



Children and Youth Planning Table of Waterloo Region

Children and Youth Planning Table Charter

December 2018

The Children and Youth Planning Table is an emergent, responsive and ever-changing initiative. As such, the way in which we structure our work, and in turn this document, is dynamic. The Charter will continue to be edited and updated as our work evolves over time.

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Introduction

***If you want to go fast, go alone,
If you want to go far, go together.***
~ African proverb

It is with that sentiment that the Children and Youth Planning Table was originally established in 2011 and why we continue to work together. We know that together, we can address challenges, solve problems and mobilize as a system to maximize the wellbeing of children and youth in Waterloo Region, in ways that go beyond what individual organizations are able to do on their own.

The Children and Youth Planning Table envisions a community where all children and youth are happy and healthy. There are many programs, services, organizations and collaboratives dedicated to the wellbeing of children and youth in Waterloo Region and we have seen the positive impact of these efforts. For example, in our community:

- More than 9 in 10 mothers go to a prenatal visit within their first trimester (9.5% higher than the Ontario average).
- 6 in 10 youth consume vegetables or fruit, five or more times per day (15% higher than the Ontario average).
- More than 9 in 10 Grade 3 students from the Waterloo Region District School Board and the Waterloo Catholic District School Board reported liking to read on the Education Equality and Accountability Office (EQAO) Assessment.

At the same time, we know that there are still children and youth in Waterloo Region who are not reaching their full potential. For example:

- 1 in 5 children score low (or vulnerable) on two or more domains of the Early Development Instrument.
- The rate of reported emergency room visits for self-harm for youth is notably higher in Waterloo Region than Ontario (485.4 vs. 328.1 per 100,000, respectively).
- 1 in 5 students do not earn a diploma within 5 years of starting high school.

As the interest in the wellbeing of children and youth continues to grow in our community, so too has our membership and our engagement with Children and Youth Planning Table. Members report feeling more informed and more engaged in the work now than ever before. Since 2011, and in particular over the past three years, we have worked to set a strong foundation of collaboration. This foundation has allowed for a significant culture shift within the system of all of us who serve children, youth and families - seeing all of our individual program/organization work with children, youth and families as being part of one system. This has provided us with the opportunity to start addressing the challenges and complexities

of child and youth wellbeing through a collective impact approach, while being responsive to the changing needs in the community.

By working differently together, in an intentionally connected way, we believe that more children and youth in Waterloo Region can be healthy and happy. This Charter serves as a framework to ground the governance structure of the Children and Youth Planning Table, and to clearly outline various roles and responsibilities.

Common Agenda

Who Are We?

The Children and Youth Planning Table is an open-membership, community-wide partnership working together to improve the wellbeing of children and youth, 0 to 18(ish), in Waterloo Region. Using “18-ish” to define the transition from youth to adult is intentional. 18 years of age is a key milestone in an individual's life as they transition from secondary school to higher education or employment. We use the term “18-ish” however, in recognition that some youth will exit the school system prior to age 18, while others remain in secondary school well past their 18th birthday. We want to ensure our work includes consideration of all youth prior to their transition to adulthood. Our partnership currently consists of over 500 individuals, including service providers, researchers, representatives of planning bodies, and funders, serving children, youth and families in our community. For more information on our background and history, please visit www.childrenandyouthplanningtable.ca or click [HERE](#).

Vision

Our work at the Children and Youth Planning Table is guided by our common Vision:

Happy, healthy children and youth - today and tomorrow.

Mission

There are many programs and services, organizations and collaboratives working to improve wellbeing for children, youth and their families across Waterloo Region. At the same time, we recognize that together we can do what no organization can accomplish on its own.

Our Mission:

To collectively mobilize as one system for children and youth in Waterloo Region that relentlessly strives to maximize wellbeing throughout generations.

Shared Goals

We have established six Shared Goals for Child and Youth Wellbeing in Waterloo Region. These six goals are key conditions of wellbeing for children and youth. Using a collective impact approach, we are working to move the needle on the following six goals to improve wellbeing for children and youth in Waterloo Region:

Children and youth in Waterloo Region....

1. Are valued, heard and included
2. Are safe and supported by caring adults
3. Are physically healthy
4. Are emotionally healthy
5. Are lifelong learners
6. Can see a positive future for themselves

Shared Goals for Child and Youth Wellbeing



How Do We Do What We Do - A Shared Foundation for Practice

As we work to collectively mobilize as one system for children and youth in Waterloo Region, and to impact our 6 Shared Goals for Child and Youth Wellbeing, we recognize that the work is messy and complex. We want to build on the resources and capacities that exist in our community, while at the same time be nimble and responsive to the ever changing landscape. It is therefore important to us to have a shared foundation to work from - a set of principles and values to guide our work together.

As such, the members of the Children and Youth Planning Table have developed a Shared Foundation for Practice. This Shared Foundation for Practice helps us to engage in open, honest and sometimes difficult conversations that lead us to action - both as a community, as well as within our own organizations and spheres of influence. It also helps us to work with others in a spirit of respect, openness, co-operation and proper decorum in spite of differences that may arise during discussion.

