



Terms of Reference

(Approved August 10, 2009 from revisions to June 20, 2005 document)

It is proposed that a Seniors' Services Intersectoral Planning Network (ElderNET Calgary) be established for a three-year period to determine its effectiveness in achieving the stated purpose.

In 2-3 years, ElderNET Calgary will be a legitimate, recognized entity. It will be a practical, adequately resourced partnership with a meaningful connection to all seniors, and open communication to and from all stakeholders. ElderNET Calgary will work through an effective planning process and have influence in the community and all levels of government to ensure seniors' participation in policy and program development.

A) Purpose

ElderNET Calgary will **improve the quality of life** for seniors, and assume a **leadership role**, in facilitating **shared planning** and **action** with sectors relevant to seniors and their families.

B) Structure

Legal Status

In the long term, pending the outcome of the evaluation, ElderNET Calgary will be a legal entity and recognized as such following incorporation. In the short term, ElderNET Calgary members will be authorized by their organization to engage in the process set out in ElderNET Calgary's vision and purpose. See Appendix B Organizational Chart.

ElderNET Calgary's Coordinating Committee

- The Coordinating Committee may have up to 20 members.
- The Coordinating Committee will be selected by the constituent groups to serve as representatives of the members rather than of their individual organizations.
- Constituent group representatives include at a minimum:
 - 1 representative from the post-secondary educational sector
 - 1 representative from the faith sector
 - 1 representative from among seniors from each of the 5 zones (NW, NE, SW, SE, Inner City)
 - 2 representatives from large seniors' centres within Calgary (i.e. with a total membership of more than 400)
 - 2 representatives from small to mid-sized seniors clubs or organizations from within Calgary (i.e. with a total membership of less than 400)
 - 2 representatives from among cultural, immigrant, disability or other social agencies that represent seniors
 - 1 representative from within the business sector in Calgary
 - 1 representative from a funding agency for seniors within Calgary
 - 1 representative from the City of Calgary
 - 1 representative from Alberta Health Services
 - 2 representatives from among service providers for seniors within Calgary
 - 1 representative from the province
- Regional representatives are selected at the public meeting.

In the event of a position held by an organization becoming vacant, the organization will be requested to replace the person. If a regional position becomes vacant, the Coordinating Committee will seek a replacement from the region or will appoint someone from the region. Sectoral representatives will be selected on a rotational basis in a process defined by the Coordinating Committee.

- **The Executive** of the Coordinating Committee will always be comprised of a majority of seniors (60 years plus).
- **The Executive** will consist of a chair, a vice-chair, and 5 constituent group representatives – including the fiscal agent.
- The term of membership on the Coordinating Committee will be a maximum of 2 terms of 2 years each. Terms will be staggered to ensure continuity.
- In the short term, the membership of the Executive Committee will rotate as follows:
 - Chair – year 1 and 2
 - Vice Chair – year 1 and 2 and 3
 - 5 Constituent group representatives – 2 members for 2 years and 3 members for 3 years each.
- The Coordinating Committee will be ratified at ElderNET Calgary's annual general meeting with the executive subsequently selected by the Coordinating Committee.
- The Coordinating Committee may set up Planning Tables (see Appendix A).

- The Operations Committee will consist of the Chair of the Coordinating Committee, a Fiscal Agent representative, a senior representative(s) from the Coordinating Committee and the ENC Director. The Operations Committee will provide direction for service development to the ElderNET Calgary Director and fulfill ENC's supervisory responsibilities as outlined in the Memorandum of Understanding (MOU) between ENC and the Fiscal Agent. This includes:
 - "The Parties, whilst recognizing the integrity and policies of each other, agree to work together in a spirit of partnership to provide appropriate fiscal management and supervision of the ElderNET Calgary Director.
 - Budget Development: ENC is responsible for developing a working budget that will not exceed the funding envelope.
 - Operational Supervision: ENC agrees to take responsibility for the day-to-day supervision of the ElderNET Calgary Director. The ENCD will report directly to the Chair of the ENC Coordinating Committee."
- The Operations Committee will report its decisions to the Coordinating Committee for review as a standing agenda item at the Coordinating Committee meetings.
- The Coordinating Committee will authorize the discretionary spending limits for the Operating Committee and the ElderNET Calgary Director to meet day-to-day expenses.
- The Operating Committee, through the ElderNET Calgary Director, will report budget and program progress to the Coordinating Committee at each of the Coordinating Committees regular meetings.
- The ElderNET Calgary Director will develop an annual work plan outlining how the policies and directives of the Coordinating Committee will be carried out within the budgeted amounts. The Operating Committee will bring forward the work plan to the Coordinating Committee for ratification.

Membership in ElderNET Calgary

- Membership in ElderNET Calgary will be voluntary, open to individuals, senior-serving organizations that have an interest in seniors, including funding organizations and the various levels of government.
- Membership will include individual and organizational members.
- The term of the membership in ElderNET Calgary will be 1 year commencing January 1 of each year.

Fees

- Members will be assessed an annual fee of \$1.00, which represents membership and commitment to ElderNET Calgary. ElderNET Calgary's future direction in becoming a society will also require a membership fee as a protocol element that distinguishes a voting member from a non-voting member.

Sub-Committees

- The Coordinating Committee will establish committees and planning tables to address the specific priorities and tasks identified by the membership.

C) Accountability

- The Coordinating Committee will be accountable for reporting to the **members** of ElderNET Calgary through regular meetings and an annual report.
- ElderNET Calgary will be accountable to its **funders** for the appropriate use of funds and attainment of agreed upon outcomes.
- ElderNET Calgary will develop and implement a comprehensive **evaluation and change framework** that includes process, outcome and impact measures.

