



# Community Data Program

## **Governance Structures and Operating Procedures**

**Updated 8 February 2023**

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# 1 Background

The Community Data Program (CDP) was established in the mid-1990s as a gateway for municipalities and community sector organizations to access customized tables from Statistics Canada and other providers to monitor and report on social and economic development trends within their communities. Relying on a Community Data Consortium model, the CDP reduces the cost of acquiring community data, builds community data analysis capacity and connects a national network of community data users.

This document describes the system of decision making governing the Community Data Program. The decision making system includes a governance model comprising the CDP's principal stakeholders, roles and responsibilities of each of the principal stakeholders, and the operating procedures guiding these relationships. The document also details the decision making process related to the program's annual budget.

The governance structure and operating procedures described in this document build on the evolving practices pursued by the program stakeholders since the program's inception, capture the basic elements of the Governance Structure agreed in the form of a **Draft Governance Model** at Community Data Program Leads Annual Meeting of March 8, 2011, and has benefitted from a series of updates since that time, including an update of 13 January 2015 and 31 October 2019. The latter took place following the transfer of the CDP from the Canadian Council on Social Development (CCSD) to CCEDNet on 30 September 2019.

# 2 Overview of the Governance Structure

The CDP's two principal stakeholders are (1) the Canadian Community Economic Development Network (CCEDNet), comprised of its Board of Directors, Executive Director, staff and members of the CDP program team, and (2) the Community Data Consortium Leads, organisations that have entered into a memorandum of agreement (MoA) with CCEDNet on behalf of the member organisations of each Community Data Consortium.

These two stakeholders interact formally by means of Leads meetings.

Other program stakeholders include:

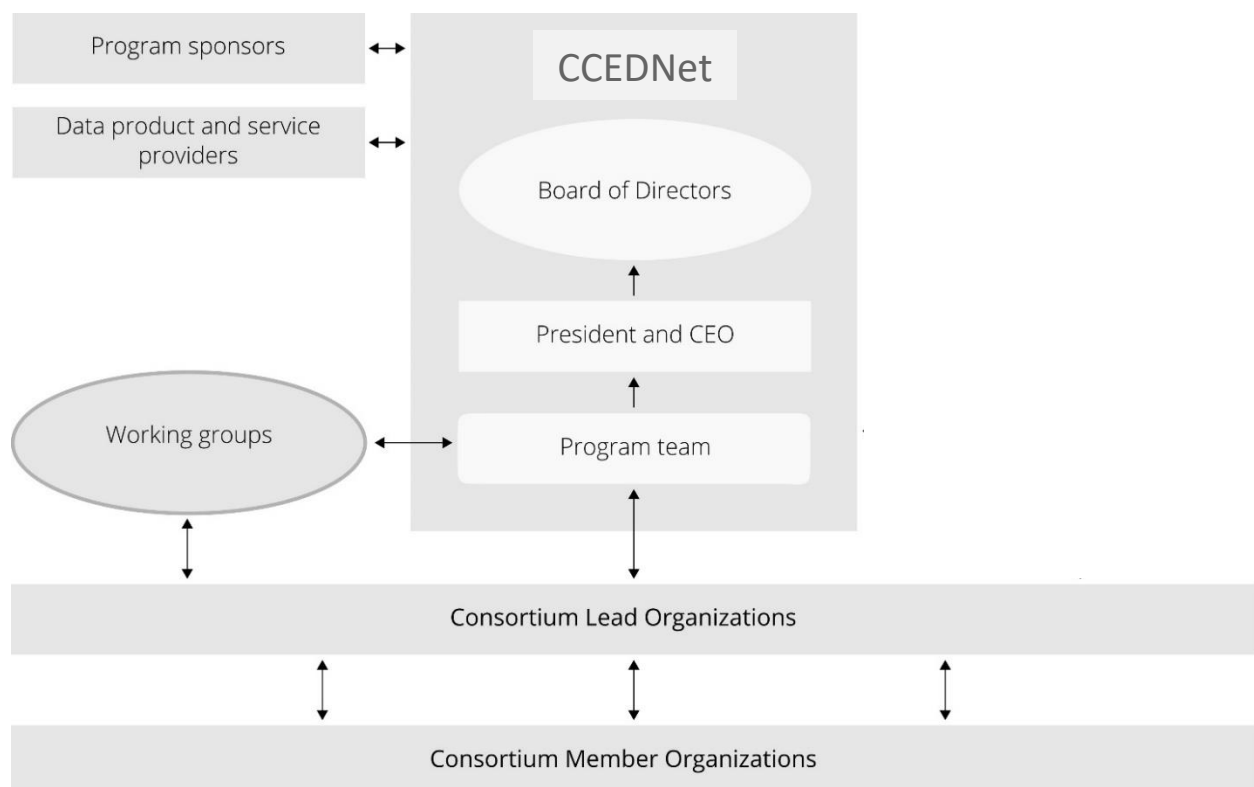
- **CDP member organisations**, each of which is a member of a community data consortium.
- **Individual registered users** of the CDP, employed or contracted by CDP member organisations;
- **Government and private sector data product and service providers** entering into agreements with CCEDNet;





