

TERMS OF REFERENCE
Implementation Steering Committee
Central McDougall/Queen Mary Park Neighbourhood Revitalization Strategy
Approved June 23rd, 2020

Preamble

The Central McDougall/Queen Mary Park Neighbourhood Revitalization Strategy is directed by the community and supported by the City of Edmonton (COE). Neighbourhood revitalization is a process which identifies the strengths, issues, challenges and potential of a particular area. Together, residents, land owners, businesses, and organizations (the stakeholders), determine goals and action plans to strengthen and improve the quality of life in the two communities.

The Terms of Reference (TOR) have been established to guide the implementation of the Central McDougall/Queen Mary Park Neighbourhood Revitalization Strategy. The purpose of this document is not to be lengthy or complex but to create a nine-member Implementation Steering Committee (ISC) that will be responsible for carrying-out this strategy. There also should be a number of sub-committees of community members that will also provide input into the decision-making of the ISC. While the ISC is the voting body of the Strategy, the involvement of sub-committees are critical to ISC success.

The TOR is a living document which should be reviewed by the Implementation Steering Committee (ISC) once a year. Any modifications should be made and approved of at the June meeting, prior to applications being solicited for the subsequent ISC. The most up-to-date (TOR) will guide the new committee's one year term (September to August).

1.0 Title of the Group

Central McDougall/Queen Mary Park Neighbourhood Revitalization Strategy Implementation Steering Committee (ISC)

2.0 Implementation Governance Model

2.1 Clarification of Entities Involved

The CM/QMP Neighbourhood Revitalization governance model identifies three entities working collaboratively to complete the actions outlined in this Strategy. These include the *Implementation Steering Committee*, the *Project Teams*, and the *Revitalization Services Team*.

- The *Implementation Steering Committee* will be made up of voting members with the purpose of encouraging, guiding and supporting the *Project Teams*.
- The *Project Teams* will be formed by community volunteers interested in working on an action item and will conclude at the completion of the action.
- The *Revitalization Services Team* will be formed by paid city resource staff with the purpose of supporting the *ISC* and *Project Teams* work.

2.2 ISC Structural Make-up

Voting Members

- 1- Central McDougall Community League Representative (Selected by CMCL)
- 1- Queen Mary Park Community League Representative (Selected by QMPCL)
- 1- Executive Director of the North Edge Business Association
- 1- MacEwan University Representative (Selected from MacEwan University)
- 1- Ethno Cultural Representative*
- 1- Project Lead for the Develop Safer Communities Pillar*

TERMS OF REFERENCE

Implementation Steering Committee
Central McDougall/Queen Mary Park Neighbourhood Revitalization Strategy
Approved June 23rd, 2020

1- Project Lead for the Build a Dynamic Economic Environment Pillar*

1- Project Lead for the Connect Our Community Pillar*

1- Project Lead for the Create Beautiful Neighbourhoods Pillar*

Note: 3 voting members shall be residents of Central McDougall, and 3 voting members shall be residents of Queen Mary Park.

Non-voting members

1- Ex Officio member - the City Councillor for the Ward

1- Revitalization Project Coordinator

Project Lead Position Selection

Eligible people may apply for Project Lead positions by filling out an application form supplied by the ISC. All applications will be reviewed and vetted by the *Selection Committee* and scored based on the rubric supplied with the application. The application form and rubric will be reviewed and approved by ISC each year prior to calls for applications. A person can apply for more than one position but cannot hold more than one position. There are four Team Lead positions and two must live within the boundaries of CM and two must live within the boundaries of QMP.

Ethno Cultural Representative Selection

Eligible people may apply for Ethno Cultural representative position by filling out an application form supplied by the ISC. All applications will be reviewed and vetted by the Selection Committee and scored based on the rubric supplied with the application. The application form and rubric will be reviewed and approved by ISC each year prior to calls for applications. The person applying for this position must be a resident, land owner, business owner or senior member of an ethnic or cultural group within the CM/QMP communities.

* Project Leads and Ethno Cultural Representative will be chosen by the selection committee through a fair and transparent process with a prime focus on finding the best person to fill the role.

The ISC is responsible to have all positions filled. If a position is not filled or becomes vacant ISC will proceed to fill the position as follows:

- Project Leads and Ethno Cultural representatives follow the standard application process.
- MacEwan University will forward a name in writing to the Selection Committee through the Revitalization Project Coordinator.
- CM/QMP League Representatives would be appointed by their respective boards. Their names will be forwarded to the Revitalization Project Coordinator.
- If for any reason, someone is unable to complete their one year term they must inform the Revitalization Project Coordinator immediately in writing (E-mail is acceptable as written).

