The Simcoe County Food Council Handbook

Updated August 2024

Disclaimer:

The Simcoe County Food Council receives funding from the County of Simcoe. Like other service providers that receive funding or grants from the County of Simcoe, the Food Council operates independently and is not directly managed by the County. Many pieces of this document have been taken from several resources shared by the Centre for Social Innovation.

Table of Contents

Table of Contents 3
Key Terms 4
- Part 1: Introduction 6
- Part 2: Vision and Goals 7
- Part 3: Governance Structure 9
- Part 4: Roles and Responsibilities 12
- Part 5: Consensus-Based Decision Making 15
- Part 6: Internal Communication 17
- Part 7: Simcoe County Food Council Trustee 18
- Part 8: Engagement and Recruitment 19
- Part 9: Approving New Constellations 20
- Part 10: Code of Conduct 21
- Part 11: Key Documents 22
- Part 12: Evaluation 23

Appendix A: Chairperson & Vice-Chair Person of Stewardship Group, Roles and Responsibilities Page 24

Key Terms

Poverty:
Living on a low income is not a personal choice. Systems, structures and policies can impact a person's income and earning potential starting when they are born.

Think of poverty as:
- not having enough food
- trouble affording rent or being homeless
- having a hard time finding and keeping employment
- lower levels of education
- social isolation,
- stress and difficulty accessing quality health care.

This type of material deprivation, particularly a lack of education and employment and poor mental health, further perpetuates low income.

Talk about ending poverty by:
- Gaining an understanding of what it's like to live in poverty—for example, exploring poverty simulator software or reading local reports on the Poverty Reduction Task Group.
- Speaking to elected officials about decent, affordable housing, high-quality, affordable child care, food insecurity, affordable, accessible public transit ● Join a group or coalition working on ending poverty.
- Advocating for income security policies and programs to end poverty, e.g. guaranteed basic income.

Adapted from: SMDHU Low Income FOCUS Report, October 2017

Household Food Insecurity:
Household food insecurity is experienced when an individual or household lacks the financial resources to access food. Addressing household food insecurity requires specific income-related interventions.[1]

Think of this as people not having enough money to buy food.

People experience household food insecurity in many ways, and it may look like this:

- A single mom with two kids who misses meals so her kids can eat
- A single individual working a minimum wage job who worries about running out of food and has to choose lower quality food due to a lack of money.
- A school-aged child who does not bring lunch to school

- A middle-aged female who has to decide between purchasing medication or food
- A family of four with both parents working minimum-wage jobs who sends their children to a family member or friend's house to eat when money for food runs out
- A middle-aged individual receiving government assistance who eats less, misses meals and sometimes goes days without food because they do not have enough money for food and rent.

When someone is experiencing food insecurity, they are likely struggling with other basic needs as well, for example, inadequate or insecure housing, lack of money for necessities such as prescription medications, dental care, telephone, transportation, clothing, and struggling with depression, anxiety, and social isolation.

Adapted from: Household Food Insecurity in Canada - Proof

Talk about poverty being the cause of household food insecurity and talk about the need for income solutions such as:

- Basic income programs
- Social assistance rates that match real living costs, indexed to inflation
- Government policies to ensure fair workplaces with regular hours and benefits
- Minimum wages that reflect the real cost of living, indexed to inflation
- Encourage Living Wage

Food Security:
Food security exists when all people, at all times, have physical, social, and economic access to sufficient, safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life.[2]

- Think of this as the range of things that need to be in place at a system level *for all people at all times* to be able to access food in a dignified way so they can live a healthy and active life.
- Fosters a sustainable local food system, strengthens local food supply and builds food sovereignty.

Community Food Security (Community Food Access):
Community food security is a measure of food access and availability at the community level; it studies the local food system to measure the production and provision of food available to the public through retailers, farmer's markets, community gardens, food programs and temporary food relief programs.[3]

Think of this as ***community food access*****:**

- grocery stores within easy reach of neighbourhoods
- temporary food relief such as food banks and meal programs.
- nutrition programs or food box programs.
- gardens and community cooking classes.
- protecting farmland for growing food and supporting local producers.