- **Financial sponsors** of the Community Data Program, entering into agreements with CCEDNet; and,
- **Representatives of national and provincial government, community sector and private sector organizations** not eligible for membership in a community data consortium but sharing a commitment to increasing access to community data.

The basic relationships governing these stakeholders are illustrated in Figure 1.



**Figure 1 Community Data Program Governance Organization Chart**

### 3 Roles and Responsibilities

As a collaborative initiative, the CDP relies on an active partnership between CCEDNet and the Community Data Consortium Lead Organizations. The roles of these partners with respect to the governance of the program are delineated as follows:

#### 3.1 The Canadian Community Economic Development Network (CCEDNet)

CCEDNet is the CDP's host organization. Ultimate program decision making authority rests with CCEDNet, its Board of Directors and Executive Director.

CCEDNet is the primary body and ultimate authority responsible for:

1. Making decisions regarding the operations and strategic direction of the program; and,





2. Consulting with Lead Organizations by means of regular Leads meetings, including at least one Fall meeting and one annual program meeting occurring in the Spring. These may occur virtually or in person.

Working through the Community Data Program Team, CCEDNet is the ultimate authority responsible for undertaking program services falling under the headings of Program Leadership, Data Acquisition and Access; Training and Capacity Building; Networking & Communication; and Program Administration.

Working under the direction of CCEDNet's Executive Director, the Community Data Program Team includes staff and contractors engaged by CCEDNet to develop and implement the program work plan, deliver program services and coordinate and facilitate program working groups.

### 3.2 Community Data Consortium Lead Organizations

A Community Data Consortium is a local network of organizations focused on the implementation of a public service goal and operating within the boundaries of a recognized sub-provincial entity – such as a municipality, county or health district, or in some cases, a provincial entity. Each Consortium adheres to a set of common principles, including, but not limited to:

- Collaboration
- Mutual accountability and respect
- Open communication
- Commitment to improving the use of data
- Commitment to quality research standards
- Commitment to improving social conditions
- Commitment to ethical research standards
- Commitment to the appropriate use of research

Each Consortium is considered a principal beneficiary of the program and a significant contributor to the costs of operating the program.

Each Consortium is led by a Community Data Consortium Lead Organization (Lead). The Lead is a partner in the design and delivery of the Community Data Program and represents the members of the Community Data Consortium. The Lead provides leadership to the local consortium and is the primary contact between the CCEDNet and the members of local consortium.

The specific roles and responsibilities of the Lead include:

With respect to the relationship with CCEDNet ...





1. Entering into a legal agreement with CCEDNet in the form of the Memorandum of Agreement (MoA);
2. Abiding by the terms of the MoA signed by CCEDNet and the Community Data Consortium;
3. Representing the interests of local members in discussions with CCEDNet;
4. Representing Community Data Consortium members at Leads meetings;
5. Facilitating communication between CCEDNet and consortium member organisations;
6. Communicating with CCEDNet regarding the addition of new member organisations to the consortium or removal of existing member organisations; and,
7. Sharing with CCEDNet the types of uses made of the data received, and products produced from that data.

With respect to the relationship with members of the consortium...