Non-voting committees can be used to engage broader participation & perspectives (ie. Community Engagement Committee, Parent Committee, Policy Review Committee, etc. Committees should seek to purposefully engage seniors, newcomers, persons with disabilities, other community stakeholders who may not be represented in the voting board.

ISC members will serve for a one year term starting in September and ending in August.

TERMS OF REFERENCE
Implementation Steering Committee
Central McDougall/Queen Mary Park Neighbourhood Revitalization Strategy
Approved June 23rd, 2020

2.3 Selection Committee

Voting Members:

- Executive Director of the North Edge Business Association
- Central McDougall Community League President
- Queen Mary Park Community League President

Non-Voting Members:

- Director of Office of Neighbourhood Services
- Management Supervisor of Revitalization
- Revitalization Project Coordinator

2.4 Procedure for Scoring Applications:

- 1) Revitalization Project Coordinator and Director of Neighbourhood Services and/or Manager Supervisor of Revitalization must be present during the evaluation of the applications.
- 2) The Executive Director of NEBA, and the presidents of both CMCL & QMPCL shall score each application. This will allow for each application to be scored 3 times.
- 3) Each applicant's 3 scores will be totalled, then divided by 3 and then converted to a percentage.

2.4.1 Who is eligible to apply to sit as one of the Project Leads?

Applicants must meet at least one of the following criteria:

1. Live within the boundaries of Central McDougall/Queen Mary Park; or
2. Own property within those boundaries.

2.4.2 Who is eligible to apply to sit as the Ethno Cultural Representative?

1. Applicants must be a senior leader of an Ethno Cultural group in Central McDougall or Queen Mary Park. An applicant will not have to be a resident of either community but will be partly scored on residency.

This process must be fair and transparent. The ISC must provide a breakdown of the total number of applicants that applied, a breakdown of the number residents, and landowners and business owners.

3.0 Mandate of the ISC

3.1 Purpose

To provide leadership to the Project Teams as to the intent of the action items

3.2 Role

- To give final approval of each CM/QMP Revitalization funded project.
Note: The COE will be responsible to review and vet all projects, providing a brief summary of the project to the ISC, which will include how the project contributes to the revitalizing the Central McDougall and/or Queen Mary Park, and how it ties in the pillars as outlined in the revitalization strategy.
- To assign each Project Team funded under the CM/QMP Revitalization to the appropriate ISC member. (ensure no ISC member is unduly overloaded; share the workload)

TERMS OF REFERENCE

Implementation Steering Committee

Central McDougall/Queen Mary Park Neighbourhood Revitalization Strategy

Approved June 23rd, 2020

- To monitor and ensure intention for capital dollars to be allocated equally between the two communities of Central McDougall and Queen Mary Park.
- To promote Project Team opportunities to the community
- To monitor the implementation of the action items
- To connect Project Teams to community resources

3.3 Responsibility

- To review all CM/QMP Revitalization projects that are being put forward by the city as projects that meet the requirements to receive funding through CM/QMP Revitalization Implementation Matching Grants and Small Sparks Grants.
- Refer a project back to the city for clarification where further information is required.
- Assign each project to the appropriate project lead or representative
- To represent voices of the wider community in the implementation of the Strategy
- To report progress of all projects to the Revitalization Project Coordinator

3.4 Roles of the Chair and Vice Chair

- The Chair, with the assistance from the Revitalization Coordinator, will recommend the agendas, convene meetings and ensure that they are effectively facilitated.
- The Vice Chair takes the role of the Chair when the Chair is not present.
- In the absence of the Chair and Vice Chair, where quorum is met the group will elect one of the ISC members present to act as Chair at that meeting, where quorum is not met the group may commence with agenda discussions however any decision(s) need to be moved to a future meeting with quorum.

3.5 Role of individual ISC members

- Have an interest in the range of issues involved in the Revitalization process.
- Be an advocate for the Central McDougall/Queen Mary Park Revitalization.
- Promote a positive meeting environment by treating all participants with respect.
- Consider all ideas raised and assist in balancing priorities and resources.
- Recognize your role in keeping the community informed.
- Be an active participant and attend meetings on a regular basis.
- Review and ensure progress is being made with the Revitalization process.
- Keep members on task and focus on priorities during the course of meetings.
- Submit agenda items to the Revitalization Coordinator one week prior to meeting.
- To bring forward any issues that impact the implementation of the Central McDougall/Queen Mary Park Neighbourhood Revitalization Strategy.