These essential programs and services help connect people to food and their community.

Community food access initiatives can address immediate food needs, support skills development, build community and foster relationships. These programs can provide temporary

food relief but cannot address the root causes of poverty and household food insecurity.

[2] FAO Agricultural and Development Economics Division. World Food Summit, 1996: Rome declaration on world food security. 1996.
[3] The Simcoe County Food Security Framework
Income security policies and programs are needed to solve household food insecurity and end poverty.

Sustainable Food System[4]
A sustainable food system is one that delivers food security and nutrition for all in such a way that the economic, social and environmental bases to generate food security and nutrition for future generations are not compromised. This means that it is profitable throughout, ensuring economic sustainability, it has broad-based benefits for society, securing social sustainability, and it has a positive or neutral impact on the natural resource environment, safeguarding the sustainability of the environment.

Local Food[5] **(as defined by the Local Food Act)**
(a) Food produced or harvested in Ontario, including forest or freshwater food, and (b) Subject to any limitations in the regulations, food and beverages made in Ontario if they include ingredients produced or harvested in Ontario.

Food Literacy
Food literacy includes food skills and practices that are learned and used across the lifespan to participate within a complex food environment. It's a set of interconnected attributes organized into the categories of food and nutrition knowledge, skills, self-efficacy/confidence, food decisions, and other ecologic (external) factors such as income security, and the food system.[6]

[4] Food and Agriculture Organization of the United Nations: https://www.fao.org/food-systems/en/
[5] Local Food Act, 2013: https://www.ontario.ca/laws/statute/13l07
[6] Food Literacy, ODPH: https://www.odph.ca/food-literacy-1

Part 1: Introduction

The Simcoe County Food Council is a community-based network committed to enhancing food access in our community, strengthening our local food system and reducing household food insecurity in Simcoe County.

We are made up of community members, food producers, local businesses and organizations who are passionate and invested in ensuring everyone in Simcoe County has access to safe, nutritious, affordable, culturally appropriate food that is physically and financially accessible.

The *Simcoe County Food Security Framework* is a blueprint for community stakeholders to guide coordinated actions that reduces household food insecurity, enhance community food access, and strengthens our local food system. Rather than a municipally owned document, the Framework is co-owned by the community and is created with the intention that many cross-sector stakeholders will work collaboratively to implement the Framework.

The Framework aims to increase awareness, coordination, and development of approaches designed to reduce household food insecurity, enhance food access, and strengthen our local food system. The Framework informs the public of initiatives already underway and builds upon

key achievements such as the 2013 endorsement of the Simcoe County Food and Agriculture Charter. It aims to strengthen local food security at the community and household levels across Simcoe County. One specific aspect of the Framework is that it seeks alignment with the consultation results of Ontario's First Food Security Strategy and is designed to enhance further and support the work undertaken by the previous provincial government.

The work of the Simcoe County Food Council is committed to creating and strengthening cross-sectoral collaboration with a range of community organizations, businesses and stakeholders to reduce household food insecurity and strengthen food access and our local food system.

The Simcoe County Food Council uses an action-oriented governance model called the Constellation Model for Collaboration. The model is described in detail in subsequent sections of this handbook.

Part 2: Vision and Goals

A. Vision

We envision a sustainable, equitable and secure local food system in Simcoe County that recognizes food as a human right. It is an interconnected food system where safe, sufficient, nutritious, and culturally appropriate food is financially and physically accessible to everyone through dignified means and where the people are actively working toward realizing a more food-secure Simcoe County.

B. Goals and Core Strategies

1. Raise awareness and understanding about household food insecurity in Simcoe County
   a) Community events/presentations/newsletters
   b) Public relations & social media
   c) Engage individuals with lived experience in discussions about food insecurity d) Engage post-secondary students in discussions about household food insecurity and community food access.

