

Greater Vancouver Regional Steering Committee on Homelessness

Constituency Table Meeting

September 19, 2013 8:30 am – 12:30 pm

2nd Floor Boardroom, Metro Vancouver

DRAFT AGENDA

AGENDA ITEM	WHO	
1. Adoption of Agenda	Chair	8:30 am
2. Receipt of the Minutes from June 13, 2013 ◀	Chair	8:35 am
3. Communication about Decisions and Information	Chair	8:40 am
4. Election of Co-Chair	Chair	8:45 am
5. Update on Vacant Constituency Seats		
5.1.1. Aboriginal	C. Narayan	9:05 am
5.1.2. Business (on table)	J. Kreda	9:15 am
6. Report from the Finance Advisory Group ◀	J. Atkey	9:25 am
7. Work Program Items		
7.1. Work Program 2013 ◀	J. Kreda	9:45 am
7.2. Regional Homelessness Plan		
7.2.1. Report from the Regional Homelessness Plan Advisory Group ◀	Alice	9:50 am
7.2.2. Revised Terms of Reference ◀	Alice	10:10 am
7.3. Regional Homeless Count 2014 (verbal update)		10:30 am
7.4. Homelessness Action Week 2013 (verbal update)	D. Kraus	10:35 am
	W.	10:40 am
7.5. Approval of Draft Governance Manual ◀	Muholland	
	K. Hughes	10:45 am
8. Report from the Community Entity (Metro Vancouver)		
8.1. Roles and Responsibilities – CE/CAB	D. Littleford	11:15 am
8.2. Year-end (FY 2012/13) HPS Financial Report (on table)	K. Okyere/ V. LeFranc	11:20 am
8.3. Day of Learning	J. Kreda	11:30 am
9. Report from Service Canada	N. Gibson	11:35 am
10. Other Business:		
10.1. Debrief on HPS meeting with CT	Chair	11:45 am
10.2. Communication with Constituency Groups – Roundtable	Chair	12:00 pm
10.3. RSCH Research Project Proposal ◀	Chair	12:20 pm
11. Report from Partners (AHSC, GVSS, Funders Table, Business Table, CHTs)	All	
12. Information items/Announcements		
12.1. June 26th Letter from Minister Finley - HPS Renewal ◀		
12.2. Constituency Table Members List ◀		
13. Next Meeting December 5, 2013: 8:30 am - 12:30 pm Metro Vancouver		
14. Adjournment		12:30 pm

Red = motion required

◀ Refers to attachment

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Regional Steering Committee on Homelessness
Meeting of the Constituency Table
 June 13, 2013 9:00- 12:00

Draft MINUTES

<p>Attending: Arthur Mills Becky Doherty Jodi Sturge for Bonnie Moriarty L. Whittaker for Caroline Bonesky Clifford White Darrell Burnham Katie Hughes for Darin Froese David MacIntyre David Woodland Deb Bryant Jill Atkey Jane Dyson Karen O'Shannacery Margaret Eberle Michael Dressler Michelle Shaw Leya Eguchi for Nanette Taylor Dr. John Carsley for Patricia Daly Winston Thompson for Patrick Stewart Sandy Burpee Darryl Lucas for Stephanie Ediger Tanniar Leba Ex-officio: Nora Gibson Alice Sundberg</p>	<p>Constituency Non-Market Housing Health Authority Women Families Aboriginal People with Mental Illness Provincial Government Supp/ Transl Housing People with Addictions Funders Table "other" BCNPHA People with Disabilities Emergency Shelter Municipal Government Newcomers Youth Seniors Health Authority Aboriginal Comm Homelessness Tables Outreach Services Francophones Federal Government Past RSCH Co-Chair</p>	<p>Delegations: Brenda Proskan, City of Vancouver Aileen Murphy, City of Surrey Guests: Linda Lavallee, Lu'ma Native Housing Staff: Don Littleford Janet Kreda Debbie Kraus Camille Narayan</p>
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1. Adoption of Agenda

The agenda was adopted with the addition of naming an interim chair to shepherd the meeting until item 3 "election of chair." Michelle Shaw was appointed as interim chair.

2. Constituency Table Orientation

2.1 Welcome and Introductory Remarks

2.2 Orientation on Roles and Responsibilities – Janet Kreda

Staff presentation (attached) outlined the roles and responsibilities of the Regional Steering Committee as the Community Advisory Board, Metro Vancouver as the Community Entity for the 2011- 2014 period, and Service Canada. It was clarified that the “RSCH” refers to the larger 100+ member organization, whereas the Constituency Table is the decision-making body of the RSCH. The Constituency Table is not the RSCH.

2.3 CAB/RSCH Responsibilities - Nora Gibson

The Homelessness Partnering Strategy Terms and Conditions clearly explain the Community Advisory Board (CAB) Roles and Responsibilities which are important given the RSCH has been responsible distributing \$300 million dollars in the community for homelessness services and facilities over the past 10 years. See attached document which explains the role of Service Canada and provides contact information. The Service Canada HPS team administrate both the designated community and Aboriginal HPS funding streams. HPS program renewal is approaching, and the CAB will be responsible for writing a Community Plan and directing a Call for Proposals. The RSCH is highly respected across Canada for the work it does and quality of work. Other CABs look to RSCH as an example vis-à-vis their memorandums of understanding, governance policies and organizational structure.

Some key points were stressed:

- HPS Senior Development Officer role is a support role to the CAB and the CE.
- The CAB needs to be a volunteer table representing the homeless-serving community at large.
- It is recommended based on the T&C’s the CAB Chair cannot be from an agency in receipt of HPS funding.
- The CAB identifies and recommends local community priorities to Service Canada
- HRSDC / Service Canada act in a guiding capacity, and ensure compliance with the Community Entity agreement.
- The Community Entity’s (CE’s) role is to implement Calls for Proposals, report on outcomes, ensure that the Community Plan priorities are followed, ensure representation of Aboriginal organisations in the CAB and that HPS funds are cost-matched dollar for dollar.
- The CE is responsible for monitoring 3rd party activities and reporting to the CAB and to Service Canada
- Service Canada monitors the CE on results reporting for CAB sub-projects and CE work.
- Service Canada may participate in monitoring of 3rd party agreements, and contact Constituency Table members to evaluate the deliverables of the CAB contract.

RSCH members are welcome and encouraged to approach the Service Canada rep for any informational requests or clarifications. Contact information: Nora Gibson, Senior Development Officer, Homelessness Partnering Strategy. nora.gibson@servicecanada.gc.ca

2.4 Terms of Reference and Conflict of Interest Guidelines

Staff presented the Terms of Reference for the “Community Advisory Board” and HPS Conflict of Interest Guidelines.

Moved/Seconded/Carried (M/S/C) :

“ To accept the Terms of Reference for the Community Advisory Board (Greater Vancouver RSCH), amending the last sentence under the heading “Organization” on Page 3, to read: “Advisory Groups may include a maximum of 15 members unless otherwise determined by the CT”.

3. Election of the Chair

The Chair is responsible for being the primary spokesperson of the RSCH, working closely with the Secretariat and the RSCH to prepare major meetings and documents, chair Constituency Table meetings, and ensure a strategic and active role of the RSCH in the Homelessness Partnering Strategy and other investments to address homelessness. Members were invited by email to volunteer for consideration as RSCH Chair, with the expectation of a further call for volunteers at the meeting.

- Deb Bryant, put her name forward for consideration by email.
- Clifford White put Patrick Stewart’s name forward for consideration. Concern was expressed over the nomination of a person who was not present. The nomination of Patrick Stewart was withdrawn.
- Clifford White put his name forward for consideration as chair.

As clarified by Service Canada, the RSCH Chair, co-Chair, and Vice Chair may not receive HPS funding while fulfilling their duties as Chair. Service Canada wished to clarify Clifford White’s eligibility to stand for election as RSCH co-Chair, in the context of the HPS conflict of interest guidelines. Deb Bryant is eligible to stand for Chair. Before a vote was called for the position of Chair, various governance models were discussed including a co-chair model and chair/vice-chair.

M/S/C:

“That the RSCH adopt a co-chair model and this be reflected in the governance manual.”

M/S/C:

“That Deb Bryant be elected co-Chair of the RSCH. “

Action items:

- A vote on Clifford White’s nomination for co-chair was deferred to the September meeting, pending clarification by Service Canada of his eligibility according to the Conflict of Interest guidelines.

4. Receipt of the Minutes from May 15th meeting of the RSCH

The minutes from the May 15th meeting were received.

5. Business Arising

5.1. Update on Appointed Constituency Seats

5.1.1. Request to Increase the Municipal Seat from One to Two seats

Margaret Eberle introduced the report. The chair approved a request by Aileen Murphy and Brenda Prosen to speak to this item. Both spoke in favour of increasing the number of municipal representatives on the Constituency Table to two:

- A municipal constituency is local and limited to that municipality; a municipal representative cannot provide a regional perspective.
- Metro Vancouver's role is to provide a regional perspective and would be a fair and neutral party to represent municipalities, but cannot provide hands on insights into local priorities and partnerships.
- Two reps have expressed interest in contributing to the work of the RSCH and provide two very different perspectives in cities most affected by homelessness.
- The RSCH and its work should remain at a staff not political level.
- Both expressed willingness to do their best to consider municipal perspectives and invite other municipalities communicate their issues and concerns to them, working with Metro Vancouver and the Homelessness Secretariat.

Members expressed:

- Support for two municipal seats with the proviso that they seek input from all municipalities in their decisions.
- Concern was expressed that smaller municipalities would be subsumed in decisions.
- Clarification was provided that the seats would not be "assigned" to the two interested municipalities specifically.
- A single municipal representative could chair a "municipal advisory group" and be the vehicle of information between the municipal advisory groups and the Constituency Table. Steps could be taken to create a regional homelessness forum (outside of the RSCH) building on existing structures like the Social Issues Subcommittee.
- Two municipalities could share a vote.

M/S/C:

"To increase the municipal seat at the Constituency Table from one to two seats."

M/S/C:

"That Abi Bond and Aileen Murphy be the two municipal representatives at the Constituency Table"

Action items:

- Abi Bond and Aileen Murphy will work with the Homelessness Secretariat to develop a mechanism for communicating with Metro Vancouver municipalities on RSCH matters.

5.1.2. Aboriginal Seats (verbal report)

There is currently one vacant seat for Aboriginal representation at the CT. The Aboriginal Housing Management Association was invited to appoint a representative to the Constituency Table. They declined the invitation due to competing priorities. The First Nations Health Authority may be an alternative for the third seat.

Action items:

- A report on next steps will be prepared in consultation with AHSC for the September meeting.

5.1.3. Business Seat(verbal report)

One application was received for the business community seat however there was no ratification process for that seat. Staff have spoken with the Surrey Board of Trade and Burnaby Board of Trade about how to engage the business community for ratification and strategic issues.

Action items:

- Staff will report to the September meeting on status and options for filling the business seat.

6. Work Program Items

6.1. Work Program 2013

The Work Program was based on the received for information.

6.2. A New Regional Homelessness Plan for Metro Vancouver

Staff report provided the Draft Terms of Reference that speaks to developing a plan to “end homelessness” and focuses on the three issue areas of housing first, prevention and capacity building. Staff have been meeting with Community Homelessness Tables. In order to complete Priorities and Strategies by March 2014, community consultations will be planned for the fall. A consultant will be engaged to develop and implement a consultation strategy, together with Secretariat staff.

M/S/C:

“That the RSCH Constituency Table:

- 1) Approve the draft terms of reference for a new Regional Homelessness Plan in principle and with revised timelines as described in Table 1, with the understanding that the final terms of reference be brought to the September 2013 Constituency Table meeting for approval.
- 2) Establish an Advisory Group to provide advice and recommendations to guide development of the Regional Homelessness Plan.”

M/S/C:

“That Alice Sundberg chair the Regional Planning Advisory Group.”

Action items:

- Alice will work with staff to create an Advisory Group. The following members at the meeting volunteered to participate: Michelle Shaw, Jodi Sturge, Karen O’Shannacery, Jill Atkey, Nora Gibson, Aileen Murphy, Leya Eguchi, Jane Dyson and Michael Dressler. Becky Doherty agreed to recommend someone from the Fraser Health authority.
- A revised Terms of Reference reflecting community feedback and a focus on ending homelessness that emphasizes data, metrics and strategies will be provided at the September meeting.

6.3. Regional Homeless Count 2014

Staff provided an update on planning efforts for the Regional Homelessness Count. The 2014 Count will be managed “in house.” Consultations with community homelessness tables have begun as has work on the survey and fundraising.

M/S/C:

“Approve the draft Terms of Reference for the 2014 Regional Homeless Count.”

6.4. Homelessness Action Week 2013

Staff indicated that planning is underway for HAW 2013. The dates are October 13- 19. The likely theme will be invisible homelessness.

M/S/C:

“That the Constituency Table designate the Community Homelessness Table (CHT) Chairs and a City of Vancouver representative to oversee implementation of Homelessness Action Week on behalf of the RSCH.”

6.5. Governance Manual

The Governance Manual is a work program item that was nearly complete before the change in the RSCH structure. The Manual describes the structure and processes of the RSCH. There are few outstanding items that need to be finalized before the Manual can be completed. It was requested that an Advisory Group be established to review the manual and recommend revisions as appropriate.

M/S/C:

“That an Advisory Group be established to oversee finalizing of the RSCH Governance Manual.”

M/S/C:

That Katie Hughes be appointed Chair of the Governance Manual Advisory Group.

Action items:

- Katie Hughes will work with staff to put a call out to the RSCH membership to fill the Advisory Group to finalize the Governance Manual.

7. Report from the Community Entity (Metro Vancouver)

Deferred.

8. Report from Service Canada

On July 4th senior representatives from NHQ are coming to Vancouver to meet with the CAB (the RSCH). The Community Entity senior staff and Constituency Table members will be invited. Participation will be by invitation only. Constituency Table members are asked to save the date, with details on time to follow shortly.

9. Report from Partners

Deferred.

10. Member Roundtable

Deferred

11. Other Business

11.1 Proposed Meeting Dates:

The third Thursday of the month conflicts with the AHSC meeting time. The second Thursday of the month conflicts with MVAEC meeting times. Wednesdays work.

11.2 Establishment of Advisory Groups

Deferred.

11.3 Communication with Constituency Groups

Deferred.

12. Information Items

Deferred.

13. Next Meeting Date

TBC – September 19

14. Adjournment

Meeting Adjourned at 12:00

Summary of Motions and Action Items:

- “ To accept the Terms of Reference for the Community Advisory Board (Greater Vancouver RSCH), amending the last sentence under the heading “Organization” on Page 3, to read: “Advisory Groups may include a maximum of 15 members unless otherwise determined by the CT”.
- “That the RSCH adopt a co-chair model and this be reflected in the governance manual.”
- “That Deb Bryant be elected co-Chair of the RSCH. “
- “To increase the municipal seat at the Constituency Table from one to two seats.”
- “ That Abi Bond and Aileen Murphy be the two municipal representatives at the Constituency Table”
- “That the RSCH Constituency Table:
 - Approve the draft terms of reference for a new Regional Homelessness Plan in principle and with revised timelines as described in Table 1, with the understanding that the final terms of reference be brought to the September 2013 Constituency Table meeting for approval, and
 - Establish an Advisory Group to provide advice and recommendations to guide development of the Regional Homelessness Plan.”
- “That Alice Sundberg chair the Regional Planning Advisory Group.”
- “That the Constituency Table approve the draft Terms of Reference for the 2014 Regional Homeless Count.”
- “That the Constituency Table designate the Community Homelessness Table (CHT) Chairs and a City of Vancouver representative to oversee implementation of Homelessness Action Week on behalf of the RSCH.”
- That an Advisory Group be established to oversee finalizing of the RSCH Governance Manual.
- That Katie Hughes be appointed Chair of the Governance Manual Advisory Group.

