

INTRODUCTION

In early 2014, the Rotary Clubs in Scarborough¹ launched the Scarborough Community Renewal Campaign ('Campaign'), a new initiative to lead urban planning, social, economic, arts and culture and health care initiatives in Scarborough. The Campaign's main focus is to raise awareness on the need for community renewal in Scarborough and bringing partners together to create a new vision and take action.

There are already numerous renewal initiatives led by various individuals and groups within specific geographic areas of Scarborough. The Campaign fills the need for a Scarborough-wide focus; it acts as the convenor, facilitator, and connector of these individuals and groups to assist with long-term renewal in Scarborough. At the same time, it helps create new groups and develop new initiatives to ensure that Scarborough has strong voices in five key areas: social development, economic development, urban planning, arts and culture, and health care.

The Campaign's 2014 [Summary of Results and Recommendations](#) include 14 recommendations. One of them is to develop a Scarborough Community Renewal Organization (SCRO).

ROLE AND MANDATE

The SCRO is a leadership organization with ownership of the Campaign. The mandate of the SCRO is to continue the efforts of the Campaign and identify new actions and areas of focus for ongoing community renewal.

OBJECTIVES

This group serves as the coordinating voice for the broader community with regards to community renewal. The objectives are as follows:

- Oversee the implementation of the 14 recommendations in the 2014 Summary of Results and Recommendations;
- Identify areas for continued growth and renewal in Scarborough;
- Identify actions and develop strategies to benefit Scarborough renewal;
- Monitor and comment on city-wide issues;
- Invite guest speakers to present at monthly meetings;
- Present annual updates to the Scarborough City Council and stakeholders² of Scarborough on renewal-related initiatives;
- Pursue funding opportunities, including membership fees to fund its activities and to enhance and maximize the renewal efforts;
- Collect input and feedback through public and/or stakeholder consultations;
- Establish new and maintain existing partnerships with a wide range of groups, primarily: (1) anchor institutions, (2) arts and culture groups, (3) businesses, (4) developers, (5) ethnic groups, (6) faith groups, (7) First Nations communities, (8) non-profit/community organizations, (9) social agencies (10) resident/resident associations, (11) youth and, (12) service clubs; and
- Be a strong voice for Scarborough at all levels of government.

¹ The Rotary Clubs in Scarborough is a coalition of five Rotary Clubs – namely, Rotary Club of Agincourt, Rotary Club of North Scarborough, Rotary Club of Scarborough, Scarborough Twilight Rotary Club, and Rotary Club of Scarborough Bluffs. Rotary is a global service club with over 1.1 million members.

² Stakeholders refer to individuals and groups who have an interest or concern in Scarborough's future.

DRAFT Terms of Reference

ORGANIZATIONAL MODEL

Chair: All SCRO members in good standing will nominate and elect a Chair; all members will have an equal vote. A new Chair will be elected for two-year term, and the same Chair cannot hold the position for more than a one term. The Chair responsibilities include:

1. Setting the agenda for each meeting;
2. Ensuring agenda and minutes are recorded and circulated;
3. Opening SCRO meetings and clearly explaining the agenda;
4. Clarifying, summarizing and where necessary assigning people to key roles throughout the meeting;
5. Keeping the meeting to time;
6. Encouraging broad participation from members in discussions; and
7. Closing the meeting with a summary of decisions and actions.

Vice-Chairs: Two Vice-Chairs will be elected for two years in opposite years so that at least one Vice-Chair is always holding a position. For example, if Vice-Chair “A” is elected for 2017-2019, then Vice-Chair “B” is elected for 2018-2020. Vice-chairs will also be Committee Chairs and they will chair the meeting in the Chair’s absence.

Executive Committee: The Executive Committee (EC) is comprised of 6-8 members of the Board of Directors. Initial positions anticipated to serve on the EC will include:

1. Chair;
2. Vice-Chairs (2);
3. Treasurer (Chair of the Treasury Committee);
4. Communications Chair (Chair of the Communications Committee);
5. Membership Chair (Chair of the Membership Committee); and
6. Two additional BOD members.

The EC members will be responsible for:

1. Incorporating the SCRO as a non-profit group;
2. Ensuring that the SCRO activities are within its role and mandate;
3. Providing directions for achieving the SCRO objectives;
4. Setting missions for each committee in collaboration with the Board of Directors;
5. Making maximum effort to ensure that the BOD, Committees, and General Membership are representative of Scarborough’s diversity with respect to ethnicity, socio-economic status, age, gender, and profession;
6. Achieving and maintaining financial stability for the SCRO and doing financial reporting;
7. Overseeing annual elections; and
8. Meeting at least three times a year.