2. Support income and housing solutions to reduce household food insecurity

a) Advocate for government action on income security, increasing social assistance rates indexed to inflation, job protection, improvement of job conditions (hours, wages, benefits), and
affordable and adequate housing
b) Develop and advocate for better policies and actions towards increasing housing, income, and food security.

3. Increase physical access to nutritious food for all
a) Develop interim strategies to meet emergency food needs
b) Reduce barriers and stigma to accessing emergency food and to increase participation in community food initiatives
c) Boost and increase food capacity and assets in communities
d) Move people to food and food to people

4. Improve community food literacy
a) Increase opportunities in the education system to develop healthy eating habits, and to learn about the role of food as a community builder
b) Increase opportunities to learn about food and agriculture occupations and employment pathways
c) Increase opportunities for all residents to develop food skills, nutritional knowledge, understanding of the food system, and the essential role food plays in building a healthy, social fabric

5. Improve community food infrastructure and policy to support the local agri-food sector
a. Support short food supply chains through policies and development for local food and farming businesses
b. Enable small-scale food processing and distribution
c. Increase and enhance opportunities for community organizations/members to grow food

6. Foster Simcoe County's food traditions and Indigenous food knowledge and culture
a. Support Indigenous food knowledge and practices
b. Celebrate food and food traditions in Simcoe County and grow food citizenry
c. Increase access to a diversity of culturally appropriate food

7. Support county-wide collaboration toward a food-secure Simcoe County
a. Enhance multi-sector and inter-regional collaboration on key food system issues and initiatives

Part 3: Governance Structure

A. What is the Constellation Model for Collaboration?

The following has been taken from *Step Up BC's The Constellation Prototype & Guide.*[7]

The Constellation Model for Collaboration arose out of the need to help multiple organizations work collaboratively and to support the collaboration without having to create a new organization to direct how organizations should undertake this work. The model helps with the difficulties of collaborative action, such as wide power differences between stakeholders, a need to sustain interest and do more than talk, and the desire to harness innovations quickly.

The main principles of the model are:
• A clear reason for collaboration exists.
• Collaborative work satisfies the individual needs of participants.
• Governance is light. Partially self-governing collaborative teams direct work.
• Structure is light. Teams dissolve when the work is done.