Action Items:

- A vote on Clifford White’s nomination for co-chair was deferred to the September meeting, pending clarification by Service Canada of his eligibility according to the Conflict of Interest guidelines.
- Abi Bond and Aileen Murphy will work with the Homelessness Secretariat to develop a mechanism for communicating with Metro Vancouver municipalities on RSCH matters.
- A report on next steps will be prepared in consultation with AHSC for the September meeting.
- Staff will bring a report to the September meeting on status and options for filling the business seat.
- Alice will work with staff to create an Advisory Group. The following members at the meeting volunteered to participate: Michelle Shaw, Jodi Sturge, Karen O’Shannacery, Jill Atkey, Nora Gibson, Aileen Murphy, Leya Eguchi, Jane Dyson and Michael Dressler. Becky Doherty agreed to recommend someone from the Fraser Health authority.
- A revised Terms of Reference reflecting community feedback and a focus on ending homelessness that emphasizes data, metrics and strategies will be provided at the September meeting.
- Katie Hughes will work with staff to put a call out to the RSCH membership to fill the Advisory Group to finalize the Governance Manual.

Agenda Item 6.0

RSCH Constituency Table Meeting Date: September 19, 2013

To: RSCH Constituency Table

From: Jill Atkey, Chair, Finance and Audit Advisory Group

Date: September 10, 2013

Subject: **Report on Decisions from the September 5, 2013 Meeting**

Recommendations:

That the RSCH Constituency Table:

- 1) Approve the draft Terms of Reference for the Finance and Audit Advisory Group.
 - 2) Approve the draft terms of Terms of Reference for the Finance and Audit Advisory Group under the HPS Call for Proposals.
 - 3) Approve the 2013/14 RSCH HPS Budget
-

1. Membership:

The members of the Finance and Audit Working Group are provided in (Attachment 1)

2. Decisions of the Sept. 5, 2013 Finance and Audit Advisory Group

Approval of the Terms of Reference Finance and Audit Advisory Group (Attachment 2)

The Advisory Group approved their Terms of Reference which are based on the previous Finance Working Group Terms of Reference, and give the Advisory Group delegated authority to make financial decisions outside of the call for proposals process without prior approval from the Constituency Table. This authority is necessary to facilitate meeting the requirements of the HPS program and the functioning of the RSCH.

Recommendation: That the CT approve the draft Terms of Reference for the Finance and Audit Advisory Group

Approval of the Terms of Reference Finance and Audit Advisory Group under the HPS Call for Proposals (Attachment 3)

The Advisory Group recommended approval of their Terms of Reference under the HPS Call for Proposals, which are based on the Terms of Reference for the previous Finance Working Group. The Finance and Audit Advisory Group will exercise 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.

Recommendation: That the CT approve the draft Terms of Reference for the Finance and Audit Advisory Group under the HPS Call for Proposals.

The Advisory Group reviewed and approved the 2013/14 RSCH HPS Budget request to Metro Vancouver, which will then be submitted to Service Canada. The budget request is within budgeted funds and reflects expected project costs for the activities and initiatives of the RSCH for the current fiscal year.

Recommendation: That the CT Approve the 2013/14 RSCH HPS Budget.

Process for allocating unspent HPS funding:

The Finance and Audit Advisory Group review the expected amount of slippage funds and decided on a process to ensure these funds will be allocated and spent before the end of the current fiscal year.

Attachments:

- 1. Membership**
- 2. Terms of Reference Finance and Audit Advisory Group**
- 3. Terms of Reference Finance and Audit Advisory Group under an HPS Call for Proposals**
- 4. 2013/2014 RSCH HPS Budget Request**

Agenda Item 6: Attachment 1

Membership of the Finance and Audit Advisory Group

Name	Organization
Jill Atkey (Chair)	BC Non-Profit Housing Association
Jonquil Hallgate	Surrey Urban Mission
Juliana Buitenhuis	City of North Vancouver
Katie Hughes	BC Housing
Michael Anhorn	Canadian Mental Health Association
Roland Clarke	Downtown Eastside Neighbourhood Council
Darrell Pilgrim	Salvation Army
Michael Dressler	New Hope Community Services Society
Tanniar Leba	La Boussole
Ex- Officio: Nora Gibson	Service Canada
Staff: Janet Kreda Kingsley Okyere Vera LeFranc	Homelessness Secretariat Homelessness Secretariat Vancity Community Foundation

Agenda Item 6: Attachment 2

DRAFT TERMS of REFERENCE

RSCH - 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. In fulfilling this 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; and
- (c) Established procedures of the RSCH.
- (d) SC policies and procedures

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.

Agenda Item 6: Attachment 3

Terms of Reference 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; and
- (c) Established procedures of the RSCH.
- (d) SC policies and procedures

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.

HPS Sub-project Budget Request

Department: **Division:**

Department:
Class:
Project:

HPS Budget Line Item: **Activity Area:**

Sub-Project:

Budget Request Driver:

SUMMARY OF BUDGET REQUEST:

On July 13, 2013 the Regional Steering Committee on Homelessness (RSCH) met and reviewed the mission and mandate of the RSCH and the projects proposed for the 2013/14 Fiscal Year to advance the objectives of the RSCH. On September 5, 2013, the Finance and Audit Advisory Group of the Regional Steering Committee met to discuss the HPS budget and RSCH’s 2013/14 initiatives. The Finance and Audit Advisory Group recommended that the GVRD approve funding for the following activities and infrastructure during the current 2013/14 fiscal year:

1. Homeless Action Week;
2. Community and Business Engagement;
3. Regional Homeless Count
4. Regional Homeless Plan
5. Subscription for time-saving meeting software (GoTo Meeting)
6. Catering for meetings of the Steering Committee and its working groups;

The costs of these initiatives are outlined below in the section titled “**Detailed Budget Estimate.**”

Program staff have discussed these activities with Service Canada and confirmed they are appropriate activities under the HPS program for which they would recommend funding. As soon as the proposed budget is approved by the GVRD, staff will make the appropriate amendments to the project budget and cash flow statements and submit to Service Canada.

Funds for the proposed initiatives will come from the 2013/14 HPS program funds.

CONSEQUENCES OF NOT IMPLEMENTING BUDGET REQUEST:

The Steering Committee will not be able to function effectively without funding for the proposed initiatives. In particular, the Steering Committee will not be able to undertake a review of its 10-year old regional homeless plan or the triennial Homeless Count scheduled for March of 2014. The GVRD agrees that the Plan should be revised to provide medium- to long-term direction for the prevention and elimination of homelessness across Metro Vancouver, and that the triennial homeless count is the only source of valuable region-wide data on the number of people who are homeless and basic socio-demographic characteristics that enable trend analysis for the region.



HPS Sub-project Budget Request

Fiscal 2013/14

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DETAILED BUDGET ESTIMATE:

		Annual Amount	Budgeted Amount
Item #1	Homeless Action Week	\$35,000	\$35,000
Item #2	Community and Business Engagement	\$5,000	\$5,000
Item #3	Regional Homelessness Count	\$90,000	\$60,000
Item #4	Regional Homeless Plan	\$65,000	\$80,000
Item #5	Annual Subscription to "GoTo Meeting"	\$470	\$468
Item #6	Catering -Steering Committee Meeting and Advisory Groups	\$3,000	\$3,000
TOTAL BUDGET REQUEST		\$199,470	\$183,468

Recommended by:	 Chair, Finance and Audit Advisory Group (RHSC)	Date:	September 5, 2013
Review by:	 Manager, Homelessness Secretariat.	Date:	September 5, 2013
Approved by:	 Don Littleford, Manager, Regional Housing	Date:	

ADDITIONAL COMMENTS/CONDITIONS:

RSCH/ Advisory Group:

- The Finance and Audit Advisory Group recommends that the GVRD approve funding for the initiatives itemized above.*

Homelessness Secretariat:

The Secretariat concurs with the proposed initiatives, the amounts requested, and the recommendations of the Finance Working Group.

RSCH Work Program FY 2013/14

First Quarter (April –June 2013)

1. Review year-end (FY 2012/13) HPS Financial Report – Sept 19 CT Meeting
2. **Complete Terms of Reference for the Regional Homelessness Plan -complete**
3. **Complete Terms of Reference for the 2014 Homelessness Count - complete**
4. **Plan for HAW 2013 (including annual connect events, themes, key messages, opinion polls, communications/media strategy and related contracts) - complete**
5. **Consult with local funding partners (such as BC Housing, Vancouver Foundation, United Way, Health Authorities, etc) through a Funders Table – in progress**

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 – in progress**
7. **Implement HAW 2013 – in progress**
8. Review mid-year HPS financial report
9. **Complete Governance Manual – in progress. Draft at Sept 19th CT meeting.**

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

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To: RSCH Constituency Table

Agenda Item 7.2.1

From: Alice Sundberg, Chair, Regional Homelessness Plan Advisory Group

Date: September 11, 2013

Subject: **Report on outcomes from the September 9, 2013 Meeting of the Regional Homelessness Plan Advisory Group**

Recommendations:

That the RSCH Constituency Table:

- 1) Approve the draft Terms of Reference for the Regional Homelessness Plan Advisory Group.
-

1. Membership

A list of members of the Regional Homelessness Plan Advisory Group is provided (Attachment 1).

2. Decisions of the September 9, 2013 Regional Homelessness Plan Advisory Group

2.1 Approval of the Terms of Reference for the Regional Homelessness Plan Advisory Group

The Advisory Group approved the draft Terms of Reference (Attachment 2) which focus on advising the Constituency Table and Homelessness Secretariat on the development of the Regional Homelessness Plan and regional priorities for the allocation of HPS funding.

***Recommendation:** That the Constituency Table approve the draft Terms of Reference for the Regional Homelessness Plan Advisory Group.*

2.2 Approval of the Terms of Reference for the Regional Homelessness Plan

This is a separate report under item 7.2.2 of the agenda.

2.3 Approval of the Consultation Plan

City Spaces Consulting presented the draft consultation plan (Attachment 3), which includes 3 sub-regional workshops, 4 focus groups, and an online survey. The Advisory Group approved the consultation plan in principle, with direction to the consultants to:

- Move the dates for sub-regional workshops to occur after HAW
- Conduct interviews with persons with lived experience instead of a focus group
- Consider conducting interviews with persons with lived experience in communities other than just Langley e.g. Burnaby and the Tri-Cities
- Consider including a focus group session with seniors and persons with disabilities
- Consider inviting CHTs to conduct interviews with persons with lived experience across the region – to obtain a broader perspective than from just one community
- Consider the ‘kitchen table’ approach used in developing the 2003 Regional Homelessness Plan to obtain input from persons with lived experience
- Send the interview questions for the online survey to the Advisory Group for comments and a ‘pre-test’

3. Other business

3.1 Regional inventory of Facilities and Services to Address Homelessness in Metro Vancouver

The Advisory Group received a copy of the revised Inventory and 'work in progress' tables that showed how the inventory has changed since 2003. Table 1 below illustrates some of the key changes in housing units and shelter beds across the region.

Table 1. Housing Facilities in Metro Vancouver 2003 Compared to 2013

Housing Facilities	2003	2013	Change	
			#	%
Permanent housing	41,386	38,306	-3080	-7%
Supportive housing	2408	5648	3240	135%
Transitional housing	257	1208	951	370%
Emergency shelter beds	723	1148	425	59%
Emergency shelter and safe houses beds – youth only	66	97	31	47%
Emergency shelter – temporary/extreme	220	1325	1105	502%
Transition house - women fleeing abuse	187	211	24	13%
2nd stage units - women fleeing abuse	72	108	36	50%

3.2 Demographic analysis

The Advisory Group reviewed a draft outline of demographics and key facts to be provided to participants at the consultation sessions. The Advisory Group will review a revised version before the document is finalized for the consultations.

3.3 Discussion papers

The Advisory Group received a draft discussion paper on Housing First and proposed outlines for papers on Prevention and Capacity Building. Members will have an opportunity to review revised versions before they are made available to stakeholders prior to the consultation sessions.

The consultation plan provides for the Homelessness Secretariat to prepare discussion papers on these to help frame discussion on these issues when participants are identifying regional priorities and strategies for the Regional Homelessness Plan. The consultants will prepare 2-page handouts that summarize these papers and distribute them to stakeholders as part of the email invitations to the consultation sessions. The email invitation will also include a link to the full discussion papers.

4. Next Meeting

Monday, November 25, 2013 from 9:30 – 11:30 a.m.

Agenda Item 7.2.1: Attachment 1

Regional Homelessness Plan Advisory Group Members		
Agency Representative Name	Agency / Organization name	Primary Constituency
Alice Sundberg	Chair	N/A
Aileen Murphy	City of Surrey	Municipal
Arthur Mills	YWCA Metro Vancouver	Non-Market
Darrell Pilgrim	Ridge Meadows - Katzie Community Network	CHT
David Poulette	Fraser Health	Health Authority
Fraser Holland	Langley Homelessness Coalition	CHT
Jane Dyson	BC Coalition of People with Disabilities	Disabilities
Jill Atkey	BC Non-Profit Housing Association	Network
Jodi Sturge	The Elizabeth Fry Society of Greater Vancouver	Women
Karen O'Shannacery	Lookout Emergency Aid Society	Shelter
Leya Eguchi	Hollyburn Family Services Society	Seniors
Michael Dressler	New Hope Community Services Society	Newcomers
Michelle Shaw	Pacific Community Resources Society	Youth
Nora Gibson	Service Canada	Service Canada
Rebecca Bell	BC Housing	Provincial Govt
Sandy Burpee	Tri-Cities Homelessness Task Force	CHT
Yasmin Jetha	Vancouver Coastal Health	Health Authority

Agenda Item 7.2.1: Attachment 2

D R A F T September 9, 2013

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 of 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.

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 of consultation meetings to date (October – November).

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

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CONSULTATION PLAN

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CONSULTATION FRAMEWORK

PURPOSE

The Regional Steering Committee on Homelessness (RSCH) has engaged CitySpaces Consulting to implement a consultation initiative that will identify preliminary priorities and strategies that will inform the new Regional Homelessness Plan. This consultation initiative will engage with a broad range of community stakeholders throughout the region, ranging from housing operators, service providers, health authorities and other relevant organizations.

OBJECTIVES

The consultation will seek to achieve the following key objectives:

- To identify effective approaches and areas of practice, i.e. what is working well within the region.
- To identify the shortfalls in funding and practice and the solutions and strategies to overcome them.
- To identify areas of agreement on strategies and priorities for the region.
- To re-focus the new homelessness plan around three areas — prevention, housing first, and capacity building — and to align with the planning efforts of different levels of government and communities.