The Shared Foundation focuses on four pillars for working with children, youth and families in our community and together as members of the Children and Youth Planning Table. The four pillars of the Shared Foundation for Practice are:

- **Family, Child and Youth Centred:** Families, children and youth are always placed at the centre of our work.
- **Wholistic:** We seek approaches that work together to support and surround all aspects of a child/youth's life.
- **Connected:** We work to share resources, knowledge and expertise.
- **Informed:** We utilize evidence informed research that fits within our current community and cultural contexts.

To see the full Shared Foundation for Practice, please visit www.childrenandyouthplanningtable.ca or click [HERE](#).

Roles and Responsibilities

The Children and Youth Planning Table is made up of several components. Grounding our work is the Common Agenda, which provides direction and aspiration, and the Shared Foundation for Practice that outlines the ways in which we strive to harness the collective energy of all members and work together to continually shift culture and achieve greater impact.

In addition, the following Governance elements are foundational to the structure of the collaborative and to moving forward various components of our work. Described below are key roles and responsibilities (see Appendix A for a chart that further highlights similarities and differences and for a visual capture of the Governance model on page 9).

Governance Structure

1. Children and Youth Planning Table General Membership: The Children and Youth Planning Table is open to all interested stakeholders who support the Vision of happy healthy children and youth - today and tomorrow. Stakeholders represent many different sectors and organizations including service providers, researchers, planning bodies and funders - all with a focus on children and youth, pre-birth to age 18-ish, and/or their families. Participants at the Children and Youth Planning Table may also include general community members with an interest in the Vision of the Table. Those who opt to join in self-determine their level of involvement (from awareness [e.g., reading the E-News Bulletins, staying informed via the CYPT website] to active involvement [e.g., participating on a Working Group]). Level of involvement may ebb and flow with the evolution of the work.

2. Voting Member Organizations: Voting member organizations are organizations, based in Waterloo Region, intentionally invested in the strategic direction and future of the Children and Youth Planning Table, and who seek intentional linkages to the work of the Table and their organization. Voting Membership is open to any organization who

sees their work as aligning with the Vision of the Table, as well as the 6 Shared Goals for Child and Youth Wellbeing, and that intentionally seeks to be part of efforts to collectively mobilize as one system for children and youth in Waterloo Region that relentlessly strives to maximize wellbeing throughout generations (the Mission of the Children and Youth Planning Table). See the [Voting Member Terms of Reference section](#) for further details.

3. Working Groups: Working Groups are time limited sub-committees of the CYPT that are driven and supported by the CYPT. Working Groups take action on particular projects or focus areas identified by the broader CYPT membership or Voting Members (and approved by the Steering Committee). Working Groups are directly accountable to the CYPT – both in their mandate and their monitoring and reporting, and are overseen by the Steering Committee.

4. Nested Groups: Nested Groups are self-sustained groups in the community, engaged in focused work related to child and/or youth wellbeing, that choose to intentionally align their efforts with the Vision, Mission, 6 Shared Goals and the Shared Foundation for Practice of the CYPT. While Nested Groups are not governed by the CYPT, they incorporate guidance from the CYPT Steering Committee, and have access to the membership for input and potential endorsement, but otherwise use their own decision making framework and set their own strategic objectives.

5. Support Teams: Support Teams are sub-committees of the Children and Youth Planning Table that function in perpetuity (or until deemed no longer necessary due to other available supports in the community) to support the advancement of the Vision, Mission, and Shared Goals of the Children and Youth Planning Table. Support Teams generate resources and/or knowledge to ensure those working collectively to advance child and youth wellbeing have access to consistent, fulsome, system-level information. The Children and Youth Planning Table currently has two Support Teams (Data Research and Evaluation Team and the Communication Advisory Team – see [Appendix B](#) for further details on these two Teams).

6. Steering Committee: The Steering Committee is a committee of the Children and Youth Planning Table that provides leadership, Vision, and strategic direction to the overall work of the Table. They have responsibility for considering the interconnectedness of the work of the CYPT, as well as the work of the Table in relation to the bigger broader system/landscape. The Steering Committee is comprised of the CYPT Co-Chairs, Past Chair, Chairs of any active Working Group and Nested Group, 1-2 Voting Members and Backbone Staff. Chairs of Support Groups participate as requested and representation from prenatal, early years, middle years and adolescent years is ensured. See the [Steering Committee Terms of Reference section](#) for further details.

7. Ad Hoc Steering Committee Task Groups: Ad Hoc Steering Committee Task Groups are comprised of representatives from the Steering Committee and Voting Member organizations. These Task Groups are requested by Steering Committee to advise the Steering Committee as the need arises (e.g. Governance). Ad Hoc Steering Committee Task Groups may be time limited, or called on from time-to-time as needs arise.

