

# **Coalition Terms of Reference**

## **- Updated Terms of Reference approved**

### **1. Introduction**

This document contains operating agreements made between the 12 member agencies of the Coalition. The Coalition of 12 agencies was formed in 1994 to share *Community Action Programs for Children* (CAPC) funding from the Public Health Agency of Canada (PHAC) to provide services throughout the Regional District that supports the healthy development of children between the ages of birth-6 years.

### **2. Coalition's goals and objectives**

#### **Goal:**

- To increase the well being of families with young children aged 0-6 years, through supporting, educating and decreasing isolation of parents with young children.

#### **Objectives:**

- To provide services to support parents and the healthy development of children, birth to 6 years.
- To maintain and strengthen our working and collaborative relationships with First Nation and Métis organizations and communities.
- To develop and strengthen our working and collaborative relationship with immigrant organizations and communities.
- To maintain present CAPC funding resources and to access additional resources to develop services to address needs or gaps in services that have been identified.
- To increase capacity of front line staff and relevant community partners by identifying and addressing their support and training needs.
- To function effectively as a Coalition and to increase administrative efficiency especially in the area of evaluation.

### **3. Membership – Third Party Agencies & Recipient Agency**

#### **Current Members of**

Community Association  
Neighbourhood House  
Community Association  
Neighbourhood Resource Group  
Métis and Family Community Services  
Community Project  
Community Centre  
Neighbourhood Place

#### **Coalition include:**

Community Services Society (Recipient Agency)

The Recipient Agency, on behalf of the Coalition, receives and distributes funding from PHAC to each member agency or Third Party Agency. All member agencies use the funding to provide services for families with children 0-6 years. Each member agency receiving funds from the Recipient Agency has entered into a Third Party Agreement with the Recipient Agency. This Agreement details the rights and responsibilities of both the Recipient Agency and the Third Party Agencies and covers the period of the PHAC Contribution Agreement.

#### **4. Meetings and Participation**

Each member agency is expected to designate 1 staff person as their agency's representative who will be a member of the Coalition Steering Committee. Steering Committee members are representatives of member agencies and are expected to consistently attend quarterly meetings<sup>1</sup>, meetings of their Subcommittee and any other meetings the Coalition or Coordinator thinks require full Coalition participation such as Evaluation Training or Strategic Planning. Coalition meetings occur quarterly and Subcommittee meetings are organized when needed.

The Coalition is supported through the work of the Recipient Agency Accountant and the Coalition Coordinator. Both attend Coalition Steering Committee meetings and the Coordinator also attends Subcommittee meetings.

#### **5. Decision Making**

Decision-making at the Coalition Steering Committee level is collaborative. Ideally, all decisions made at Coalition quarterly meetings will be by consensus of those present. Seventy-five percent of member agencies being represented and present will constitute a quorum for decision-making.

- Member agency staff that are designated to be Coalition Steering Committee members are authorized by their agency to make decisions related to CAPC.
- If the Coalition Steering Committee decides that a decision needs to be reached through voting, each Coalition member agency is entitled to one vote. The Coordinator and Accountant do not vote.
- Subcommittees<sup>2</sup> make recommendations to the Coalition Steering Committee and are to be made considering the best interests of the whole Coalition. Ideally, when time allows, Subcommittee recommendations will be presented at quarterly meetings, providing members with an opportunity for discussion and consensus.
- When this is not possible, Subcommittees will email recommendations, with Coalition Steering Committee members having one week in which to respond. If

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<sup>1</sup> Quarterly coalition meetings usually occur in January, April, July and October.

<sup>2</sup> Evaluation, Finance/ Administration, Public Relations and Training Subcommittees

one or more Steering Committee members respond with any objections, the Subcommittee can choose from several options:

- Alter the decision in order to address the members' concerns. If the recommended decision is altered to accommodate members' concerns, then the changes will be communicated to the whole Coalition.
  - Call a meeting of the whole Coalition
  - Commit to the original recommendation, if it is in the best interest of the whole Coalition.
- Financial decisions may be recommended by the Finance Subcommittee, but must be brought to the whole Coalition for approval by all member agencies. (See 'Finances' section for further detail)
  - In the event that the CAPC Coalition Coordinator requires a decision or input in less than a week, that decision can be made in consultation with one member from each of the subcommittees. Any decision that would have a significant impact on the Coalition, its member agencies or CAPC programs, would not be made using this process. Determining if a decision would have a significant impact would be the responsibility of the Coordinator.

