

# MARK CABAJ

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## CONTACT



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## EDUCATION

M.A. Urban & Regional Planning  
(2012) | University of Waterloo,  
Ontario, Canada

Diploma in Polish language & Culture  
(1990) | The Polonia Institute, Jagiel-  
lonian University, Krakow, Poland

B.A. Honours (with 1st Class Hon-  
ours) in Political Science (1989) |  
University of Alberta, Edmonton,  
Canada

## AREAS OF FOCUS

Evaluation

Strategic Planning

Workshop Facilitation

## WORK HISTORY

**2012 - President, From Here to There Consulting Inc.,  
present Edmonton, Alberta, Canada**

Provide evaluation support, strategic planning and facilitation to organizations, networks, and initiatives that address stubborn social, economic, and environmental challenges.

**2002 - Executive Director, Vibrant Communities  
2011 Canada, Tamarack – An Institute for Communi-  
ty Engagement Edmonton, Alberta**

Co-stewarded the start-up and development of a national institute for community engagement. Managed a 10 year action-research and evaluation of initiative involving 3 national sponsors and 15 urban collaborations and from across Canada employing a collaborative, comprehensive approach to reducing poverty.

**2000 - Executive Director, Canadian Community  
2001 Economic Development Network Waterloo,  
Ontario, Canada**

Managed strategic planning, fundraising, member services, practitioner development and policy advocacy to a membership of 180 community economic development organizations and pan-Canadian board of directors.

**1997 - Coordinator, Opportunities 2000, Kitchener,  
2000 Ontario, Canada**

Provided strategic and operational leadership for an award winning multisectoral leadership group, staff team and network of 87 local organizations working to reduce poverty in Waterloo Region.

**1995 - Cabaj & Associates, Waterloo, Ontario,  
1997 Canada**

Provided public, non-profit and private economic development organizations in Ontario and Canada with technical assistance, training and consulting in the area of planning and evaluation during graduate school.

**1993 Foreign Assistance Coordinator, Ministry of Privatization, Warsaw, Poland**

Coordinated the planning, implementation, monitoring and reporting of bilateral and international grants to the Ministry for use in projects related to privatization, economic development and market economy institutions.

**1992 Mission Coordinator, United Nations Development Program (UNDP), Warsaw, Poland**

Coordinated the efforts of an international team of investment bankers, senior civil servants to develop the UNDP's first program in post-Soviet Eastern Europe to strengthen regional market economy institutions in Poland.

**1991 Foreign Investment Advisor, Warsaw, Poland**

Assisted prospective foreign investors understand the Polish business environment and investment opportunities, prepared portfolio of prospective investments, produced communication and guides for investors.

## SAMPLE OF RECENT CONSULTING EXPERIENCE

### EVALUATION

- Evaluating Collective Impact, Alberta Strategy for Patient Oriented Research (Edmonton: 2023)
- Evaluating Collective Impact, H & M Foundation (Sweden: 2022 - 2023)
- Food & Health Care Innovation Project, Nourish Initiative (Montreal: 2020 – 2023)
- The Inclusive Economy Program, The Metcalf Foundation (Toronto: 2021 – 2023)
- Okayama Collective Impact Project, Japan Network for Public Interest Activities (Tokyo: 2021 – ongoing)
- Evaluating Systems Change Projects, Full Frame Initiative (Washington, DC: 2020-ongoing)
- The Canada Plastics Pact, The Natural Step Canada (Pan-Canadian: 2021 – 2023)
- The Early Years Initiative, Paul Martin Family Initiative (Pan-Canadian: 2020 – ongoing)
- Pathways to Employability Program, The Cooperators (Pan-Canadian: 2019 – ongoing)
- Alberta Energy Futures Lab (Alberta: 2019 – ongoing)
- Collaborative Advocacy Project, The Max Bell Foundation (Alberta: 2020 – 2023)
- The Future of Home Housing Solutions Lab, Skills Society (Edmonton: 2019-2020)
- General Consulting, Maple Leaf Centre Action on Food Security (Toronto: 2019 - ongoing)
- Evaluation System Upgrade, Hawaii Early Childhood Action Strategy (Hawaii: 2020 - 2022)
- Developmental Evaluation Quality Assurance Framework: United Nations Population Fund (New York: 2019, 2021)
- Climate Change Narrative Initiative/Re.Climate, Canadian Environmental Grantmakers Network (Pan-Canadian: 2019 - ongoing)
- Capacity by Design Training Program, Capacity Canada (Pan-Canadian: 2018 - 2019)
- Innovation Platform, Winnipeg Boldness Initiative (Winnipeg: 2018 - 2019)
- Shift Lab on Poverty & Racism, Edmonton Community Foundation (Edmonton: 2016 - 2019)
- Developmental Evaluation, Cities for People, The J.W. McConnell Family Foundation (Pan-Canadian: 2016 - 2019)