8. Backbone Staff: Backbone Staff are the paid staffing that provide ongoing support to all functions of the Children and Youth Planning Table. They are the “knitters” who seek out and highlight connection points to the work of the Table and to the issue of child and youth wellbeing in general. Specifically, they provide support to help move the work of the collaborative forward in the following ways:

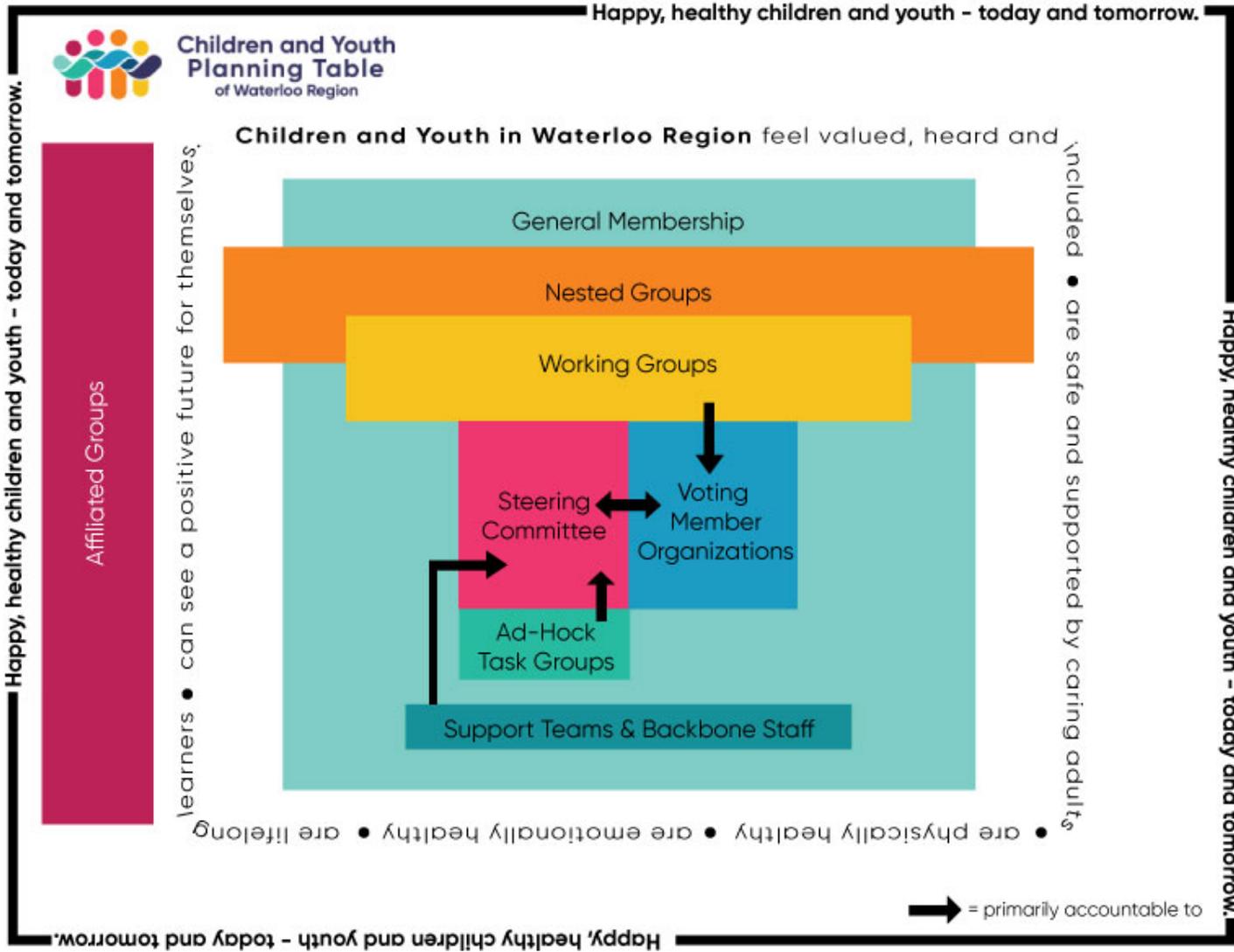
- Strategic direction (helping to guide the Vision and direction, connecting the CYPT to other initiatives or collaboratives in the community).
- Data (supporting the data collecting and the use of data for learning and evaluation).
- Engagement and Communication (facilitating communication and dialogue between partners, as well as cultivating relationships throughout the community).
- Facilitation (specifically in support of Standing and Working Groups).
- Administration (addressing the logistical needs of the Table, helping to mobilize resources, etc.).

9. Fiscal Sponsor: The Region of Waterloo Children’s Services, as endorsed by the Children and Youth Planning Table, acts as the lead fiscal sponsor for the Table. This role includes providing full-time dedicated Social Planning Associate support in perpetuity, housing and employing other backbone staff, providing in-kind resources, as well as a linkage to Regional Council. While the Region of Waterloo Children’s Services is the lead fiscal sponsor, other Voting Member organizations may perform additional fiscal sponsor functions as deemed appropriate by the Steering Committee.

10. Affiliated Groups: Affiliated Groups are other groups/networks/tables in the community that are doing work specifically related to child and/or youth wellbeing that inform and complement the work of the CYPT. There is mutual agreement that the work of Affiliated Groups aligns and contributes to the Vision of happy healthy children and youth - today and tomorrow. Affiliated Groups are not governed by the CYPT and the CYPT is not governed by Affiliated Groups.

