GOVERNANCE MANUAL

Greater Vancouver Regional Steering Committee

on Homelessness

Draft: April 11, 2014

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Glossary

Term /Acronym	Full Name	Description
AHSC	Aboriginal Homelessness Steering Committee	The AHSC serves as the Community Advisory Board for the Aboriginal funding stream of the Homelessness Partnering Strategy in the Metro Vancouver region.
CA	Contribution Agreement	Contribution Agreement refers to a contract between a funder and a service provider under which program funding is provided for service.
CAB	Community Advisory Board	CABs serve as local recommending bodies of priorities and allocations of federal Homelessness Partnering Strategy (HPS) funds. Within their respective communities, they are responsible for planning, determining priorities and recommending projects for HPS funds that meet the priorities. CABs are usually composed of a representative range of partners including public, private, not-for-profit organizations, Aboriginal organizations or representatives. See Appendix I.
CE	Community Entity	Community Entities serve as local administrators of the Homelessness Partnering Strategy in their respective communities. They are contracted by Service Canada for the administration of HPS. The CE is responsible for making final funding decisions on the recommendations of the CAB, conducting due diligence and managing project contracting, monitoring and evaluation. For the 2011 – 2014 program cycle, Metro Vancouver, or the GVRD, serves as the CE for the Metro Vancouver region. See Appendix I.
CE model	Community Entity model	The CE model is one of two HPS program delivery models. . Employment and Social Development Canada (ESDC), based on a recommendation from the local Community Advisory Board, enters into a contribution agreement with an incorporated organization to manage and administer HPS funds on its behalf. For the 2011 – 2014 HPS program cycle, HPS is delivered in the Metro Vancouver region through a Community Entity model. See also CE, CAB and VCF. See Appendix I.
CFP	Call for Proposal	CFP is a solicitation to prospective suppliers to submit proposals to provide a service, construct a facility or renovate an existing facility in keeping with the HPS Community Plan priorities.
CHT	Community Homelessness Table	CHT is a generic term used by the RSCH to describe all of the community homelessness tables that have been set up across the region . Each community group has varying names such as task group or task force. A list of Community Homelessness Tables appears in Appendix II.
CT	Constituency Table	The CT is the decision-making table of the RSCH.

Term /Acronym	Full Name	Description
ESDC	Employment and Social Development Canada	ESDC is the department of the Government of Canada responsible for developing, managing and delivering social programs and services, including HPS. Until 2013, it was referred to as Human Resources and Skills Development Canada (HRSDC)
GVRD	Greater Vancouver Regional District	Refers to the Regional Governing body comprised of 22 municipalities and 1 treaty first nation. In September 2007, the Greater Vancouver Regional District (GVRD) began using the name "Metro Vancouver" for branding purposes. For the 2011 – 2014 HPS program cycle, the GVRD, or Metro Vancouver, serves as the Community Entity for HPS in the Metro Vancouver region.
HAW	Homelessness Action Week	HAW is an annual week of community events organized throughout the Metro Vancouver region to raise awareness, build public support for solutions and provide services to the homeless through connect events. Regional media coverage, communications support and homeless connect event sponsorships are coordinated by the RSCH with each community independently implementing its own awareness-raising events.
HPS	Homelessness Partnering Strategy	HPS is a community-based federal program that relies on communities to determine their own needs and to develop appropriate projects. HPS supports 61 designated communities and some small, rural, northern and Aboriginal communities to develop local solutions to homelessness. HPS partners with provinces and territories, communities, and the private and voluntary sectors to strengthen capacity and to ensure sustainability. It supports research and knowledge sharing to foster a better understanding of homelessness, and it collects and promotes promising practices to help communities design the most effective responses. The Metro Vancouver region receives two funding streams: Designated Community and Aboriginal Homelessness. Each is managed by distinct CABs and CEs.
HRSDC	Human Resources and Skills Development Canada	HRSDC was the previous name for the department of the Government of Canada responsible for developing, managing and delivering social programs and services, including HPS. After 2013, it was referred to as ESDC.
LNHS	Lu'ma Native Housing Society	Lu'ma Native Housing Society is the CE for the HPS Aboriginal funding stream in Metro Vancouver. **Lu'ma Native Housing Society was incorporated in 1980 and is operated by a volunteer Board of Directors. The Society was incorporated to provide affordable housing to Aboriginal families and individuals with low to moderate income. The Society currently owns and operates an affordable housing portfolio in excess of 300 units.** See CE above.
MV	Metro Vancouver	Refers to the Regional Governing body comprised of 22 municipalities and one treaty first nation. In September 2007, the Greater

Term /Acronym	Full Name	Description
		Vancouver Regional District (GVRD) began using the name Metro Vancouver for branding purposes.
MVHS	Metro Vancouver Homelessness Secretariat	The MVHS is the staff team housed at Metro Vancouver offices and charged with achieving the deliverables of the Contribution Agreement between the CE and ESDC. This includes local administration of HPS, administrative support to the CAB, community development services, implementing RSCH sub-projects according to the direction of the CAB, facilitating final funding decisions on CAB recommendations, conducting due diligence, processing claims from third parties holding HPS Contribution Agreements, and managing the contract between Metro Vancouver and VCF.
NHI – expired March 31, 2007	National Homelessness Initiative	One of the predecessors of the Homelessness Partnering Strategy. The NHI was followed immediately by the Homelessness Partnering Initiative, which was followed by the Homelessness Partnering Strategy in 2009.
RFP	Request for Proposal	See Call for Proposals.
RSCH	Greater Vancouver Regional Steering Committee on Homelessness	The RSCH is a coalition of community organizations and all levels of government committed to working together to end homelessness in the Metro Vancouver area. The work of the RSCH is guided by the Committee's Regional Homelessness Plan. The RSCH serves as HPS Community Advisory Board for the Metro Vancouver region.
SC	Service Canada	Service Canada is the service delivery branch of the Government of Canada, housed in ESDC. In the HPS context, Service Canada represents the federal government, acting as the local liaison to the CE and CAB on behalf of the Minister of Employment and Social Development Canada. Service Canada manages the contract between the CE and ESDC, ensures compliance with HPS terms and conditions, and supports the CAB and community in strengthening partnerships between community stakeholders and the different levels of government.
SCPI – expired March 31, 2007	Supporting Communities Partnership Initiative	SCPI was a program of the NHI implemented in 2000 – 2007 to encourage a community-based approach and enable service providers in a particular community to work together to jointly plan, prioritize activities and recommend how funds should be disbursed.
Shared Delivery	Shared Delivery model	Shared Delivery is one of two HPS program delivery models In a Shared Delivery model, a local agency provides administrative support to the Community Advisory Board in establishing Community Plan priorities and funding allocation recommendations. The Minister responsible for HPS makes the final decisions on the funding recommendations and Service Canada conducts due diligence and manages the project contracting, monitoring and evaluation. Until 2010, HPS was delivered in Metro Vancouver thorough a Shared

Term /Acronym	Full Name	Description
		Delivery model, with the RSCH serving as CAB, and Metro Vancouver and the United Way of the Lower Mainland providing administrative support to the RSCH. See also Community Entity.
VCF	Vancity Community Foundation	VCF is contracted by Metro Vancouver for the April 2011 – March 2014 HPS program period to deliver contract management services for third parties engaged to provide services and supports to people who are homeless and at-risk of homelessness. This includes negotiation, management, monitoring, and reporting of third party agreements, and providing support to third party agreement holders in fulfilling their obligations under their respective Contribution Agreements.
TOR	Terms of Reference	Terms of reference are used to describe the purpose, scope, activities and structures of projects, advisory groups, and committees. They are guidelines for the way group members will work with each other. Putting together the ToR is usually the first task undertaken for a project or establishment of a new group. They are typically documented by the project manager and presented to the group for approval. The ToR provides members of the group with a clear definition of their responsibilities and purpose, and provides clear definition of a project's scope.

Diagram of the HPS Delivery Model in Metro Vancouver 2011 - 2014

Service Canada   RSCH   Metro Vancouver

- Dispenses funds to Metro Vancouver according to cash flow
- Provides expenditure oversight
- Receives reports (monthly, annual, ad hoc)
- Monitors activities (both Metro Vancouver and sub-projects)
- Conducts audits

- Participates in "community activities" (planning, community development, etc)
- Provides support to community

- Community Plan (both process and content); and Recommends HPS projects for funding by the GVRD

- Provides input and advice on HPS priority setting;
- Planning

- Flow funds for capital and client service projects
- Monitors use of funds
- Monitors performance of funded projects
- Reports results achieved by projects to HRSDC

- Supports the Regional Steering Committee on Homelessness
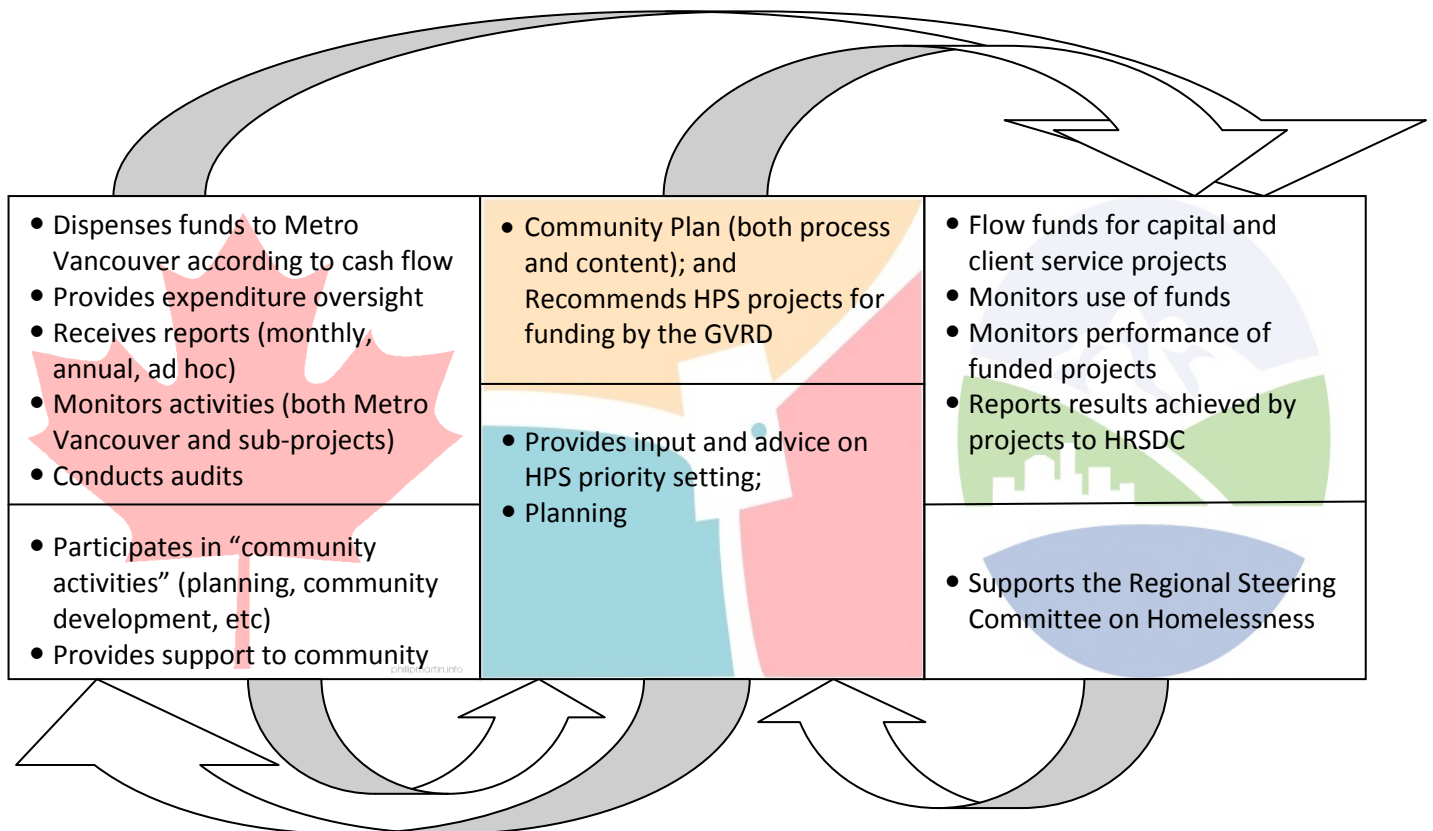
1. BACKGROUND

1.1 RSCH History

The Greater Vancouver Regional Steering Committee on Homelessness (RSCH) was established in 2000 to set priorities and recommend projects for funding under the Supporting Community Partnerships Initiative of the National Homelessness Initiative (NHI), now evolved into the Homelessness Partnering Strategy (HPS). Its first tasks were to investigate homelessness and create the first Regional Homelessness Plan for a community with some of the most complex and acute challenges in addressing homelessness in Canada. The RSCH was an early advocate for the regional approach to ending homelessness and early supporter of low barrier facilities. Since its inception, it has recommended over $100 million in federal funds for homelessness facilities and services in Metro Vancouver.

In 2010, the RSCH decided that a Community Entity model would facilitate achievement of its broader objectives, and invited Metro Vancouver to become the Community Entity (CE) for HPS in the region. The RSCH selected Metro Vancouver because of its capacity to better support the development and implementation of a comprehensive regional homelessness plan. Metro Vancouver accepted this invitation and entered into an agreement with the federal government to serve as the CE, accountable for the management and administration of HPS funds on behalf of HRSDC. The change marked the transition of the HPS program, giving the RSCH greater local accountability, capacity to better leverage federal funds, and an opportunity to shape the delivery of the HPS program in ways that would yield the best outcomes for the Metro Vancouver region.