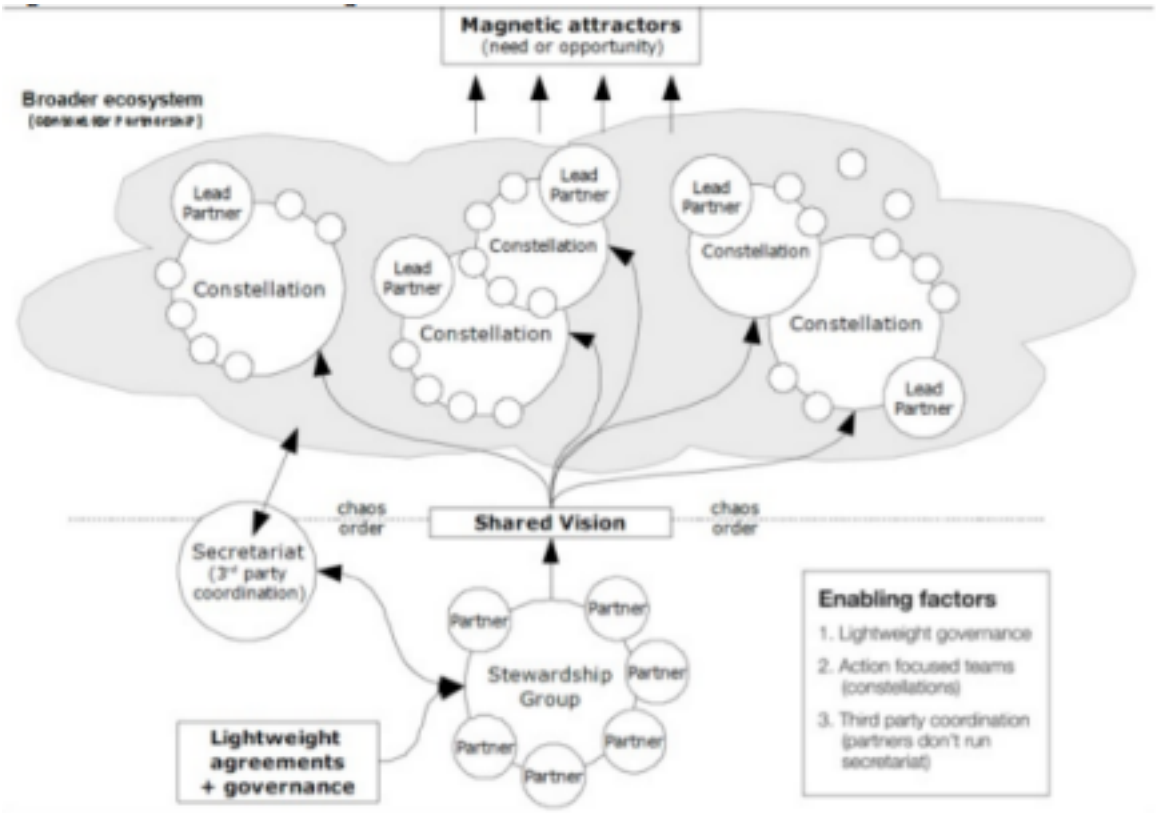
• Leadership is present at the table, meaning action which has an impact can be taken.

Selection process:

- Members nominate themselves and complete a nomination form. This is a good way to assess relevant experience and how it aligns with the goals of the Simcoe County Food Security Framework.

B. What does the Constellation Model for Collaboration look like?

[7] Step Up BC's The Constellation Prototype & Guide [Online]
Graphic of CSI's Constellation Model for Collaboration[8]



[8] Reproduced from http://timreview.ca/article/183. Original by Surman, T., & Surman, M. 2008 Sep 15. Open Sourcing Social Change: Inside the Constellation Model. Open Source Business Resource [Online]

C. *What are the Main Components of the Constellation Model for Collaboration?*

Much of the following section has been taken from *Step Up BC's The Constellation Prototype & Guide.*[9].

1. Magnetic Attractor

An overarching theme, issue or idea that makes the network a necessity. The best Magnetic Attractors represent an imminent threat or opportunity. The Magnetic Attractor identifies the common interest between the different Action Teams.

The Simcoe County Food Council's Magnetic Attractor(s) are specific issues identified by Food Council members that align with the goals of the Simcoe County Food Security Framework.

2. Constellations (Working Tables or Networks)

People collaborate to address a defined issue related to one Magnetic Attractor. In particular, Constellations:

- They are self-directed but relate their work to a Magnetic Attractor.
- May establish a Stewardship Group to enhance oversight or balance power.
- They are dynamic; they emerge, do their work, and then dissolve.
- Are 'action' focused, as opposed to 'talk' focused.

3. Stewardship Group (SG)

The Stewardship Group "... is the coordinating body that supports the overall [Simcoe County Food Council] by providing communications and developing a shared and

coordinated vision, purpose and voice. … The [Stewardship Group] is responsible for setting strategic directions, monitoring the overall health of the [Simcoe County Food Council], and aligning constellations to effectively and efficiently meet the [Simcoe County Food Council] goals."[10]

The Simcoe County Food Council's Stewardship Group has an active membership of 10-15 members at one time. The Stewardship Group will have a Chairperson to lead them and support the governance model.

4. Secretariat (Community Coordinator)

An independent role or organization that maintains and promotes the constellation model. It directly supports [Constellations] and the Stewardship Group. The Secretariat also performs duties like coordinating, monitoring and evaluating, curating knowledge and work generated by the [Constellations], resolving disputes, connecting [Constellations] together, and to specialist skills as necessary.