In addition, we strategically access guidance and advocacy support for system change from related community initiatives focused on community wellbeing. One example is the Wellbeing Waterloo Region System Change Champions group. System Change Champions are influential decision makers within key organizations/groups that help make system level changes that support transformational change to improve community wellbeing. While they specifically reside with and inform the Wellbeing Waterloo Region initiative, the Children and Youth Planning Table is able to access this group for the purpose of advocating for changes to policies and processes at a system level related to child and youth wellbeing.

Children and Youth Planning Table Governance Model



Voting Member Organization Terms of Reference

Voting Member Organizations* are those that are intentionally invested in the strategic direction and future of the Children and Youth Planning Table, and who seek intentional linkages to the work of the Table and their organization. By virtue of their Voting Member designation, they are organizations that reap the following benefits:

- A broader and richer community-wide perspective on child and youth wellbeing.
- An opportunity for input and influence into how to best mobilize as one system for child and youth wellbeing.
- Avoidance of duplication in their work by having greater awareness of other child and youth wellbeing efforts.
- Stronger relationships and networks with those working in the child and youth wellbeing space.
- Opportunities for leadership, and for engaging with other leaders in the system of services and supports for children and youth.

Collaboratives/Networks/Councils and other groups that are made up of representatives from various organizations and who wish to make intentional linkages to the work of the Children and Youth Planning Table are welcome to consider a Nested or Affiliated designation [see earlier description]. When endorsements/votes are put forward to Voting Member organizations, Nested and Affiliated Groups will have opportunity for input – to be considered alongside the official endorsement/vote of Voting Members.

Roles and Responsibilities of a Voting Member Organization

- Aspires to the Vision of the Children and Youth Planning Table.
- Actively considers how the work of their organization fits in with the broader system of services and supports for children and youth - and considers opportunities for doing work differently in the interest of greater child and youth wellbeing (alignment with the CYPT Mission).
- Looks for opportunities to intentionally align the work of the organizations with the 6 Shared Goals for Child and Youth Wellbeing.
- Actively works with/towards the ideals expressed in the Shared Foundation for Practice.
- Designates a primary and secondary Voting Member representative for their organization, who will adhere to the roles and responsibilities of Voting Member Representatives (outlined below).
- Ensures organization information is up-to-date on the Family Compass website.
- Ensures Family Compass link is active on organization website (and promoted in others ways as appropriate).
- Actively votes/endorse/participates in CYPT requests to Voting Member Organizations.
- Actively contributes to the work of the CYPT (e.g., provides staff time for Groups, provides meeting space, provides/shares in-house resources, etc.).

Each Voting Member organization designates a primary and secondary individual to act as the Voting Member representatives for their organization. The roles and responsibilities of these individuals are as follows:

Roles and Responsibilities of a Voting Member Representative

- Acts as a champion for stretching beyond traditional organization practices and looking for meaningful opportunities to work differently together in the broader system of services and supports for children, youth and families.
- Intentionally removes their organization/sector “hat” for the purpose of system-level conversation (as warranted).
- Stays informed of the work of the CYPT.
- Acts as a conduit for information between the CYPT and other members of their organization, and vice versa.
- Actively gathers input from other members of their organization to inform the work of the CYPT.
- Participates in Voting Member activities and provides official vote/endorsement from the lens of what is in the best interest of advancing the Vision and Mission of the Children and Youth Planning Table.
- Provides sign-off on behalf of the organization (as requested).
- Shares feedback via a survey once a year on their participation as a Voting Member Organization.
- Declares any conflict of interest for any item in which they, or their organization would have a direct financial or vested interest in a specific outcome. In such an event, the individual will not actively take part in the discussion or the final decision for that item (if that is the will of the group).

Accountability

Voting Membership is open to any organization who sees their work as aligning with the Vision of the Table, as well as the 6 Shared Goals for Child and Youth Wellbeing, and who intentionally seeks to be part of efforts to collectively mobilize as one system for children and youth in Waterloo Region that relentlessly strives to maximize wellbeing throughout generations (the Mission of the Children and Youth Planning Table). An application form is completed by all interested Organizations and approved by CYPT Backbone staff (and Steering Committee if deemed necessary). Voting membership is considered active until the next Charter endorsement takes place, or until the organization deems it no longer a fit, or expectations around active participation are not fulfilled (see below).

As Voting Member Organizations, we share in the ownership of the CYPT and know that collective success comes through active participation of all involved. For those who do not find it possible to actively participate (i.e., vote/endorse/attend Voting Member meetings at least 75% of the time over a rolling 24 month period), the Co-Chairs or Manager of the CYPT will reach out to the organization to discuss the fit of on-going Voting Member status and any concerns on the part of the organization. If the participation rate does not increase over the next 6 months, Voting

Member designation will be removed and general participation status will be put in place. Organizations are welcome to submit a re-application for Voting Member designation for review and approval by Steering Committee.

With reference to the work of the CYPT, Voting Member Representatives are accountable to their own organization, as well to their fellow Voting Member Organizations of the Children and Youth Planning Table.