Its membership has grown to include all levels of government, service providers, facility operators, funders, community planning tables, Aboriginal organizations and the business community. In 2013, it instituted a new committee structure to become more inclusive, strategic and reflective of the landscape of the homeless-serving sector. In partnership with Metro Vancouver, the RSCH continues to find innovative ways to coordinate solutions to homelessness, such as the RSCH Funders Table, and fostering a regional understanding of homelessness through annual awareness-raising events.

The RSCH structure and governance is predicated on engaging regional stakeholders to optimize the development and implementation of the HPS program and regional homelessness plan in Metro Vancouver.

Thus this manual presents key partnerships, the HPS program and related roles and responsibilities first, and then explains the RSCH structure, approaches to engaging further stakeholders and work processes to achieve the RSCH mandate.

1.2   Partnerships

The Homelessness Partnering Strategy (HPS) promotes strategic partnerships and structures, including housing solutions and supports, to assist homeless persons and those at risk of becoming homeless move toward self sufficiency. The RSCH is a program delivery partner of the Designated Communities HPS funding stream, which requires that funds are targeted to local priorities identified by the community, and cost matched (direct or in-kind) by other funding partners in the community (see Appendix I).   Therefore, partnerships with regional stakeholders are essential to achieving program goals.

This section of the manual gives context to the key partnerships that the RSCH has established towards this, as well as deliver on some of its other mandates.

1.2.1 HPS Program Delivery Partners

(1) *Service Canada*
Service Canada is the service delivery branch of the Government of Canada, housed in ESDC. In the HPS context, Service Canada represents the federal government, acting as the local liaison to the CE and CAB on behalf of the Minister of Employment and Social Development Canada. Service Canada manages the contract between the CE and ESDC, ensures compliance with HPS terms and conditions, and supports the CAB and community in strengthening partnerships between community stakeholders and the different levels of government. The responsibilities of Service Canada are described in section three of this manual.

(2)   *Metro Vancouver*
Since 2000, Metro Vancouver has provided some form of infrastructure and administrative support to the RSCH. The transition to the CE model has shifted the role of Metro Vancouver in delivering HPS in the region. It is now accountable to Service Canada for local administration of HPS, reviews recommendations of the RSCH on funding allocations and enters into Contribution Agreements with successful proponents. The deliverables of the agreement between the CE and Service Canada are carried out by the Metro Vancouver Homelessness Secretariat. The responsibilities of Metro Vancouver in fulfilling this role are further elaborated in section three of this manual.

(3) *Vancity Community Foundation (VCF)*
The Vancity Community Foundation (VCF) holds a dual role in the delivery of HPS. VCF is a regional funder of homelessness facilities and programs, and is contracted by Metro Vancouver to manage HPS contracts between Metro Vancouver and fund recipients for the 2011 - 2014 HPS program cycle. In this way, VCF works with Metro Vancouver to ensure that contracts are duly implemented in accordance with their respective Contribution Agreements. VCF's responsibilities include completing due diligence for projects recommended for HPS funding, negotiating budgets and monitoring project performance.

1.2.2 Aboriginal Organization Partners

The federal Homelessness Partnering Strategy and Regional Homeless Plan identify Aboriginal peoples as a priority population in ending homelessness in Metro Vancouver. Accordingly, since 2000, the RSCH has sought to strengthen its relationships with Aboriginal organizations that serve the homeless and at-risk populations in Metro Vancouver including the Aboriginal Homelessness Steering Committee (AHSC). The RSCH and AHSC have collaborated on regional homelessness policy to improve sensitivity of regional homelessness policy to the needs of the Aboriginal homeless population.   This relationship is maintained and enhanced through representation of AHSC members in the RSCH governance structure, collaboration on work plan items, co-ordinated planning and evaluation activities, and collaboration on HPS Call for Proposal review processes. Specifically, this includes:

- A designated seat for an AHSC representative at the RSCH Constituency Table

- Representation of AHSC members in the RSCH membership

- MVHS consultation with the AHSC on implementation of policy initiatives

- Collaboration on HPS Call for Proposal review processes for the Designated Communities funding stream

(1) *The AHSC & the HPS Aboriginal Homelessness Funding Stream*
In addition to the Designated Communities funding stream, the Metro Vancouver region is allocated HPS funds under the Aboriginal Homelessness funding stream. Under this stream, the AHSC serves as CAB and Lu'ma Native Housing Society serves as CE. The Aboriginal stream focuses on addressing the specific needs of the off-reserve homeless Aboriginal population by supporting an integrated service delivery system that is culturally appropriate and community-driven. [1]

The AHSC commissioned the 2003 Aboriginal Homelessness Study to identify assets and priorities for addressing homelessness in the region. An abridged version of this report, including priorities in addressing homelessness for the Aboriginal community, is available as part of the *3 Ways to Home: Regional Homelessness Plan for Greater Vancouver.* The complete report is available by contacting Lu'ma Native Housing Society.

1.2.3 Other Priority Stakeholders

The RSCH engages with priority stakeholders to ensure effective policy coordination and implementation. This is exemplified by RSCH support for the development of sub-regional community

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[1] Off-reserve Aboriginal people who are homeless or at risk of homelessness are also served under the Designated Communities funding streams.

homelessness tables (CHTs) in nearly all communities across Metro Vancouver. This has fostered locally coordinated responses to homelessness and facilitates the work of the RSCH. To better leverage federal dollars in the implementation of the regional homelessness plan, the RSCH established a Funders Table to convene regional funders of homelessness infrastructure and programs to coordinate investment policy and planning. Today, the CHTs, Funders Table and other stakeholder groups are incorporated into the RSCH committee structure, or institutionalized by the RSCH. The Constituency Table framework and election process drive coordination and collaboration within each stakeholder group, and brings their voice to the decision-making table of the RSCH. This is further elaborated in section 4.1 of this manual.

2. RSCH MISSION, VISION AND MANDATE

Approved: 2008.

2.1   Vision

To eliminate homelessness in Metro Vancouver through the full implementation of the Regional Homelessness Plan.

2.2   Mission

To inspire and lead a co-ordinated response to homelessness in the region.

The RSCH carries out its mission through:

- Encouraging regional solutions to homelessness;

- Collaboration with partners;

- Inclusion of the diverse needs and interests reflective of the current population of people who are homeless and at risk of homelessness; and

- Promotion of positive change at the community level and within all levels and agencies of government.

2.3   Mandate

The RSCH mandate is to:

- Maintain, revise and implement the Regional Homelessness Plan;

- Recommend projects for funding under the Homelessness Partnering Strategy; and

- Develop a regional understanding of homelessness and its solutions.

The RSCH uses the following processes to achieve its vision, mission and mandate:

Table 1 RSCH Governance Processes

Process	Outputs	Outcomes
Strategic Planning	▪ Regional Homelessness Plan ▪ Annual RSCH Strategic Plan ▪ HPS Community Plan	▪ Coordinated response to homelessness ▪ Review mission & vision
Finance	▪ Recommended projects for HPS funding ▪ Recommended approaches to improve funding for homeless facilities and services	▪ Allocation of federal HPS funds ▪ Strategic investments to address homelessness
Knowledge Development & Capacity Building	▪ Research and informational resources ▪ Community coordination tools, identification of and engagement with strategic partners, meetings and reports	▪ Increased understanding of homelessness and solutions ▪ Community planning ▪ Local research, knowledge development ▪ Information sharing ▪ Partnership and network development ▪ Coordination of service provision ▪ Emergency shelter usage data collection activities (including HIFIS) ▪ Data development ▪ Data coordination activities (including annual reporting)

3. ROLES AND RESPONSIBILITIES

This section clarifies the respective roles and responsibilities of Service Canada, the RSCH and the CE in the delivery of HPS in Metro Vancouver. The balance of roles and responsibilities is driven by the goals of the HPS program and the vision of the RSCH and Metro Vancouver for optimizing the delivery of HPS, in the region. The work of Metro Vancouver in supporting the RSCH is exclusively funded by HPS and each year Metro Vancouver submits a work plan to Service Canada outlining tasks of the Secretariat to fulfill the obligations of the agreement between Service Canada and Metro Vancouver.

The roles and responsibilities are governed by HPS program guidelines, HPS terms and conditions, the Memorandum of Understanding (MOU) between the RSCH and Metro Vancouver, and Metro Vancouver's Contribution Agreement with HRSDC.

The core funding for the work and administration of the RSCH is provided by the Homelessness Partnering Strategy funds under the designated communities stream. The administrative support provided by Metro Vancouver is exclusively funded by HPS funds. This means that the administrative support is bound by the terms and conditions of HPS and is confined to those tasks prescribed by the annual work plan Metro Vancouver submits to Service Canada each year. Accordingly, any tasks that go beyond the roles and responsibilities prescribed by HPS, would require support from other sources.

3.1   RSCH

As the CAB, the RSCH has a recommending role on priorities and allocations of HPS funds in the Metro Vancouver region. It recommends priorities to Service Canada and projects to Metro Vancouver as the CE. Its members form the regional voice of the homeless-serving community. As the steward of the Regional Homelessness Plan, it coordinates the implementation of the plan and fosters a regional understanding of homelessness.

The specific responsibilities of the RSCH include, but are not limited to:

- **Regional planning:**
  - Maintain, revise and implement a Regional Homelessness Plan;
  - Develop and implement a process to evaluate and update the Regional Homelessness Plan;
  - Ensure all relevant stakeholders are included in all planning processes;
  - Develop and recommend to Service Canada an HPS Community Plan which identifies local funding needs and priorities as required by Service Canada;
  - Conduct a community plan assessment in accordance with the Community Plan assessment guidelines.

- **Recommend projects for Homelessness Partnering Strategy funding**:
  - To work with Service Canada and the CE to plan and develop a process and framework for recommending projects for HPS funding;
  - Facilitate and oversee the HPS Call for Proposals, carry out the evaluation of proposals, and make recommendations to the CE for proposals to be funded;
  - Provide clear direction to the CE in all matters relating to administrative activities and other tasks required of the CE;

- Reports back to the community on the efforts made and results achieved in ending homelessness;

- Work with Service Canada in its advisory role to ensure the recommendation process and outcomes respect HPS terms and conditions.

- **Foster a regional understanding of homelessness:**
  - Monitor and report on the status of homelessness in the region;
  - Monitor the progress of HPS-funded projects and interpret results to facilitate strategic planning and knowledge building;

  - Coordinate research and discussions necessary to implement the Regional Homelessness Plan;
  - Facilitate knowledge transfer on homelessness issues;
  - Build support among governments, funders, and the public for the solutions to homelessness;
  - Coordinate engagement of key stakeholders in addressing homelessness, including governments, funders, business, homeless-serving organizations, community planning tables, and Aboriginal organizations;
  - Promote capacity building within the homeless-serving community to strengthen their response to homelessness;
  - Provide a forum for networking among and between government and community representatives engaged in issues of homelessness.

3.2   Metro Vancouver

Metro Vancouver is the Community Entity which administers the Homelessness Partnering Strategy locally on behalf of Service Canada. Metro Vancouver supports the RSCH in HPS program delivery, relationship building with key stakeholders and assists in the development and implementation of the HPS Call for Proposals process. All requests for funding must go through the CE who ensures that final funding decisions respect HPS Terms and Conditions. As a regional governing body, Metro Vancouver also supports communication and engagement with the region's municipalities on the strategic initiatives of the RSCH.

The broad responsibilities of the CE are to provide guidance, administrative support, support the Calls for Proposals process, make final funding decisions, execute and monitor all Contribution Agreements held with third-party service providers, report on HPS activities and disbursements and share data and information.

The specific responsibilities of the CE include, but are not limited to:

- **Assist and guide the RSCH regarding HPS program delivery and administration within the framework of the Community Entity agreement and work plan:**
  - Provide administrative and communications support to the RSCH;

- Hire staff and contract with suitable agencies as necessary to deliver RSCH sub-projects including strategic planning, research and community development;

- Facilitate Service Canada approval of RSCH HPS deliverables including funding priorities and HPS-funded initiatives of the RSCH;

- Engage local community and funding partners to actively work together to prevent and end homelessness;

- Ensure the participation of Aboriginal organizations in the planning and implementation of the HPS community plan;

- Communicate CE deliverables via the HPS work plan as part of the CE agreement between ESDC and Metro Vancouver.

- **Support the RSCH in its responsibility to oversee and implement Terms of Reference for the HPS Call for Proposals process:**
  - Publish Calls for Proposals (CFPs); receiving of, and initial screening of applications;

  - Work with the RSCH (and/or community partners where proposals exceed available HPS funds) to develop and undertake a project selection process that is open, impartial, fair and compliant with HPS program terms and conditions.

- **Make final funding decisions:**
  - Receive, conduct proposal due diligence on, and approve recommended project proposals in accordance with HPS Terms and Conditions, program operational guidelines.

- **Administer HPS contracts:**
  - Enter into funding agreements with third parties recommended by the CAB that meet the community plan priorities and terms and conditions of the HPS;

  - Receive HPS funds based on expenditure forecasts for third-party activities and transmit funds to approved third-party service providers with contribution agreements;

  - Administer, monitor and report on all activities, disbursements and outcomes of Contribution Agreements held with third-party service providers;

  - Work with all partners to develop communications strategies for announcing activities to assist with homelessness and announcing projects in accordance with the ESDC Communications Protocol for project announcements.