PRINCIPLES OF REGIONAL PLAN

- **Responsive to the local community**
- **Informed by current data and best practices**
- **Aligned with efforts of other levels of governments**
- **Focused on strategies to end and prevent homelessness and promote capacity-building.**
- **Forward-looking with a focus on setting targets and priorities**
- **Emphasis on implementation and outcomes**
- **Having a regional perspective**

CONSULTATION PRINCIPLES

The consultation will strive to match the planning principles of the RSCH's new Regional Homelessness Plan (see box). It will foster an inclusive consultation approach, reaching out to all relevant stakeholders and groups across the region, thereby ensuring community needs and priorities are identified to the extent possible. Targeted sessions will be held with those groups who a) are less likely to participate in traditional surveys and workshops; and b) have been identified as priority populations.

Where possible, there will be cross-sectoral and geographic integration of participants to encourage broad-based solutions and a greater regional perspective. Additional considerations will be how strategies and solutions can be measured (i.e. outcome-based) and on developing strategies to end homelessness within each of the three focus areas (detailed below).

FOCUS AREAS

The conversations will be structured around three main areas of focus:

1. Housing First;
2. Prevention; and
3. Capacity-Building.

The consultation framework has been built around these areas of focus with the objective of identifying priorities and strategies within each area that will directly inform RSCH Regional Homelessness Plan.

Discussion papers will be prepared by Metro Vancouver that describe and define these three areas in some detail. The papers will include examples of relevant practices within each of these areas to further highlight the importance and relevance of these topic areas in the region's collective efforts towards ending homelessness. The papers will be available for pdf download and a link to the papers will be distributed by email.

The Consultants will prepare brief one or two-page handouts that summarize the discussion papers, which will be distributed to the sector as part of the email invitations. Additional copies will be made available at the sessions. Participants will be reminded in the introductions of each of the sessions how these topics are intended to frame the conversations that are to be had, thereby achieving strategic and focused conversations that help to further the RSCH's objectives.



APPROACH

The consultations will comprise three main components:

1. Large stakeholder workshops, held at a sub-regional level;
2. Smaller workshops with specific sub-populations; and
3. An online survey.

Stakeholders will have the opportunity to participate in one or more of the activities.

In addition to the consultations led by the Consultant team, the Homelessness Secretariat, on behalf of RSCH will be hosting additional meetings. These will potentially include the following groups, some of which are existing groups that meet on a regular basis, while others will be invited for a one-time event.

- Greater Vancouver Shelter Society
- Municipal staff working in the area of homelessness
- Funders Table
- Representatives of relevant businesses and private sector

SUB-REGIONAL WORKSHOPS

The three sub-regional workshops will be hosted in three geographic sub-regions:

1. VAN — Vancouver
2. NORTH EAST — North Shore, Maple Ridge, Pitt Meadows, Coquitlam, Port Moody, Port Coquitlam, Burnaby, and New Westminster
3. SOUTH — Richmond, Surrey, Langley, and Delta

The solution-seeking workshops will be designed to create a positive, high energy atmosphere that encourages creative thinking and community building. They will be held in the middle of October, 2013.



PARTICIPANTS

Stakeholders from specific sub-regions will be invited to participate in the workshop to be held in their sub-region. However, individuals will have the option to attend one of the workshops in another sub-region. It is anticipated that a combination of management and staff from service providers will attend in addition to representatives of health authorities, funding bodies, municipal planning staff, and other groups.



ROLES

The sub-regional workshops will be organized and facilitated by the consultants and representatives from the Homelessness Secretariat/RSCH. Both the consultants and representatives of the Homelessness Secretariat/RSCH will play a role in the activities, as described in the section below.

VENUE CRITERIA

- Centered within sub-region geographic area, within close proximity to bus or skytrain route
- Room capacity to accommodate the maximum number of participants anticipated to attend — 70 to 100 for VAN, 30 to 60 for the NORTH EAST and SOUTH sessions
- Enough space for both plenary session and small breakout groups, whereby noise from each breakout group does not adversely impact the neighbouring group

RESOURCES

To be made available by venue/Metro Vancouver:

- Round tables: 9 to 12 for large session, 5 to 8 for smaller session
- Rectangular tables: 1 to 2 per event
- Flip chart stands (2)
- Breakfast and refreshments

To be made available by Consultants:

- Large wall canvas or white board or chalk board
- Stationary kit (pens, post-it notes etc.)
- Sign-in sheets
- Name tags
- Flip chart paper
- Handouts

FORMAT OF ACTIVITIES

Each sub-regional workshop will be structured as follows:

Time	Activity	Description
8:00	Set-up	The consultants will set-up the room for the workshop. A sign-in table with a sign-in sheet, name tags and handouts will be placed at the entrance to the room. The seating will be organized around large tables (6 to 10). A large wall banner (poster/ board) will be placed at the front for the sub-topic brainstorming.
8:45	Breakfast	The consultants and representatives from Metro Vancouver will greet participants as they arrive. A sign-in sheet and name tags will be available as participants walk-in. Coffee, tea and a light breakfast will be served.
9:00	Introduction	<p>RSCH staff will give an introduction that:</p> <ul style="list-style-type: none"> • Outlines the process associated with the development of the new regional homelessness plan • Details the rationale behind the focus on Housing First, Prevention, and Capacity-Building. • Explains how the community can contribute to the Plan by way of this consultation process and other opportunities. <p>The Consultants will outline workshop format, objectives, and roles of facilitators and participants.</p>
9:25	Sub-Topic Identification	<p>To identify the discussion topics, participants will be provided with large post-it notes and asked to write 1 sub-topic idea on each post-it note (a maximum of 3 and no more than 1 post-it per focus area). When they are finished, they will place the post-it notes under the relevant area of focus: Housing First, Prevention or Capacity Building.</p> <p>As the post-it notes come in, two facilitators will be grouping similar notes into categories and giving them headings on the large wall banner (poster/ board). The consultants will write the sub-topics on table signs and place them on the round tables assigned for the breakout sessions. Meanwhile, another facilitator will explain the small group break-out session format and introduce the recorders. Each table will have 2 or 3 topics assigned to them.</p> <p>Participants will self-select which tables they go to, with a maximum number of individuals at each table (determined by number of seats - 8 to 10). The Consultants and RSCH staff will act as recorders at each of the tables.</p>
9:45	Breakout Session #1	<p>Participants will move to their tables of choice. The discussions will be self-facilitated by volunteer participants from each table. Facilitation notes will be placed at each table.</p> <p>The recorders will take notes and intervene if necessary, i.e. should the conversation stray too far from the topic or if there are problematic exchanges.</p>
10:30	Breakout Session #2	Participants will have the option at this stage to move to another table if they so choose, allowing them to participate in a discussion on a different area of focus.

Time	Activity	Description
11:15	Break	A short break will be provided to the participants. During the break, the recorders will synthesize the discussions into the top issues and write them out onto a new banner/board under the three focus area headings. This will provide a visual illustration of the major issues discussed by the participants and provide a framework for the discussion on priorities.
11:25	Plenary	The top issues and ideas (as presented on the white sheet) will provide a guide for the plenary discussion. Participants will be asked to reflect on what has been discussed and share what they think the priorities are given the strategies and solutions identified.
11:55	Wrap-up	The Consultants will outline next steps following the workshops. RSCH representative will say a final thank you. Participants will be informed that they will be sent a summary of the consultation activities and an online survey to help prioritize the strategies identified at the three workshops.

IDEAS SESSIONS

Four sub-population groups have been identified for more targeted discussions. As these groups are anticipated to be under-represented in the other consultation activities, dedicated sessions have been developed. The focus areas for discussion will be the same as the sub-regional workshops (Housing First, Prevention and Capacity-Building), but the format will be tailored to each group as appropriate. The sessions will be held in November, 2013.

PARTICIPANTS

Three of these sessions will include participants from service agencies that work with a specific sub-population — at-risk or homeless youth, women and children, and the Aboriginal homeless population. All of the agencies that work within these respective areas will be invited to send a representative. However, it is anticipated that the participants who attend will be coming largely from the sub-region where the session is held. For example, if the youth session is held in Surrey, then it is expected that most of the participants will be from service providers based out of Surrey and neighbouring municipalities.

While the final locations have yet to be determined, it is suggested that the youth session be held in Surrey, the session with women and children in New Westminster, and the Aboriginal session in Vancouver.

In addition to these three sessions, a fourth session is planned that would include individuals who have directly experienced homelessness in the past, but are currently in a stable housing situation. This session could potentially be held in Langley or Surrey.

Assistance with participant identification and session planning will be sought from RSCH members.

ROLES

The ideas sessions will be organized and facilitated by the consultants. These smaller sessions will not necessarily require the presence of staff from the Homelessness Secretariat or RSCH representatives.

VENUE CRITERIA

- Centered within a sub-region geographic area, within close proximity to bus or skytrain route
- Room capacity to accommodate the maximum number of participants anticipated to attend - up to 20 people

RESOURCES

To be made available by venue/Metro Vancouver:

- Tables: One or two large tables that can seat ~20 people
- Flip chart stand (1)
- Coffee, tea, and breakfast/snacks (depending on the time of the event)

To be made available by Consultants:

- Large wall canvas or white board or chalk board
- Stationary kit (pens, post-it notes etc.)
- Sign-in sheets
- Name tags
- Flip chart paper
- Handouts

FORMAT OF ACTIVITIES

Each of the ideas session will have a similar format of activities, more or less as follows in the table below. Note the time of the meetings may differ from group to group, but each session is anticipated to take between 1½ and 2 hours.

Time	Activity	Description
8:45	Breakfast	The consultants will greet participants as they arrive. A sign-in sheet and name tags will be available as participants walk-in. Coffee, tea and a light breakfast will be served.
9:00	Introduction	<p>The consultants will give an introduction that:</p> <ul style="list-style-type: none"> • Outlines the process associated with the development of the new regional homelessness plan • Details the rationale behind the focus on Housing First, Prevention, and Capacity-Building. • Explains how the community can contribute to the Plan by way of this consultation process and other opportunities. • Presents the session format and objectives. <p>Participants will introduce themselves through a brief icebreaker activity.</p>
9:20	Discussion Part I	Facilitated by the consultants, the discussion will focus on what's working and what's not working with respect to Housing First, Prevention and Capacity-Building (where relevant) and as it relates to the group's particular sector. The consultants will record comments and ideas on flip chart paper.
9:50	Discussion Part II	Facilitated by the consultants, the discussion will focus on solutions, strategies and priorities to address the issues that are not working, as it relates to the group's particular sector. The consultants will record ideas on flip chart paper.
10:20	Prioritizing Exercise	Participants will be given 3 sticky dots and asked to place those dots next to the comments that they feel will require the most attention by RSCH in the future. A brief group discussion will be had regarding those priorities.
10:50	Wrap-up	The consultants will thank everyone for participating in the ideas session. They will explain the next steps of the consultation process, and will inform participants that they will be sent a summary of the consultation activities and an online survey to help prioritize the strategies that were identified.

ONLINE SURVEY

An online survey will be prepared and distributed electronically to all the groups invited to participate in the sub-regional workshops and ideas sessions. The survey will seek to:

1. Test and validate the ideas and solutions identified through the consultation events.
2. Reach out to groups who were unable to participate in the earlier consultation events.

The survey will focus on prioritizing the strategies and solutions identified in the workshops. The survey will be designed to take 10 to 20 minutes to complete, with 12 to 15 multiple choice questions and a number of optional open-ended questions. The survey will be open for a 3-week period and the groups will receive two reminder emails during that period.

The initial email will include a summary of the sub-regional workshops. This will remind the participants of the discussions that were had, provide them with the opportunity to learn about what happened at the other workshops, and to reference the summary report while completing the survey.

COMMUNICATIONS & OUTREACH

There will be a series of timely communications with the list of stakeholders to notify them of the planning process and events and activities, as well as to provide them with background information.

SUB-REGIONAL WORKSHOPS

Two email invites will be sent out to a list of stakeholders, one in the third week of September and the second in the last week of September. RSCH will provide the list of contacts and email addresses to the consultants. The email recipients will be encouraged to re-distribute the notices regarding the consultation to their networks. A maximum of two individuals from each organization will be suggested. RSVPs will be requested, although last minute drop-ins will be anticipated. Agendas will be distributed to all those who RSVP.

The initial email announcements will inform the sector about the upcoming workshops and will include three handouts on each of the three focus areas: Housing First, Prevention and Capacity Building.

IDEAS SESSIONS

Specific individuals will be invited to participate in each of the four ideas sessions. Two email invites will be sent out, one in the first week of October and another in the 2nd week of October.

The focus area handouts will be attached to those email invitations. RSVPs will be requested and agendas will be distributed to those who RSVP.

ONLINE SURVEY

The comprehensive list of members and stakeholders will receive electronic communication regarding the online survey. This will be distributed in the third or last week of November and the survey will remain open for a 3-week period. Two reminder emails will be sent during that time.

REPORTING

The consultations will be summarized in a final *Consultation Summary Report*, which will comprise three sections, one for each of the components of the consultation.

- **Workshops:** After the three sub-regional workshops are complete, a summary and synthesis of the discussions will be compiled and sent to all the workshop participants for review, validation and feedback. Once reviewed by participants, these findings will be revised and potentially synthesized further to be included as the first chapter in the consultation summary report.
- **Ideas Sessions:** Similarly, after the four ideas sessions are complete, a summary and synthesis of those discussions will be prepared and distributed to the individuals who participated in those sessions. The results will make up the second chapter of the consultation summary report.
- **Online Survey:** Analysis of the survey results will also be undertaken and summarized in tables (and charts if relevant). These findings will make up the third chapter of the consultation summary report.

The final Consultation Summary Report will be drafted and distributed to RSCH in December 2013 or in January 2014.

In addition to the consultation findings, a second report, the Priorities and Strategies Report, will be prepared and presented to RSCH in January 2014 and finalized in February 2014. The Priorities and Strategies Report will include recommended strategies and priorities for RSCH's new Regional Homelessness Plan, which will be based on the input received during the consultations undertaken by CitySpaces.

Note: It has not been anticipated in our work program that additional input received through consultations undertaken separately by RSCH will be included in either of these two reports.

TIMELINE

The timeline for the consultation activities are scheduled as follows:

Activity	Sept				Oct				Nov				Dec				Jan				Feb	
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2
Booking sub-regional workshop venues	█	█																				
EMAIL #1 To STAKEHOLDERS: Notification of workshops with request for RSVP			█																			
EMAIL #2 To STAKEHOLDERS: Workshop reminder				█																		
EVENT Host 3 workshops					█	█	█															
EMAIL #1 To SPECIFIC SUB-GROUPS: Notification of ideas sessions with request for RSVP					█																	
EMAIL #2 To SPECIFIC SUB-GROUPS: Ideas session reminder						█																
EVENT Host 4 ideas sessions									█	█	█	█										
EMAIL #3 To STAKEHOLDERS: Distribution of workshop summary + online survey link											█											
SURVEY Launch online survey; keep online for 3 weeks												█	█	█								
EMAIL #4 To STAKEHOLDERS: Survey reminder #1													█									
EMAIL #5 To STAKEHOLDERS: Survey reminder #2														█								
REPORT Draft Priorities & Strategies Report received by RSCH																				█		
REPORT Present and finalize Priorities & Strategies Report																						█

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Agenda Item 7.2.2

RSCH Constituency Table Meeting Date: September 19, 2013

To: Regional Homelessness Plan Advisory Group

From: Metro Vancouver Homelessness Secretariat

Date: September 10, 2013

Subject: **A New Regional Homelessness Plan for Metro Vancouver – Revised Terms of Reference**

Recommendations:

That the RSCH Constituency Table approve the revised Terms of Reference for a new Regional Homelessness Plan.