Decision Making

Voting Member Organizations of the Children and Youth Planning Table strive to make informed decisions. They are designated as the key decision making body for the CYPT, and in turn, will make decisions considering input from the broad group of CYPT participants and/or the community at large.

When Voting Member Organizations are asked to provide a vote or endorsement, they will be asked to consider if the decision/direction is in the best interest for the work of the Children and Youth Planning Table.

A decision/direction will be considered supported when at least 51% of all Voting Member Organizations are in favour. This means that if less than half of all Voting Member Organizations participate in a vote/endorsement request, even if all participants are in favour, that a decision/direction cannot be moved forward due to the failure to hear from sufficient number of Voting Member Organizations.

Backbone Staff Support

Children and Youth Planning Table staff support the work of the Voting Member Organizations in the following ways:

- Ensuring effective communication and knowledge mobilization strategies to make it easier to stay informed on the work of the CYPT and to provide meaningful vote/endorsement/participation.
- Creating voting/endorsement/participation processes that are meaningful, respectful and informed. This includes arranging for alternative methods to participate/vote/endorse (as requested and as possible) and ensuring thoughtful use of time.
- Creating processes and opportunities for organizations to strengthen connections to each other and to the work of the CYPT.
- Requesting input specific from the vantage point of Voting Member Organizations.
- Ensure intentional and effective on-boarding for new Voting Member Organizations.
- Creating inclusive and welcoming spaces.

Meeting Schedule

Voting Member Organizations are asked to participate at 2-3 full CYPT membership meetings a year, as well as 2-3 Voting Member-specific meetings a year. Participation can be by either the primary or secondary Voting Member Representative - or a designate the Voting Member Organization deems as suitable.

The Steering Committee will have two seats designated for Voting Member Representatives. Voting Member Representatives can self-nominate for these seats, and selection will be made by Steering Committee. The term will be for two years.

**Voting Member Organizations are single organizations with single votes. The Steering Committee will consider making an exception for organizations with department sizes that are particularly large (i.e., over 700 employees), and where there are diverse scopes between these departments.*

Steering Committee Terms of Reference

The Steering Committee provides leadership, vision and strategic direction to the Children and Youth Planning Table. They have responsibility for considering the interconnectedness of the work of the Children and Youth Planning Table, as well as the work of the collaborative in relation to the broader system/landscape. The Steering Committee is comprised of:

Community Co-Chair

- The Community Co-Chair position is ideally filled by someone with strong leadership skills and high levels of competency for the work of the Children and Youth Planning Table. All Voting Member Organizations (with the exception of the Region of Waterloo) are able to put forth a staff member from their organization to apply for the Community Co-Chair position. The Steering Committee has the duty of selecting the successful applicant (with the support of an Ad Hoc Task Group).
- The Community Co-Chair term is three years (starting June) with one additional year as Past Community Co-Chair. Previous Community Co-Chairs can re-apply for the position once one term away from the position has been completed.

Service System Manager Co-Chair

- The Service System Manager Co-Chair will be filled by the Region of Waterloo Consolidated Municipal Services Manager (CMSM). The CMSM has an ongoing responsibility for planning for Children's Services in Waterloo Region and therefore has had the ongoing duty to Co-Chair the Children and Youth Planning Table.
- In 2017, the ongoing duty of the CMSM as Co-Chair was reviewed by the Voting Members of the Children and Youth Planning Table. At that time it was decided the Service System Manager Co-Chair was appropriate and would continue for the time being (with intentional review in a couple of year's time).

Past Community Co-Chair

- To support the transition of the new Community Co-Chair, the Past Community Co-Chair remains on the Steering Committee for one year following their term as Community Co-Chair.

The Chair of any active Working Group

- The Chair of any Working Group is a member of the Steering Committee as long as the Working Group is active.
- If a Working Group has a Co-Chair model, Co-Chairs are expected to share the position on Steering Committee (attending alternate meetings/splitting the year/at their discretion).

- The Chair of a Working Group that has ended may be asked to remain on the Steering Committee until the next Working Group is active.

The Chair of any Nested Group

- The Chair of any Nested Group is a member of the Steering Committee as long as the Nested Group is active and continued to be seen as a good fit for Nested designation with the CYPT.
- If a Nested Group has a Co-Chair model, Co-Chairs are expected to share the position on Steering Committee (attending alternate meetings/splitting the year/at their discretion).

Voting Member At Large Representatives

- There are two seats on Steering Committee held for representatives from Voting Member Organizations who intentionally bring into the conversation the vantage point of a Voting Member Organization.
- Voting Member At-Large Representatives have a two year term, and are staggered in their membership terms.

Sector-Specific Representatives

- Intentional consideration is given to representatives on the Steering Committee being able to speak to various age-sectors (prenatal, early years, middle years and teen years). When deemed necessary, additional members will be added to the Steering Committee to bring sector-specific vantage points.
- Sector-specific representatives have a two year term and are staggered in their membership terms when possible.

Backbone Staff

- The Manager of the Children and Youth Planning Table, and other CYPT staff as requested, participate on the Steering Committee in an ex-officio capacity.