8. Organizing a Community Data Consortium within the community;
9. Undertaking outreach within the community including recruitment of new members;
10. Ensuring that information received from CCEDNet is communicated to all consortium members;
11. Managing local financial administration related to CDP fees;
12. Ensuring that consortium members are aware of and abide by the terms of the MoA;
13. Ensuring that each member of the consortium is aware of the obligation to register with CCEDNet, and pay an annual program membership fee; and,
14. Ensuring that all consortium members are aware of the Data Sharing and End-Use License Agreement associated with data products available from the Community Data Program.

### 3.3 Consortium Member Organizations

Each community data consortium comprises one or more member organizations (member). Each member shall be represented by a contact person. The Community Data Program Team may make direct contact with that individual from time to time, as required.

Member organizations have the following roles and responsibilities:

1. Abide by terms and conditions of membership as established by the Memorandum of Agreement signed by the Lead Organization and CCEDNet;





2. Abide by the principles of the local consortium;
3. Participate in local consortium meetings and initiatives as defined by the local consortium;
4. Ensure registered users within the organization are informed of the activities of the local consortium and the broader Community Data Consortium network;
5. Review data products acquired by the program and share with a member of the Program Team information on any missing or inaccurate data;
6. Ensure the organization is registered as a Community Data Program member organization and has paid the annual program membership fee; and,
7. Ensure all data users within the member organization are aware of and abide by the Data Sharing and End-Use License Agreement associated with the Community Data Program.

### 3.4 Program Working Groups

CCEDNet, through the Program Team may, in consultation with Consortium Leads, create one or more Working Groups to deliver specific aspects of the overall workplan.

With the support of at least one member of the Program Team, Working Groups provide technical advice and recommendations on topics such as, but not limited to:

- Data Acquisition and Access
- Capacity Building and Training
- Networking and Information Sharing
- Partnerships & Outreach

A Working Group may include participation by members of the Consortium other than the Lead. However, these individuals should represent a minority of the Working Group membership.

Each Working Group establishes terms of reference, sets regular meeting schedules and prepares progress updates that are conveyed by the Program Team to the Leads as information.

## 4 Operating Procedures for Leads Meetings

### 4.1 Frequency, Purpose and Logistics

With the support of the Program Team, Consortium Leads meet formally on a bi-annual (twice per year) basis. Leads meetings are generally designed to facilitate communication within the program including:

1. Consulting with Lead Organizations on issues of interest or concern;





2. Serving as a liaison between the CCEDNet and Lead Organizations; and,
3. Facilitating communication among all Lead organizations.

One of the Leads meetings shall be used as an annual meeting for review of program priorities and planned activities. The annual meeting is a forum for Leads to recommend program direction to CCEDNet, review and comment on annual workplans, budgets and data product acquisition plans, and provide input into identifying future priorities.

Leads meetings are organized and facilitated by the Community Data Program team. The Program Team will notify Leads of the meeting schedule at least 90 days in advance of each Leads meeting. The Program Team is responsible for meeting logistics, chairing each meeting and producing a record of the meeting. Meeting records should clearly identify individuals responsible for leading actions arising along with report back dates.

Unless otherwise agreed to, the Leads meetings will rely on teleconference or webinar facilities. The annual meeting may be convened as a face-to-face event, budget permitting.

The annual meeting may be co-hosted with a Community Data Consortium. Co-hosting obligations of the Consortium are subject to negotiation, but may include securing meeting facilities, accommodation reservations, local transportation and expenses for meeting-related meals and refreshments.

In addition to bi-annual meetings, Leads interact with the Program Team informally on an ongoing basis via email, telephone and online discussions.

## **4.2 Agenda Development and Dissemination**

1. Leads Meeting agendas are developed by the Program Team, with input from consortium leads. The final agenda is subject to the final approval of CCEDNet's Executive Director.
2. All potential agenda items for Leads meeting should be submitted to a member of the Program Team 14 calendar days prior to the meeting date.
3. A final meeting agenda shall be distributed to Leads at least 5 calendar days prior to the meeting.
4. The Program Team is responsible for coordinating input for the development of agendas and for selecting facilitators and scribes for meetings.