1. PURPOSE

In order to proceed with the preparation of a new Regional Homelessness Plan, the Homelessness Secretariat requires approval of the revised Terms of Reference (Attachment 1) from the RSCH Constituency Table.

2. CONTEXT

The Regional Homelessness Plan is a deliverable funded under the HPS work program provided by Metro Vancouver to Service Canada. The RSCH is responsible for overseeing the development and implementation of the Regional Homelessness Plan.

At its meeting on June 13, 2013, the RSCH Constituency Table approved the draft Terms of Reference in principle and with revised timelines, with the understanding that further consultations would be conducted over the summer and a revised document would be brought to the September 2013 Constituency Table meeting for approval.

In June and July, Homelessness Secretariat staff continued to meet with Community Homelessness Tables and the Aboriginal Homelessness Steering Committee (AHSC) to discuss the new Regional Homelessness Plan.

At its meeting on September 9, 2013, the Regional Homelessness Plan Advisory Group reviewed a revised draft of the Terms of Reference for the Regional Homelessness Plan and recommended approval by the Constituency Table subject to changes that would address the following two concerns:

- That the deliverables of Phase 3 should include definitions of what we mean by housing first, prevention, and capacity building; and
- That in estimating the number of people who are homeless (Phase 4), additional sources of data should be used besides the homeless count – such as shelter data available from BC Housing.

The Terms of Reference have been revised to address these concerns.

3. DISCUSSION

a) Changes to the Draft Terms of Reference based on Stakeholder Feedback on

Several revisions have been made to the Terms of Reference in response to feedback from Stakeholders and the Regional Homelessness Plan Advisory Group. The key changes are summarized below and a detailed list of issues and how they were addressed is provided in Attachment 2.

Context

- Identifies a need for a new plan that will increase public support and promote new partnerships to end **and prevent** homelessness

Planning Objectives

- Includes an objective to increase knowledge and awareness about homelessness issues and solutions
- Calls for an evaluation to determine if the community planning process meets its objectives

Planning Framework Principles

- Includes a statement that the overall goal of the new regional homelessness plan will be to end homelessness
- States that the plan will include a focus on strategies to end **and prevent** homelessness
- Identifies a need for data on the supply of affordable housing and demand for affordable rental housing
- Instead of referring to a Housing First approach, states that the new plan will focus on permanent housing and support services to help people maintain their housing
- States that the plan will include a focus on strategies to **promote capacity building** to increase effectiveness in ending and preventing homelessness
- Includes a statement that the consultation process will include working with the AHSC to develop appropriate opportunities for consultation with the Aboriginal community
- Includes a statement that the plan will identify measurable outcomes and indicators to determine to what extent the plan is achieving the goal to end homelessness

Project Development Process and Approach

- Phase 3 calls for priorities and strategies to be identified by March 2014
- Phase 3 states that the deliverables will include definitions of what we mean by housing first, prevention, and capacity building
- Phase 4 provides for using shelter data available from BC Housing and other acceptable sources of data to estimate the number of people who are homeless - in addition to the Homeless Count.

b) Addition of the definition of Homelessness

In order to measure progress in ending homelessness, it is necessary to have a workable definition of homelessness. The definition of homelessness was reviewed by the RSCH in the fall of 2012 when the Canadian Homelessness Research Network (CHRN) asked the RSCH to endorse a new Canadian Definition of Homelessness.

The RSCH Governance Working Group considered the CHRN definition at two meetings in the fall of 2012 and recommended that the RSCH **not** endorse it. The RSCH agreed to support the Governance Working Group recommendation at its meeting on December 13, 2012. Based on this direction, the revised Terms of Reference provide for the new Regional Homelessness Plan to continue to use definitions of homelessness used the RSCH and AHSC over the years, and these definitions are included in the Terms of Reference (Attachment 1).

4. FUNDING IMPLICATIONS

The estimated cost for community consultations in the fall of 2013 is not expected to exceed \$40,000. This amount is within the HPS budgeted funds for this project.

For work undertaken after March 31, 2014, the Homelessness Secretariat expects to complete the plan using existing staff, barring any substantial funding changes in the new HPS program cycle. The Homelessness Secretariat has secured \$20,000 from an external funding source and will seek additional funding if needed to complete the work described in the Terms of Reference.

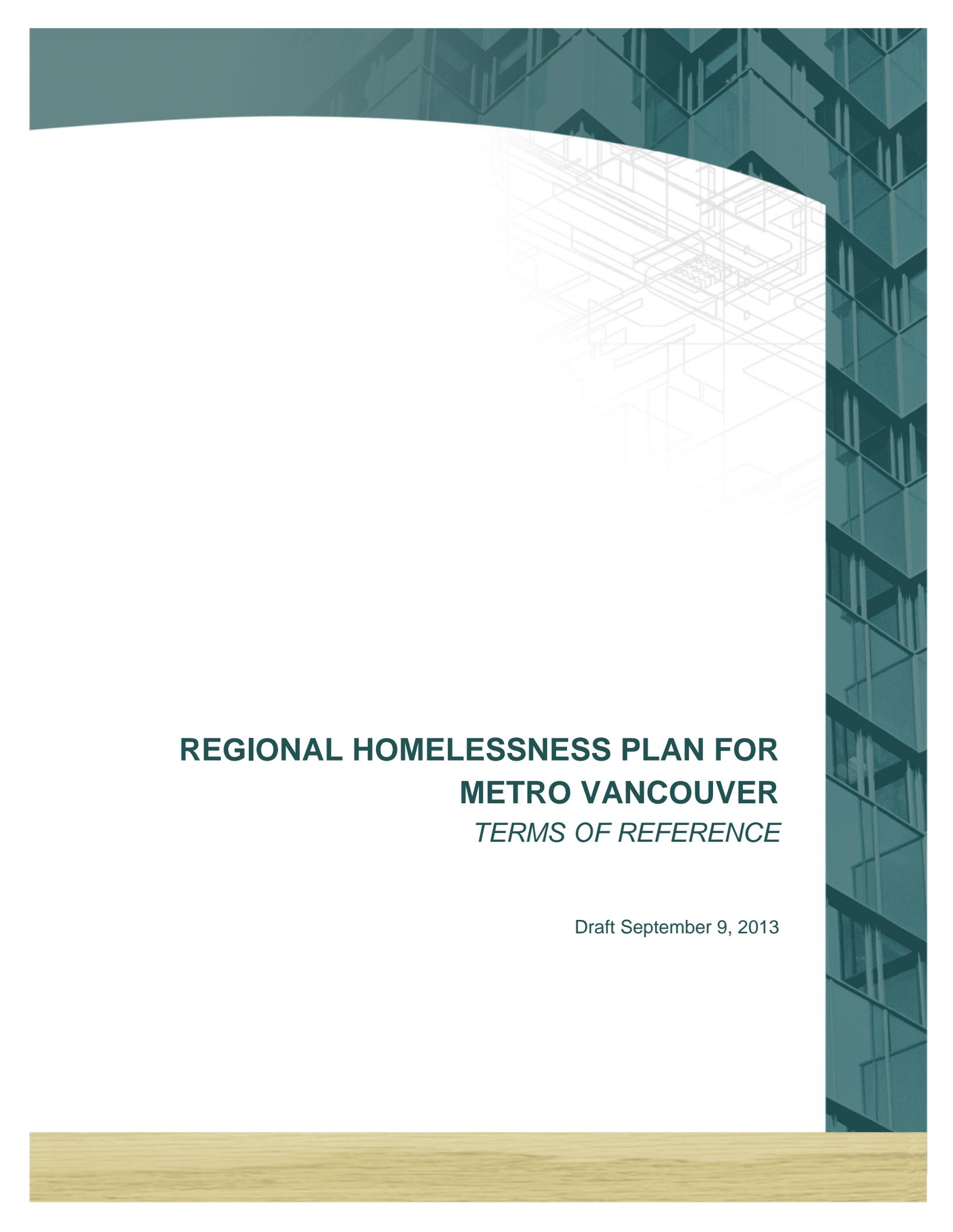
5. CONCLUSIONS

The RSCH Constituency Table is asked to approve the recommendations proposed in this report or propose amendments that will enable work to proceed to develop a new Regional Homelessness Plan in timely manner.

Attachment 1: A New Regional Homelessness Plan for Metro Vancouver, Terms of Reference, Draft September 9, 2013

Attachment 2: Summary of Feedback on the Draft Terms of Reference for a new Regional Homelessness Plan.

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The background features a dark teal architectural wireframe of a building structure on the right side, transitioning into a white space with a faint, light-colored wireframe of a building. The top left corner is a solid dark teal shape, and the bottom is a solid light wood-grain texture.

**REGIONAL HOMELESSNESS PLAN FOR
METRO VANCOUVER**
TERMS OF REFERENCE

Draft September 9, 2013

I. Purpose

This document provides terms of reference to develop a new Regional Homelessness Plan for Metro Vancouver. The purpose is to promote stakeholder discussion and support on key aspects of the process to create the plan — purpose, goals, principles, approach, timeline, resources required, and commitments required from stakeholders.

II. Context

The Greater Vancouver Regional Steering Committee on Homelessness (RSCH) is responsible for working towards the implementation of the regional homelessness plan in Metro Vancouver and for monitoring and updating the plan as required. The Regional Homelessness Plan is a deliverable under the work program provided by Metro Vancouver to Service Canada under HPS funding. The RSCH is responsible for overseeing the development and implementation of the Regional Homelessness Plan.

The first regional homelessness plan was developed in 2001 and was updated in 2003. The plan, known as *3 Ways to Home*, set out broad policy directions for addressing homelessness in the Metro Vancouver region. It identified gaps in the continuum of housing and services and strategies for action. The plan has served as a template for other sub-regional plans — including efforts by municipalities, neighbourhoods, and private foundations that are committed to a structured approach to addressing homelessness.

The regional landscape of homelessness has changed since 2003. Not only has there been a change in the homeless population, there has also been an increase in governmental involvement in addressing homelessness, and even greater involvement by community agencies, private foundations and the private sector. Knowledge and information about best practices in homelessness has also increased, based on research and experience with new programs and approaches. These shifts, coupled with the ten year time lapse since the last plan revision, necessitate a new plan that will:

- Continue to provide a basis for regional discussions about homelessness and the search for solutions to homelessness;
- Continue to provide a framework for the planning, coordination and development of housing, services and supports for people who are homeless;
- Reflect current research and best practices;
- Reflect the views of all key stakeholders; and
- Increase public support and promote new partnerships to end and prevent homelessness.

The new regional homelessness plan will use the definitions of homelessness contained in Appendix 1. This includes the definition used by the RSCH in the 2003 regional homelessness plan, *3 Ways to Home*, which has been modified slightly over the years to clarify that people who are ‘hidden homeless’ are considered homeless rather than at risk of homelessness. It also includes the definitions of Aboriginal homelessness according to the *2001 Aboriginal Homelessness Study* developed for the Aboriginal Homelessness Steering Committee (AHSC) and included in *3 Ways to Home*.

III. Planning Objectives

The community planning process to create the new Regional Homelessness Plan will have the following objectives:

- Stimulate comprehensive region-wide stakeholder discussion of homelessness and its solutions through constructive engagement processes;
- Increase knowledge and awareness about homelessness issues and solutions;
- Develop regional consensus on:
 - Goals, priorities, strategies, and actions to end and prevent homelessness throughout the region; and
 - A time frame, resources and responsibilities to implement the priorities.

The community planning process will be evaluated to determine if the planning objectives are met.

IV. Planning Framework Principles

The overall goal of the new regional homelessness plan will be to end homelessness in Metro Vancouver.

The following principles will guide the development of the new regional homelessness plan:

- Community-driven — Development of the new plan will adopt an inclusive consultation process that welcomes participation from a broad-based citizenry, including public and private sector leaders, non-profit housing and service providers, community groups and persons who have experienced homelessness. This will include working with the AHSC to develop appropriate opportunities for consultation with the Aboriginal community.
- Data-driven — Development of the new plan will rely on current data on the homeless population and population at risk of homelessness, on the supply of affordable housing and demand for affordable rental housing, and current reports on best practices and lessons learned in ending homelessness.
- Alignment with the planning efforts of different levels of government and communities — Over the years several municipalities and community groups have developed their own plans to address homelessness. These plans will be considered in the development of the new regional plan to ensure optimal impact from the combined efforts of government and communities.
- Focus on strategies to end and prevent homelessness and promote capacity building— The new plan will focus on strategies to provide people who are homeless with permanent housing and the services they need and want to remain housed. It will also include effective prevention strategies such as early detection, emergency assistance, affordable housing, adequate income, employment initiatives, mental health and addictions services and other support. In addition, it will include strategies to build capacity to increase effectiveness in ending and preventing homelessness.
- Fixed timelines for implementation — The new plan will have fixed timelines for implementation and will be reviewed at least every five years to report on progress made towards its implementation and ensure its continued relevance. It will also

identify measurable outcomes and indicators to determine to what extent the plan is achieving the goal to end homelessness.¹

V. Project Development Process and Approach

The key phases of work and a schedule to develop the new regional homelessness plan are outlined below, with details shown in Appendix 2. The schedule is based on the need to obtain data that will assist in estimating needs and priorities. This includes the 2011 Census data for housing, shelter costs, income, and earnings, which is scheduled for release in September 2013. It will also include data from the Metro Vancouver Homeless Count scheduled for March 2014. Preliminary results of the count are expected by the end of April, and the final report is expected in July 2014.

Throughout the process of developing the new plan, stakeholders will have numerous opportunities to provide input on a variety of issues, according to a consultation strategy to be developed during Phase 1. The RSCH will establish an Advisory Group to provide advice and recommendations to guide the development of the regional homelessness plan. The RSCH Constituency Table will be responsible for approving the new plan and stakeholders will be asked to endorse it.

It should be noted that sufficient funding and resources are in place to complete Phases 1-3. Resources to complete Phases 4-6 will be explored when the parameters for the next cycle of HPS funding are known.

A. Phase 1 — Planning and Consultation (April 2013 – September 2013)

This phase will involve consulting with RSCH members and constituencies including all levels of government, community funders, organizations that represent the private sector, the AHSC/Aboriginal community, non-profit housing and service providers, and Community Homelessness Tables. The purpose will be to obtain feedback on the draft terms of reference and gather input to develop a consultation strategy that will guide all phases of the plan development process. The deliverables of this phase include terms of reference and a consultation strategy approved by the RSCH.

B. Phase 2 — Background, Needs Assessment and Discussion Papers (July 2013 – October 2013)

This phase involves a review and analysis of relevant background information to provide context for the new plan. It will include identifying successes achieved with the previous plan, identifying current and emerging issues affecting homelessness and the homeless service sector, and reviewing data on the homeless population, hidden homeless, and population at risk of homelessness in Metro Vancouver. Funding provided through the Homelessness Partnering Strategy and BC Housing to address homelessness will be reviewed as well as the inventory of facilities and services targeted to the homeless population. Studies on the costs of

¹Examples of outcomes could include reduced number of homeless people identified on the street and in shelters during the homeless count as well as reduced length of shelter stays.

homelessness, and existing plans by local, community and private groups for addressing homelessness, will also be examined as part of this work. Deliverables of this phase will include:

- An inventory of services and facilities for people who are homeless in Metro Vancouver;
- Analysis of changes in the inventory of services and facilities in the region since 2003;
- Projected demand for affordable rental housing; and
- A series of brief discussion papers that provide background information and identify issues and options to be addressed in the new plan (e.g. what does Housing First mean for Metro Vancouver, prevention, strategies for increased capacity building, and issues facing particular target populations).