Roles and Responsibilities of Steering Committee

- Acts as champions for stretching beyond traditional organization practices and looking for meaningful opportunities to work differently together in the broader system of services and supports for children, youth and families.
- Intentionally removes organization/sector “hat” for the purpose of system-level conversation (as warranted) and to consider what is in the best interest for the Children and Youth Planning Table.
- Vets the alignment of proposed Groups, membership and/or work with the Children and Youth Planning Table, Vision, Mission.
- Approves CYPT staff time and resource allocation.

- Implements decisions made by Voting Member Organizations in accordance with CYPT Vision, Mission, existing priorities, and staff time.
- Advocating for changes to policies and processes at a system level related to child and youth wellbeing.

Additional Roles and Responsibilities of the Community Co-Chair and Service System Manager

- The Community Co-Chair alternates with the Service System Manager co-Chair in chairing meetings.
- All media inquiries will be addressed by either Co-Chair of the Children and Youth Planning Table. The Co-Chairs will have the option of delegating the media response to the Children and Youth Planning Table Manager.

Accountability

Steering Committee members are expected to actively participate in Steering Committee meetings and other requests for participation of Steering Committee.

Steering Committee Members are accountable to their own organization, as well as to the Voting Member Organizations of the Children and Youth Planning, and the broad membership of the CYPT.

Decision Making

The Steering Committee seeks to support the decisions/directives of the Voting Member Organizations and/or the broad membership. They ensure decisions/directives can be implemented in alignment with the Vision, Mission and priorities of the Children and Youth Planning Table, and available staff time.

Backbone Staff Support

Children and Youth Planning Table staff support the work of the Steering Committee in the following ways:

- Supporting CYPT Co-Chairs in the development of Steering Committee agendas.
- Creating processes that are meaningful, respectful and informed. This includes arranging for alternative methods to participate (as requested and as possible) and ensuring thoughtful use of time.
- Capturing the actions and next steps of Steering Committee efforts.
- Ensuring effective communication and knowledge mobilization strategies to make it easier to stay informed on the work of the CYPT and to provide meaningful participation.
- Ensure intentional and effective on-boarding for new Steering Committee members.

Meeting Schedule

Steering Committee members are asked to participate in six Steering Committee meetings a year, as well as 2-3 full membership meetings and when appropriate, the Voting Member meetings.

Appendix A - Overview of Children and Youth Planning Table Groups

Descriptions, Relationships and Accountabilities

Group	Description	Alignment with the CYPT Vision, Mission and 6 Shared Goals	Relationship to Voting Member (VM) Organizations	Relationship to General CYPT Participants	Decision Making and Relationship to Steering Committee	Relationship with CYPT Staff and Support Teams	Who Participates on the Group?	Approval Process & Considerations
<p>Affiliated Groups</p>	<p>Affiliated Groups are other groups/ networks/tables in the community that are doing work specifically related to child and/or youth wellbeing that inform and complement the work of the CYPT.</p> <p>Affiliated Groups are not governed by the CYPT and CYPT is not governed by affiliated groups.</p>	<p>Mutually recognized as doing work related to <i>healthy happy children and youth – today and tomorrow</i> (CYPT Vision).</p>	<p>N/A</p>	<p>Can request input from general membership into the work of their Affiliated Group.</p>	<p>Standing item on Steering Committee agenda (for awareness).</p> <p>May approach Steering Committee for potential partnering opportunities (and vice versa).</p> <p>Are not governed by the CYPT, and do not govern CYPT.</p> <p>Asked for input when VM vote/</p>	<p>Engage in intentional periodic dialogue with CYPT Staff regarding current work.</p> <p>CYPT staff may sit on Affiliated Groups, as appropriate.</p>	<p>Determined by each Affiliated Group.</p>	<p>Potential partnering opportunities with Affiliated Groups will be considered by Steering Committee in the context of alignment with CYPT Vision/ Mission and workload demands.</p>

Group	Description	Alignment with the CYPT Vision, Mission and 6 Shared Goals	Relationship to Voting Member (VM) Organizations	Relationship to General CYPT Participants	Decision Making and Relationship to Steering Committee	Relationship with CYPT Staff and Support Teams	Who Participates on the Group?	Approval Process & Considerations
					endorsement.			