[9] Step Up BC's The Constellation Prototype & Guide [Online]
[10] Ontario Nonprofit Network: Governance of the ONN [Online]

Part 4: Roles and Responsibilities

The majority of this section is adapted from the document *Ontario Nonprofit Network: Governance of the ONN*[11]. If they haven't, appropriate sources are linked.

A. Roles and Responsibilities of Stewardship Group (SG)

*** The Stewardship Group worked with Dana Kaluzny, Consultant, to help us clarify our purpose and approach. Aspects have been included in this section.*

1. The coordinating body supports the overall [Simcoe County Food Council] by providing communications and developing a shared and coordinated vision, purpose and voice.

2. Holds the model and plays a role in incubating the work of the constellations.

3. Responsible for setting strategic directions, monitoring the overall health of the [Simcoe County Food Council] and aligning constellations to effectively and efficiently meet the Simcoe County Food Council's goals.

4. Potential [Stewardship Group] members are identified in one of two ways:
   i) People are invited to sit on the Stewardship Group
   ii) People have expressed an interest in sitting on the Stewardship Group

5. The [Stewardship Group] is responsible for making decisions regarding the work, direction and development of the [Simcoe County Food Council] as a whole… and

approves but does not direct the work of the constellations.

6. The [Stewardship Group] will be responsible for the approval of new constellations, ensuring they have their terms of reference and meet the [goals and core strategies] of the [Simcoe County Food Council].

Meetings and Decision-Making

1. It is expected that members attend every meeting and dedicate time to review emails, documents or participate in work outside of meetings that will inform decision-making and move tasks along. Most meetings will be virtual, but there will be in-person opportunities offered periodically.
2. There will be a brief statement of focus for each meeting, sent out in advance to all Stewardship Group members. The focus of the next meeting is determined before the end of the previous meeting and emailed by the Chair.

[11] Ontario Nonprofit Network: Governance of the ONN [Online]

Safe and Trusting Space

1. The Simcoe County Food Council commits to a continuous process of learning to be uncomfortable, listening and remembering to speak up. We advocate for ourselves and invite others to a brave space for sharing stories and challenges and celebrating achievements as we experience them.
2. All members of the Stewardship Group, working tables and community stakeholders are committed to upholding the Code of Conduct.

Communication Guidelines

1. We are mindful that everyone has other commitments and roles within their organizations and personal lives outside of the Stewardship Group. We owe it to each other to be clear and direct in our communication about our needs and capacity to participate.
2. Meetings are a safe place for everyone to express their boundaries for the energy, time, workload, contributing skills and expertise that they can offer.
3. Any new members invited to be part of the Stewardship Group will be provided with an orientation to the Stewardship Group with a review of the Handbook, the Terms of Reference and the history of the Simcoe County Food Council.

Stewardship Group Terms of Reference - Aug 2024
Stewardship Group Membership Aug 2024

B. Chair/Vice-Chair of Stewardship Group

Position and Purpose:
The Chairperson has a strategic role to play in representing the vision and purpose of the Simcoe County Food Council. The Chairperson ensures that the Stewardship Group functions appropriately, that there is full participation at meetings, that all relevant matters are discussed, and effective decisions are made and carried out.

To read the full description, see Appendix A.

C. Roles and Responsibilities of the Constellations (Working Tables and Networks)

1. A constellation is a self-governing, activity-based group. However, it is based in the [Simcoe County Food Council] with a shared and coordinated vision and voice and shall benefit from the broader group and make its own decisions about how to work together. It may, for example, take the form of a coalition, a caucus or a separate organization.

2. A constellation will align its work with the shared vision and purpose of the Simcoe County Food Council. It will direct its work relating to its objectives, deliverables, budgets, contracts, implementation and administration of various projects. A lead organization may need to be identified within the constellation to administer the work and liaise with funders.