- Evaluation Coaching, Suncor Energy Foundation (Calgary: 2013 - 2019)
  - Tower Renewal in Toronto, The Maytree Foundation (Toronto: 2016 - 2017)
  - Getting to Implementation on Community Energy Plans, Quest Canada (Pan-Canadian: 2016 - 2018)
  - The Energy Futures Lab, The Natural Step Canada (Pan-Canadian: 2013 - 2018)
  - The Circular Economy Innovation Lab, The Natural Step Canada (Ontario: 2013 - 2018)
  - Change in Mind: Accelerating the Infusion of Brain Science in Human Services, Alliance for Children/Families (Alberta-USA: 2015 - 2017)
  - Access to Justice British Columbia Lab (Vancouver: 2017 - 2019)
  - The Alberta Family Justice Reform Lab (Alberta: 2015 - 2018)
  - The J.W. McConnell Family Foundation: LABWISE Capacity Program (Pan-Canadian: 2017)
  - City of Winnipeg, Aboriginal Memorandum of Collaboration (Winnipeg: 2015)
  - Social Innovation Generation (SIG) Initiative, The J.W. McConnell Family Foundation (Pan-Canadian: 2008, 2014)
  - Developmental Evaluation, Reach Edmonton Community Initiative (Edmonton: 2014 - 2018)
- SPEAKING & TRAINING**
- Shifting Systems Workshop, Rockefeller Philanthropic Advisors (USA: 2022).
  - Evaluation Panel, Making the System Shift Learning Festival. Rockwool Foundation & Charles Leadbeater (UK: 2022)
  - Measuring & Evaluating Systems Change, Growth Philanthropy Network (USA: 2021)
  - Course Developer & Instructor, Complexity & Systemic Thinking Course, Evaluation for Social Change and Transformational Learning Program, Simon Fraser University (Vancouver: 2017 - 2023)
  - Workshops on Evaluating Systems Changes, New Profit (Boston: 2019 - 2020)
  - Workshop Leader on Collective Impact & Innovation, Impact Academy, Glopolis, Ceska Sportelna Foundation (Prague: 2019)
  - Keynote on Collective Impact, Lehigh Valley, (Pennsylvania: 2019)
  - Keynote & Workshop Leader on Evaluating Innovation and Systems Change, Collaboration for Impact (Australia: 2015 - ongoing)
  - Course Developer & Instructor: Measuring Poverty Reduction in Collective Impact Effort, Tamarack Institute (Pan-Canadian: 2019 - ongoing)
  - Course Developer & Instructor, Social Innovation & Evaluation, Social Innovation Course, MacEwan & Mount Royal Universities (Edmonton: 2017)
  - Course Developer & Instructor, Evaluation Basics, Alberta Eco-Trust (Alberta 2016 - 2017)
  - Keynote Speaker, Annual General Meeting, United Way of Lancaster (Lancaster PA: 2017)
  - Lead Trainer, Georgia Health Policy Centre (Atlanta, Georgia: 2016)
  - Keynote Speaker, Urban Special Education Leadership Collaborative Spring Meeting (Los Angeles: 2016)
  - Lead Trainer, Global Alliance for Children and Families, Family Care First Cambodia (Washington, DC: 2016)
  - Keynote Speaker, Developmental Evaluation Tour, Collaboration for Impact (Australia: 2015 - ongoing)
  - Designer & Keynote Trainer, Evaluating Community Impact, Tamarack – An Institute for Community Engagement (Pan-Canadian: 2012 - ongoing)
  - Designer, Introduction to Developmental Evaluation Workshop, Innoweave Initiative, The J.W. McConnell Family Foundation (Montreal: 2013)
  - Coach, Pan-American Health Organization & Office for American States Meeting (Washington, DC 2010)