- **Monitoring and reporting :**
  - Annually monitor and report on the development and implementation of the HPS community plan including identified gaps in services that have been filled and those

remaining, new partnerships forged, and extent to which priorities have been met through contribution agreements;

- Participate in evaluations undertaken by the federal government on HPS.

3.3 Service Canada

As ESDC representatives, designated local Service Canada staff act in an advisory capacity to the RSCH, ensuring compliance with HPS Terms and Conditions, ESDC Grant and Contribution policies, Treasury Board Policy and Directive on Transfer Payments, as well as ensuring that proposals reflect community priorities.

To fulfill this role, Service Canada staff liaises between the CE and ESDC and the CAB and ESDC, manage the contract between the CE and ESDC, ensure alignment of local HPS program delivery with HPS terms and conditions, and support the CAB and community on local strategic issues pertinent to the success of HPS.

It is not appropriate for the ESDC representative to be a voting member as this could be perceived as exerting influence on decisions related to HPS funding proposals.

The specific responsibilities of Service Canada include, but are not limited to:

- Mobilizing and assisting community stakeholders in the development of community-based approaches to homelessness; while representing the Government of Canada;
- Assisting and supporting in building new or strengthening existing partnerships among community stakeholders and other levels of government;
- Providing support, guidance and direction to the Community Advisory Board (CAB);
- Actively participating with other government and community partners in discussion and analysis on identifying strategies for partnerships, leveraging of other resources and evaluation;
- Providing support, guidance and direction to the Community Entity on HPS requirements, HPS Terms and Conditions, and on addressing homelessness;
- Monitoring and assessing the Community Entity's activities, expenses, results and compliance with the terms of the Contribution Agreement between HRSDC and the CE, alignment with the HPS Community Plan and with HPS Terms and Conditions; and
- Identifying and monitoring local issues and areas of concern.

4. THE RSCH STRUCTURE

The RSCH structure enables inclusive, transparent, effective and democratic decision-making processes to achieve the RSCH mandate. The objectives of the RSCH governance structure are to facilitate coordination and communication among its members, engage key stakeholder groups and establish broad engagement of the membership in RSCH discussions and recommendations.

There are four components in the RSCH committee structure:

The Constituency Table (CT):

The Constituency Table (CT) is comprised of senior staff of agencies serving the homeless population, priority stakeholder groups, and public authorities. Each CT member is appointed by their organization or elected by their constituency group. The CT sets the direction of the work of the RSCH and ensures alignment between the work of the RSCH and its mission and vision.

- Advisory groups:

Advisory groups are chaired by CT members and composed of general members (including CT members). They facilitate member input into Constituency Table discussions, engage members in the oversight of RSCH projects and recommend actions and decisions to the Constituency Table.

- The general membership:

The general membership, comprised of all agencies and individuals who enroll through the online membership form, is kept informed of the work of the RSCH through periodic newsletters, and can choose their level of engagement in the activities of the RSCH.

- Constituency groups:

For the purposes of elections and regional or stakeholder group representation at the CT, organization members are organized into Constituency Groups. The constituencies presented in Table 2, section 4.1.1, are represented in the Constituency Table, and serve as stakeholder-specific focus groups on issues and decisions of the RSCH.

Members of each component have important roles in achieving the RSCH mandate.

The four components of the RSCH are described in further detail in the following sections. Participation in discussions, recommendations and decisions are governed by the RSCH Conflict of Interest policy presented in Appendix IV. Any changes to this section and its related appendices (policies, protocols and procedures) would be considered a major change and would require a 2/3 majority vote by the CT.
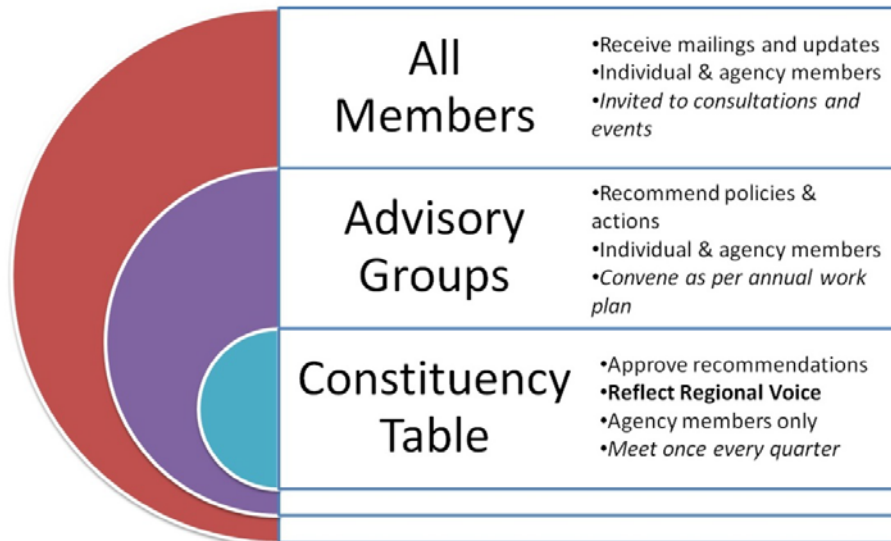
Figure 1 RSCH Governance Structure
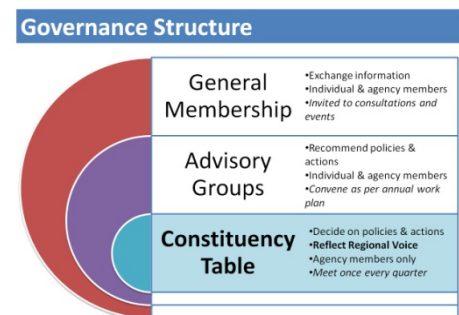
4.1   Constituency Table

The Constituency Table directs the work of the RSCH and ensures delivery of the RSCH mandate. It is responsible for:

- advancing the mission and vision,
- providing a regional voice in the work of the RSCH,
- setting organizational policies and procedures,
- providing strategic direction in the implementation of long-term plans for ending homelessness,
- ensuring alignment between the work of the RSCH and its priorities and
- reviewing and approving recommendations of advisory groups.

The Constituency Table member job description appears in Appendix VI.

4.1.1 Constituency Table Membership

The structure of the Constituency Table is designed to ensure an effective, executive-level engagement of key stakeholders and public authorities in the advancement of the mission and vision of the RSCH. CHTs, funders in the region and other key stakeholders such as BC Housing, the Health Authorities, municipalities and wide range of community stakeholders are designated seats at the CT so as to make them part of the formal decision making structure of the RSCH. The Constituency Table, the executive decision-making group of the RSCH, allocates seats to a representative of the priority stakeholders in

addressing homelessness in Metro Vancouver. Each representative is tasked with facilitating input of that stakeholder group into the direction of the RSCH. The list of constituencies allocated seats at the CT is presented in Table 2 in Section 4.

To achieve this, the following policies apply.

   a. The Constituency Table shall be a maximum of 25 voting members, plus one non-voting member representing Service Canada and one non-voting past Co-Chair.

   b. The members are eligible to serve for a term of three years, for a maximum of two terms (six years.)

   c. In the case of government stakeholders, membership is open to staff-level organization representatives, and not elected officials.

   d. To facilitate the input of priority stakeholder groups in the work of the RSCH, it is the responsibility of Constituency Table members to connect with their respective constituency groups to gather input on matters discussed at the CT.

   e. Where possible, the combined operations of housing continuum and service provider representatives should be located in all of the sub-regions of Metro Vancouver. Should there be underrepresentation of a sub-region; the CT should determine how best to address this gap.

   f. Twenty four seats are assigned to constituency groups as outlined in the table below:

Table 2 RSCH CT Framework

| Stakeholder description	Constituency Seat Allocation	Nomination & Selection Process	Constituency Group
Public authorities delivering homeless services and facilities in Metro Vancouver (represented by a staff person responsible for Housing & Homelessness policy)	Municipal government (2 seats representing the regions municipalities)	Appointment by the Metro Vancouver Regional Planning Advisory Committee – Social Issues Subcommittee	RSCH municipal government members & Metro Vancouver Regional Planning Advisory Committee – Social Issues Subcommittee
	BC Housing	Appointment by BC Housing	RSCH members representing provincial government agencies and ministries operating in Metro Vancouver
	Vancouver Coastal Health	Appointment by	Vancouver Coastal

		Vancouver Coastal Health	Health
	Fraser Health	Appointment by Fraser Health	Fraser Health
Funders of homeless services and facilities in Metro Vancouver	RSCH Funders Table	Appointment by RSCH Funders Table	RSCH Funders Table members
Aboriginal homeless-serving organizations	Aboriginal Homelessness Steering Committee	Appointment by Aboriginal Homelessness Steering Committee	Aboriginal Homelessness Steering Committee members
	Aboriginal housing providers	In consultation with the Aboriginal Homelessness Steering Committee	RSCH organization members providing housing to Aboriginal clients
	Aboriginal community representation with connection to homelessness issues	In consultation with the Aboriginal Homelessness Steering Committee (2013 – 2015: representative of Metro Vancouver Aboriginal Executive Council)	RSCH organization members of the regional Aboriginal community
Housing Continuum	Emergency Shelter operators	Nomination and election by constituency group	RSCH organization members operating emergency shelter
	Supportive / transitional housing operators		RSCH organization members operating Supportive / transitional housing
	Non-market housing operators		RSCH organization members operating non-market housing
	Outreach		RSCH members delivering outreach services
Support services to priority populations	Youth	Nomination and election by constituency group	RSCH organization members delivering services to youth
	Women		RSCH organization members delivering services to women
	Seniors		RSCH organization members delivering services to seniors
	Families		RSCH organization members delivering services to families

	Newcomers		RSCH organization members delivering services to newcomers
	Francophones		RSCH organization members delivering services to francophones
	People living with addictions		RSCH organization members delivering services to people living with addictions
	People living with mental illness		RSCH organization members delivering services to people living with mental illness
	People living with physical disabilities		RSCH organization members delivering services to people living with physical disabilities
Business Community Representatives	Regional Board of Trade, Chamber of Commerce or Business Improvement Association representative	Convene representatives of the region's Boards of Trade, Chambers of Commerce and Business Improvement Associations to establish a constituency group and nominate and elect a representative	TBD
Community Homelessness Tables	Council of the Community Homelessness Tables	Appointment by Council of the Community Homelessness Tables	Council of the Community Homelessness Tables
"Unassigned"	One organization that does not fit within one of the other constituency seats	Nominated by the nomination committee based on applications received, decided by the Constituency Table	N/A

g. CT members are required to be senior staff;

h. CT members are expected to be from agencies that directly serve clients who are homeless or at-risk of homelessness. Exceptions include Boards of Trade, funders and cases where a constituency designated a CT seat cannot otherwise be represented.

i. The Constituency Table may decide to add new constituencies to their composition if they fill a previously unrepresented constituency or if they replace a sitting member representing a similar constituency.
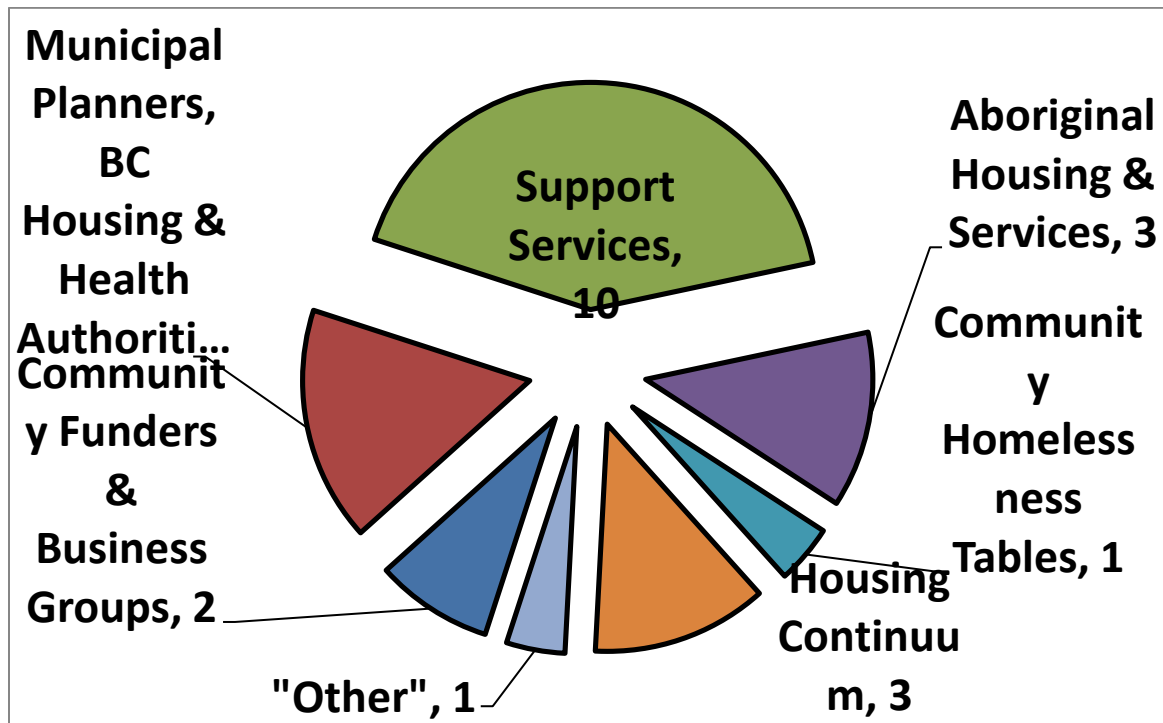
4.1.2 Nomination and Election Process

a. The objective of the nomination and election process is to ensure a fair and transparent process for deciding the membership of the Constituency Table, and reinforcing accountability of the Constituency Table to the RSCH membership.

b. Constituency seats shall be appointed or be filled by nomination and vote by the appointing organization or constituency group as described in Table 2.

c. The nomination and election process is supported by a nomination committee with the responsibility of finalizing the list of candidates for election, assessing region-wide representation in the Constituency Table membership, and adjudicating on unanticipated circumstances.

d. Constituency groups may convene to elect their representative to the CT as required.

e. Six months prior to the end of the CT representative's term, the representative shall field interest among the constituency group members to contest the CT seat. Should there be more than one candidate interested in the seat, the representative shall facilitate a fair and

transparent process for the constituency group to elect a CT representative. In the event that the CT representative would like to stand for re-election, the RSCH's nomination and election committee may, upon request, facilitate the nomination and election process for the constituency group.

f.   In the case of elected seats, should a Constituency Table member no longer be a representative of the RSCH member organization before the end of their Constituency Table term, their seat will become vacant and the constituency group, rather than the organization, will be asked to identify a new member.