Board of Directors: The interim The Board of Directors (BODs) are invited by the Rotary Clubs in Scarborough. The BODs include up to 30 members and are made up of (1) committee chairs and (2) members in good standing. The Chair and two Vice-Chairs will chair the Board. The BODs represent Scarborough’s diversity with respect to interests, geography, ethnicity, socio-economic status, age, gender, and occupation. They are elected by a vote of the General Membership. If a member of the BOD steps down before his/her term is complete, the remaining BODs will appoint a member in good standing to that vacant position. The BODs will have a two-year term but may do multiple terms as long as they are elected. A new set of BODs will be elected every two years coinciding with the election for the Chair but staggered with VPs’ elections to ensure continuity and retention of organization memory.

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The BODs will be responsible for:

1. Setting actions for implementing SCRO objectives;
2. Collaborating with the EC to set missions for the committees;
3. Appointing members in good standing to sit on the committees;
4. Meeting monthly and ensuring there is quorum when making decisions;
5. Voting on public position statements and advocacy actions;
6. Voting on and approving the budget; and
7. Approving agendas and minutes for each meeting.

Committees: There are 13 different committees (see preliminary proposed list below) and each will have a Committee Chair. The members will be appointed by the BOD and the Committee Chairs will be elected by the Committee Members. They represent Scarborough's diversity with respect to interest, geography, ethnicity, socio-economic status, age, gender, and occupation. The committees listed below may be refined as the SCRO unfolds. Ad hoc committees can be struck to pursue strategic partnerships and arising opportunities. Significant collaboration (e.g. joint meetings) is expected between these committees. For example, the Treasury and Fundraising and Events Committees may collaborate to set financial goals and strategies on how to achieve them through fundraising and events.

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| 1. Economic Development | 8. Tourism, Sport and Recreation |
| 2. Social Development | 9. Treasury |
| 3. Urban Planning | 10. City Hall Monitoring and Public Engagement |
| 4. Environment | 11. Communications |
| 5. Anchor Institutions | 12. Fundraising and Events |
| 6. Arts and Culture | 13. Membership |
| 7. Transit and Transportation | |

The Committee Chairs and Members will be responsible for:

1. Establishing and submitting a Terms of Reference to the BOD;
2. Setting priorities that align with the respective committee missions;
3. Implementing or supporting the implementation of priority activities/initiatives;
4. Attending monthly BOD meetings to provide Committee updates;
5. Communicating with the BOD on the committee activities on a regular basis (Committee Chair);
6. Ensuring Committees have strong memberships;
7. Scheduling regular meetings of the different Committees, including ensuring there is quorum for each meeting, setting agendas, preparing meeting minutes and circulating them appropriately (Committee Chair); and
8. Collaborating with other Chairs to ensure committee activities are coordinated (Committee Chair).

General Membership: The General membership is open to any individuals or groups interested in the overall quality of life in Scarborough.

Notes

- Formal elections for the elected positions will take place at the call of the Chair. Until then, they will be filled by interim volunteers.
- Based on their ability to provide support, the Rotary Clubs in Scarborough will provide support until the SCRO has sufficient members to sustain itself and carry it forward.

DRAFT Terms of Reference

QUORUM

The quorum for the BODs and Committees is 50% plus 1. For example, a committee with 10 voting members would need at least 6 voting members and a committee with 7 voting members would need 4 voting members present at a meeting to make decisions.

MEMBERSHIP COST AND BENEFITS

Membership is for one year and must be renewed on an annual basis to maintain membership status. The Executive Committee will set annual dues.

Type of Membership	Amount/Year	Benefits for All Members
Student	\$20	<ul style="list-style-type: none"> • Voting rights (one vote per membership and corporate members get 2 voting rights) that provide enhanced ability to influence the future of Scarborough. • Meet new people and making lasting friendships within a wide range of sectors. • Learn or develop new skills and develop new interests. • Inspire others in your life. • Opportunity for corporations to exhibit corporate social responsibility. • Renew Scarborough.
Individual/Resident	\$25	
Not-For-Profit	\$50	
Corporate (includes 2 member voting rights)	\$100	

COMMUNICATION

An e-update or newsletter will be developed and circulated to the members at minimum on a monthly basis. Until a dedicated website is created for the SCRO, the Campaign website www.renewscarborough.ca could be used.

All media and external enquiries will be handled by the Chair, a person nominated by the Chair and/or a nominated person from the Communications Committee. Prior to any media release or similar statement, marketing material or other publication materials being made available to an external group, the SCRO Chair (or a Vice-Chair in absence of a Chair) and two BODs' final sign-off are required.

FINANCES

The SCRO will be funded by its members. It will set up a bank account to be managed by the Treasurer from the Treasury Committee. The SCRO will seek to gain funding from statutory bodies, private entities, funding organizations and individuals. All funds raised will be deposited into the SCRO account. The Treasurer will be responsible for monitoring the bank account, providing updates when required, and governing the tax reporting. A summary of all SCRO financial transactions and funds will be made available to all SCRO members and the general public on an annual basis. All statements will be audited annually.

OFFICE

The SCRO will have a virtual office at the Consilium Place until another location is identified. The virtual office address will be: is 100 Consilium Place, Suite 200, Scarborough, ON M1H 3E3.