## **4.3 Criteria for Identifying Issues for Discussion at Leads Meetings**

To prioritize discussion during Leads meetings, the following criteria will be considered in recommending issues for discussion. Each issue must:

1. address community data needs;
2. be of common interest to Community Data Consortium Leads





3. be solvable with realizable outcomes and within a reasonable time frame; and,
4. not detract from discussions or processes.

#### 4.4 Decision Making at Leads Meetings

1. Any decisions made at Leads meetings will rely on consensus. Consensus is defined as an agreement by all members of the group, arrived at through dialogue. Although it may not be each member's preferred result, it is a result that all members can "live with" and support.
2. Where consensus is not achieved, CCEDNet, represented by the Program Team, may, at its discretion, either call a vote at the Leads Meeting or defer the decision to CCEDNet's Executive Director.
3. CCEDNet and each Consortium will be eligible for one vote.
4. Where a vote is taken at a Leads meeting, a passing vote will be based on 50 percent plus 1 of Leads present in the meeting room or participating via teleconference. Proxy voting will not be permitted.
5. The outcome of a vote taken by Leads at the annual meeting will be non-binding on CCEDNet.
6. CCEDNet's Board of Directors retains ultimate decision-making authority on all matters related to the Community Data Program. At CCEDNet's discretion, the outcome of a vote taken by leads may be brought to the attention of the CCEDNet Executive Director for review by the CCEDNet Board and may be upheld or overturned by the CCEDNet Board.

## 5 Decision-Making Related to the Annual Program Budget

Preparation of the annual Community Data Program budget will adhere to the following steps:

1. The CDP Lead prepares a preliminary annual budget before the end of the program fiscal year based on input from the Program Team, priorities identified by consortium leads during Leads Meetings, priorities identified by Working Group(s), and, where warranted, priorities identified in one or more online surveys of Leads and registered users.
2. The preliminary budget is shared with CCEDNet's Executive Director and Director of Finance who review and advise on changes before the end of the program fiscal year.







3. The CDP Lead prepares a draft budget within 60 days of the start of the program year based on previous year financial information provided by CCEDNet's Director of Finance.
4. The draft budget is shared with CCEDNet's Executive Director and Director of Finance who review and advise on changes.
5. The CDP Lead prepares the final budget based on input from CCEDNet.
6. The final budget is shared with Consortium Leads in the form of the Annual Report and posted at [communitydata.ca](http://communitydata.ca) at least 30 days prior to the annual meeting.
7. The final budget is tabled at the Annual Leads Meeting for information.
8. The CDP Team initiates the next cycle of annual program budgeting.

## 6 Decision-Making Related to the Data Acquisition Plan

Preparation of the annual Community Data Program Data Product Acquisition Plan will adhere to the following steps:

1. The Program Team prepares a draft data product acquisition plan, with inputs from Program Working Group(s), input from Leads at leads meetings, and, where warranted, one or more online surveys of Leads and registered users. The data product acquisition plans are prepared on the basis of established criteria developed in consultation with Program Working Group(s) and Consortium Leads.
2. The data product acquisition plan is included in the Annual Report posted at [communitydata.ca](http://communitydata.ca) no later than one month into the program fiscal year.
3. The data product acquisition plan is tabled at the Annual Leads Meeting for discussion and recommended changes based on consensus-based agreement. Leads' consensus on the acquisition plan is achieved through facilitated dialogue led by CCEDNet.
4. Where consensus is not achieved at the annual meeting, CCEDNet may use its discretion to defer a decision to CCEDNet's Executive Director. As outlined in section 4.4, any decision taken by Leads is non-binding, and may ultimately be overturned by CCEDNet's Executive Director.
5. The CCEDNet Community Data Program Team implements the data product acquisition plan.
6. The CCEDNet Community Data Program Team initiates the next cycle of annual data product acquisition planning.





## 7 Amendments to the Governance Structure and Operating Procedures

The Community Data Program Governance Structure and Operating Procedures are reviewed once every five years to reflect membership priority and protocol changes. Changes to the governance structure and operating procedures may be recommended by Leads to CCEDNet. CCEDNet may make changes at its discretion.