C. Phase 3 — Priorities and Strategies (September 2013 -March 2014)

This phase will involve engaging with stakeholders identified in the consultation strategy, persons who have experienced homelessness, to initiate discussion on priorities and strategies for the new regional homelessness plan. The deliverables of this phase will include definitions of what we mean by housing first, prevention, and capacity building, a summary of the input received through the consultation process and identification of regional priorities and strategies for the regional homelessness plan.

D. Phase 4 — Draft Plan/Implementation Strategy (April 2014 – September 2014)

In this phase, the RSCH will develop a draft of the new regional homelessness plan. Work will be done to estimate of the number of housing units needed to accommodate the homeless population in Metro Vancouver – using data from the 2014 Homeless Count², shelter data available from BC Housing, and other acceptable sources of data. Work will also be done to estimate the cost of implementing the new plan. A consultation process will be undertaken with stakeholders identified in the consultation strategy, including persons who have experienced homelessness to obtain their feedback on the draft regional homelessness plan. The deliverables will be the draft plan and a summary of input received through the consultation process.

E. Phase 5 — Final Plan (October 2014 – December 2014)

The purpose of this phase is to produce a final regional homelessness plan that considers input received during the consultation processes. It is anticipated that the final plan will reflect not just the feedback of community stakeholders, but will also address implementation issues such as timelines, resources, responsibilities, and a framework for evaluation. The deliverable will be a final plan that is approved by the RSCH.

² This estimate of the number of housing units will be based on annualizing data from the 2014 Metro Vancouver Homeless Count and will be determined in consultation with key partners including BC Housing. The Streethome Foundation used this approach in its 10-Year Community Homelessness Plan to estimate the number of housing units needed for the homeless population in Vancouver.

F. Phase 6 — Community Endorsement (January 2015 – June 2015)

The purpose of this phase is to present the new regional homelessness plan to Metro Vancouver, local governments, and other stakeholders for endorsement. The deliverable will be widespread endorsement from these stakeholders.

VI. Project Management

Many groups and individuals will be involved in the development of the new regional homelessness plan. The following sets out roles and responsibilities of the key partners. An organizational chart is provided in Appendix 3.

1. The Homelessness Secretariat – The Homelessness Secretariat will support the RSCH in Phases 1-3. Pending confirmation of funding resources, the Secretariat will support the RSCH to complete the plan. The Secretariat may secure external funding to support completion of the plan. Oversight will be provided by the Metro Vancouver Director of Housing. The Manager of the Homelessness Secretariat will be the Project Team Manager, with responsibility for ensuring the project is carried out as planned. They will be supported by other staff who will be responsible for executing various project tasks and producing expected deliverables on schedule. In this role, the Secretariat will also provide administrative support to the project and will coordinate all aspects of the development of the new plan. The Secretariat may secure additional resources from external consultants and other Metro Vancouver staff as needed.
2. The RSCH — The new plan is the RSCH's plan. Decision-making authority will be exercised by the RSCH Constituency Table. The Constituency Table will be supported by an Advisory Group of volunteer RSCH members who will provide advice and recommendations to guide the development of the plan. The Advisory Group will review project deliverables, provide recommendations to the RSCH Constituency Table, help resolve issues and policy decisions to achieve consensus on policy decisions, priorities and strategies, and provide general direction and guidance to the project. It is expected that some Advisory Group members may be able to provide resources, assist in securing funding, act as liaisons to groups and agencies, and fill other roles as defined by the project.
3. Stakeholders — This includes all groups, individuals, or organizations that will be affected by, or can affect the outcomes of the project. This includes all levels of government, non-profit housing and service providers, the AHSC/Aboriginal community, community groups, foundations, and persons who have experienced homelessness. These groups will be invited to participate in the development of the new plan in various ways — through consultation meetings, surveys and other processes.

VII. Budget Requirements

The development of the new plan will be funded with resources from the Homelessness Partnering Strategy program and the community. It is estimated that the total project cost will be \$125,000. A preliminary project budget is shown in Appendix 4.

Appendix 1 - Definitions of Homelessness used by the RSCH and AHSC

(1) RSCH Definition and Categories of Homelessness

The RSCH approach for defining and addressing homelessness includes two categories: people who are homeless and people at risk of homelessness. These are described below.

Homeless

The RSCH considers people to be homeless if they do not have a place of their own where they could expect to stay for more than 30 days and if they do not pay rent. This includes people in the categories below. In order to report on the number of people in these categories, the RSCH conducts a homeless count every 3 years.

Unsheltered homeless. People living 'outside', including in alleys, doorways, parkades, parks and vehicles. This category also includes people who are couch surfing and accessing homeless services on the day of the count.

Sheltered homeless. People staying in emergency shelters for the homeless, transition houses for women fleeing abuse, and safe houses for youth. This category also includes people with no fixed address who are in health, correction and recovery facilities on the night of the count.

Hidden homeless. People staying temporarily with another household who do not have a regular address of their own where they have security of tenure. They cannot stay with the household as long as they need, in order to establish a residence of their own).³

At Risk of Homelessness

The RSCH considers people to be at risk of homelessness if they are living in spaces or situations that do not meet basic health and safety standards, do not provide security of tenure or personal safety, and are not affordable. To estimate the number of people at risk of homelessness in Metro Vancouver, the RSCH uses Census data to include households in core need and spending at least 50% of their income on housing.

³ A 2009 pilot study in Metro Vancouver estimated that more than 9,000 persons were hidden homeless at the time of the survey, and about 23,500 persons were hidden homeless in the previous year. (Margaret Eberle et al. 2009. *Results of the pilot study to estimate the size of the hidden homeless population in Metro Vancouver*).

(2) AHSC Definition and Categories of Homelessness

Aboriginal person: a person who identifies themselves as a North American Indian, Métis or Inuit.

Characteristics of an Urban Aboriginal Homeless Person (meets any of the criteria listed below):

- Those who have no security of tenure beyond a 30-day period
- Those who suffer from family violence or family breakdown and who have no security of tenure
- Those who 'couch surf' (frequently stay at the homes of friends or family for no more than a few days) for a period of more than thirty days with no security of tenure
- Those who are frequently living on the street
- Those who are living in inadequate, substandard and unsafe accommodations that do not meet the minimal housing standards established by the United Nations or other local government agency such as the Canada Mortgage and Housing Corporation
- Those who rely on emergency shelters as primary residences
- Anyone released from a mental health facility or prison with no security of tenure
- Those who are prevented from leaving a mental health facility or prison because of lack of security of tenure (including those women and men who are unable to have children returned to them by the Ministry of Children and Family Development (MCFD) for want of decent affordable housing)
- Those who flee their home as a result of sexual abuse (regardless of age) and who have no security of tenure
- Those who alternate between sheltered and unsheltered (whether those shelters are hospitals, hostels, single room occupancy hotels or otherwise)
- Those who suffer from discrimination and cannot hold security of tenure for any reasonable period of time as a result of such discrimination

Characteristics of an Urban Aboriginal Person At-Risk of Being Homeless (meets any of the criteria listed below):

- Those who pay more than 25% of their income for accommodations (United Native Nations, 2001)
- Those who suffer from acute life crisis such as: family violence, divorce, eviction, release from institutions
- Those who are at-risk of losing their accommodations as a result of lack of income, overcrowding, redevelopment, or unemployment
- Those whose income is below the Low Income Cut-Off established by the Government of Canada
- Those whose education level would place them in social distress or poverty below the Low Income Cut-Off
- Those who suffer from substance abuse, mental illness, or structural or personal barriers that may lead to homelessness
- Those who are denied an opportunity to acquire social housing to meet their socio-economic needs

- Those who are hard to house for whatever reason
- Those whose income requires them to use food banks to supplement their income for prolonged periods of time
- Those who are entrenched in the sex trade on the streets
- Those who, because of systemic barriers, are unable to acquire accommodation of any kind

(Pranteau, 2001)

For Discussion Only

Appendix 2- Project Workplan, Deliverables and Schedule

Task	Resources	Deliverables	Schedule
Phase 1 – Planning and Consultation			April 2013– September 2013
1. Prepare Terms of Reference, including a workplan, defined roles and responsibilities and a budget and obtain feedback from RSCH stakeholders	Secretariat	<ul style="list-style-type: none"> • Terms of Reference and a consultation strategy approved by the RSCH • Sufficient resources for the project 	
2. Raise funds to meet budget needs			
3. Prepare a consultation strategy			
Phase 2 – Background, Needs Assessment, and Discussion Papers			July 2013 – October 2013
4. Review and report on regional data re general population, population at risk of homelessness, and housing supply including: <ul style="list-style-type: none"> • Total population in Metro Vancouver • Rental housing supply • Average monthly rent • Households in Core need – numbers/profile (BCNPHA data) • INALH (Core Need and 50% of income to housing) – numbers/profile • Projected demand for affordable rental housing 	Metro – Regional Planning	<ul style="list-style-type: none"> • Reports on the data, literature and documents reviewed (items 4 – 9) • Inventory of services and facilities for people who are homeless in Metro Vancouver • Analysis of changes in the inventory since 2003 • Series of discussion papers for the new plan 	
5. Review and report on regional data re homeless population, including: <ul style="list-style-type: none"> • Hidden Homeless – estimate • Previous homeless count data (2014 data to be added when available) • Special populations: Youth (e.g. transitioning out of foster care in Metro; Aboriginal; Women; Families; Seniors etc. 			
6. Report on HPS funding allocations and BC Housing expenditures to address homelessness according to: priorities; sub-regions; and target populations			
7. Review reports on the costs of homelessness			
8. Review reports on successful approaches, projects and lessons learned since 2003, e.g. Housing First, Outreach, At Home/Chez Soi project, and business partnerships			
9. Review relevant documents including the Metro Vancouver Affordable Housing Strategy, local community homelessness plans, and 10-year plans to end homelessness			
10. Update inventory of services and facilities serving homeless people in the region			
11. Analysis of changes in the inventory of services and facilities since 2003 (Appendix)	Secretariat		

3. DISCUSSION

a) Changes to the Draft Terms of Reference based on Stakeholder Feedback on

Several revisions have been made to the Terms of Reference in response to feedback from Stakeholders and the Regional Homelessness Plan Advisory Group. The key changes are summarized below and a detailed list of issues and how they were addressed is provided in Attachment 2.

Context

- Identifies a need for a new plan that will increase public support and promote new partnerships to end **and prevent** homelessness

Planning Objectives

- Includes an objective to increase knowledge and awareness about homelessness issues and solutions
- Calls for an evaluation to determine if the community planning process meets its objectives

Planning Framework Principles

- Includes a statement that the overall goal of the new regional homelessness plan will be to end homelessness
- States that the plan will include a focus on strategies to end **and prevent** homelessness
- Identifies a need for data on the supply of affordable housing and demand for affordable rental housing
- Instead of referring to a Housing First approach, states that the new plan will focus on permanent housing and support services to help people maintain their housing
- States that the plan will include a focus on strategies to **promote capacity building** to increase effectiveness in ending and preventing homelessness
- Includes a statement that the consultation process will include working with the AHSC to develop appropriate opportunities for consultation with the Aboriginal community
- Includes a statement that the plan will identify measurable outcomes and indicators to determine to what extent the plan is achieving the goal to end homelessness

Project Development Process and Approach

- Phase 3 calls for priorities and strategies to be identified by March 2014
- Phase 3 states that the deliverables will include definitions of what we mean by housing first, prevention, and capacity building
- Phase 4 provides for using shelter data available from BC Housing and other acceptable sources of data to estimate the number of people who are homeless - in addition to the Homeless Count.

b) Addition of the definition of Homelessness

In order to measure progress in ending homelessness, it is necessary to have a workable definition of homelessness. The definition of homelessness was reviewed by the RSCH in the fall of 2012 when the Canadian Homelessness Research Network (CHRN) asked the RSCH to endorse a new Canadian Definition of Homelessness.

The RSCH Governance Working Group considered the CHRN definition at two meetings in the fall of 2012 and recommended that the RSCH **not** endorse it. The RSCH agreed to support the Governance Working Group recommendation at its meeting on December 13, 2012. Based on this direction, the revised Terms of Reference provide for the new Regional Homelessness Plan to continue to use

12. Identify gap in housing units for people who are homeless: 2014 annualized count compared to number of units under development. Analysis by target groups (Youth, Adults, and Families, Aboriginal and Non-Aboriginal)	Secretariat or Consultant		
13. Prepare discussion papers e.g. Housing First, capacity building, and prevention.	Secretariat		
Phase 3 – Priorities and Strategies			September 2013 - March 2014
14. Engage with interested stakeholders throughout Metro Vancouver to initiate discuss on the new homelessness plan. Objectives will include: <ul style="list-style-type: none"> Obtain consensus on major gaps and top priorities in Metro Identify regional strategies and actions to prevent and end homelessness 	Consultant and Secretariat	Summary of input received through the consultation process. Report to Service Canada re use of funds.	
15. Engage with persons who have experienced homelessness to provide input into the new plan	Consultant		
Phase 4 – Draft Plan/Implementation Strategy			April 2014 – September 2014
16. Estimate the number of housing units needed to accommodate people who are homeless in Metro Vancouver – based on data from the 2014 Homeless Count		<ul style="list-style-type: none"> Gap analysis - housing for people who are homeless in Metro Vancouver 	
17. Prepare a Draft Plan to be circulated to stakeholders	Secretariat	<ul style="list-style-type: none"> Draft Regional Homelessness Plan 	
18. Engage with interested stakeholders throughout Metro Vancouver to review the draft plan and obtain feedback	Secretariat and Consultant	<ul style="list-style-type: none"> Summary of input received through the consultation process 	
19. Engage with persons who have experienced homelessness to review the draft plan and obtain final feedback	Consultant		
20. Estimate cost to implement the new plan	Consultant	<ul style="list-style-type: none"> Estimate of cost to implement the new plan 	
Phase 5 – Final Plan			October 2014 – December 2014
21. Prepare a final plan that considers input received during the consultations. The plan will include a section on timelines, resources and responsibilities required to implement the plan, as well as an evaluation framework to assist in reporting on progress made towards implementing the plan and ending homelessness	Secretariat	<ul style="list-style-type: none"> Final plan approved by the RSCH 	
Phase 6 – Plan Endorsement			January 2015 –

22. Distribute and present the plan to Metro Vancouver, local governments, and the broader community to secure endorsement	Secretariat	<ul style="list-style-type: none">Plan is presented to Metro Vancouver, local governments and other stakeholders throughout the region for endorsement	June 2015
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For Discussion Only

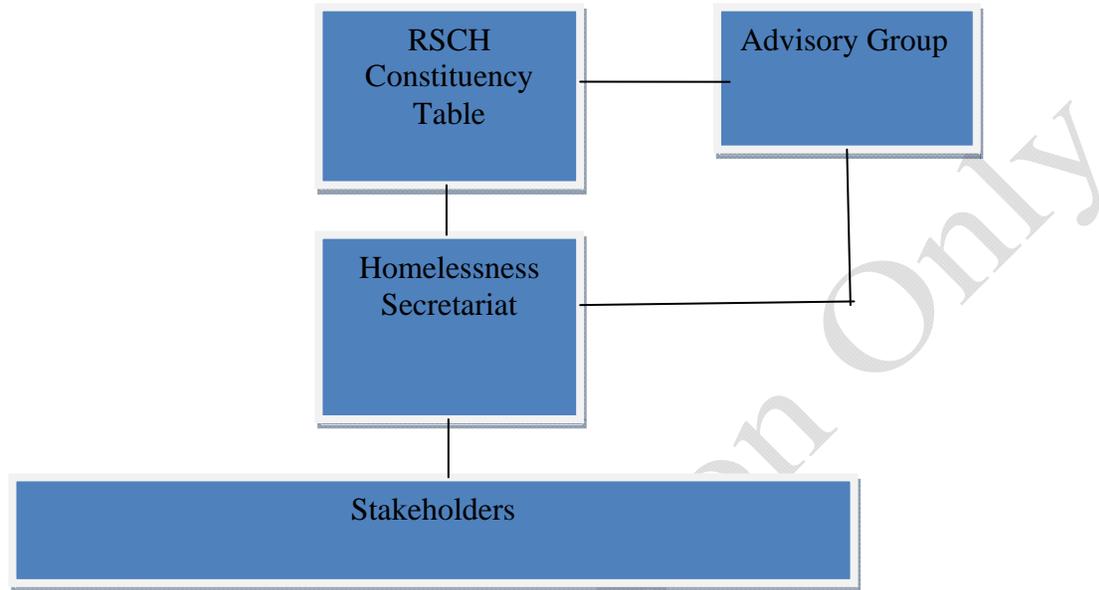
Appendix 4 – Preliminary Project Budget

Regional Homelessness Plan - Budget			
Revenue		Expenses	
Homelessness Partnering Strategy	\$90,000	Consultants (inventory, consultations, and financial analysis to estimate the cost to implement the plan)	\$75,000
Other (confirmed)	\$20,000	Meeting expenses	\$30,000
Other (TBD)	\$15,000	Data runs	No charge
Total	\$125,000	Printing	\$10,000
		Contingency	\$10,000
		Total	\$125,000

For Discuss

Appendix 3 – Project Roles and Responsibilities

The following organizational chart illustrates the project management structure for developing the new plan.