D) Key Responsibilities

ElderNET Calgary will assume a strong leadership role in:

1. **Developing a broad strategic plan** for addressing the needs of seniors in Calgary that will provide guidance for planning by its member organizations.
2. Addressing existing **priority issues** as identified through public participation processes and other issues as they emerge.
3. Promoting and supporting **collaboration** among intersectoral stakeholders.
4. Promoting and supporting the **sharing of resources** among all intersectoral stakeholders.
5. **Representing issues** of senior-serving organizations.
6. Working with its member organizations and individuals to **facilitate contact and exchange of information** between seniors and intersectoral stakeholders.
7. **Obtaining and disseminating information** including research, needs assessments and best practices on targeted issues.
8. **Identifying opportunities for seniors' services intersectoral planning** with member organizations.
9. **Making recommendations to funders** based on common goals and priorities.
10. **Making recommendations to policy makers** on common goals and priorities.
11. Regularly **evaluating** its effectiveness.

E) Meetings

The Coordinating Committee will meet a minimum of **9 times per year**. These meetings will be open to ElderNET Calgary members.

- The Coordinating Committee will call a **general meeting** once in each calendar year.
- As annually determined, **travel expenses for seniors' representatives** will be available at \$10 per approved meeting or reimbursement of the cost of the necessary travel expense (i.e. taxi fare).

F) Decision-Making

- Whenever possible, decisions will be made by **consensus**.
- If required, a simple majority will make decisions. An abstention will be considered a "no" vote and a tie defeats the motion.
- All Coordinating Committee members present at the meeting will have one vote each.
- A quorum for decisions regarding the process and governance of ElderNET Calgary consists of half the current voting members of the Coordinating Committee plus one.
- In order to re-consider a previously made decision, **a majority of those present at the meeting must agree to re-open the discussion** before discussing the issue and making a new decision.

G) Resources for the Operation of ElderNET Calgary

Funding

Funding sources include:

- Grant funding for the ongoing operation of ElderNET Calgary.
- Membership Fees.
- Donations.

Staffing

- The ElderNET Calgary Director and staff person(s) provide(s) coordination and support to the ENC members under the direction of the Operations Committee.

H) Communication

- ElderNET Calgary will communicate regularly with its members through a **variety of mechanisms**.
- The Coordinating Committee will communicate with seniors, funders, service providers and all levels of government to provide an update on its work and to raise issues that are important to its members.
- **The Chair or designate will speak on behalf of the organization.**

I) Coordination

- The intention of ElderNET Calgary is to help **inform and connect** organizations around issues of importance to seniors in order to develop holistic **innovative solutions** that may intersect traditional or current mandates. This coordinative function is meant to be **intersectoral, inclusive and complementary** to what organizations are doing now.
- Some of the terms of reference may **overlap with those of member organizations** and other organizations that may be mandated by self or others to undertake similar actions or have similar purposes. ElderNET Calgary will act carefully to mitigate these concerns and encourage these groups to participate jointly in common areas or, if necessary, ElderNET Calgary will vacate such areas.
- (Amendment dated July 17th 2006) To enhance coordination, ElderNET Calgary may at times support other groups or organizations in their application for funds but will not itself be a funder of projects developed as a result of ElderNET Calgary's leadership.

Appendix A

Planning Tables – Terms of Reference

Preamble

Planning Tables may be established under the authority of the Coordinating Committee.

Purpose

To examine and make recommendations on major topics identified by the Coordinating Committee as impacting seniors and to take action as directed by the Coordinating Committee.

Membership

- Maximum of nine core members, one of whom is a member of the Coordinating Committee.
- Unlimited number of participatory members.
- At least one core member of the Coordinating Committee who is a member of the planning table will be responsible for reporting to the Coordinating Committee on a monthly (or more often) basis.

Operational Guidelines

To be set by each Planning Table as appropriate to the issue and approved by the Coordinating Committee, and may include working groups.

- Will include as a minimum, a clear statement of purpose and expected outcomes.
- A time frame for achieving the outcomes.
- The process of arriving at a conclusion including a decision model.
- Establish an evaluative component.

Organizations taking responsibility for projects being planned or initiated by a Planning Table will acknowledge ElderNET Calgary's role in initiating the effort and will keep ElderNET informed of the project's progress as mutually agreed upon.

Once a working group project is ready for implementation, there is an acknowledgement of ElderNET's support and facilitation in assisting the development of the project. Also a mutual agreement is established between ElderNET and the service provider/project group to continue independent of ElderNET as the implementation stages progress. The criteria statements that should be met for an independent direction to take affect are:

- When funding applications are being explored.
- When the project has an operational plan to move forward.
- When the project group's initiatives demonstrate independent directions.
- When a mutual agreement is reached between ElderNET and the project group to continue the project independent of ElderNET and acknowledge ElderNET's role in the project.

Budget

An initial budget of \$100.00 will be available to each Planning Table.

- Additional funds may be approved by the Coordinating Committee on presentation of a suitable budget outlining the purpose and benefit derived from the funds.
- A financial statement will be provided annually in November with a final statement available at the conclusion of the Planning Table's work.

Accountability/Reporting

Planning Tables will report to the Coordinating Committee, which will be responsible for all communications and approval of actions.

- Recommendations from the planning table will address feasibility, including financial and policy implications.

Appendix B Organizational Chart