4.2   The RSCH Chair

The role of the RSCH Chair is to reinforce the leadership role of the RSCH in implementing the Regional Homelessness Plan, ensure a strategic and active role of the RSCH in the Homelessness Partnering Strategy and other investments to address homelessness, represent the RSCH at public events, liaise with Metro Vancouver, Service Canada and other strategic stakeholders as necessary, and support the Constituency Table members to respect their roles and responsibilities. The Chair will serve in an advisory capacity with the CE and Service Canada on matters concerning the interests and management of the RSCH. Requests of the membership to meet with the Chair should be referred to the MVHS. The job description of the RSCH Chair appears in Appendix VII.

4.3   Advisory Groups

The purpose of advisory groups is to review and recommend policies and actions to the Constituency Table. Advisory groups are established or affirmed by the Constituency Table annually to facilitate completion of work program demands and in response to ongoing needs or arising issues. Membership in advisory groups is open to organization and individual members with expertise in the subject of discussion.

The advisory groups for the 2013 – 2014 fiscal year are:

- Regional Homelessness Plan (Ad-hoc)
- Funders Table (Standing)
- Governance Manual (Ad-hoc)
- HAW 2013 (Ad-hoc)
- Finance & Audit (Standing)

The specific terms of reference for each advisory group is presented in Appendix VIII.
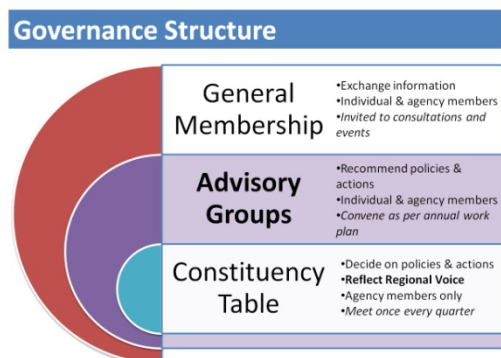
4.4   Constituency Groups

Organization members are organized into constituency groups for the purposes of Constituency Table member election, facilitating coordination among the homeless-serving community in the work of the RSCH and inclusive decision-making at the CT. At the time of enrolment for RSCH membership, organization members identify their areas of operation and/or target client groups based on the Constituency Table framework as presented in Table 2 above.

To facilitate the input of priority stakeholder groups in the work of the RSCH, it is the responsibility of Constituency Table members to connect with their respective constituency groups to gather input on matters discussed at the CT.

The CE facilitates the communication within constituency groups by providing contact information of relevant organization members to the CT representative.

5. MEMBERSHIP

The goal of the RSCH membership enrolment is to include the diversity of the homeless-serving sector operating throughout the region, public authorities, the business community, funders, Aboriginal organizations, and Community Homelessness Table representatives in the work of the RSCH.

5.1   Membership Types

Individual: Open to individuals who have an interest in homelessness.

Organization: Open to any organization that has an interest in homelessness.

The following types of organizations are encouraged to be members of the RSCH:

- Service-providers
- Shelter, Safe House and Transition House operators
- Transitional and supportive housing providers
- Boards of Trade, Chambers of Commerce and Business Improvement Associations
- For – profit businesses such as employment agencies, property developers, and
- Health agencies, including mental health addictions programs
- Agencies who represent persons who have experienced homelessness
- Metro Vancouver member municipalities

- Provincial Ministries/Crown Corporations

- Advocacy groups that work with people who are homeless or at risk of homelessness

- Local housing and homelessness network groups

- Aboriginal organizations

- Youth-serving organizations

New members will be added to the RSCH membership list on a quarterly basis, at which time they will receive all membership-wide updates and consultation invitations.

5.2 Enrolment

Any individual or organization interested in becoming a member of the RSCH are advised to review member roles and responsibilities on the RSCH website www.stophomelessness.ca and complete an online enrolment form as indicated on the website.

Criteria: All members must support the RSCH mission, vision and mandate.

5.3 Engagement Strategies

Through research and policy development, the RSCH identifies priority stakeholders or groups within the homeless population or that warrant active engagement to better achieve its mandate. Should a priority group or stakeholder be identified (such as the business community or homeless youth) an engagement strategy may be proposed to the RSCH for adoption, in consultation with the MVHS. In developing an engagement strategy, the following steps outline best practices in designing a strategy (to be done in consultation with the target group):

1. **Define the priority population or stakeholder group**
   - Describe the dimensions or establish ways of identifying the priority population or stakeholder group

2. **Rationale for Engagement**
   - Establish the reasons why the RSCH should focus on the particular priority population or stakeholder group, with reference to the RSCH mandate, Regional Homelessness Plan, and applicable, authoritative research
   - Outline the nature of the priority in contrast to other priority populations and stakeholder groups

3. **Describe Goals and Objectives of Engagement, and Indicators of Success**

For clarity and to facilitate achievement of desired outcomes, establish mutually-agreed goals upfront. This includes:

- Qualifying broad goals, concrete objectives and how to assess the results of engagement
- Clarifying roles and responsibilities of all those involved in implementing the strategy

4. **Establish a desired method for implementing the strategy to best achieve the goals**

- For example: awareness-raising, media engagement, bilateral stakeholder meetings, public meetings (ie. conference), establishing an RSCH advisory group, panel discussion, polling, seminars, research, consultation, participation in decision-making, executive-level meetings, communication with other stakeholders or public authorities, policy review, or project collaboration

5. **Engagement protocols**

- Acknowledge contributions of all stakeholders engaged
- Ensure participation is adequately resourced (such as food, transportation, honorariums, and staffing). Proposed expenses and resources required would be subject to availability and funder approval.
- Arrange meetings to occur in an environment (and time) that is friendly, accessible and safe, particularly for those belonging to priority populations

6. WORK PROCESSES

Metro Vancouver is required to provide an work plan to describe how it will facilitate the work processes of the RSCH. The work cycle below describes how the work plan is developed.

CE Annual Work Cycle

Delivery of the RSCH mandate depends on work processes that are strategically aligned and informed by the outputs of parallel work processes. The processes below present work processes of the CE and RSCH in generic terms. The outputs of these processes are listed at the end under "Deliverables of the CE to Service Canada".

(1) *Strategic Planning - Inputs and Outputs*

- **Input(s) for decision-making**
    - RSCH Mission, Vision and Mandate
    - RSCH strategic plan (current period)
    - HPS sub-project activity results
    - Regional Homelessness Plan
    - HPS Community Plan

- Sub-regional community plans (where relevant)
- Homeless Count data
- Work Plan deliverables

- **Output(s)**
  - RSCH - reviewed Mission, Vision and Mandate
  - Recommended strategic plan (for the coming period)
  - HPS Community Plan (as required by federal government)
  - Regional Homelessness Plan (as required by RSCH)
  - Recommended advisory groups

(2) *Knowledge Development & Capacity Building - Inputs and Outputs*

- **Input(s) for decision-making**
  - RSCH Strategic Plan (current period)
  - HPS sub-project activity results
  - Regional Homelessness Plan
  - Homeless Count data
  - HPS Community Plan
  - Stakeholder consultation
  - Other knowledge resources as required

- **Output(s)**
  - Priorities for knowledge development and capacity building
  - Research results summaries
  - Other informational products and capacity building initiatives as planned
  - Updated business, Aboriginal and other priority stakeholder engagement strategies.
  - Updated Community Development Strategy
  - Regional partnerships for funding, research and community development
  - Improve service delivery and community capacity as it relates to addressing homelessness, by expanding knowledge development opportunities to front line staff of community partners and service providers.
  - Homelessness Action Week

(3) *Finance - Inputs and Outputs (Not applicable for HPS Call for Proposal process)*

- **Input(s) for decision-making**
  - RSCH Strategic Plan (current period)
  - HPS sub-project activity and transaction reports
  - HPS Terms and Conditions
  - HPS Program Operational Guidelines
  - HPS Community Plan

- **Output(s)**
  - Enhanced investments in Homelessness
  - Enhanced financial reporting on HPS sub-project performance

Deliverables of the CE to Service Canada:

- **Input(s) for decision-making**
  - RSCH Strategic Plan (current period)
  - CE work plan (previous year)
  - Project proposals including projected costs, human resource requirements, and required deliverables.

- **Output(s)**
  - Annual work plan (CE)
  - Quarterly Progress Report on work plan implementation

(For a description of the Information Exchange and Consultation process, please see Appendix IX)

Appendix I - Homelessness Partnering Strategy 2011 – 2014 Terms and Conditions

(e*xcerpt from the Community Entity Agreement between Metro Vancouver and HRSDC)*

TERMS AND CONDITIONS HOMELESSNESS PARTNERING STRATEGY 2011 – 2014

(Class grant and class contribution program)

1. PROGRAM DESCRIPTION

The Homelessness Partnering Strategy (HPS) promotes strategic partnerships and structures, including housing solutions and supports, to assist homeless persons move toward self-sufficiency. The HPS recognizes that a stable living arrangement is a basic requirement for improving health, parenting, education, and employment. As a result, communities are encouraged to develop longer-term solutions to address their homelessness-related needs.

The HPS, through stabilizing the lives of homeless and at-risk individuals, contributes to Human Resources and Skills Development Canada's (HRSDC) vision to build a stronger and more competitive Canada, to support Canadians in making choices that help them live productive and rewarding lives, and to improve Canadians' quality of life.

The HPS recognizes that the first steps toward self-sufficiency are to reduce individuals' risk of homelessness, and to ensure stable living arrangements for those who are homeless. Community-based projects provide support to help ensure that people who are homeless and those at risk of becoming homeless can stabilize their circumstances and move beyond emergency needs. Once in stable housing, other supports can be introduced as required to improve health, parenting, education, and employment outcomes. As a result, communities are encouraged to foster the creation of longer-term solutions, especially supports and tools that help develop stable living arrangements, as well as facilitate permanent arrangements and economic integration for homeless individuals.

The first three funding streams under the HPS focus on the needs of homeless and at-risk individuals at the local level, and provide funding to help them gain and maintain a stable living arrangement.

- Designated Communities: This stream funds projects in 61 designated communities, primarily major urban centres, identified as having a significant problem with homelessness. HPS funds are targeted to local priorities identified by the community, and must be cost-matched (directly or in-kind) by other funding partners contributing to the community plan. *The RSCH is the CAB for the Designated Communities funding stream and recommends priorities and projects for this funding stream only.*

- Rural and Remote Homelessness: This stream funds projects in non-designated communities in rural and remote areas of the country. This stream has adopted a two-tiered approach that is based on the rural population, excluding populations in designated communities. The first tier of communities with a population of 25,000 and under is the priority. The second tier of communities of over 25,000 will receive financial support, depending on availability of funds. Projects that address prevention and reduction of homelessness are eligible for funding. This funding stream does not require cost-matching, although partnerships are strongly encouraged.

  - Aboriginal Homelessness: This stream funds projects delivered primarily by Aboriginal service providers, to address the specific needs of off-reserve homeless Aboriginal population. It includes activities that promote inclusion within the Aboriginal community and that are congruent with Aboriginal identity and practices to ensure services are integrated and culturally-appropriate. In addition, services and supports for

off-reserve Aboriginal people who are homeless or at-risk may also be funded under both the Designated Communities and Rural and Remote Homelessness funding streams. *The Aboriginal Homelessness Steering Committee is the Community Advisory Board for this stream in the Metro Vancouver region, with Lu'ma Native Housing Society serving as the Community Entity.*

The three remaining funding streams (Federal Horizontal Pilot Projects, Homelessness Knowledge Development & National Homelessness Information System) provide the means to develop and explore innovative methods, as well as horizontal approaches to addressing
issues related to homelessness including: effective reporting on the homeless population using shelters; data development and collection; evidence-based knowledge development; and the sharing of best practices. They provide a source of data and research, which lead to the continual improvement to supports and efforts to prevent and reduce homelessness in Canada.

2. OBJECTIVES AND EXPECTED RESULTS

The Homelessness Partnering Strategy (HPS) aims to prevent and reduce homelessness across Canada. It does so by developing partnerships that contribute to a sustainable and comprehensive continuum of supports to help those who are homeless or at risk of homelessness move towards self-sufficiency. It mobilizes partners at the federal-provincial/territorial and community levels to address barriers to well-being faced by homeless individuals and those at risk.

