

# Sustain BC Leadership Council

Terms of Reference – Last Updated: February 15, 2018

## Overview

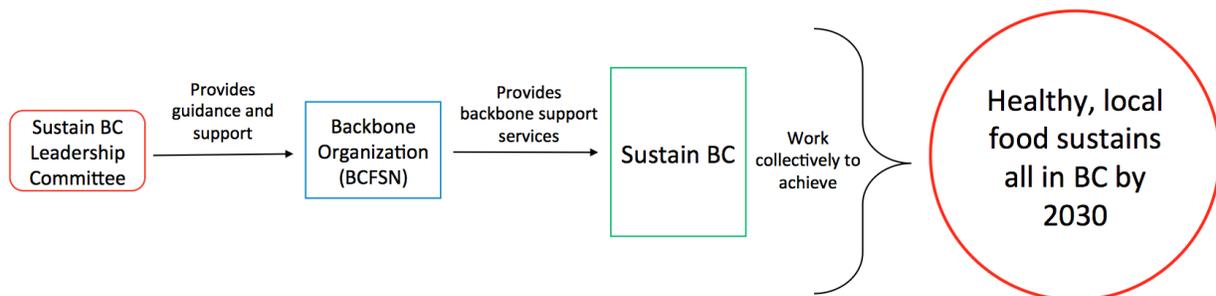
The Sustain BC Leadership Council provides leadership capacity, guidance and support to the BC Food Systems Network (BCFSN) as the backbone organization, which in turn provides backbone support services to Sustain BC. Effective backbone support is a critical condition to collective impact<sup>1</sup> and includes: guiding the vision and strategy of Sustain BC; supporting organizations to connect and align their actions towards the ambitious goal of Sustain BC; establishing and supporting shared measurement practices; supporting Sustain BC related communications to build public will and support needed policy advancement; and mobilizing funding for Sustain BC. While the BCFSN supports Sustain BC, Sustain BC is not owned or a project of the BCFSN.

Sustain BC is a collective impact initiative that helps align and connect the many organizations in the BC food system to take collective action towards achieving the common ambitious goal. The Leadership Council functions at the broadest level, well above the activities of the backbone organization, and acts as a point of reflection to ensure Sustain BC and its network of individuals and organizations are efficiently and effectively working to achieve the ambitious goal and five results.

**Ambitious goal:** Healthy, local food sustains all in BC by 2030

### Five results:

- Food practices sustain land, water, air and climate
- People in local food economies thrive
- Everyone in BC has the resources for healthy food and lives
- The food we eat nourishes our health
- People can practice and celebrate their culture through food



<sup>1</sup> The development of Sustain BC is guided by collective impact – an approach to strategic coordination founded on the recognition that no organization, however well managed or funded, can single-handedly address complex social and environmental issues. Achieving large-scale change requires the alignment and coordination of many diverse organizations and efforts with the necessary backbone support. For more information on collective impact see [here](#), and for more information on the critical role of the backbone organization see [here](#).

## Key Responsibilities of the Leadership Council

Members of the Sustain BC Leadership Council agree to:

- Publicly support Sustain BC’s ambitious goal and the five results.
  - For members from government, the expectation is they are working to generate internal support and alignment within their government as much as possible.
- Provide strategic guidance for Sustain BC by advising the backbone organization – BCFSN – on strategy, community engagement, and shared measurement. This includes:
  - Supporting the development and refinement of the ambitious goal, results, and indicators, which together make up the common agenda for change.
  - Using data and learnings from the shared measurement system to inform strategy development and advise on next steps.
  - Encouraging appropriate organizations to align with and join Sustain BC.
  - Making connections and convening individuals and organizations that are part of Sustain BC, as well as those outside of Sustain BC to support common ends.
  - Shaping the evolution of Sustain BC over time.
- Provide leadership by using their sphere of influence to:
  - Encourage their own organization and those in their personal network to align with and support actions to achieve the five results and support Sustain BC.
  - Serve as an active champion of Sustain BC in the community and through their available and appropriate communication channels that strengthen the climate for collaboration.
  - Help raise funds and resources for Sustain BC and the BCFSN, in its role as the backbone organization. This could be by leveraging their own organizations resources or speaking with other potential funders or resource providers.
- Play an active role by:
  - Attending scheduled meetings, be they in-person or using an online platform.
  - Reviewing pre-read materials prior to meetings and coming prepared for engaged discussion, active listening, and respectful dialogue.
  - Committing to a two-year term of the Leadership Council.