Group	Description	Alignment with the CYPT Vision, Mission and 6 Shared Goals	Relationship to Voting Member (VM) Organizations	Relationship to General CYPT Participants	Decision Making and Relationship to Steering Committee	Relationship with CYPT Staff and Support Teams	Who Participates on the Group?	Approval Process & Considerations
Nested Groups	<p>Nested Groups are self-sustained groups, engaged in focused work related to child and/or youth wellbeing, who choose to intentionally align their efforts with the Vision, Mission and 6 Shared Goals of the CYPT. While Nested Groups are not governed by CYPT, they incorporate guidance from the CYPT Steering Committee, & have access to the membership for input & potential endorsement, but otherwise utilize their own decision making framework and set their own strategic objectives.</p>	<p>Alignment with the CYPT Vision and Mission.</p> <p>Alignment with, and intentional use of, the 6 Shared Goals whenever possible.</p> <p>Alignment with, and intentional use of, the Shared Foundations for Practice whenever possible.</p>	<p>VM's need to approve Nested designation.</p> <p>Can request input from VM's into the work of the Nested Group.</p> <p>Can seek endorsement of Nested Group work from VM's (if desired).</p>	<p>Can request input from general membership into the work of the Nested Group.</p> <p>Dedicated space on the CYPT website to highlight the work of the Group, and to demonstrate the connection to the work of the CYPT.</p> <p>Standing e-News Bulletin section.</p>	<p>Steering Committee needs to ok Nested designation (based on VM decision) re: current workload.</p> <p>Chair participates on CYPT Steering Committee.</p> <p>Incorporates guidance from the Steering Committee, and strives for alignment, but follows their own decision-making processes.</p> <p>Asked for input when VM vote/endorsement.</p>	<p>Nested Groups are not supported by CYPT staff.</p> <p>Can access input/support from Support Teams (e.g., The Communications Advisory Team).</p>	<p>Historical/present members of the Nested Group.</p> <p>When taking on a Nested designation, the opportunity to participate is opened up to all CYPT participants.</p>	<p>Nested designation needs to be approved by Voting Members & Steering Committee.</p> <p>While Nested Groups are accountable to their own internal structure, an annual check in with CYPT Chairs re: on-going alignment will occur.</p>

Group	Description	Alignment with the CYPT Vision, Mission and 6 Shared Goals	Relationship to Voting Member (VM) Organizations	Relationship to General CYPT Participants	Decision Making and Relationship to Steering Committee	Relationship with CYPT Staff and Support Teams	Who Participates on the Group?	Approval Process & Considerations
Working Groups	<p>Working Groups are time limited sub-committees of the CYPT (as approved by the Steering Committee), driven and supported by the CYPT.</p> <p>Working Groups take action on particular projects or focus areas identified by the CYPT broad membership and/or VM's.</p> <p>Working Groups are directly accountable to the CYPT – in their mandate, their monitoring and their reporting, and are overseen by the Steering Committee.</p>	<p>Alignment with the CYPT Vision and Mission.</p> <p>Intentional use of the 6 Shared Goals whenever possible</p> <p>Alignment with, and intentional use of, the Shared Foundations for Practice.</p>	<p>VM's need to approve Working Group.</p> <p>Requests input from VM's into the work of the Group as deemed necessary.</p> <p>Obtains endorsement of work from VM's.</p> <p>Seen as accountable to the VM organizations.</p>	<p>Bases their work on input from general membership.</p> <p>Dedicated space on the CYPT website to highlight the work of the Group, and to demonstrate the connection to the work of the CYPT.</p> <p>Standing e-News Bulletin section.</p>	<p>Steering Committee needs to launch Working Groups (based on VM decision) in consideration of current workload.</p> <p>Chair participates on CYPT Steering Committee.</p> <p>Incorporates guidance from the Steering Committee, & ensures alignment between the direction of Working Group & the Steering Committee.</p>	<p>Group supported by CYPT staff.</p> <p>Can access input/support from Support Teams (e.g., The Communications Advisory Team).</p>	<p>Request for participants is made to CYPT participants.</p> <p>At times, participation may be geared towards participants with particular experience and/or skill sets.</p>	<p>Working Groups need to be approved by Voting Members & Steering Committee</p>

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Support Teams	<p>Support Teams are sub-committees of the Children & Youth Planning Table that function in perpetuity (or until deemed not longer necessary due to other available supports in the community) to support the advancement of the Vision, Mission & multiple Goals of the 6 Shared Goals of the broader Table.</p> <p>Their focus is to generate resources and/or knowledge to ensure those working collectively to advance child & youth wellbeing has access to consistent, fulsome, system-level information.</p>	Supports the advancement of the Vision, Mission, 6 Shared Goals and Shared Foundation.	Works to support resource/knowledge needs of all members working towards the CYPT Vision, Mission and/or Shared Goals.	Works to support resource/knowledge needs of all members working towards the CYPT Vision, Mission and/or Shared Goals.	<p>Chair does not participate on the Steering Committee on an on-going basis, but will attend as requested.</p> <p>Support Teams make recommendations into the Steering Committee or other CYPT Groups as needed.</p>	Support Teams are supported by CYPT staff.	Staff from within CYPT organizations with skills/knowledge related to the particular area of focus for that Team.	Support Teams need to be approved by Steering Committee.

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Ad Hoc Task Groups	<p>Ad Hoc Task Groups are comprised of representatives from Voting Member organizations and do work to advise the Steering Committee.</p> <p>Ad Hoc Task Groups are requested by Steering Committee and may be time limited, or called on from time-to-time as needs arise.</p>	<p>Supports the advancement of the Vision, Mission and 6 Shared Goals.</p> <p>Supports the strategic direction efforts of the Steering Committee.</p>	Representatives from Voting Member organizations participate on the Ad Hoc Task Groups.	N/A	<p>Steering Committee requests the activation of Ad Hoc Task Groups.</p> <p>Reps from the Steering Committee participate on Ad Hoc Task Groups.</p> <p>Ad Hoc Task Groups are Chaired by CYPT Chairs or CYPT Staff.</p> <p>Ad Hoc Task Groups make recommendations into the Steering Committee.</p>	Ad Hoc Task Groups are supported by CYPT staff.	Representatives from Steering Committee and Voting Member organizations.	Ad Hoc Task Groups need to be approved by Steering Committee.