3. A constellation is responsible for regularly reporting its activities to the [the Food Council] so that [the Food Council] may play a coordinating role and work to leverage the members' skills, assets and expertise for the constellation's benefit.

4. With the support of the members and the [Community Coordinator], new constellations will continue to evolve from the [the Food Council]. They will result from strategic planning and coordinated communications strategies. Any partner may suggest the creation of a constellation; it will be up to the [the Food Council] to allocate priority and resources accordingly.

D. Roles and Responsibilities of the Secretariat (Community Coordinator)

1. The Secretariat provides network/ governance support to the [Stewardship Group] and assistance (where requested) to keep constellation initiatives on track, including supporting stakeholders to follow through on their various commitments to the extent that resources allow.

2. The Secretariat acts as a network curator, connecting network members.[12]

3. The Secretariat assists with 'linking the thinking", content distribution, network 'cheerleading,' communications (e.g., via e-newsletter), content distribution (e.g., 'how-to' guides), e-learning (e.g., webinars), event management (e.g., workshops, meet-ups), and monitoring and reporting on network activity.

4. "The Secretariat might also consider taking on a community manager role…; A typical community manager role includes handling relationship issues between community/network members, moderating online discussion forums and social media accounts, and communicating the community 'brand"

[12] Step Up BC's The Constellation Prototype & Guide [Online]

Part 5: Consensus-Based Decision Making

The [Stewardship Group] and the Constellations will work to consensus; consensus is "a collaborative process where a decision has been developed in ways that seek to meet the needs and interests of all the group members." In other words, the point where everyone can live with the final agreement without compromising issues of fundamental importance[13].

The following is from the Practical Guide for Consensus-Based Decision Making[14]

A complete consensus-building process may be most appropriate for:
- Strategic decisions
- High stakes decisions
- Decisions for which a strong, united front is important

A complete consensus-building approach may be unnecessary or less appropriate for:
- Operational or tactical decisions
- Decisions which have a relatively minor impact and affect relatively few

Each member agrees to:
- Take responsibility for helping the group achieve a positive outcome
- Listen very carefully to what others are saying

- Monitor their level of participation (neither dominant nor withhold)
- Be aware of the purpose, stay on topic
- Engage with, build on, and respond to the ideas of others
- Express disagreement or concerns constructively and with respect
- Be aware of how both verbal and non-verbal signals impact group dynamics ● Avoid side conversations when we are conducting business in the group as a whole ● Once a consensus is made, members will support that decision within the Simcoe County Food Council and externally in the community.
- Recognize that decisions, once made, will inform future work and will not be reconsidered until that work reaches the evaluation stage.

Process for Consensus-Based Decision Making

1. An issue will emerge
2. Those present discuss the issue
3. A common answer to the issue may emerge
4. If consensus is not reached, a round may be initiated (opportunity to comment)
5. If consensus is still not achieved, the group has to decide:

- Whether progress is being made and further rounds may result in consensus, or
- Whether one or more of the necessary conditions for consensus are not currently being met, and if so, whether an adjustment can be made to accommodate, or

[13] Ontario Nonprofit Network: Governance of the ONN [Online]
[14] Practical Guide for Consensus-Based Decision Making [Online]

- If there is some fundamental split in the group, such as divergence among some members around core values. The matter under contention would likely point to the values being in need of clarification.

Optional Stances Members Can Take:

- Expression of concern
- Reservations
- Non-support of standing aside- "I personally don't support this, but I won't stop others from doing it."
- Blocking or withdrawing from the group

To read more about consensus-based decision making read the guide HERE.
For a flow chart of consensus-based decision making see HERE.

Part 6: Internal Communication

The following is an excerpt from *Constellation Collaboration: A model for multi-organizational partnership.*[15].

