



Regina Community Clinic  
Board of Directors  
Committee Terms of Reference

Member and Community Engagement Committee                      TOR-006  
(Formerly Advocacy Committee and Member Relations Committee)

**Role:** The objective of the Member and Community Engagement Committee is to advise the Board on strategies that promote meaningful engagement with members and the broader community, support democratic participation, and advance advocacy efforts aligned with the cooperative's mission and values. The Committee ensures the organization remains member-driven, community-responsive, and publicly accountable, while recognizing that implementation of engagement activities rests with the Executive Director and staff. See also Committee Orientation attached.

**Division of Responsibilities:**

- **Board/Committee (Governance):**
  - Provide strategic oversight of engagement and advocacy.
  - Ensure cooperative principles are reflected in governance.
  - Receive and review regular ED reports on engagement outcomes.
  - Use member feedback to guide Board policy and strategy.
- **Executive Director/Management (Operations):**
  - Design and implement engagement programs, communications, and events.
  - Manage resources supporting outreach and advocacy.
  - Deliver operational advocacy initiatives.
  - Report outcomes and insights to the Committee.

**Committee responsibilities:**

The Member and Community Engagement Committee shall undertake the following responsibilities:

**Member Engagement oversight:**

- Review executive director reports on engagement initiatives.
- Advise on strategies to enhance participation (AGMs, elections), onboarding, education, and feedback mechanisms.
- Monitor trends in satisfaction, inclusion, and trust.

**Strategic Communication and Visibility:**

- Advise on transparent messaging and board visibility.
- Support alignment of communications with cooperative values.

**Policy Advocacy and External Engagement:**

- Monitor public policy, healthcare system trends, and regulation.
- Recommend advocacy positions aligned with cooperative values.

- Build relationships with policymakers and sector allies.

**Partnerships and Community Outreach:**

- Encourage collaboration with external organizations.
- Support education and events that elevate the co-op’s public role.

**Reporting:**

- Provide regular updates to the board.
- Submit an annual report summarizing engagement and advocacy contributions.

**Membership:** The Member and Community Engagement Committee will consist of at least three (3) directors plus the president/chair of the board who are appointed annually, following the AGM. Members-at-large may be appointed from the membership as needed. Staff or stakeholders may be invited as resources.

**Meetings:** The committee will meet at least quarterly with additional meetings as needed.

**Chair:** The chair will be elected by the board following the annual general meeting.

**Quorum:** Quorum shall be a simple majority of the voting committee members present at the meeting.

**Decision-Making:** The committee shall strive for consensus when making decisions. If consensus cannot be achieved, a simple majority vote will decide. The committee cannot commit resources without executive director or board of directors approval. The committee makes recommendations only, final approval rests with the board of directors.

**Accountability:** The committee is accountable to the board through its chair.

**Duration:** This revised mandate will operate for two years. The board will review its continuation and any modifications in October 2027.

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- Reviewed and Approved by the Governance Committee, September 26, 2025
  - Reviewed and Approved by the Board of Directors, October 22, 2025
  - Reviewed and Approved by the Member and Community Engagement Committee, December 3, 2025
  - Reviewed and Approved by the Board of Directors, January 21, 2026

## Committee Orientation – One-Page Overview (December 2025)

### Purpose of MCEC

The Member & Community Engagement Committee (MCEC) is a **governance-level advisory committee** of the Board of Directors. Its role is to strengthen RCC's connection to its members, the broader co-operative community, and external partners in ways that support RCC's mission, strategic direction, and values, while ensuring that all engagement activities are aligned with the RCC Strategic Plan and Board-approved policies.

MCEC is **not an operational committee**. It provides strategic advice, guidance, and oversight related to member engagement, community relationships, and key advocacy themes.

### Core Responsibilities

The Committee's work focuses on four key areas:

1. **Member Engagement (Governance Lens)**
  - Advise on communications that help members understand RCC's direction, values, and co-operative identity.
  - Identify opportunities for deeper member connection (newsletters, AGM touchpoints, surveys, education sessions).
2. **Community & Co-operative Partnerships**
  - Strengthen relationships with community organizations, co-op partners, and health-sector collaborators.
  - Identify opportunities for RCC to be visible and engaged within the broader community.
3. **Advocacy Themes (High-Level)**
  - Provide advice on issues that affect members and community access to care (e.g., primary-care policy, co-op health).
  - Help shape clear, member-centred messaging on emerging health-system developments.
4. **Member Voice**
  - Ensure that member perspectives inform Board discussions and strategic decisions.
  - Recommend mechanisms for listening to members (survey tools, engagement methods).

### Relationship to RCC Staff

- MCEC works **in collaboration with staff**, who provide operational insight, context, and support.
- Staff implement decisions, develop materials, and execute communications — **the committee provides guidance, not management**.
- Clear handoffs between MCEC and staff ensure work remains strategic and manageable.

### Meetings

- **Quarterly meetings**, or more frequently **as required** for time-sensitive items.
- Short-term **working groups** may be formed to support specific projects (e.g., surveys, partner outreach, AGM engagement).
- A brief action summary will follow each meeting for clarity and accountability.

### What MCEC Is Not

To maintain clarity and avoid overlap, MCEC does **not**:

- Make operational decisions
- Direct clinical, staffing, or day-to-day communications
- Oversee finances or HR
- Replace the responsibilities of other Board committees

Its role is to ensure **member and community perspectives** inform RCC's overall direction and to help maintain strong, visible relationships across the co-operative and community landscape.