Group	Description	Alignment with the CYPT Vision, Mission and 6 Shared Goals	Relationship to Voting Member (VM) Organizations	Relationship to General CYPT Participants	Decision Making and Relationship to Steering Committee	Relationship with CYPT Staff and Support Teams	Who Participates on the Group?	Approval Process & Considerations
Steering Committee	<p>The Steering Committee is a sub-committee of the CYPT that provides leadership, Vision, and strategic direction to the overall work of the Table.</p> <p>They have responsibility for considering the interconnectedness of the work of the CYPT, as well as the work of the Table in relation to the bigger broader system/ landscape.</p> <p>They are accountable to funders.</p>	<p>Ensures that work being done advances the Vision, Mission and 6 Shared Goals, and the broader work plan of the Children and Youth Planning Table.</p>	<p>Ensures their work and guidance is in alignment with the input of the Voting Members. Steering Committee is accountable to the full CYPT (including VM's).</p>	<p>Ensures their work and guidance considers the input of the general CYPT participants.</p> <p>Steering Committee is accountable to the full CYPT.</p>	<p>Decisions are made using consensus.</p> <p>Information about decisions made is communicated to the CYPT using the most appropriate method given the topic and timeline, and the party it concerns.</p>	<p>CYPT staff participates on the Steering Committee. Staff ensure that their work and time allocation is in alignment with the guidance of the Steering Committee.</p> <p>Support Teams make recommendations into the Steering Committee.</p>	<p>CYPT co-Chairs</p> <p>CYPT past co-Chair (1 yr term)</p> <p>Chairs of any active Working Group</p> <p>Chairs of any active Nested Group</p> <p>CYPT Manager (& other staff as req)</p> <p>Chairs of Standing Groups (as req)</p> <p>2 Voting Members</p>	<p>Community co-Chair role is a 3 yr term (plus 1 yr as past Chair) and selection committee approves.</p> <p>Voting Members seats are a 2 yr term and staggered</p> <p>WG Chairs are asked to stay on Steering Committee until next WG is active.</p>

Alignments, Resource Supports and Accountabilities

	Required Alignment with				Access to Resources		Primarily Accountable To	
	Vision	Mission	Shared Goals	Shared Foundations	Backbone Staff	Support Teams	Steering Committee	Voting Member Orgs
General Membership	x							
Voting Member Organizations	x	x	x	x	x		x	x
Affiliated Groups	x							
Nested Groups	x	x	x	x		x		
Working Groups	x	x	x	x	x	x		x
Support Teams	x	x	x	x	x	x	x	
Ad Hoc Task Groups	x	x	x	x	x		x	
Steering Committee	x	x	x	x	x	x		x

Appendix B – Current CYPT Support Teams

Data, Research and Evaluation Team

The Data, Research and Evaluation Team provides data, research and evaluation support and strategies that promote the work of the Children and Youth Planning Table. Members of the Data, Research and Evaluation Team:

- Actively participate in the Children and Youth Planning Table, and are knowledgeable of the work at hand, to further the impact of the Table in achieving its goals/outcomes.
- Work to advance the Shared Goals for Child and Youth Wellbeing in Waterloo Region, and the associates shared measurement system.
- Share research and evidence to further the collective understanding of, and action on, the wellbeing of children and youth in Waterloo Region.
- Look for partnering/collaboration opportunities regarding data, research and/or evaluation that advances efforts for system-wide child and youth wellbeing work.
- Collectively ensure the Children and Youth Planning Table is using the most current and relevant data to understand the state of child and youth wellbeing across the Shared Goals.
- Advocate for and use data-informed practices to help support action planning & decision-making within the Table.
- Advise on, and support, evaluation activities to understand the functioning and impact of the Table (e.g., Table feedback surveys, annual Voting Member survey, Developmental Evaluation activities, etc.).
- Act as a resource for the Children and Youth Planning Table members related to data, research and evaluation regarding child and youth wellbeing.

Communication Advisory Team

The Communication Advisory Team provides support to the Children and Youth Planning Table, providing expertise and guidance on effective communication strategies. The Communication Advisory Team has the following objectives:

- Establish methods by which members of the Children and Youth Planning Table can easily find information related to Children and Youth Planning Table and understand the work of Children and Youth Planning Table.
- Establish content sharing/consultation protocols via Children and Youth Planning Table communication channels.
- Provide expertise and guidance related to the Children and Youth Planning Table website.
- Develop a social media strategy.
- Establish key messages and cohesive language for Children and Youth Planning Table to use in communication.
- Monitor the brand for Children and Youth Planning Table.
- Increase the profile of the Children and Youth Planning Table in the broader community.