The constellation model could not exist easily without the internet to facilitate group communications and feedback. Mailing lists, tracking changes and a website are fundamental tools of the trade as transparency and information are at the model's foundation. As such, for more significant initiatives, a regular information update from and to the members is a great communication vehicle to support the collaboration.

The Secretariat is responsible for facilitating communication amongst the group. Part of this will happen at meetings, part of it will happen online, and part of it will happen in the space between the meetings. Constantly engaging the members and partners in the space between the meetings is essential. This 'space between' is a necessary time to build the capacity of the individual members and to align the Stewardship Group's work and the constellations strategically.

This 'space between' is not a time for political maneuvering but is part of the overall engagement strategy to ensure that the group is moving forward, is fully informed and that the available capacity of the group is increasing.

The Simcoe County Food Council will establish regular communication through:

1. The Secretariat will provide monthly updates at the Stewardship Group meeting and via email on all work happening with the Constellations and will share an updated work plan.

2. The Secretariat will coordinate a quarterly newsletter for community partners, stakeholders and organizations who are current, potential or future partners.

[15] Constellation Collaboration: A model for multi-organizations partnership [Online]

Part 7: Simcoe County Food Council Trustee

The following is an excerpt from *Ontario Nonprofit Network: Governance of the ONN* with changes made where necessary.[16].

[The Simcoe County Food Council] is not incorporated and does not have charitable status. As such, it requires an incorporated organization to act as a trustee for grants and donations.

[The Simcoe County Food Council's Stewardship Group] will negotiate with an organization to be the administering body for the work of the [Simcoe County Food Council] or on a project-by-project basis. The Trustee will be legally responsible for the administration of grants and donations and will provide financial management for the earned revenues and other activities of the [Simcoe County Food Council].

Reporting to the [Stewardship Group], the Trustee will provide administrative support and direction to the Secretariat and general support to the [Simcoe County Food Council] as a project of the administering agency until such time that a decision is made to incorporate.

The [Simcoe County Food Council] will have a written agreement with the Trustee, including a method of resolving disagreements between the [Simcoe County Food Council] and the administering agency.

The current Trustee is the Karma Project

The Trustee can be contacted if there are concerns regarding the Simcoe County Food Council activities or the Secretariat.

Contact Information
Name: Erin Chapelle
Position: Executive Director
Email: soltosoul@live.com
Phone Number: 1-705-506-8899

[16] Ontario Nonprofit Network: Governance of the ONN [Online]

Part 8: Engagement and Recruitment

A. Passive Engagement

Individuals who are interested in learning more about the Simcoe County Food Council and staying up to date with our work can engage in two ways:
i) Sign-up for our monthly newsletter
ii) Follow along on social media (Instagram)

B. Active Engagement

Individuals who want to be more involved in Simcoe County Food Council's work can be a part of the conversation in two ways:
i) Join our quarterly Community of Practice "Table Talk."
ii) Join a Constellation

C. Stewardship Group Membership

Individuals who have been engaged in different parts of the Simcoe County Food Council's work or align with the vision and goals of the Simcoe County Food Security Framework may look to be a member of the Stewardship Group. These requests will be brought forward to the Chairperson of the Stewardship Group and reviewed individually or if a recruitment process is put in place.

Part 9: Approving New Constellations

The following steps will be followed to approve the creation of a new constellation.

1. The Chairperson of the Stewardship Group will add this as an item to the next regular meeting for presentation, discussion and consensus from the Stewardship Group.

2. To approve a new constellation, it must satisfy the following three criteria:

   i) a need or opportunity aligned with the vision and purpose and one or more of the goals and the respective core strategies from the Simcoe County Food Security Framework.

   ii) leadership by one or more members of the Stewardship Group

   iii) constellations can range from formal projects, initiatives, working groups, advisory groups and establishing networks.

Part 10: Code of Conduct

A Code of Conduct is a set of agreed-upon rules that outlines the responsibility of all participants when attending private and public meetings and engaging in the collaborative work of the Simcoe County Food Council. Implementing a Code of Conduct ensures we are respectful, successful and effective.