## Meetings

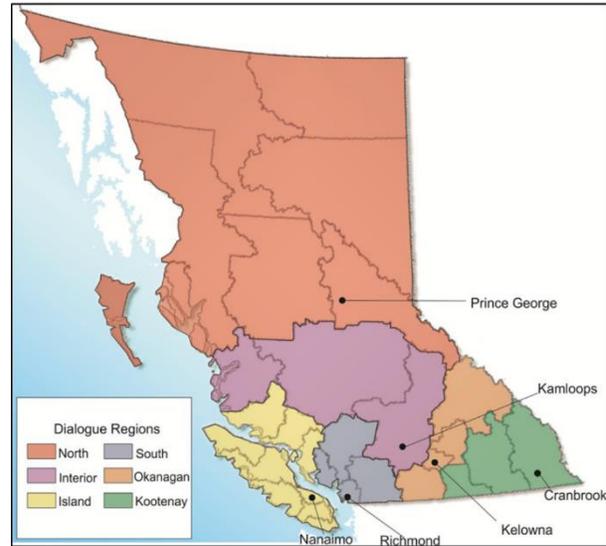
- The Sustain BC Leadership Council will meet at least once every three months.
- To facilitate attendance, the usual method for meeting will be online using video conferencing software.

## Membership and Structure

- Members are encouraged to serve a two-year term on the Sustain BC Leadership Council. Members can serve multiple terms.
- Sustain BC Leadership Council membership is voluntary and unpaid.

- Membership is comprised of individuals from key organizations or agencies, which are or intend to be involved with Sustain BC.
- Individuals are invited to join the Leadership Council when space becomes available. Decisions on who to invite are made by the standing Sustain BC Leadership Council.
- While members are encouraged to serve their two-year terms, any member may leave the Sustain BC Leadership Council by submitting written notice to the Backbone Organization (see “Administration & Contact” below)
- If a member is being disruptive or not participating in meetings, the rest of the Sustain BC Leadership Council can decide to remove the member from the Sustain BC Leadership Council through the process outlined in the “decision making” section below.
- Only one individual per organization can be a member of the Sustain BC leadership council.
- The maximum amount of Sustain BC Leadership Council members is 16.
- Two members of the Sustain BC Leadership Council will be designated as Co-Chairs, serving one-year terms as a Co-Chair. Co-Chairs can serve multiple terms.
- A Co-Chair is invited to take on the role when space becomes available. Decisions on who to designate as co-chair are made by the standing Sustain BC Leadership Council.
- The duties and responsibilities of the Co-Chairs are to:
  - Provide leadership to the Sustain BC Leadership Council.
  - Act as a liaison between the Sustain BC Leadership Council and the backbone organization, BCFSN, to:
    - Review the annual workplan and budget for Sustain BC for Leader Council approval
    - Attend a quarterly Operations meeting, typically held by phone or videoconference, in addition to the Leadership Council meetings. The purpose of these meetings are to set the agenda for upcoming Sustain BC Leadership Council meetings and monitor progress.
    - Work with the BCFSN to chair or facilitate Leadership Council meetings.
    - Follow up with Sustain BC Leadership Council members on action items.
    - Act as a speaker for the Sustain BC Leadership Council when appropriate.
- To strive for wide representation from multiple sectors within the BC food system, the Sustain BC Leadership Council aims to have one representative from the following types of organizations:
  - Nonprofit organization

- Funder
- Business
- Sector association
- First Nations organization
- Educational Institution
- Government agency
- Health organization / agency
- Sustainable fisheries organization
- To strive for representation from the various geographic regions of BC, the Leadership Council aims to have one representative from each of the following regions of BC, as defined by the six Agricultural Land Commission panel boundaries: North, Interior, Island, South, Okanagan, and Kootenay.
- There are no membership fees or dues associated with being a Sustain BC Leadership Council member. However, members are encouraged to contribute to the direct costs of hosting meetings, workshops, or other activities in cash or in kind, and to cover personal travel costs and expenses when required.



## Decision making

- Quorum at a meeting is half of the current Sustain BC Leadership Council plus one.
- When a decision is required from the Sustain BC Leadership Council, that decision will be made as follows:
  - By consensus if possible. “Consensus” does not mean that every member must wholeheartedly support the decision. It does mean that everyone present has participated in decision making by communicating any thoughts or concerns they may have, has explored various alternatives, and can live with a decision sufficiently to support it. Often, consensus is reached by asking, “does any member strongly oppose this decision?” and hearing no opposition.
  - If there is strong opposition to a decision and consensus cannot be reached despite a respectable time limit of discussion, the Sustain BC Leadership Council can either delegate the decision to the BCFSN when all members agree. Otherwise, the decision will be made using a super majority vote of greater than 75%, with each member present at the meeting receiving one vote.
- Any item in this Terms of Reference can be amended by a decision of the Sustain BC Leadership Council

## Relationship between the Leadership Council, the BCFSN Steering Committee and the Tides Canada Board of Directors

The BC Food Systems Network is a Tides Canada Initiative – a project on Tides Canada’s shared platform - that provides many benefits including support with charitable status compliance, financial

management, human resources, risk management and grants administration. As a project of Tides Canada, the ultimate decision-making authority for the BCFSN legally rests with the Tides Canada Board of Directors. The Board of Directors rarely interferes with the day to day operational decisions of the BCFSN. There are several responsibilities that are left to a volunteer BCFSN Steering Committee that provides an important mechanism of accountability and support. These responsibilities are largely focused on the *operational* aspects of the BCFSN, such as recruitment of the Project Director and advising Tides Canada on legal irregularities should they arise. The BCFSN Steering Committee commits to overseeing these responsibilities through a signed letter of agreement with the Tides Canada Board of Directors.