These objectives support Human Resources and Skills Development Canada's (HRSDC) strategic objective in the Program Activity Architecture: "income security, access to opportunities and well-being for individuals, families and communities," by facilitating greater social and economic integration of homeless individuals and those at risk of homelessness. The HPS promotes the November 19, 2008 Speech from the Throne commitment to help Canadians who face barriers to participation in the economy and society, and the March 3, 2010 Speech from the Throne commitment to support communities in their efforts to tackle local challenges through a community-based approach.

By March 31, 2014, the HPS will contribute to the achievement of the following direct outcomes:

- Partners are engaged: Through community and strategic partnership development, as well as knowledge development and dissemination, the HPS serves as a catalyst for partnerships at the community level, between governments and across the federal government. Through its role as a catalyst, the HPS increases partners' involvement in HPS-related activities, aligns efforts and priorities, and maximizes the contributions of all stakeholders. Through the engagement of partners, the HPS facilitates the development of a seamless continuum of supports and services. Partners include key stakeholders within communities, municipalities, Aboriginal organizations, provincial and territorial governments, federal government departments and agencies, and research bodies, among others. This is measured through:

    - Level of federal-provincial/territorial (F-P/T) engagements;
    - Number of partners at the community-level on Homelessness Knowledge Development projects;
    - Number of other federal government partners on Federal Horizontal Pilot

Projects;

- Amount of funding leveraged in support projects under the Surplus Federal Real Property for Homelessness Initiative; and
- Number of funding partners at the community level (in communities delivering the HPS under the Community Entity model).

- <u>Communities have the means to address homelessness:</u> Through the HPS support of community planning and priority setting, data development and coordination, partnership development, as well as through ensuring that funded projects meet identified priorities, communities have the resources and understanding to target homelessness supports and services to the areas of greatest need based on local circumstances. This is measured through:
- Number of different rural/remote communities receiving HPS funding;
- Amount invested by external partners in HPS-funded projects for every dollar invested by HPS; and
- Number of properties transferred under the Surplus Federal Real Property for Homelessness Initiative.

- <u>Investments are strategic and aligned:</u> Through the administration of grants and contributions, development of partnerships and associated tools, the HPS invests funds in a manner that targets the greatest needs and affected client groups while ensuring that those investments complement those of other stakeholders and partners. This is measured through:
- Number of Community Advisory Boards (CABs) with P/T representation;
- Percentage of HPS funding focused on capital investments or services that address longer-term solutions to homelessness;
  - Percentage of HPS funding spent on capital investments in supportive and transitional facilities relative to capital investments in all residential facilities;
  - Percentage of HPS client service projects that provide employment development services; and
  - Percentage of community planning priorities addressed by projects at the community level.

- <u>Enhanced understanding of homelessness:</u> Through results reporting and analysis, and knowledge development and dissemination, communities, partners and stakeholders, as well as all orders of government, will have access to the information required to: increase understanding of the causes of homelessness; the increased capacity to correlate factors impacting housing stability; a better understanding of the services required and available to address homelessness; and innovative approaches and best practices to address the unique needs of homeless people and those at risk of homelessness. This is measured through:
-
- Number of Data Sharing Protocols signed;
- Number of shelters exporting data to the National Homelessness Information System;
- Number of completed Homelessness Knowledge Development projects; and number of knowledge transfer events.

3. LEGISLATIVE AUTHORITY

On December 19, 2006, the Government of Canada announced the Homelessness Partnering Strategy (HPS), which provided $269.6M over two years (April 1, 2007 to March 31, 2009), to help prevent and reduce homelessness.

On September 4, 2008, the Government of Canada extended the HPS for two years, until March 31, 2011, including an additional $269.6M for that period.

The HPS was renewed from April 1, 2011 until March 31, 2014, at the same funding level of $134.8M per year.

The HPS is delivered under the authority of Section 7 of the *Department of Human Resources and Skills Development Act*, which provides that the Minister may, in exercising the powers and performing the duties and functions assigned by the *Act*, establish and implement programs designed to support projects or other activities that contribute to the development of human resources of Canada and the skills of Canadians, and the Minister may make grants and contributions in support of the programs.

5. ELIGIBLE PROJECTS

The Homelessness Partnering Strategy (HPS) funds activities that contribute to its objectives, while reflecting local realities. Projects must focus on activities that help ensure people who are homeless and/or at risk of becoming homeless are able to stabilize their living arrangements and circumstances and move beyond emergency needs. A strong emphasis is placed on supporting the coordinated delivery of services to prevent and break the cycle of homelessness and on establishing sustainable, longer-term solutions. Federal funds are targeted, but not limited to services that support employment readiness, transitional and supportive housing and related services to help homeless individuals gain and maintain stable living arrangements.

In designated communities, community plans are expected to identify the proportion of the HPS allocation the Community Advisory Board intends to devote to specific priorities. This may result in caps on project amounts to ensure funds are available to address other priorities.

5.1 Community Plan

Designated communities are required to develop a comprehensive community plan which identifies local needs and funding priorities. Community plans, developed through an inclusive community process and endorsed by a Community Advisory Board (or appropriate forum pursuant to a formal Canada-Quebec Agreement), ensure a coordinated response to address the needs of people who are homeless or at risk of becoming homeless. The funding priorities for the HPS are submitted to Human Resources and Skills Development Canada (HRSDC) for review and approval by the appropriate authority, and are to provide a long-term vision to respond to these identified needs. Projects funded through the Designated Communities stream must address one or more priorities identified in the community plan. If requirements change, communities may update their HPS funding priorities and resubmit to ESDC for approval by the appropriate authority.

Activities funded by the HPS in designated communities must be sustainable, and recipients must provide a sustainability plan that demonstrates ongoing funding to maintain the activities after the HPS funding ends. Where this is not possible, service projects must have an exit strategy in place

before a recommendation for funding can be made. In particular, in order to ensure project sustainability, new major capital projects may require formal concurrence of the province or territory prior to commencement of construction.

The community plan is expected to be an evolving document, focused on the long-term, changing over time to respond to changing community needs, and not focused solely on federal funding.

The community plan should capture the priorities of all affected populations within that community, including Aboriginal people, youth, and Official Language Minority Communities. Each Community Advisory Board is responsible for allocating a level of funding for Aboriginal homelessness that is representative of the percentage of the Aboriginal population in that community. Where feasible and appropriate, Aboriginal groups working with people who are homeless should be considered as the preferred funding recipients to deliver services to homeless or at-risk Aboriginal people. Communities must also consider the applicable requirements of the *Official Languages Act* in their planning and decision-making processes supported by the HPS.

Community Advisory Boards in designated communities are required to assess and update their community plans to ensure that investments are recorded, and that the plan continues to address the community's needs. The Community Advisory Board is also responsible for promoting arrangements whereby shelter data is collected and shared, and that Community Performance Indicators, once developed and implemented, are tracked and reported on. In order to meet data collection requirements at the community level, designated communities may use a proportion of their funding allocation for data development and coordination activities.

Provincial/territorial priorities and programs are also to be considered during the community planning process to ensure alignment of federal, provincial/territorial, and local efforts to prevent and reduce homelessness. To achieve alignment, Community Advisory Boards should include provincial/territorial representatives; provinces and territories may have a formal role in community priority setting.

The nature and level of provincial/territorial involvement will be determined based on discussions between federal and provincial/territorial officials. In some instances F-P/T arrangements that formally provide for collaboration in achieving HPS objectives may result in alternative collaboration processes and delivery models. This may include combinations of roles and responsibilities that result in the concerted action of governments and communities for community planning and the selection of projects to be funded by the HPS.
Community plans and cost-matching are not required for the Rural and Remote Homelessness and Aboriginal Homelessness funding streams. Applicants must demonstrate: how their projects meet the overall objectives of the HPS; a need for a particular client group or service; community support; and, where possible, the inclusion of other partners in the project.

5.2 Delivery Models

All three regionally-delivered funding streams use one of two delivery models— the Community Entity model or the Shared Delivery model:

•   *Community Entity Model* – Human Resources and Skills Development Canada (HRSDC), based on a recommendation from the Community Advisory Board, entrusts a community body, often the

community's municipal government, with the ability to select and manage Homelessness Partnering Strategy projects in their area. A Community Entity is normally an incorporated organization that is responsible for the implementation of a community plan, in whole or in part. Under the Community Entity model, all requests for funding must go through the Community Entity, which is responsible for: publishing Calls for Proposals; approving projects recommended by the Community Advisory Board; contracting and monitoring all agreements they hold with third-party service providers; reporting on its activities and disbursements; data and information collection and sharing; and reporting on the results and outcomes for these agreements. *The Metro Vancouver region operates under a Community Entity Model, with Metro Vancouver serving as the Community Entity for the 2011 – 2014 program cycle.*

•   *Shared Delivery Model* – Where a Community Entity does not exist, ESDC works in partnership with the community to support funding priorities, resulting in a joint selection and decision-making process. Where appropriate, partners also include the province/territory. ESDC is responsible for project approval, negotiation and preparation of the contribution agreement, as well as monitoring and results reporting.

Appendix II- List of Community Homelessness Tables

(All tables without a link can be contacted through the homelessness secretariat at rsch@metrovancouver.org)

Richmond Homelessness Coalition

Langley Homelessness Coalition

Ridge-Meadows Katzie Community Network – housing table

Tri-Cities Homelessness Task & Housing Force : http://tricitieshomelessness.ca/

Peninsula Homelessness to Housing

Surrey Housing and Homelessness Task Force

North Shore Housing Task Force : http://northshorehomelessness.org/

Burnaby Task Force on Homelessness : http://www.burnabyhomelesstaskforce.org/

New Westminster Homelessness Coalition : http://nwhomeless.ca/

Appendix III- List of Communities Eligible for HPS Funding under the Metro Vancouver Designated Community Funding Stream

Vancouver

Surrey

Burnaby

Richmond

Coquitlam

Langley

Delta

North Vancouver

Maple Ridge

New Westminster

Port Coquitlam

North Vancouver

West Vancouver

Port Moody

Langley

White Rock

Pitt Meadows

Greater Vancouver A

Bowen Island

Capilano 5

Anmore

Lions Bay

Belcarra

Appendix IV- Policies

Conflict of Interest

A conflict of interest exists when an individual has the opportunity to advance or protect one's interest, or the interests of others with whom the individual has a relationship, in a way detrimental to the interests of the greater membership, or potentially harmful to the integrity of the RSCH. A conflict of interest may include:

1. Exerting influence on the discussion of, or voting on, decisions relating to funding proposals to the advantage of an individual organization with which a member has a direct relationship.
2. Making agreements or arrangements to support another member's proposal in return for supporting their proposal.

Measures to Prevent Conflict of Interest

To establish safeguards from conflict of interest, the RSCH will follow the following procedures:

1. A clearly defined role and process for the Chair of the RSCH in dealing with any perceived, real, or potential future conflict of interest.
2. Self-declaration of conflicts by members, and declaration by anyone who perceives a potential conflict in another member. Any member who is unsure about a potential conflict is asked to self-declare it and the group will decide whether the member needs to refrain from scoring/voting and/or discussing the project in question.
3. Ensuring that RSCH decision-making processes are clearly understood by every member.

Five potential sets of circumstances under which conflict of interest could occur during evaluation of submissions by an advisory group or at the Constituency Table:

1. **Direct conflict of interest resulting in financial benefit.** NOTE: For persons representing a coalition or network, members of the coalition could review or make a recommendation on the submission only if the coalition as a whole was not benefiting. For example, if a particular organization on the coalition put in their own proposal, there is not a conflict for the other members. However, if the coalition puts in the proposal on behalf of the entire coalition, all members will be considered to be in conflict and must abstain as above.
2. **Funding relationship:** The potential for conflict would occur if a member was a funding partner on one of the proposals. It was determined that there is no financial gain for the funder [unlike in point (a) where the group may realize a direct financial benefit], therefore anyone in this position may participate in full, however they should declare their involvement in the project at the outset.
3. **Geography:** This might predispose a member to submissions that serve a population in a certain sub-region. However, this was determined not to be a conflict.
4. **Personal relationship:** Only family relationships would constitute a conflict in which case the individual would need to abstain as in point (a). Family relationships are to be self-declared; if

the nature of the "family relationship" is unclear, the person would self-declare what s/he perceives to be a possible conflict, and the group would determine whether that person needs to abstain from voting/discussion of the project.

5. **Advocacy:** This might predispose a member to a certain service or facility type. However this is not a conflict because advocacy is precisely the reason for participation in the advisory group.

A Conflict of Interest in the Constituency Table is unlikely to occur since CT members are selected by a constituency, which implies that the constituency and the CT member make a conscious decision on the commitment and the representation of their interest. Thus a CT member is expected to pursue and represent the interests of the constituency and not the member-organization.

To prevent a Conflict of Interest during a funding review process, the following procedure will be followed:

1. Metro Vancouver checks if RSCH members have submitted proposals from their own organization and if it might conflict with their role as an advisory group member. RSCH members may alert Metro Vancouver to any situation where real, perceived, or potential future conflict of interest may occur.
2. Members who have submitted a proposal for funding are not permitted to participate in any aspect of the funding review process in the advisory group.
3. It is recognized that there will be a need to balance the desire to retain expertise within an evaluation team while preventing instances of Conflict of Interest.
4. In case the RSCH member has a strong Conflict of Interest which is likely to overrule their role as advisory group member they will be replaced by their alternate.
5. When required, the RSCH member can also refrain from the discussion.

Nepotism

No cost incurred or salary paid to a third party (beneficiary, support staff, research subject, or any other party) who is a member of the immediate family of an HPS proposal review committee member, or "member", is eligible for reimbursement with HPS funds unless Metro Vancouver is satisfied that the participation, recruitment or hiring of this third party was not the result of favoritism by reason of membership in the immediate family of the member.