## STRATEGY, PLANNING & PROGRAM DESIGN

- One Team Strategy, The Natural Step Canada & Smart Prosperity Institute (Ottawa: 2021-2022)
- Three Year 'Strategy Under Uncertainty', Skills Society (Edmonton: 2019 - 2020)
- Poverty Reduction Strategy Refresh, Vibrant Communities Calgary (Calgary: 2018 - ongoing)
- Social Framework for the County, County of Strathcona (Sherwood Park: 2017 - 2019)
- Rapid Testing Framework, McNally Catchment School Area (Edmonton: 2016 - 2017)
- Business Planning, Alberta Seniors and Housing (Edmonton: 2015)
- Implementation Challenges, Enough for All to End Poverty, Vibrant Communities Calgary (Calgary: 2015)
- Preliminary Strategy for All in For Kids Collective Impact initiative (Edmonton: 2014)
- Strategy for 24/7 Service Delivery System, Reach Edmonton (Edmonton: 2014)
- Three Year After School Strategy (Edmonton: 2010, 2013)
- Regional Service Delivery Model, Alberta Education (Edmonton: 2011 - 2013)
- Better Access to Better Food, Edmonton's Inner City Initiative (Edmonton: 2011)
- Five Year Plan, Community Safety & Crime Prevention (Strathcona County: 2011)
- Ten Year Plan to End Homelessness, City of Red Deer (2008)
- Three Year Plan, Calgary Urban Aboriginal Initiative (Calgary: 2008, 2011, 2014)
- Community Development Options, Suncor Energy Foundation (Calgary: 2008)

## SAMPLE PUBLICATIONS

2023	Evaluating Innovation & Social Change Labs: A Framework. Montreal, QC: The J.W. McConnell Family Foundation. (In development).	with Keren Perla Waterloo, ON: Tamarack Institute.		
2022	Evaluating Social Innovation Prototypes: A Guide. Social Innovation Canada.	2018	Evaluating Systems Change: An Inquiry Framework. Waterloo, ON: Tamarack: An Institute for Community Engagement.	
2022	How Field Catalysts Accelerate Collective Impact, with Sylvia Cheuy & Liz Weaver. Stanford Social Innovation Review.	2017	Shared Measurement: The Why is Clear, the How Continues to Develop. Waterloo, ON: Tamarack: An Institute for Community Engagement.	
2021	Developmental Evaluation Companion, with Jamie Gamble & Kate McKegg. Montreal: The J.W. McConnell Family Foundation.	2016	Collective Impact 3.0: An Evolution in the Revolution. Waterloo, ON: Tamarack Institute for Community Engagement.	
2021	Evaluating the Results of Intermediary Organizations. Sydney, Australia: Paul Ramsay Foundation.	2016	An Example of Patch Evaluation: The Case of Vibrant Communities Canada with Eric Leviten-Reid, Mabel-Jean Rawlins, Dana Vocisano. In Michael Quinn Patton, Kate McKegg and Nan Wehipeihana. Developmental Evaluation	
2021	Three Ambitions Framework,		Exemplars: Principles in Practice. 2016. New York: Guilford Press.	
			2014	Complexity & Community Change: Managing Adaptively to Improve Effectiveness. The Aspen Institute Roundtable for Community Change. Washington, DC. 2014.
			2014	Evaluating Collective Impact: Five Simple Rules. The Philanthropist, 6:1. 2014.
			2010	Understanding Poverty as a Complex Issue and Why That Matters. Public Government Digest. February. 2011.
			2004	CED and the Social Economy: A People's History. Making Waves. Volume 15, Number 1. Spring.
			2000	Social Return on Investment. With Jed Emerson. Making Waves. Volume 11, Number 2. Summer.