On the other hand, the Sustain BC Leadership Council is a broadly representative *strategic* body supporting the direction of Sustain BC.

Many aspects of these BCFSN Steering Committee responsibilities require more detailed knowledge of the operations of the BCFSN than what is outlined in the “Key Responsibilities of the Leadership Council” section. The Leadership Committee will not be asked to give input into aspects of the BCFSN beyond what is outlined in “Key Responsibilities of the Leadership Council.” The Leadership Council is not asked to sign any letter of agreement with the Tides Canada Board of Directors. As such, the Leadership Council has no legal accountability with respect to the BCFSN.

To ensure there is consistency between the decisions of the Leadership Council and the BCFSN Steering Committee, at least two members of the Steering Committee will sit on the Leadership Council. In the case where there may be disagreement between the Leadership Council and the BCFSN Steering Committee, the Director of the BCFSN will work with the Leadership Council co-chairs the BCFSN Steering Committee to arrive at a consensus. If no consensus can be reached, the BCFSN Steering Committee’s decision will supersede due to the legal responsibility they have with the Tides Canada Board of Directors.

While it is not anticipated that there will be circumstances where the Tides Canada Board of Directors will overturn a decision of either the Leadership Council or the BCFSN Steering Committee, it is noted that the BCFSN will follow the advice of the Sustain BC Leadership Council and the BCFSN Steering Committee, except in circumstances overridden by the Tides Canada Board of Directors.

## Administration & Contact

- The BCFSN provides the administrative support for all Sustain BC leadership council meetings, including:
  - Scheduling meetings.
  - Setting up online infrastructure to host meetings or organize venues for in-person meetings.
  - Facilitating and taking notes during meetings.
  - Circulating meetings notes after meetings.
- Any questions can be directed to Terri Ruty or Andrew Stegemann.
  - Terri Ruty: [director@bcfsn.org](mailto:director@bcfsn.org)
  - Andrew Stegemann: [stegemann.andrew@gmail.com](mailto:stegemann.andrew@gmail.com)

## Appendix: Current Membership of the Sustain BC Leadership Council

	Name	Role and organization	Joined	Term end	Region	Org type
1	David Hendrickson (Co-Chair)	Grants Manager, <u>Real Estate Foundation of BC</u>	Oct 1, 2016	Sept 30, 2018	South	Funder
2	Kathleen Gibson	Independent Consultant	Oct 1, 2016	Sept 30, 2018	Island	Business
3	Linda Geggie	ED, <u>CR-FAIR</u>	Oct 1, 2016	Sept 30, 2018	Island	Nonprofit
4	Nicholas Scapillati	ED, <u>FarmFolk CityFolk</u>	Oct 1, 2016	Sept 30, 2018	South	Nonprofit
5	Kent Mullinix	Director, Institute for Sustainable Food Systems, <u>Kwantlen Polytechnic University</u>	Oct 1, 2016	Sept 30, 2018	South	Educational
6	Moira Teevan	Community Investment Manager, <u>Vancity Credit Union</u>	Oct 1, 2016	Sept 30, 2018	South	Funder
7	Terra Kaethler	Manager, Grants and Community Initiatives, <u>Vancouver Foundation</u>	Oct 1, 2016	Sept 30, 2018	South	Funder
8	Jen Gamble	ED - Operations, <u>Certified Organic Association of BC</u>	Jan 1, 2017	Dec 31, 2018	Okanagan	Sector Association
9	Candice Appleby	ED, <u>Small Scale Food Processors Association</u>	Jan 1, 2017	Dec 31, 2018	Island	Sector Association
10	Jaspal Marwah	Regional Planner, <u>Metro Vancouver</u>	Jan 1, 2017	Dec 31, 2018	South	Government Agency
11	David Connell	Associate Professor & Project Lead, Agricultural Land Use Planning in Canada, <u>University of North British Columbia</u>	Jan 1, 2017	Dec 31, 2018	North	Educational
12	Lorie Hrycuik	Executive Director, Corporate Governance, Policy and Legislation, <u>Ministry of Agriculture</u>	Jan 1, 2017	Dec 31, 2018	Island	Government Agency
13	BCAC board member (to be confirmed)	Board Member, <u>BC Agriculture Council</u>				Sector Association
14	Jim McIsaac	Executive Director, <u>T Buck Suzuki</u>	Jan 1, 2017	Dec 31, 2018		Sustainable fisheries organization
15	Health Authority or Ministry of Health (to be confirmed)	Health				Health organization / agency

16	Rep from Union of BC Indian Chiefs or First Nations Health Authority (to be confirmed)	First Nations				First Nations
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