In the case where the member is a Metro Vancouver, a charitable or non-profit organization, an unincorporated association or a company, no cost incurred in regard to a third party who is a member of the immediate family of an officer or a director of the member can be reimbursed by Metro Vancouver unless Metro Vancouver is satisfied that the participation of this third party is not the result of favoritism by reason of membership in the immediate family of an officer or director of the member.

For the purpose of this section, the term "immediate family" refers to the father, mother, step-father or step-mother (mother or father's second spouse), foster parent, brother, sister, spouse (including common-law spouse), spouse's child (including a common-law spouse's child), the son-in-law or

daughter-in-law, the ward, the spouse's father, the spouse's mother or a parent residing permanently with the member or an officer or director of the member, whichever it may be.

Appendix V- Protocols

Endorsement of Third Party Policies and Documents

The RSCH is periodically requested to endorse policies or documents that have been produced in the region. There are two factors to take into account when dealing with a request for policy or document endorsement:

1. The policy or document endorsement should be aligned with the Regional Homelessness Plan and consider and respect the regional diversity of the constituents (and constituencies). A one-subject-one-organization-issue is not appropriate.
2. The Constituency Table meetings are on a quarterly basis. Therefore, immediate responses cannot be expected.

To ensure that Constituency Table meetings are able to make decisions regarding the endorsement based on a solid understanding of the document in question the following procedure is adopted:

1. Metro Vancouver reviews the document, checks if the request is appropriate and provides a brief summary note to the constituents, identifying the decision to be made, and the possible implications to RSCH. When necessary Metro Vancouver consults the Chair.
2. At the next Constituency Table meeting, constituents are asked if they have sufficient information to make an informed decision regarding the document.
3. If the majority of members indicate that they are ready to vote on the document, the document might go to a vote.
4. The vote is decided by majority.
5. To protect the confidentiality of members, the names of dissenting voters will not be recorded unless a request is made at the time of the vote.
6. This procedure can be amended as required by the Chair.
7. This procedure is for endorsement only. It is not required for documents that are being offered for information.

CT Meeting Attendance

Constituents are selected by a constituency, which implies that the constituency and the Constituent make a conscious decision on the representation of their interest and the commitment to participation. CT members (or their designated alternates) are expected to attend all CT meetings. In the highly unlikely event that a Constituent or their alternate are absent for more than one meeting, the following procedure is adopted:

1. Metro Vancouver checks with the CT member and the alternate for the reasons of absence.
2. If absence prolongs and the aforementioned action does not lead to results, Metro Vancouver will inform the Co-Chair, and recommend that member-agencies of the constituency group be requested to recommend a replacement.

3. Constituency Table members must identify an alternate to attend meetings in their absence who will represent the Members' constituency.
4. Alternates may attend Constituency Table meetings and vote on matters before the Constituency Table in the absence of the representative. Alternates may attend one Constituency Table meeting with the representative for orientation purposes, but only the representative may vote. Alternates may join an advisory group independent of the representative.

Meeting Procedures

(1) *General*

1. Generally, Roberts Rules of Order apply to meetings including the making of motions, amendments and calling the question. However, informal exchanges are encouraged.
2. Meetings are semi-formal. Unless otherwise determined by the meeting chair, major decisions shall be discussed and decided using formal motions as prescribed by Roberts Rules of Order. Procedural decisions (such agenda-setting) may be made with informal consensus.
3. All attempts will be made to provide meeting materials by email two weeks in advance and no later than one week prior to the meeting and shall include the agenda, location, supporting documents and minutes of the previous meeting. There may be additional documents handed out at the meeting.

(2) *Constituency Table - specific*

1. The Constituency Table meets quarterly or at intervals it determines to be appropriate in consultation with the Chair or Metro Vancouver. Meetings will take place from 8:30 – 12:30, and will typically be the second Thursday of the month. (For the remainder of 2013, meeting dates will be September 19th and December 5th).   The current meeting place is at Metro Vancouver offices located at 4330 Kingsway in Burnaby.
2. Meetings are semi-formal. Major decisions, including changes to the governance policies and meeting procedures stated in this manual, shall be discussed and decided using formal motions as prescribed by Roberts Rules of Order. Minor decisions (such agenda-setting) may be made with informal consensus.
3. Reports by advisory groups and presentations are generally given in full and then a question period follows. Members are asked to signal the Co-Chair to indicate that they wish to speak and the Co-Chair will acknowledge speakers.
4. Minutes of all motions and general comments of important issues are recorded by the CE. Minutes will be reviewed by the Chair and approved by the CT at the following meeting, then distributed to the membership.
5. Quorum for meetings of the Constituency Table shall be the presence, in person, of at least one third of the voting members.
6. The Chair chairs each CT meeting or, in the absence of the Chair, the Vice-Chair as delegated by the Chair.

7. The RSCH Chair, in consultation with Metro Vancouver, sets the Constituency Table meeting agendas. Any Constituency Table member may request a matter be placed on the agenda by advising Metro Vancouver in advance, or the Co-Chair at the beginning of the meeting.

8. Constituents and their alternates are expected to follow all RSCH policies, including conflict of Interest guidelines (attached in Appendix V).

9. Members wishing to invite a guest to the meeting must seek approval from the RSCH Chair via Metro Vancouver in advance.

10. Coffee, tea & cold beverages are offered at meetings. There is a cafeteria on the 2nd floor of the Metro Vancouver building where members can purchase lunch or snacks.

(3) *Advisory groups (Excludes the HPS Call for Proposals Advisory Group)*

1. Advisory groups meet as required. The current meeting location is at Metro Vancouver offices, located at 4330 Kingsway, Burnaby. Metro Vancouver will organize advisory group meetings as required and help prepare meeting documents, and circulate them to advisory group members one week in advance of the meeting.

2. Recommendations are made using informal consensus.

3. Advisory group meetings are chaired by designated members of the Constituency Table.

4. Advisory groups may include a maximum of 15 members unless otherwise determined by the Constituency Table. Metro Vancouver works in consultation with the advisory group chair to recruit members to the advisory groups depending on the expertise required and issues to be addressed.

5. Advisory groups may hold meetings in a variety of ways to share best practices and build knowledge e.g. workshops, on site visits, webinars, etc.

6. Metro Vancouver will support advisory group chairs to ensure that findings and recommendations from the advisory groups are reported back to the Constituency Table.

7. Participants are expected to attend regularly scheduled meetings.

8. Participants are expected to follow all RSCH policies, including Conflict of Interest policy (attached in Appendix VI).

Code of Conduct

All RSCH members are expected to be respectful of other members and the RSCH Chair. Inappropriate behaviour is defined as any behaviour that may put the representation of the constituency, as well as the effectiveness of the Constituency Table or advisory group, at risk. Should this occur, the following procedure will be followed:

- Should a CT member act in a manner that disrupts the ability of the CT to conduct its business, or is otherwise inappropriate, the actions will be noted by the Co-Chair with the note of requirement of CT members to abide by their role and Roberts Rules of Order..

- If the behaviour persists, the CT may take further action including requesting the constituency or appointing organization elect or appoint a new CT representative.

External Communication Protocol

The RSCH member is a representative of the RSCH. As such, he/she is not authorized to speak officially for the RSCH, except on those items upon which the organization has formulated and approved a policy. He/she should defend the organization from unjust criticism, or bring to the attention of the CT those criticisms which the member judges to be justified. If approached by the news or media for a statement on behalf of the organization, he/she should refer to the RSCH Chair or staff for guidance.

Appendix VI- Constituency Table Member Job Description

Role:
- Participate in the development, maintenance and advancement of the vision, mission, and priorities of the RSCH
- Ensure that the work of the RSCH is consistent with the RSCH mission and vision
- Provide strategic direction in the implementation of the RSCH's long-range plans, policies and strategies for addressing homelessness

Responsibilities:
- Become knowledgeable about the work of the RSCH
- Provide a voice for your constituency in RSCH discussions reflective of your experience and knowledge
- Attend regularly scheduled quarterly meetings of the Constituency Table and be prepared to make informed decisions at these meetings
- Attend events, such as the annual general meeting, an orientation session, strategic planning, and consultations on matters of high priority to the RSCH

Qualifications:
- Management/governance experience, particularly in a non-profit or government agency
- Hold a senior position in the organization that is a member of the RSCH
- Experience in a strategic leadership role
- Knowledge of, or applied experience in the homeless-serving sector

Conditions of Participation:
- Make decisions from a regional perspective
- Serve at least a two-year term as a member of the Constituency Table
- Prepare for and attend quarterly meetings of the Constituency Table
- Chair an RSCH advisory group – upon request
- If a Constituency Table member leaves the organization where they are employed, their seat will become vacant and the constituency, rather than the organization, will be asked to identify a new member

Length of term and election process:
- Existing CT members may serve until May 2017, May 2018 or May 2019. At the end of their terms, an election or appointment process, as per Table 2 "RSCH CT Framework" Section 4.1.1 would take place.
- Should a CT member wish to resign their position after a 2-year period, then the election process detailed in 4.1.2 of the manual will be triggered.

Appendix VII RSCH Chair Job Description

Role

➢ To provide leadership to the CT in achieving the mission, vision and mandate of the RSCH

➢ To be the spokesperson for the Regional Steering Committee on Homelessness and its work

➢ To ensure the CT meeting are conducted in accordance with governance policies of the RSCH

➢ To ensure the RSCH fulfills its role under the HPS

➢ To be the liaison between Homelessness Secretariat staff and the CT.

Responsibilities

- Chair meetings of the Constituency Table.
- Be informed of the work of the Regional Steering Committee on Homelessness and publicly support the RSCH
- Establish long and short term goals, objectives and priorities for the RSCH in cooperation with the CT and Metro Vancouver, as required by the HPS. Work closely with Metro Vancouver and the CT to implement approved plans.
- Communicate externally on behalf of the RSCH, including representation at events, meetings and media engagements as required.
- Be an ex officio member of all advisory groups and communicate with the chairs of advisory groups as necessary
- Ensure Advisory Group decisions are made when required
- In cooperation with the RSCH and relevant advisory groups and Service Canada, support the roles and responsibilities described in the Metro Vancouver - RSCH Memorandum of Understanding,
- Work with the Vice Chair to develop project resources of the RSCH
- In cooperation with the CT, monitor the relationship with the Community Entity (currently Metro Vancouver), and recommend and oversee a change in CE if required.
- Work with Service Canada representatives as required.
- Delegate the role of chair when unable to attend Constituency Table meetings, events, or other obligations.

Competencies

- Strong leader
- Skilled facilitator
- Strong communicator
- Networker
- Ability to provide strategic oversight
- Understanding of parliamentary rules and procedures
- Knowledge and skills in one or more areas of Board governance: policy, finance, programs and personnel.

Eligibility Requirements:

- The Chair shall be a member of the CT in good standing.
- The Chair shall not be from an agency in receipt of HPS funds.

Term:

The Constituency Table shall elect one of own members to serve as the Chair for a term of up to two years. The Co-Chair may serve for a maximum of two additional terms (maximum duration of six years).

Conflict of Interest

The Chair shall be bound by the Conflict of Interest guidelines that apply to all members of the RSCH.

RSCH Meeting travel expenses

The Chair will be reimbursed for travel expenses to attend RSCH meetings. Reimbursement of costs incurred after March 2014 are subject to HPS funding renewal and CAB budget approval.

Expected Time Commitment

On average 14 hours per month including preparation for and attendance at CT meetings.

Appendix VIII: RSCH Vice – Chair Job Description (Draft)

Role:

- To act as Chair when delegated by the Chair.
- To act as Chair if the position of Chair becomes vacant; until a new Chair is elected.
- To ensure alignment of RSCH operations and strategic projects with organizational policy and priorities
- Lead maintenance and development of RSCH budget

Responsibilities:

- Ensure appropriate representation on all advisory groups
- Communicate with the chairs of the advisory groups between CT meetings and report to the Chair
- In collaboration with the Chair, plan and run CT meetings, ensuring Advisory Group decisions are made when required
- Initiate the implementation of the RSCH review and strategic planning process
- Be informed of the work of the Regional Steering Committee on Homelessness and publicly support the RSCH.
- Chair meetings, represent the RSCH at events and meetings and other activities as delegated by the Chair.
- Be aware of the activities of the advisory groups through receipt and review of the agenda packages for Advisory Groups.

Competencies

- Strong leader
- Skilled facilitator
- Strong communicator
- Networker
- Ability to provide strategic oversight
- Understanding of parliamentary rules and procedures
- Knowledge and skills in one or more areas of Board governance: policy, finance, programs and personnel.

Eligibility

- The vice-chair shall be the representative of an agency, organization or municipal member of the RSCH on the CT.
- The Vice -chair shall not be employed by an agency in receipt of HPS funds.

Term:

The Constituency Table shall elect one of its own Constituency Table members to serve as the Vice chair hair for a term of up to three years. The Vice-chair may serve for a maximum of one additional term (maximum duration of six years).

Conflict of Interest

The Vice-Chair shall be bound by the Conflict of Interest guidelines that apply to all members of the RSCH.

RSCH Meeting travel expenses

The Vice-Chair will be reimbursed for travel expenses to attend RSCH meetings when acting on behalf of the Chair. Reimbursement of costs incurred after March 2014 are subject to HPS funding renewal and CAB budget approval.