## **6. Financial**

- Financial decisions will be made at quarterly Coalition Steering Committee meetings for approval by all member agencies.
- Third Party Agencies' financial reporting is required on a regular basis<sup>3</sup>.
- The Recipient Agency has the responsibility for collating Coalition reporting, with Third Party Agencies having the responsibility of sending in required information by the due date. The Recipient Agency will send out due date reminders so that Third Party Agencies have sufficient time to meet the due date.
- If changes in the actual CAPC expenses from what is budgeted in the Third Party Agreement (Schedule B) creates an under spending of 10% or more in any budget category, approval needs to be given by the Recipient Agency before expenses will be considered eligible.
- In a situation where a deadline for financial information is not met and when a Third Party Agency has not notified the Accountant at the Recipient Agency that it will be late and the date it will be submitted, a fine of \$50 per day will be charged until the late report is received or until the Accountant has been notified when it will be submitted.
- The day after the due date, the Accountant will notify the Coalition Coordinator of any outstanding financial documents. The Coordinator will follow up with the concerned agencies. This policy was developed as a coalition decision to reflect that the responsibility of submitting financial reports rests with individual coalition members or Third Party Agencies, not with the Recipient Agency Accountant.

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<sup>3</sup> At a minimum several financial reports annually and annual cash flow budgets are required.

- Any coalition agency with a surplus of CAPC funds of \$1,000 or more on December 31st will be required to submit a plan by January 31, detailing how the surplus funds will be spent. When an agency is unable to clearly demonstrate the surplus funds will be used, the Finance Subcommittee will decide on what amount is likely to be unspent by March 31st (fiscal year end) and reallocate that amount to other Coalition agencies. These funds would be distributed equally to each coalition member agency. The Finance Subcommittee can make this decision without a Coalition Steering Committee meeting.

## **7. Third Party or Member Agencies' Responsibilities**

Third Party Agency's responsibilities will be guided by the signed Third Party Agreement that reflects the current Contribution Agreement period.

All coalition member agencies are required to meet the requirements of the funder, PHAC. Reporting requirements that coalition member agencies are expected to meet in a timely fashion include:

- Completing documents required by PHAC for national monitoring/evaluation and any other evaluation requirements.
  - Collecting evaluation data (outputs, outcomes or demographic information) to complete the Coalition regional evaluation and monitoring report.
  - Cooperating with the Recipient Agency Accountant and the Coalition Coordinator with any additional requests made by PHAC and/or the Recipient Agency.
  - Annual financial statements of CAPC programs such as an Audited Financial Statement for CAPC or an Accountant's Comments Financial Statement or an Annual General Ledger Printout for CAPC programs may be requested.
- Regular participation of one or more representatives from member agencies in quarterly Steering Committee meetings and Subcommittee meetings or work.

## **8. Recipient Agency Responsibilities**

The Recipient Agency is a coalition member agency that was chosen by the Coalition to be the Recipient Agency Community Services Society has been the Recipient Agency since 1996. In this role it is responsible for:

- Receiving funds from PHAC and distributing them to Third Party Agencies within 30 days of receiving funds.
- Collating financial information such as quarterly cash flow reports and annual projected budget, and sending reports to PHAC.
- Providing support to agencies in completing financial forms required by PHAC
- Signing and managing PHAC Contribution Agreement for the Coalition

## **9. Coordinator's Responsibilities**

The Coordinator's role is to facilitate effective functioning of the Coalition and to support the Coalition and individual agencies in meeting the requirements of the funder, (PHAC) the Contribution Agreement and the Third Party Agreements. In this role the Coordinator organizes quarterly meetings and supports the Coalition member agencies in fulfilling reporting requirements and Coalition planning. The current coordinator is