reflect on progress and capture learnings
- Commit to a minimum of 6-12 months membership
- Undertake tasks and/or reading and research between meetings
- Participate in an annual gathering of all KCI Work Teams
- Whenever possible, strive for consensus in the team's decisions. When consensus is NOT possible, abide by KCI's decision-making processes & principles

Action Team Member Terms

The mandate of an Action Team can either be time-limited or ongoing. Members of an Action Team are asked to renew their commitment to this role every six months as long as their Team continues to meet. Action Team members whose work has completed will also be encouraged to consider joining the Steering Committee if they are not already on it once their Action Team's mandate is completed.

Action Team Member Resignations

A member of the Action Team may resign at any time by submitting a written resignation to the Chair of their Action Team Chair and/or the KCI Project Director. A resignation becomes effective when it is received by KCI or at the time specified in the resignation, whichever is later.

7. ELDERS AND ADVISORS TO KCI

Elders and advisors are individuals within the community whose knowledge and life-experience gives them wisdom and a valued perspective that can positively contribute to – and impact – the work of KCI, its Round Table, Steering Committee, Action Teams and/or Support Team

The Role of Elders and Advisors

Elder and advisors have a unique role in the work of KCI and in recognition of their unique contributions their role is different from other members of KCI in several ways which include:

- Elders/Advisors are not obligated to participate at regularly scheduled meetings
- Elders/Advisors are not required to review pre-read materials prior to meeting
- Elders/Advisors have no time limits on their involvement and participation
- Elders/Advisors are not active participants in assigning work to and engaging Action Teams
- Elders/Advisors are not active participants when voting is required within the meetings