Expected Time Commitment:

A maximum of 10 hours per month including attendance at CT meetings, depending on the amount of activities delegated by the Chair.

Appendix IX –Advisory Group Terms of Reference

Standing

Finance and Audit Advisory Group under the HPS Call for Proposals

a. Purpose:
To ensure that HPS Calls for Proposals are undertaken in accordance with the:

(a) Terms and conditions of the Homelessness Partnering Strategy program;

(b) HPS Community Plan for the Metro Vancouver designated region;

(c) Established procedures of the RSCH;

(d) Policies and procedures of Service Canada; and

(e) Direction of the RSCH Constituency Table.

b. Available Funds for the Call for Proposals.
The funds available for allocation are confirmed by Service Canada.

c. HPS Review Committee
Subject to the conflict of interest guidelines of the RSCH, the Finance and Audit Advisory Group will exercise the delegated authority of the RSCH on financial matters and establish an HPS Review Committee, monitor and support the Call for Proposals process, receive and review the recommendations of the HPS Review Committee, and make final recommendations to the RSCH.

d. HPS Review Committee Membership
Members of the HPS Review Committee shall be appointed by the Finance and Audit Advisory Group, subject to the conflict of Interest guidelines of the RSCH. Members may be appointed from within or without the RSCH to enable participation of a various sectors, communities and funders, as well as subject matter expertise to assist with the review of project proposals.

Within the HPS Review Committee, the Finance Advisory Group may create one or more review teams to assist with the review of proposals.

a. Term of Service
Members of the HPS Review Committee shall serve for the duration of the HPS application review process as determined by the Finance and Audit Advisory Group. No changes to the composition or membership of the HPS Review Committee can be made during the call for proposals review process once membership has been established by the Finance and Audit Advisory Group. Notwithstanding, in extenuating circumstances such as injury or illness a member could be replaced at the discretion of the Finance and Audit Advisory Group to ensure appropriate expertise on the Review Committee.

b. Meetings

The HPS Review Committee shall meet as often as necessary to complete its work. At its first meeting, the review team(s) shall elect a chair(s) to guide its deliberations. Subsequent meetings shall be called by the Chair(s).   Agenda and supporting documentation shall be provided to the HPS Review Committee members by Metro Vancouver staff at least five working days prior to the meeting. A quorum shall be achieved when 60% of the voting members are present.

c. Accountability and Record of Decisions

The HPS Review Committee reports to the Finance and Audit Advisory Group. The Chair(s) of the HPS Review Committee and Metro Vancouver staff shall ensure that an agreed record of each meeting is forwarded to the Finance and Audit Advisory Group.

d. Confidentiality

Information provided on individual applications, including who has applied, is confidential. Information may be discussed during the review process with the individual review team members. However, review team members shall NOT divulge any information received or acquired during the course of carrying out their duties to any other individuals or groups. It is the policy of the RSCH and Metro Vancouver to maintain confidentiality with respect to all information related to all request for proposal submissions.

e. Amendments to Terms of Reference

The Finance and Audit Advisory Group may review and amend these Terms of Reference as required by consensus or by vote. Any changes must be approved by the RSCH. No changes to the Terms of Reference can be made during a Call for Proposals process.

f. Resources

The review team(s) shall carry out its responsibilities with staff resources provided by Metro Vancouver.

Flow of responsibilities/activities for Finance and Audit Advisory Group and HPS Review Committee during HPS Proposal Call review process:

1. Finance and Audit Advisory Group - creates HPS Review Committee
2. HPS Review Committee - Reviews Proposals and makes funding recommendations, with support from MV and the Finance and Audit Advisory Group
3. HPS Review Committee - Provides recommendations to the Finance and Audit Advisory Group
4. Finance and Audit Advisory Group – Provides final recommendations to RSCH
5. RSCH provides recommendations to Metro Vancouver.

Finance and Audit Advisory Group

a. **Purpose:**

To exercise the delegated authority of the Regional Steering Committee on Homelessness (RSCH) on financial matters, particularly as they relate to the delivery of the Homelessness Partnering Strategy in partnership with Service Canada. This means implementing the direction of the CT in recommending funding allocations. The Finance and Audit Advisory Group also implement the HPS Community Plan priorities, which are established and recommended by the CT and approved by Service Canada.

In fulfilling its purpose, the Finance and Audit Advisory Group will address the following items:

1. Allocation of HPS funds available in the Metro Vancouver region outside of the scope of Call for Proposal processes (e.g. slippage, contingency fund).

2. Requests for upward amendments in excess of 10% from projects receiving HPS funding.

3. Review the outcomes and findings of HPS audits as necessary.

3. Any other financial matters of the RSCH as identified by the RSCH, the Community Entity and/or Service Canada.

There are Terms of Reference that relate specifically to an HPS Call for Proposals to ensure that funding allocation decisions are undertaken in accordance with the:

(a) Terms and conditions of the Homelessness Partnering Strategy program;

(b) HPS Community Plan for the Metro Vancouver designated region;

(c) Established procedures of the RSCH;

(d) policies and procedures of Service Canada; and

(e) Direction of the RSCH Constituency Table.

Conflict of Interest guidelines are carefully applied when making all funding decisions.

b. **Membership**

Finance and Audit Advisory Group members do not require specific financial expertise, but must be comfortable analyzing budgets, dealing with large funding amounts and making complex and difficult decisions. The Conflict of Interest Guidelines for the RSCH apply to the operations of the Finance and Audit Advisory Group. The minimum number of members shall be 7 and the maximum number of members shall be 9.   Should membership fall below the minimum, any decisions shall be referred to the RSCH until the minimum membership is restored.   No changes to the membership of the Finance and Audit Advisory Group can be made during a call for proposals process.

RSCH members whose organizations receive HPS funding are welcome to sit on the Finance and Audit Advisory Group. Due to the potential for perception of conflict of interest, RSCH members whose organizations may be interested in applying for slippage funds or an upward amendment to their HPS budget cannot sit on the Finance and Audit Advisory Group. Any sitting member of the Finance and Audit Advisory Group, whose organization becomes interested in applying for slippage funds or an upward amendment to their HPS budget, must resign from the Finance and Audit Advisory Group for that funding cycle.

c. **Terms of Service and Meetings**

Members shall serve 2 year or 3 year terms.   Terms shall be staggered to promote continuity.

Meetings

Meetings are held usually "as needed" and may be held by teleconference.   Meetings may occur 3 or 4 times per year; and may occur at frequent intervals over a short period of time, or spread out over the year, depending on the time sensitivity of the issues or decisions at hand. Members must be able to be available on short notice as requests for upward amendments from existing funded projects are time sensitive.   A quorum shall be achieved when 50% plus one of the voting members is present.

d. **Accountability and Record of Decisions**

The Finance and Audit Advisory Group reports to the RSCH. The Chair and Metro Vancouver staff shall ensure that an agreed record of each meeting is forwarded to Finance and Audit Advisory Group members and that decisions and recommendations are reported to the RSCH.

e. **Confidentiality**

Finance and Audit Advisory Group members SHALL NOT divulge any information received or acquired during the course of carrying out their duties to any other individuals or groups, unless that information has been made public by the RSCH. It is the policy of the RSCH and Metro Vancouver to maintain confidentiality with respect to all information related to all request for proposal submissions.

f. **Amendments to Terms of Reference**

The Finance Advisory Group may review and amend these Terms of Reference as required by consensus or by vote. Any changes must be approved by the RSCH. No changes to the Terms of Reference can be made during a Call for Proposals process.

g. Resources

The Finance and Audit Advisory Group shall carry out its responsibilities with staff resources provided by Metro Vancouver.

Ad-hoc Advisory Groups 2013 - 2014

Regional Homelessness Plan (RHP) Advisory Group – Terms of Reference

Chair - Alice Sundberg, past RSCH Co-Chair and member of the Constituency Table.

Purpose

1. Guide development of the Regional Homelessness Plan by providing advice and recommendations to the Metro Vancouver Homelessness Secretariat and the RSCH Constituency Table.

2. Guide the development of regional priorities for the allocation of federal funding through the Homelessness Partnering Strategy.

Activities

1. Review project deliverables and provide recommendations to the RSCH Constituency Table. A preliminary list of documents is in Appendix A.

2. Help resolve issues and differing opinions to achieve consensus on policy decisions, priorities and strategies.

3. Support the RSCH and Metro Vancouver Homelessness Secretariat in conducting the necessary activities to prepare the Regional Homelessness Plan. This could include assistance to secure funding, engage with key stakeholders, and obtain widespread endorsement of the Regional Homelessness Plan.

Administration

Membership: See attached Appendix B.

Meetings: Will be held at least quarterly, prior to the RSCH Constituency Table meetings (dates to be determined) and as necessary at the call of the Chair or the Manager of the Homelessness Secretariat.

Decision-making. Decisions are made by consensus. If consensus cannot be achieved, committee members may vote.

Minutes and Agendas. The Homelessness Secretariat and RHP Advisory Group Chair shall work together to plan meeting agendas. Minutes shall be prepared by the Homelessness Secretariat.

Meeting attendance and alternates. Advisory Group members are expected to attend regularly scheduled meetings. Members may identify an alternate to attend meetings in their absence. Alternates may participate fully on behalf of the regular member.

Conflict of Interest. Advisory Group members shall not engage in any activity that may conflict or potentially conflict with the activities and responsibilities o the RSCH under the Homelessness Partnering Strategy; and shall not use information gained as a member to advance their own personal interests. A conflict of interest exists when an individual has the opportunity to advance or protect their interests in a way that is detrimental to other RSCH members or potentially harmful to the integrity of the RSCH.

APPENDIX A – List of Deliverables

September 9, 2013

- Terms of Reference for the new Regional Homelessness Plan
- Consultation Plan prepared by the consultants
- Inventory of facilities and services for people who are homeless in Metro Vancouver
- Analysis of changes in the regional inventory of housing and services for people who are homeless (2003 – 2013)
- Demographic analysis on the homeless population, hidden homeless, and population at risk of homelessness in Metro Vancouver and housing issues affecting these populations
- Discussion paper outlines: housing first, capacity building and prevention

September 30, 2013
- Discussion papers: housing first, capacity building and prevention

November 30, 2013
- Summary report on consultations (October – December) and input received on priorities and strategies and actions for the Regional Homelessness Plan and the Community Plan.

February 28, 2014

- Draft report identifying Priorities and Strategies for the Regional Homelessness Plan
- Draft report proposing funding priorities for the Community Plan

August, 2014
- Gap analysis on housing for people who are homeless in Metro Vancouver

September, 2014
- Draft Regional Homelessness Plan

December, 2014

- Draft implementation strategy, including timelines, resources and responsibilities to implement the plan
- Evaluation and monitoring framework
- Cost estimate to implement the plan [note – this will require a consultant]
- Plan endorsement and communications strategy

Homelessness Action Week 2013: The Homelessness Action Week 2013 Advisory Group will ensure alignment between RSCH policy and implementation of Homelessness Action Week 2013. It is composed of the Council of the Community Homelessness Tables or their designates, and a representative of the City of Vancouver. The group is chaired by Sandy Burpee, the Community Homelessness Table representative at the Constituency Table.

RSCH Governance Manual: The Governance Manual Advisory Group is a technical group tasked with the revision and recommendation of a final governance manual to the Constituency Table, taking into consideration relevant policies and organizational structure. It has a maximum membership of 10 and is chaired by Katie Hughes, BC Housing representative at the Constituency Table.

Appendix X – List of Responsibilities in RSCH Activities & Deliverables

(Described in generic terms. Subject to interpretation as per CE work plan and RSCH strategic plan).

a. **Strategic Planning Process – activities and deliverables**

1. Metro Vancouver prepares briefings on issues arising from the inputs into the decision-making process.
2. Metro Vancouver generates stakeholder list for consultation.
3. Metro Vancouver prepares Strategic Planning meeting agenda for the designated RSCH advisory group.
4. The advisory group meets to review outcomes of current year and analyze homeless-serving environment; recommend opportunities and priorities for next year; and review stakeholder list.
5. Metro Vancouver prepares meeting minutes; drafts annual strategic plan/regional plan according to the RSCH Advisory Group's recommendations; prepares consultation agenda based on stakeholder list.
6. Metro Vancouver carries out consultation on draft annual strategic plan/regional plan as per the consultation agenda, and in the annual RSCH membership meeting.
7. Metro Vancouver summarizes consultation results, and prepares the agenda for the RSCH advisory group.
8. The RSCH advisory group reviews consultation results, defines, reviews and approves annual strategic plan/regional plan, recommends revision.
9. Metro Vancouver prepares Strategic Planning meeting agenda for the Constituency Table.
10. The Constituency Table decides regional priorities for next year; approve annual strategic plan/regional plan.
11. Metro Vancouver prepares meeting minutes, finalizes annual strategic plan/regional plan for release.

b. **Knowledge Development Process – activities and deliverables**

1. Metro Vancouver prepares briefings on issues arising from the inputs into the decision-making process.
2. Metro Vancouver prepares Knowledge Development meeting agenda for the designated RSCH advisory group.
3. Metro Vancouver plans research projects including the Homeless Count (every 3 years).
4. The RSCH advisory group meets to recommend themes for information exchange, identify best practices and opportunities for further research, develop terms of reference for Homeless Count, and recommend methodology.
5. Metro Vancouver prepares meeting minutes, obtains input from local tables, subject matter experts, and other stakeholders.
6. The Constituency Table approves term of references, methodology and guidelines for research projects (including the Homeless Count).