1. The Homelessness Secretariat is responsible for developing the new plan on behalf of the RSCH. Oversight will be provided by the Metro Vancouver Director of Housing. The Manager of the Homelessness Secretariat will be the Project Team Manager, with responsibility for ensuring the team executes the projects as planned.
2. The RSCH Constituency Table is responsible for approving the new plan. An Advisory Group will guide the detailed project planning and development process.
3. Stakeholders include all groups, individuals, or organizations that will be affected by, or can affect the outcomes of the project, including all levels of government, non-profit housing and service providers, the Aboriginal Homelessness Steering Committee/Aboriginal community, community groups, foundations, and persons who have experienced homelessness.

Agenda Item 7.2.2: Attachment 2

Summary of Feedback on the Draft Terms of Reference for a new Regional Homelessness Plan

In April 2013, the Homelessness Secretariat prepared draft terms of reference to develop a new Regional Homelessness Plan for the Metro Vancouver region. The draft was circulated to key stakeholders and partners for feedback, including the Community Homelessness Tables, Aboriginal Homelessness Steering Committee (AHSC), Greater Vancouver Shelter Society, Metro Vancouver Housing and Social Issues Subcommittees of the Regional Planning and Advisory Committee (RPAC), and the RSCH Funders Table. The draft was also presented to new RSCH members at the May 15th meeting.

In June and July, the Secretariat continued to meet with Community Homelessness Tables and the AHSC to discuss the new Regional Homelessness Plan and draft Terms of Reference.

The following is a summary of feedback provided to date and how these comments are addressed in the revised Terms of Reference or will be addressed in the regional planning and consultation process. The feedback follows the headings used in the Terms of Reference.

Issue	Support	Concerns/Comments	How Addressed
Context			
1. Context		<ul style="list-style-type: none"> • Need to include reference to prevention 	<ul style="list-style-type: none"> • ToR identifies a need for a new plan that will increase public support and promote new partnerships to end and prevent homelessness.
Planning Objectives			
2. Planning objectives		<ul style="list-style-type: none"> • The planning process itself should help direct outcomes, influence communities, and yield concrete results (e.g. through increasing knowledge and awareness). • We should evaluate the planning process to ensure planning objectives are met. 	<ul style="list-style-type: none"> • ToR includes a statement that one of the planning objectives is to increase knowledge and awareness about homelessness issues and solutions. • Regional consultation meetings will provide opportunities for increasing knowledge and awareness about homelessness issues and solutions (e.g. Housing First, Prevention, and Capacity Building). • ToR calls for an evaluation to determine if the community planning process meets its objectives.
Planning Framework Principles			
3. Overall goal to end homelessness	<ul style="list-style-type: none"> • Support for a regional plan to end homelessness and an overall goal to end homelessness. • If the goal is to end homelessness, we will need to define what we mean by this - what would ending homelessness look like? 	<ul style="list-style-type: none"> • Is it realistic to end homelessness? • Why do we need a different type of plan to end homelessness? The old plan was fine. • Where's the proof the current system isn't working? • Should identify successes that were achieved under the current plan. 	<ul style="list-style-type: none"> • ToR includes a statement that the overall goal of the new regional homelessness plan will be to end homelessness. • Analysis of the inventory of facilities and services will show changes between 2003 and 2013. • ToR includes a statement that the new plan will identify measurable outcomes and indicators to determine to what extent the plan is achieving the goal to end homelessness.
4. Focus on strategies to end		<ul style="list-style-type: none"> • Need to focus on strategies to end and prevent homelessness. 	<ul style="list-style-type: none"> • ToR recognizes the need to increase public support and promote new partnerships to end and prevent homelessness (see Context).

homelessness			<ul style="list-style-type: none"> • ToR identifies a need to focus on strategies to end and prevent homelessness.
5. Housing First	<ul style="list-style-type: none"> • Support focus on housing – including supportive housing, affordable rental housing, and rent supplements. • People can't access services unless they have housing. • Need housing designed to meet the needs of specific populations (e.g. youth, families, Aboriginal, and people with concurrent disorders) 	<ul style="list-style-type: none"> • Housing First is controversial. • Need housing <i>and</i> support. How to ensure sufficient funding for housing, health and social services? • What if municipalities don't support more affordable housing? • How to build affordable rental housing when land costs are so high in Metro Vancouver. • Does Housing First apply to First Nations? • Can this approach work for <i>all</i> population groups who are homeless, including the hidden homeless and people at risk of homelessness – youth, Aboriginal people and families? • Concern about the costs of scattered site housing – is it more expensive than congregate/dedicated buildings? • Concern that rent supplements are only temporary. • Outreach needs to be a significant component of Housing First • What about communities that have no shelters. • Some people need to stabilize in a short-term stay facility. • Concern that Housing First will be too restrictive and prevent agencies from meeting the needs of the people they work with. • Need to ensure support from all the funders: Health and Housing. 	<ul style="list-style-type: none"> • Rather than referring to a focus on rapid re-housing, consistent with the Housing First approach, the ToR says the plan will focus on permanent housing and the need for services to help people maintain their housing. • ToR identifies a need for data on the supply of affordable housing and demand for affordable rental housing – as well as the number of housing units needed to accommodate the homeless population in Metro Vancouver. • Housing First will be one of the three discussion topics to be addressed during the consultation process in the fall (along with Prevention and Capacity Building).

6. Prevention	<ul style="list-style-type: none"> • Support focus on prevention 	<ul style="list-style-type: none"> • How to address systemic issues facing people with disabilities – including the inability to afford market rents. • How to address systemic issues related to violence against women. • Will need sufficient mental health and addictions services • Need adequate incomes e.g. increase welfare benefits • Need to increase income from employment and initiatives to promote employment • Need to provide services for foster children after the age of 19 	<ul style="list-style-type: none"> • ToR identifies a need for strategies to end and prevent homelessness and promote capacity building. • ToR identifies a need for effective prevention strategies such as early detection, emergency assistance, affordable housing, adequate income, employment initiatives, mental health and addictions services, and other support. • Prevention will be one of the three discussion topics to be addressed during the consultation process in the fall (along with Housing First and Capacity Building).
7. Capacity Building		<ul style="list-style-type: none"> • Look at different models for organizing the homeless-serving sector • Need to make sure public policy and policy makers are effective change agents in ending homelessness. • How can public policy and funding strategies be integrated vertically (from community funders through federal-level policy) and horizontally (among community funders, between municipalities, across ministries, and with Aboriginal governments etc.) to be more effective. 	<ul style="list-style-type: none"> • ToR identifies a need for strategies to promote capacity building to increase effectiveness in ending and preventing homelessness. • Capacity Building will be one of the three discussion topics to be addressed during the consultation process in the fall (along with Housing First and Prevention).
8. Implementation	<ul style="list-style-type: none"> • Support focus on implementation – to achieve goal of ending homelessness. • Support fixed timelines to implement the plan and a process to monitor progress made towards implementation. 	<ul style="list-style-type: none"> • Need to identify a time-frame for review e.g. 3 or 5 years. 	<ul style="list-style-type: none"> • ToR includes a statement that the plan will have fixed timelines for implementation and will be reviewed at least every 5 years to report on progress made towards its implementation.

Project Development Process and Approach			
9. Schedule - Timelines	<ul style="list-style-type: none"> Support revising the timelines to identify regional priorities and strategies (Phase 3) by March 31, 2014 to help inform Homelessness Partnering Strategy (HPS) funding priorities for the new five year funding cycle and to comply with federal HPS funding requirements to complete work by March 31, 2014. 	<ul style="list-style-type: none"> Concern about timing to identify Regional Priorities and Strategies by March 2014. How will this affect the next HPS funding cycle. If groups are required to submit proposals for the next funding cycle before March 2014, the current timeframe should be moved up to January 2014. On the other hand, if there is a transition period for existing programs, this will mean less funding is available to implement a Housing First approach. 	<ul style="list-style-type: none"> ToR (Phase 3) calls for Priorities and Strategies to be identified by March 2014. Consultants have been engaged to conduct regional consultations during the fall of 2013 and to provide a summary report on the consultations and feedback on priorities by December 2013 and a report on strategies and priorities by the end of February 2014.
10. Planning and Consultation		<ul style="list-style-type: none"> Need to work closely with the AHSC in planning events to consult with the Aboriginal community. Need to ensure participation and engagement of elected local officials and Metro representatives. 	<ul style="list-style-type: none"> ToR includes a statement that the consultation process will include working with the AHSC to develop appropriate opportunities for consultation with the Aboriginal community (see planning framework principles) ToR states that the RSCH will consult with the AHSC (Phase 1) and identifies the AHSC as a stakeholder (project management). The consultants will consult with the AHSC to determine how they would like to participate in the consultation process. Municipal staff will be consulted in the process through the Metro Vancouver Housing and Social Issues Subcommittees of the Regional Planning and Advisory Committee (RPAC). Phase 6 of the ToR calls for a 6 month process to present the new plan to Metro Vancouver, local governments and stakeholders for endorsement.

11. Data		<ul style="list-style-type: none"> • Note limitations of existing data e.g. homeless count doesn't reflect the needs of women. • Use expertise of service agencies to get realistic estimate of needs and priorities. • Use BCNPHA projections. • Need population data to help determine the number of housing units required. • Need to estimate extent of hidden homelessness. • inventory of housing and services: <ul style="list-style-type: none"> ○ What is the methodology for analyzing the inventory? ○ Separate out Burnaby and NW ○ Need to identify components of the Homeless Service System prior to conducting the inventory • Need to track changes in the supply of affordable housing since 2003. • Involve all key partners in gap analysis of housing units needed to address homelessness (e.g. Health and BC Housing) • Can we gather data re gentrification? 	<ul style="list-style-type: none"> • Will address these issues to the extent possible in the Plan. • For the Regional Inventory of Facilities and Services, the analysis will involve reviewing the 2013 inventory and comparing it to the inventory prepared in 2003. • Burnaby will be separate from New Westminster and Surrey will be separated out from the rest of South of Fraser.
12. Other		<ul style="list-style-type: none"> • Should include a Glossary of terms in the Plan. • Need to address issue of gentrification in communities with a heavy concentration of people who are homeless (e.g. the DTES). 	<ul style="list-style-type: none"> • Will be included in the Plan. • Will consider this in developing the Plan.

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Agenda Item 7.5

RSCH Constituency Table Meeting Date: September 19, 2013

To: RSCH Constituency Table
From: Katie Hughes, Chair, Governance Manual Advisory Group
Date: September 11, 2013
Subject: **Draft RSCH Governance Manual**

Recommendations:

That the CT:

- 1) establish a Strategic Planning Advisory Group to oversee the strategic planning process of the RSCH.
 - 2) allow for-profit organizations to become members of the RSCH.
 - 3) implement a three-year term for the first three years of the CT (June 2013 – June 2016 inclusive), then implement staggered terms of two and three years with the goal of 1/3 of CT seats being two-year terms.
 - 4) delegate the nomination and election process to CT representatives under the following guidelines:
 - a. Constituency groups may convene to elect their representative to the CT as required.
 - b. 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
 - c. 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 CE will facilitate the nomination and election process for the constituency group.
 - 5) adopt the draft governance manual with changes recommended by the Advisory Group; and develop a final manual for adoption at the December 5th CT meeting.
 - 6) delegate authority to the Governance Manual Advisory Group to develop the final draft of the manual.
-

1. PURPOSE

The purpose of this report is to present the draft RSCH Governance Manual to the CT, highlight recommended changes and seek adoption of the draft governance manual subject to membership review.

2. CONTEXT

The governance manual is a deliverable of the RSCH organizational review project under the current RSCH work program. It describes the new RSCH structure and designates clear roles and responsibilities for RSCH members to provide more efficient and effective member engagement. It was developed by project consultants, staff, past RSCH membership, and reviewed by the Governance Manual Advisory Group, established at the June 13th RSCH Constituency Table meeting to review and develop the final draft.

3. DISCUSSION

The Advisory Group reviewed the full draft manual and considered the following issues:

- a) Recommendations of the past membership regarding advisory groups
- b) Membership criteria Length of terms for CT members
- c) Elections and nominations process
- d) Strategic planning frequency and timing
- e) Past procedures practiced by the RSCH

As these issues implicate the governance framework of the RSCH, all recommendations of the Governance Manual Advisory Group require a motion and 2/3majority vote, with the exception of the last two items: adoption of past procedures practiced by the RSCH and strategic planning frequency and timing. These items require a simple majority vote as they do not impact the governance structure.

Recommendations of the past membership regarding advisory groups. Prior to the governance transition, the RSCH membership recommended three advisory groups: Strategic Planning, Knowledge Development and Finance. These three groups were intended to provide ongoing oversight and fulfillment of the RSCH mandate. At the June 13th meeting, the CT approved staff recommendations that four ad-hoc advisory groups be established to oversee immediate work plan items, and later that a standing Finance and Audit Advisory Group be established to fulfill the HPS investment and budget related mandate of the RSCH.

Motion: That the CT establish a Strategic Planning Advisory Group to oversee the strategic planning process of the RSCH.

Membership criteria. Currently, RSCH agency membership criteria excludes for-profit organizations such as property developers and commercial land owners. The membership criteria should reflect that of the CT structure, and allow for-profit organizations to become RSCH members as there is a CT representative for the business community.