3.6 Roles of City Staff

- Revitalization Coordinator provides support, coordination and management of the daily tasks associated with the advice and recommendations of the ISC.
- The Revitalization Coordinator will give at least 4 days notice of regular meetings of the ISC including an agenda and draft minutes of the previous meeting.

TERMS OF REFERENCE
Implementation Steering Committee
Central McDougall/Queen Mary Park Neighbourhood Revitalization Strategy
Approved June 23rd, 2020

4.0 Rules of Engagement

4.1 Committee Interaction

All members will have the opportunity to speak. Members will treat each other with dignity and respect. Should a conflict or disruptive/abusive behavior arise, a committee member will be given an opportunity to change their problem behavior. Members can be asked to leave the committee permanently by a majority vote of the Committee

An ISC board member can be removed at a special meeting by a majority vote, of all remaining members, for the following causes:

- behaviour rendering the ISC unable to perform its duties as intended
- involvement in criminal activity
- no longer meeting the qualifications required by the TOR*
(*Anyone on the committee would not be required to step down as long as they qualify under the old TOR for the remainder of the term)

4.2 Election of Chair and Vice-Chair

The ISC shall elect its Chair and Vice Chair during the first meeting of each annual term.

In the event the Chair resigns or vacates from the position, the Vice Chair will act as Chair until such time as nominations are received from ISC members and an election is held at the next meeting with quorum.

In the event the Vice Chair resigns or vacates from the position, nominations will be received from ISC members and an election is held at the next meeting with quorum.

4.3 Meeting Processes

Meetings will be held once a month; a meeting schedule, consistent location and time, will be created at the first ISC meeting for the remainder of the year.

All meetings are open to the public to come and observe. Anyone wishing to present at a meeting from the public must request to be added to the agenda and the reason for their request a minimum of 7 days prior to the meeting. The chair will make the decision on whether they can address the committee or not. If the chair turns down a request they must state so at the ISC meeting and state the reason.

Minutes will be taken at each meeting that has quorum. Minutes will be taken by the Revitalization Project Coordinator or a designated minute taker.

Special meetings that are not on the annual meeting calendar that are deemed necessary by the Chair will be coordinated by the Revitalization Coordinator and members will be given a minimum of five (5) days' notice. Such notice will include the purpose of the meeting.

Conduct of meetings will follow *Robert's Rules of Order, (2011 Edition) general meeting guide*.

TERMS OF REFERENCE
Implementation Steering Committee
Central McDougall/Queen Mary Park Neighbourhood Revitalization Strategy
Approved June 23rd, 2020

5.0 Statement of Work

5.1 Deliverables

ISC meeting agendas and previous draft minutes will be provided to all members four days prior to each meeting.

6.0 Communication

6.1 Channels of Communication

- The ISC will provide regular updates on its activities and progress to community members.
- The Chair (or vice chair in the chair's absence) will act as the spokesperson on behalf of the ISC.
- The City will provide communications support on an as needed basis.

7.0 Declaration

7.1 Review of the Terms of Reference (TOR)

- The ISC has reviewed the TOR.
- Upon completion of the review, the ISC shall summarize all proposed amendments.
- Each amendment shall be voted on and passed by a majority of the ISC members.
- Once all amendments have been made and the document is complete, the ISC shall vote to approve the final draft which will guide the following ISC.
- All changes must be recorded in the minutes and the vote recorded. (minimum of 5 yes votes)

7.2 Approval

Chair: _____ Date: _____

TERMS OF REFERENCE

Implementation Steering Committee
Central McDougall/Queen Mary Park Neighbourhood Revitalization Strategy
Approved June 23rd, 2020

APPENDIX 1 - AGENDA

Meeting agendas will be structured as follows:

1. Adoption of Agenda
2. Approval of Minutes
3. Review projects put forward by the COE for revitalization funding dollars for approval, rejection or send back for clarification. If the project is approved, the project will be assigned to a project lead or representative at this time.
4. Updates from ISC Members
 - a) Project Leads (4)
 - b) MacEwan University Representative (1)
 - c) Ethno Cultural Representative (1)
 - d) Update from CM Community Leagues (1)
 - e) Update from QMP Community League (1)
 - f) Update from the NEBA (1)
 - g) Update from the City of Edmonton
 - h) Advisory Subcommittees (if present)
 - i) Councillor Ward 6 (if present)
 - k) Director of Neighbourhood Services and/or Management Supervisor of Revitalization (if present)
5. New Business
6. Agenda Building
7. Adjourn