7. Metro Vancouver carries out consultation in the annual RSCH membership meeting to bring Local Tables, experts, service providers, and other stakeholders together.
8. Metro Vancouver facilitates research projects; monitors progress; obtains advice from a Technical sub-group as needed.
9. Metro Vancouver revises themes for information exchange; drafts annual Knowledge Development plan; prepares Knowledge Development meeting agenda for the advisory group.
10. The advisory group reviews enriched themes for information exchange; recommends best practices; reviews Knowledge Development plan.
11. Metro Vancouver prepares draft research and Homeless Count results;
12. The Constituency Table approves recommendations for themes for information exchange; best practices; annual Knowledge Development plan; and research reports.
13. Metro Vancouver prepares meeting minutes; finalizes annual Knowledge Development plan; release themes for information exchange; release research results.

c. **Finance – activities and deliverables**
1. Metro Vancouver prepares briefings on the issues for recommendation arising from the inputs into the decision-making process.
2. Metro Vancouver prepares draft Call for Proposal, and meeting agenda for the designated RSCH advisory group.
3. The advisory group reviews 'Call for Proposal' roles, responsibilities and documents.
4. The Constituency Table approves Call for Proposal roles, responsibilities and documents.
5. Metro Vancouver publishes and distributes the Call for Proposal, receives application, sets up review procedures.
6. Metro Vancouver prepares application review by prequalifying applications according to guidelines and criteria; prepares review kits according to review procedures; invites review panel to the advisory group and divides work load; sets up review schedule.
7. Metro Vancouver passes review binder and review schedule to the advisory group.
8. The advisory group reviews application, recommends funding allocation.
9. Metro Vancouver prepares meeting Finance meeting agenda for the Constituency Table.
10. Constituency Table approves funding allocation recommendations.
11. Metro Vancouver submits recommendations to Metro Vancouver and Service Canada.
12. Metro Vancouver and Service Canada approve applications.
13. Vancity completes due diligence, budgets, provides funds and manages projects; reports HPS activities.

d. **Implementation – activities and deliverables**
1. Metro Vancouver prepares list of deliverables and budgets.
2. Metro Vancouver approves list of deliverables and budgets.
3. Metro Vancouver drafts annual work plan based on approved deliverables and budgets.
4. Constituency Table approves Annual RSCH Work Plan.

5. Metro Vancouver hires staff for Metro Vancouver and recruits contractors.
6. Metro Vancouver implements annual work plan, oversees the work of the contractors, reports on work progress, and updates progress of other plans to the RSCH on quarterly basis.
7. Metro Vancouver consults Co-Chair of the RSCH for response to unplanned events.

Appendix XI – Annual Work Plan

- **Purpose**
  - To plan and ensure delivery of the RSCH strategic plan with the resources available; and
  - To ensure communication of the work of the RSCH among stakeholders and encourage input into the work of the RSCH.

- **Input(s) for decision-making**
  - Annual Strategic Plan (current year)
  - Priorities for knowledge development and information exchange
  - Regional awareness – raising and consultation calendar
  - Regional Homelessness Plan

- **Output(s)**
  - Annual work plan
  - Communication materials (includes highlights from regular exchange with Local Tables)
  - Annual Forum
  - Assessment Report

- **Activities & Deliverables**
  a. Metro Vancouver creates Annual Calendar for implementation of the strategic plan based on inputs.
  b. The Constituency Table approves Annual Calendar.
  c. Metro Vancouver facilitates stakeholder input and feedback.
  d. Metro Vancouver sends out newsletter to foster information exchange; plans and facilitates execution of workshops, web presence.
  e. Metro Vancouver organizes the Annual Forum to bring members, subject matter experts, service providers and other stakeholders together for strategic planning, knowledge development consultation, and best practices sharing.
  f. Metro Vancouver follows-up with all parties for feedback, assesses results for all consultation activities.
  g. Metro Vancouver prepares Assessment Report for distribution.

Activities	Deliverables	Advisory Group	Constituency Table	Metro Vancouver
create annual calendar for activities	monthly updated calendar			X
approve annual calendar			X	X
liaison with local tables	monthly meeting with local tables			
enhance publicity, web presence & capacity building	outreach workshops/communication materials			X

distribute information	meeting highlights <for distribution>			X
follow up for feedback	year end assessment report			X
assess results				

Figure 2 Activities & Deliverables Summary for Information Exchange and Consultation process

Appendix XII - RSCH Membership Profile and Constituency Table membership 2013 - 2015

Constituency Table Members

CONSTITUENCY	REPRESENTATIVE	AGENCY / ORGANIZATION
Community Funders	Deb Bryant (CHAIR) Director of Strategic Priorities	United Way of the Lower Mainland
Provincial Government	Darin Froese Executive Director, Lower Mainland Non-Profits	BC Housing
Municipal Government	Abi Bond Assistant Director of Housing Policy	City of Vancouver
	Aileen Murphy Senior Social Planner	City of Surrey
Health Authorities	Becky Doherty Housing Manager, Mental Health and Substance Use	Fraser Health
	Dr. Patricia Daly Chief Medial Health Officer & Vice President, Public Health	Vancouver Coastal Health
Business Community	*TBC*	RSCH Business Leadership Table
Aboriginal Homeless-serving Agencies	Patrick Stewart Co-Chair	Aboriginal Homelessness Steering Committee
	Clifford White Co-Chair	Metro Vancouver Aboriginal Executive Council
	TBC	
Emergency Shelter	Karen O'Shannacery Executive Director	Lookout Emergency Aid Society
Supportive / Transitional Housing	David MacIntyre Executive Director	MPA Society
Non-Market Housing	Arthur Mills Vice President, Housing Services	YWCA Metro Vancouver
Community Homelessness Tables	Sandy Burpee Chair	Tri Cities Homelessness & Housing Task Group
Support Services		
Outreach	Stephanie Ediger Executive Director	Alouette Home Start Society

Youth	Michelle Shaw Manager, Youth Services	Pacific Community Resources Society
Women	Bonnie Moriarty Managing Director	Elizabeth Fry Society of Greater Vancouver
Seniors	Nanette Taylor Executive Director	Hollyburn Family Services Society
People with Mental Illness	Darrell Burnham Executive Director	Coast Foundation Society (1974) dba Coast Mental Health
People with Addictions	David Woodland Divisional Social Services Secretary	The Salvation Army
Families	Caroline Bonesky Chief Executive Officer	Family Services of Greater Vancouver
Newcomers	Michael Dressler Executive Director	New Hope Community Services Society
Francophone	Tanniar Leba Executive Director	La Boussole
People with Disabilities	Jane Dyson Executive Director	BC Coalition of People with Disabilities
"Other"	Jill Atkey Research Director	BCNPHA
Ex-officio		
Service Canada – Homelessness Partnering Strategy (non-voting)	Nora Gibson Senior Development Officer	Service Canada – Homelessness Partnering Strategy
Past Chair (non-voting)	Alice Sundberg Past Co-Chair, RSCH	N/A

RSCH Membership List 2013 – By Constituency

Agency / Organization name	Primary Constituency	Secondary Constituency
Indian Residential School Survivor Society	Aboriginal	N/A
NEC Native Education College	Aboriginal	
Downtown Eastside Neighbourhood Council	Advocacy	N/A
TRAC Tenant Resource & Advisory Centre	Advocacy	General
The Greater Vancouver Shelter Strategy Society	Advocacy	Network
Downtown Surrey Business Improvement Association	BIA	N/A
Hastings North Business Improvement Association	BIA	N/A
Tri-Cities Homelessness & Housing Task Group	CHT	N/A
The Maple Ridge/Pitt Meadows/Katzie Nation Community Network	CHT	N/A
Burnaby Task Force On Homelessness	CHT	N/A
New Westminster Homelessness Coalition Society	CHT	N/A
Peninsula Homeless to Housing Task Force	CHT	N/A
Richmond Homelessness Coalition	CHT	N/A
North Shore Homelessness Task Force	CHT	N/A
BC Coalition of People with Disabilities	Disabilities	Advocacy
McLaren Housing Society of BC	Disabilities	Supportive/ Transitional
Family Services of Greater Vancouver	Families	Youth
Helping Spirit Lodge Society	Families	Non-Market
Jewish Family Service Agency	Families	N/A
La Boussole	Francophone	Newcomers
Surrey Homelessness & Housing Society	Funder	N/A
United Way of the Lower Mainland	Funder	N/A
Streetohome Foundation	Funder	N/A
Vancity Community Foundation	Funder	N/A
Real Estate Foundation	Funder	N/A
Central City Foundation	Funder	N/A
Fraser Health Authority	Health Authority	Funder
Vancouver Coastal Health	Health Authority	Funder
Lu'ma Native Housing Society, (AHSC Community Entity)	HPS Community Entity	N/A
Canadian Mental Health Association, North and West Vancouver Branch	Mental Illness	Disabilities
Canadian Mental Health Association, Vancouver-Burnaby Branch	Mental Illness	Disabilities
City of Abbotsford	Municipality	N/A
City of Coquitlam	Municipality	N/A
CIty of North Vancouver	Municipality	N/A
City of Port Coquitlam	Municipality	N/A
City of Richmond	Municipality	N/A
City of Surrey	Municipality	N/A
Corporation of the City of New Westminster	Municipality	N/A
District of Maple Ridge Social Planning	Municipality	N/A
District of North Vancouver	Municipality	N/A
City of Vancouver	Municipality	Funder
BC Non-Profit Housing Association	Network	N/A

Agency / Organization name	Primary Constituency	Secondary Constituency
CityGate Leadership Forum	Network	N/A
Renfrew-Collingwood Homeless Committee	Network	N/A
New Hope Community Services Society	Newcomers	Supportive/ Transitional
Kinbrace Community Society	Newcomers	Supportive/ Transitional
Journey Home Community Association	Newcomers	N/A
M.O.S.A.I.C. Multi-Lingual Orientation Service Association for Immigrant Communities	Newcomers	N/A
Progressive Intercultural Community Services Society	Newcomers	Women
YWCA Metro Vancouver	Non-Market Housing	Women
More Than A Roof Housing Society	Non-Market Housing	Supportive/ Transitional
Sources Community Resource Centres	Outreach	General
Stepping Stone Community Services Society	Outreach	Youth
Ministry for Children and Families, Burnaby and New Westminster	Provincial Government	Youth
Ministry of Social Development - Vancouver Coastal Region	Provincial Government	N/A
BC Housing	Provincial Government	Funder
Hollyburn Family Services Society	Seniors	Youth
Seniors Services Society	Seniors	Supportive/ Transitional
Catholic Charities Shelter Services	Shelter	N/A
The Salvation Army	Shelter	Supportive/ Transitional
Lookout Emergency Aid Society	Shelter	Supportive/ Transitional
OPTIONS: Community Services Society	Shelter	Transitional
MPA Society	Supportive/Transitional	Mental Illness
Coast Foundation Society (1974) dba Coast Mental Health	Supportive/Transitional	Mental Illness
First United Church	Shelter	General
Katherine Sanford Housing Society	Supportive/Transitional	Mental Illness
PHS Community Services Society	Supportive/Transitional	Addictions
Women In Search of Housing Society	Women	Seniors
St. James Community Service Society	Women	Seniors
The Elizabeth Fry Society of Greater Vancouver	Women	Shelter
W.I.N.G.S. (Women in Need Gaining Strength)	Women	N/A
Petals	Women	N/A
Dixon Transition Society	Women	Supportive/ Transitional
Downtown Eastside Women's Centre	Women	Shelter
Alouette Home Start Society	Youth	Supportive/ Transitional
Covenant House Vancouver	Youth	Shelter
Pacific Community Resources Society	Youth	Non-Market

Agency / Organization name	Primary Constituency	Secondary Constituency
St Leonard's Youth and Family Services	Youth	Families
Aldergrove Neighbourhood Services Society	Youth	N/A
Aunt Leah's Place	Youth	Women
Boys and Girls Clubs of South Coast BC	Youth	Addictions

Appendix XIII - RSCH Strategic Plan (current period)

Pending RSCH discussion & decision

Appendix XIV - RSCH Work Plan

RSCH Work Program FY 2013/14

First Quarter (April –June 2013)
1. Review year-end (FY 2012/13) HPS Financial Report
2. Complete Terms of Reference for the Regional Homelessness Plan
3. Complete Terms of Reference for the 2014 Homelessness Count
4. Plan for HAW 2013 (including annual connect events, themes, key messages, opinion polls, communications/media strategy and related contracts)
5. Consult with local funding partners (such as BC Housing, Vancouver Foundation, United Way, Health Authorities, etc) through a Funders Table
Second Quarter (July – September 2013)
6. Begin work on the Regional Homelessness Plan including the creation of issues papers and developing a consultation plan to be implemented in Fall 2013
7. Implement HAW 2013
8. Review mid-year HPS financial report
9. Complete Governance Manual
Third Quarter (October – December 2013)
10. Complete HAW 2013 (October 13-18) and produce final report
11. Hold Community Engagement forums for the Regional Plan to obtain input on specific topics such as Housing First, Prevention, and Capacity Building; identify and regional priorities and strategies
12. Identification and assessment of Priorities for HPS Community Plan 2014 (to be done in conjunction with Regional Plan consultations and contingent on receipt of HPS terms and conditions)
13. Prepare for the 2014 Homeless Count
Fourth Quarter (January – March 2014)
14. Complete HPS Community Plan 2014 to allow flow of funds to priorities
15. Prepare for and carry out 2014 Homeless Count
16. Develop a work program and proposed budget for 2014
17. Complete the Draft Priorities and Strategies for the Regional Homelessness Plan