For-profit organizations like property developers can be valuable to the work of the RSCH. They may advise on capital costs, analyze capital budgets and project proposals. For-profit organizations may also support the work of the RSCH Funders Table.

Motion: That the CT allow for-profit organizations to become members of the RSCH.
--

Length of terms for CT representatives. Members discussed the staggered length of terms and agreed it would support the CT in moving forward however, setting a standard three year term for the first years of the CT may encourage stability. Thereafter, terms of two years may be incrementally implemented in the CT, with the goal of 1/3 of seats being two-year terms. It is advisable to clarify upfront which seats will change to a two-year term so as to prevent conflict at the end of the first term. This may be determined by soliciting preferences from CT members as to whether they want to their seat to switch to a two-year or three-year term.

Motion: That the CT implement a three-year term for the first three years of the CT (June 2013 – June 2016 inclusive), then implement staggered terms of two and three years with the goal of 1/3 of CT seats being two-year terms.

Election and nomination process. During the transition, the CE supported a nominating committee to review candidates, direct staff on filling gaps in representation and to have, where possible, agency representatives that operate in each sub-region of Metro Vancouver. Now that the first nomination and selection process is complete, delegating the election and nomination process to the members of the constituency group could give rise to a more community-based, organic approach. This may result in a more self-sufficient CT governance process, and better align the work of the CE with its role and responsibilities.

CT representatives may convene their own constituency group members when their term is about to end or they need to leave their position as CT representative. Replacement by the representative's alternate is not automatic, as the decision goes back to the constituency group. The CT representative should consult with the constituency group members to determine if another agency representative is interested and eligible to contest the seat. If so, the nomination and election process may be facilitated by the CT representative themselves. Once elected, the CT representative should facilitate a transition for the new representative. In the event that a representative would like to stand for re-election, the CE will facilitate the nomination and election process for the constituency group.

Motion: That the nomination and election process be delegated to the CT representative under the following recommended guidelines:

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

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 CE will facilitate the nomination and election process for the constituency group.

Strategic planning frequency and timing. Under the previous RSCH structure, annual strategic plans set short-term goals, objectives, activities and anticipated outcomes for the RSCH to implement the Regional Homelessness Plan and address arising regional homelessness issues. Prior to the governance transition, the RSCH membership recommended annual strategic planning that would

set periodic goals for the RSCH membership. The 2014 – 2015 fiscal year will be marked by transitions that will impact the core mandate of the RSCH. These include HPS program renewal and update of the Regional Homelessness Plan.

Recommendation: That the CT implement an annual strategic planning process, and that the first session start within the next twelve months.

That the RSCH strategic planning process include a review of the mission and vision.

Past procedures practiced by the RSCH. The draft governance manual brings forward several procedures adopted by the previous membership that guided the work of the RSCH, but was not specifically recommended for adoption during the organizational review. These include the Youth Engagement Strategy (presented in Section 5.3 of the draft manual as a generic engagement strategy adaptable to different stakeholders), the Endorsement of Third Party Policies and Documents (presented in Appendix III of the draft manual) and the Data Sharing Plan and Use Agreement (attached separately).

The engagement strategy signals to membership the opportunity to organize input of specific stakeholder or client groups that may not be considered in the current structure, opening up the stakeholder groups beyond that of the CT framework.

The Data Sharing Plan was adopted in February of 2009 and provides guidelines for the release of Homeless Count data to researchers in the interests of protecting the safety, rights and privacy of the homeless and operators of the facilities that serve the homeless. It builds on a previous agreement with SPARC BC for the 2005 Count data with the addition of tiers of data to ensure that simple data is readily available when appropriate and graduated conditions are placed on more detailed data.

Recommendation: That the governance manual carry forward the Data Sharing Plan and Use Agreement adopted by the past membership in 2009.

To finish the governance manual, the Advisory Group recommends giving the broader membership the opportunity to provide feedback first, and then present a final draft for adoption at the December 5th meeting. In the interim, the draft may serve as a working document until it is finalized and adopted in December.

Motion: That the CT adopt the draft governance manual with changes recommended by the Advisory Group; and develop a final manual for adoption at the December 5th CT meeting.

That the CT delegate authority to the Governance Manual Advisory Group to develop the final draft of the manual.

4. BUDGET IMPLICATIONS

There are no budget implications for this initiative.

5. CONCLUSION

It is important for the manual to be adopted in a timely manner, as it is both a guideline to staff and members alike on organizational policy and operations, as well as a deliverable of the governance review. The final draft will be developed by the Advisory Group and be presented for adoption by the CT at the December 5th meeting.

Attachments:

- Draft RSCH Governance Manual
- Data Sharing Plan and Use Agreement

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GOVERNANCE MANUAL

*Greater Vancouver Regional Steering Committee
on Homelessness*

**Draft: September
13, 2013**

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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 through 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

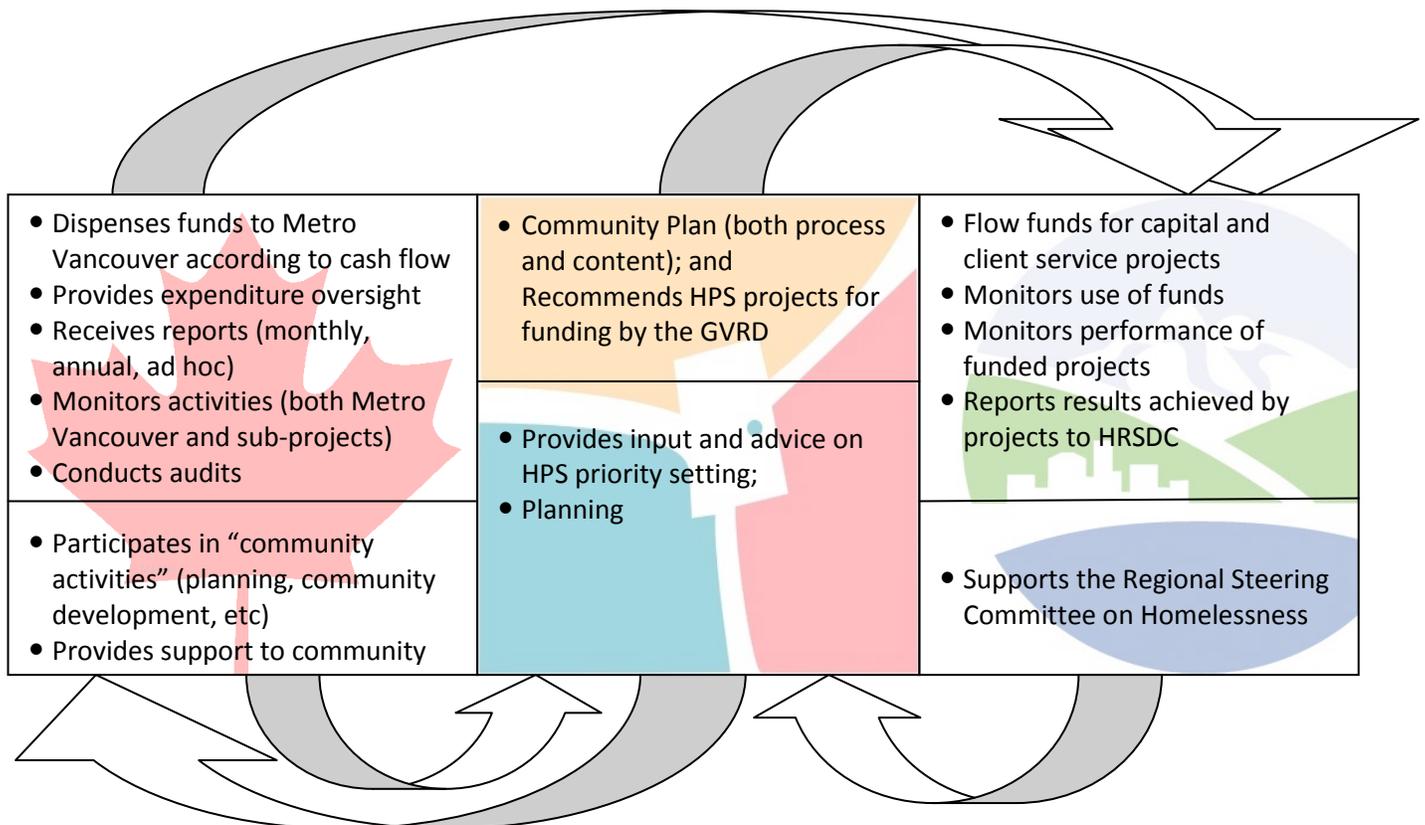
Service Canada



RSCH



Metro Vancouver



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 transition 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 always 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 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

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

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.

Recommendation: That the RSCH strategic planning process include a review of the mission and vision.

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	<ul style="list-style-type: none"> ▪ Regional Homelessness Plan ▪ Annual RSCH Strategic Plan ▪ HPS Community Plan 	<ul style="list-style-type: none"> ▪ Coordinated response to homelessness ▪ Review mission & vision
Finance	<ul style="list-style-type: none"> ▪ Recommended projects for HPS funding ▪ Recommended approaches to improve funding for homeless facilities and services 	<ul style="list-style-type: none"> ▪ Allocation of federal HPS funds ▪ Strategic investments to address homelessness
Knowledge Development & Capacity Building	<ul style="list-style-type: none"> ▪ Research and informational resources ▪ Community coordination tools, identification of and engagement with strategic partners, meetings and reports 	<ul style="list-style-type: none"> ▪ 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)

Recommendation: That the CT implement an annual strategic planning process, and that the first session start within the next twelve months.

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 liaise 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 agency 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; and

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, agency 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.

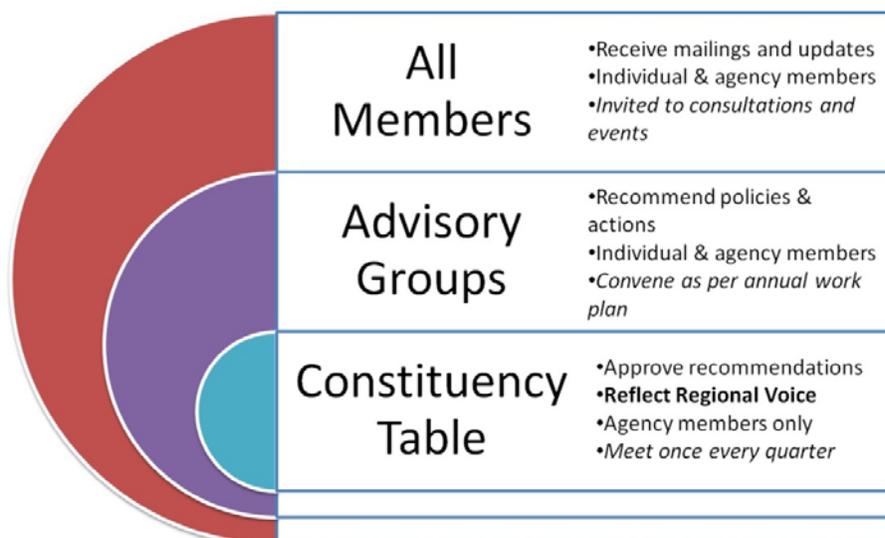
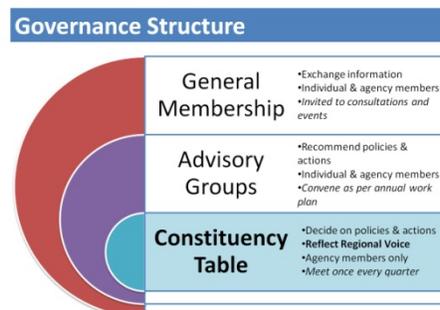


Figure 1 RSCH Governance Structure

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 randomly assigned terms of two and three years, and may serve for a maximum duration is six years. ‘

Motion: That the CT implement a three-year term for the first three years of the CT (June 2013 – June 2016 inclusive), then implement staggered terms of two and three years with the goal of 1/3 of CT seats being two-year terms.

- c. In the case of government stakeholders, membership is open to staff-level agency 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

GOVERNANCE MANUAL 2013

Greater Vancouver Regional Steering Committee on Homelessness

			agencies and ministries operating in Metro Vancouver
	Vancouver Coastal Health	Appointment by Vancouver Coastal Health	Vancouver Coastal 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 agency 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 agency members of the regional Aboriginal community
Housing Continuum	Emergency Shelter operators	Nomination and election by constituency group	RSCH agency members operating emergency shelter
	Supportive / transitional housing operators		RSCH agency members operating Supportive / transitional housing
	Non-market housing operators		RSCH agency members operating non-market housing
	Outreach		RSCH members delivering outreach services
Support services to priority populations	Youth	Nomination and election by constituency group	RSCH agency members delivering services to youth
	Women		RSCH agency members delivering services to women
	Seniors		RSCH agency members delivering

			services to seniors
	Families		RSCH agency members delivering services to families
	Newcomers		RSCH agency members delivering services to newcomers
	Francophones		RSCH agency members delivering services to francophones
	People living with addictions		RSCH agency members delivering services to people living with addictions
	People living with mental illness		RSCH agency members delivering services to people living with mental illness
	People living with physical disabilities		RSCH agency 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 agency 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 agency 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, assess region-wide representation in the Constituency Table membership, and adjudicate on unanticipated circumstances.

Motion:

That the nomination and election process be delegated to the CT representative under the following recommended guidelines:

~~d. For those seats nominated and elected by constituency group, the CE shall prepare a list of member agencies organized by constituency. The constituencies shall nominate candidates for constituents.~~

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 CE will 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 agency before the end of their Constituency Table

term, their seat will become vacant and the constituency group, rather than the agency, will be asked to identify a new member.

4.2 The RSCH Co-Chairs

The role of the RSCH Co-Chairs 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 Co-Chairs 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 Co-Chairs should be referred to the MVHS. The job description of the RSCH Co-Chairs appears in Appendix VII.

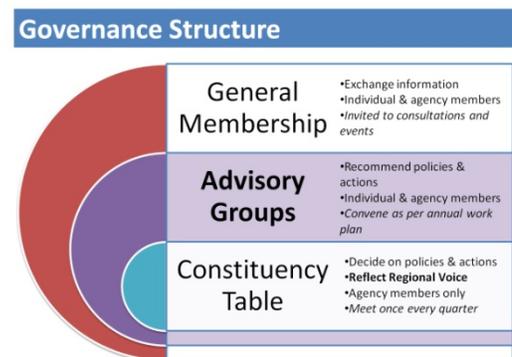
4.3 Advisory Groups

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 agency 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.



Motion: That the CT establish a Strategic Planning Advisory Group to oversee the strategic planning process of the RSCH.

4.4 Constituency Groups

Agency 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, agency 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 agency 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.

Agency: Open to any not-for-profit agency (organization) that has an interest in homelessness.

Motion: That the CT allow for-profit organizations to become members of the RSCH.

The following types of agencies 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
- 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 not-for-profit agency (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 a 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)

APPENDICES

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

(excerpted 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).

- Communities have the means to address homelessness: 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.

- Investments are strategic and aligned: 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.

□ Enhanced understanding of homelessness: 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@metrovancover.org.

Richmond Homelessness Coalition

Langley Homelessness Steering Committee

Ridge-Meadows Katzie Nation Community Network – Housing Table

Tri-Cities Homelessness & Housing Task Group: <http://tricityhomelessness.ca/>

Peninsula Homelessness to Housing

Surrey Housing and Homelessness Task Force

North Shore Task Force on Homelessness: <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 Westminister

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 (co-chairs) 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-agency.