Expected Behaviour

1. Treat everyone with respect and be open to everyone's opinions and experiences.

2. Respect your fellow participants by using good practices for intercultural collaborations.

3. Be mindful of your surroundings and your fellow participants.

4. Please arrive on time or let the Chair or Secretariat know if this is impossible.

5. Remain on the topic to ensure meetings are conducted on time, respecting everyone's time and capacity.

Unacceptable Behaviour

1. Verbal, written, or other forms of abuse of any attendee, speaker, volunteer, exhibitor, staff member, service provider, or other guests.

2. Physical or verbal abuse, including attacks (personal or otherwise) on ideas vs. respectful, disagreeing dialogue.

3. Disruption or disallowing participation by others.

Reminder: Anyone presenting behaviour deemed not appropriate may be removed from the current online or physical meeting if the Chair or Secretariat believes it contravenes the Code of Conduct and creates an unsafe space.

Adapted from: AGU Meetings Code of Conduct

Part 11: Key Documents

As highlighted in Open-Sourcing Social Change: Inside the Constellation Model.[17]Three key documents that can help the work of the Stewardship Group are a set of guiding principles (or vision) and the magnetic attractor, governance terms of reference and a strategic plan.

A. Guiding Vision and Magnetic Attractor

The Simcoe County Food Security Framework and Part 2 of this document clearly state the vision, goals and related core strategies that act as the magnetic attractor for the Simcoe County Food Council and the Constellations.

B. Governance Terms of Reference

A Terms of Reference has been created for the Stewardship Group of the Simcoe County Food Council. It can be found in this folder under the file titled "Documents."

C. Strategic Plan

Strategic planning will happen every 3-5 years to identify priority areas and recruit new members for the Stewardship Group.

[17] Surman, T., & Surman, M. 2008 Sep 15. Open Sourcing Social Change: Inside the Constellation Model. Open Source Business Resource [Online]

Part 12: Evaluation

Coming soon!

Appendix A: Chairperson & Vice Chairperson of Stewardship Group, Roles and Responsibilities

Position and Purpose:
The Chairperson has a strategic role to play in representing the vision and purpose of the Simcoe County Food Council. The Chairperson ensures that the Stewardship Group functions appropriately, that there is full participation at meetings, that all relevant matters are discussed, and effective decisions are made and carried out.

Task/ Outline Responsibilities:

- To chair and run meetings in accordance with the Terms of Reference.
- To facilitate consensus-based decision-making for strategic priorities.
- To ensure that matters are dealt with in an orderly, efficient manner.
- To bring impartiality and objectivity to meetings and decision-making.
- To ensure Stewardship Group members carry out duties and responsibilities.
- To facilitate change and address conflict within the group.
- To be aware of current issues affecting the Simcoe County Food Council.
- To attend relevant meetings outside of the Stewardship Group as necessary.
- To attend relevant meetings outside of the Stewardship Group as necessary.
- To lead onboarding of new Stewardship Group members

- To facilitate evaluation and strategic planning
- To facilitate annual review of Handbook and Terms of Reference

Vice-Chair: The Vice-Chair will be identified on a biannual basis. The Vice-Chair is perceived as an ideal candidate to move into the role as Chair after a term is complete. The Vice-Chair may serve as a replacement in the absence of the Chair, at which time the Vice-Chair would assume all responsibilities of Chair. The Vice-Chair should have spent at least one year on the Stewardship Group before taking on this role.

Term:
The Chairperson will serve two years.
The Vice-Chairperson will serve two years.

Meetings:
In consultation with the Secretariat, set the time, place, and agenda for meetings and review minutes and actions before publication and distribution. Ensure that the Stewardship Group members carry out duties and responsibilities in accordance with the Terms of Reference and act promptly on assigned tasks.

The Chairperson is the face of the Stewardship Group, is responsible to the Stewardship Group and serves at the consensus of the Stewardship Group.