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-agency-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 Co-Chairs.
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 Co-Chairs.
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. Meeting materials will generally be provided by email 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 Co-Chairs 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 Co-Chairs 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 Co-Chairs take turns chairing each CT meeting or, in the absence of the Co-Chairs, an alternate as designated by the Co-Chair.

7. The RSCH Co-Chairs, in consultation with Metro Vancouver, set 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 Co-Chairs 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 Co-Chairs. 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 agency 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 Co-Chairs 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 agency 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 agency where they are employed, their seat will become vacant and the constituency, rather than the agency, will be asked to identify a new member

Appendix VII RSCH Co-Chair Job Description

➤ **Responsibilities**

- Chair alternate meetings of the Constituency Table. If the Co-Chair is unable to attend the Constituency Table meeting, the other Co-Chair shall serve as Chair for that meeting. Work closely with Metro Vancouver and RSCH to implement approved plans and priorities.
- Provide advice and expertise in the development and implementation of these plans.
- Communicate with the chairs of advisory groups as necessary;
- Initiate the implementation of the RSCH review process;
- In cooperation with the RSCH, Service Canada and relevant RSCH advisory groups, support Metro Vancouver - RSCH Memorandum of Understanding, and as required, oversee a succession plan for Metro Vancouver;
- Delegate the role of chair when unable to attend Constituency Table meetings.
- Work with Service Canada representatives as required

➤ **Competencies**

- Strong leader
- Skilled facilitator
- Networker
- Strategic oversight

➤ **RSCH Membership**

- The Co-Chair shall be the representative of an agency member of the RSCH; and
- The Co-Chair shall be an ex officio member of all advisory groups.

➤ **Term**

The Constituency Table shall elect two of its own members to serve as the Co-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 Co-Chair shall be bound by the Conflict of Interest guidelines that apply to all members of the RSCH. The Co-Chair cannot be from an agency in receipt of HPS funds.

➤ **RSCH Meeting travel expenses**

The Co-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.

Appendix VIII –Advisory Group Terms of Reference 2013 – 2014

Standing

Finance Advisory Group under the HPS Call for Proposals

(to be included following CT approval)

Finance and Audit Advisory Group

(to be included following CT approval)

Ad-hoc

Regional Homelessness Plan Advisory Group

(to be included following CT approval)

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 IX – 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 X – 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			X
enhance publicity, web presence & capacity building	outreach workshops/communication materials			

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 XI - RSCH Membership Profile and Constituency Table membership 2013 - 2015

Constituency Table Members

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

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	People with Disabilities	Advocacy
McLaren Housing Society of BC	People with Disabilities	Supportive/ Transitional
Family Services of Greater Vancouver	Families	Youth
Helping Spirit Lodge Society	Families	Non-Market Housing
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
Streethome 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	People with Mental Illness	People with Disabilities
Canadian Mental Health Association, Vancouver-Burnaby Branch	People with Mental Illness	People with 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

Agency / Organization name	Primary Constituency	Secondary Constituency
BC Non-Profit Housing Association	Network	N/A
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
Alouette Home Start Society	Outreach	Youth
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	Emergency Shelter	N/A
Lookout Emergency Aid Society	Emergency Shelter	Supportive/ Transitional
OPTIONS: Community Services Society	Emergency Shelter	Supportive / Transitional
The Salvation Army	People with Addictions	Emergency Shelter
MPA Society	Supportive/ Transitional	People with Mental Illness
Coast Foundation Society (1974) dba Coast Mental Health	People with Mental Illness	Supportive/ Transitional
First United Church	Emergency Shelter	General
Katherine Sanford Housing Society	Supportive/ Transitional	People with Mental Illness
PHS Community Services Society	Supportive/ Transitional	People with Addictions
Women In Search of Housing Society	Women	Seniors
St. James Community Service Society	Women	Seniors
The Elizabeth Fry Society of Greater Vancouver	Women	Emergency 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	Emergency Shelter
Covenant House Vancouver	Youth	Emergency Shelter

Agency / Organization name	Primary Constituency	Secondary Constituency
Pacific Community Resources Society	Youth	Non-Market Housing
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	People with Addictions

Appendix XII - RSCH Strategic Plan (current period)

Pending RSCH discussion & decision

Appendix XIII - RSCH Work Plan (current period)

RSCH Work Program FY 2013/14

First Quarter (April –June 2013)
<ol style="list-style-type: none">1. Review year-end (FY 2012/13) HPS Financial Report2. Complete Terms of Reference for the Regional Homelessness Plan3. Complete Terms of Reference for the 2014 Homelessness Count4. 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)
<ol style="list-style-type: none">6. Begin work on the Regional Homelessness Plan including the creation of issues papers and developing a consultation plan to be implemented in Fall 20137. Implement HAW 20138. Review mid-year HPS financial report9. Complete Governance Manual
Third Quarter (October – December 2013)
<ol style="list-style-type: none">10. Complete HAW 2013 (October 13-18) and produce final report11. 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 strategies12. 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)
<ol style="list-style-type: none">14. Complete HPS Community Plan 2014 to allow flow of funds to priorities15. Prepare for and carry out 2014 Homeless Count16. Develop a work program and proposed budget for 201417. Complete the Draft Priorities and Strategies for the Regional Homelessness Plan

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Data Sharing Plan & Use Agreement

Procedures for exchanging or disclosing RSCH-
sponsored information with other organizations

September 2013

1. Introduction

From time to time, the Greater Vancouver Regional Steering Committee on Homelessness (RSCH) collects and maintains information on homeless issues in the course of its work. The RSCH understands that this information is of interest and can be useful to local homeless planning tables, the Community Entity, governments, researchers, as well as other agencies that serve or work on behalf of homeless people. For this reason, the RSCH believes that it has a responsibility to make its data available on reasonable terms. In doing so, the RSCH recognizes the need to understand and apply data sharing best practices so that the information that is made available is of high quality, readily available, understandable, and respects the rights and privacy of individuals covered by the information. To the extent that a coherent data sharing plan can assist in achieving these ends, the RSCH believes that the public will greatly benefit from data that it collects and holds.

2. Purpose

The intent of this data sharing plan is to ensure that the RSCH:

1. provides consistent and accurate data to assist the efforts of people and organizations that serve or work on behalf of homeless people;
2. provides appropriate access and use of its data; and
3. leverages its data to foster research and analysis into homelessness and the development of practical solutions to homelessness.

3. Statement of Principles

The principles below are at the foundation of this data sharing plan.

1. **Public data for public use:** Data collected or developed with RSCH or public funds is public data and therefore will be made readily available with only essential restrictions.
2. **Privacy protection:** The rights and privacy of third parties with personal information in RSCH databases will be protected at all times.
3. **Timeliness:** Data will be shared in a timely fashion to capture the critical value of its content.
4. **Staff training:** Staff will maintain essential data management skills in order to liaise effectively with data applicants.
5. **Leveraging:** Leveraging data can create multiple streams of research and action on homelessness. Accordingly, the RSCH will participate in formal and informal data sharing arrangements with stakeholders who share its goals and priorities to advance solutions to homelessness.

4. Data Sharing Levels

Recognizing that the data needs and requests will vary, the RSCH will create three tiers of data and make them available to data applicants with appropriate access controls to ensure that data is shared on the basis of the need, and in a manner that protects the rights and privacy of third parties. The three tiers of data that will be created are:

1. Tier 1 — Fully-limited data;
2. Tier 2 — Fully-identified geographic or sub-population data; and
3. Tier 3 — Complete project database.

Tier 1 will be de-identified as described in section 5, below, to safeguard the rights and privacy of third parties, and made available online without further restrictions. Tier 1 data will be the most common form of data that the RSCH will provide to applicants.

Tier 2 data will be subsets of complete project databases, and will be grouped according to communities or sub-regions of Metro Vancouver, or by defined sub-populations. The data will be designed to meet the need for detailed or targeted information beyond what is typically available in Tier 1 datasets. Applicants for Tier 2 data will be required to sign a data use agreement (attached).

Tier 3 data will be complete sets of archived databases of RSCH-sponsored or controlled projects. The data will be provided where it is apparent that providing Tier 1 or 2 data would compromise the outcome or results of a research project or investigation. Tier 3 data will be released to applicants under the approval of the RSCH or CE staff, if directed by the RSCH.

5. Preparing Shared Data

In order to protect the rights and privacy of third parties, all data designated to be shared will be prepared or formatted in a manner that is consistent with the *Freedom of Information and Protection of Privacy Act* of BC.

6. Link Field

De-identified Tier 1 data may include a “link” field that connects each record in the data back to the original fully-identified database. However, in order not to corrupt the “link” field in the event of changes to the original database, the “link” field will not be derived from any information in the original database.

7. Data Format

Tiers 2 and 3 data will be provided electronically to data sharing applicants in one of the following file formats: SPSS, ASCII (CVS) or Excel.

8. Data Availability

Where time or the complexity of the data request will not permit timely delivery of the data, the data applicant may be re-directed to a third party researcher or consultant to obtain the information on a fee for service basis.

9. Data Location and Transmission

Tier 1 data will be available for download at a website designated by CE staff, while Tier 2 and Tier 3 data will be transmitted electronically after receipt of a signed data use agreement and the approval of the RSCH respectively.

10. Documentation

Adequate study and data documentation describing the data source, parameters, methodologies, and limitations will be available for each data release in MS Word or Adobe format, so that users can access and use the data accurately.

Data Use Agreement

1. Parties

This Data Use Agreement ("Agreement"), effective as of _____, 20__ ("Effective Date"), is entered into by and between _____ ("Data Recipient") and _____ ("Covered Entity").

Any individual or organization ("Data Recipient") seeking to obtain or use fully-identified data from the Covered Entity must sign and submit this Agreement to the Covered Entity before receiving the data.

2. Purpose

The purpose of this Agreement is to provide the data recipient with access to fully-identified geographic or sub-population data for research, analysis, and aggregate statistical reporting purposes.

3. Scope

This agreement covers:

- i. Data collected during the 2005 and 2008 Homeless Count for Greater Vancouver, coordinated by SPARC BC, and 2011 Homeless Count for Greater Vancouver, coordinated by the Metro Vancouver Homelessness Secretariat, including:
 - a. Electronic data provided by SPARC BC or the Metro Vancouver Homelessness Secretariat to the Covered Entity in Excel or SPSS file format; and
 - b. Original primary data (interview sheets) collected by volunteer researchers on the day of the Homeless Count.
- ii. Data leveraged by the Covered Entity from the homeless count data.
- iii. Other qualitative and quantitative information collected through RSCH-sponsored or controlled research and surveys.

4. Definitions

In this Agreement, "CE" means "Community Entity" that supports the Covered Entity in its work.

5. Terms

1. Assurances of Use

The data recipient gives the following assurances with respect to any data received under this Agreement from the Covered Entity:

- 1.1. The data recipient will not use the information for any purpose other than research, analysis, aggregate statistical reporting, and only as permitted by this Agreement.
- 1.2. The data recipient will not use and will prohibit others from using or disclosing the data (or any part), except for research, analysis, aggregate statistical reporting, and only as permitted by this Agreement.
- 1.3. The data recipient will not release or disclose, and will prohibit others from releasing

or disclosing, any data that is individually identifiable, or any information that identifies persons, shelters or agencies, directly or indirectly, except as permitted under this Agreement.

- 1.4. The data recipient will ensure that the data is kept in a secured environment and that only authorized users will have access to the data.
- 1.5. The data recipient will not release or disclose information where the number of records in any given dataset is less than or equal to five (5).
- 1.6. The data recipient will not release or disclose, and will prohibit others from releasing or disclosing, the data (or any part) to any person who is not a member, agent, or contractor of the data recipient, except with the approval of the Covered Entity, and where there is a specific request for data on an establishment such as a shelter, with the approval of the management of that establishment.
- 1.7. The data recipient will require others in its employment, including any agents or contractors, who will use or will have access to the data, to sign a copy of this Agreement (specifically acknowledging their agreement to abide by its terms) and will submit those signed Agreements to the Covered Entity before granting access to the data.
- 1.8. The data recipient will not attempt to link, and will prohibit others from attempting to link, the records of persons in the data with individually identifiable records from any other source.
- 1.9. The data recipient will not attempt to use and will prohibit others from using the data to learn the identity of any person included in the data or to contact any such person for any purpose.
- 1.10. Subject to section 5.1.6, the data recipient will not use and will prohibit others from using the data concerning individual establishments:
 - for commercial or competitive purposes involving those individual establishments; or
 - to determine the rights, benefits, or privileges of the individual establishments.
- 1.11. When the identities of establishments are not provided in the data, the data recipient will not attempt to use and will prohibit others from using the data to learn the identity of any establishment.
- 1.12. The data recipient will not contact and will prohibit others from contacting establishments or persons in the data to question, verify, or discuss information in the data.
- 1.13. The data recipient will indemnify, defend, and hold harmless the Covered Entity and all organizations mentioned in section 3 of this Agreement as having provided data to the Covered Entity from any or all claims and losses accruing to any person, organization, or other legal entity as a result of violation of this Agreement.
- 1.14. The data recipient will make no statement and will prohibit others from making statements indicating or suggesting that interpretations drawn are those of the data sources or the Covered Entity.
- 1.15. The data recipient will acknowledge the source of the data it receives from the Covered Entity in all reports prepared in whole or in part from the data.

1.16. The data recipient agrees to report any violations to the Covered Entity within 24 hours of becoming aware of any use or disclosure of the data in violation of this Agreement or applicable law.

2. Breach and Termination

This Agreement shall continue in full effect until the data recipient has returned all copies of the data to the Covered Entity or disposed of them with the consent of the Covered Entity. Any non-compliance by the data recipient with the terms of this Agreement will be grounds for immediate termination of the Agreement if, at the sole determination of the Covered Entity, the data recipient knew or should have known of such non-compliance and failed to immediately take reasonable steps to remedy the non-compliance.

6. Authorized Person for Data Recipient

Signature: _____
Name: _____
Title: _____
Organization: _____
Address: _____
City: _____ Prov: _____ Postal Code: _____
Phone Number: _____ Fax: _____ E-mail: _____
Date: _____
Phone Number: _____

7. Authorized Person for Covered Entity

Signature: _____
Name: _____
Title: _____
Organization: _____
Address: _____
City: _____ Prov: _____ Postal Code: _____
Phone Number: _____ Fax: _____ E-mail: _____
Date: _____
Phone Number: _____

Agenda Item 10.3

RSCH Research Project Proposal: A Research Study of Language Power and Advocacy at the Regional Level in the Struggle for the Homeless

D. Wegner
September 1, 2013

General Time-Line of Research Activities

September 2013 – April 2014	Attend and record RSCH meetings Interview key stakeholders
October 2013	Submit proposal to present a paper based on the study at the May 2014 Conference of the Canadian Association for the Study of Discourse and Writing (CASDW, Congress, Brock University, ON
January 2014	Submit preliminary report on study to RSCH
February/March 2014	Transcribe and analyze meeting and interview tapes (with professional transcriber and research assistant)
March/April 2014	Develop draft of paper for CASDW Conference Submit draft to RSCH for feedback
May 2014 (last week)	Present paper at CASDW Conference
Post May 2014	Develop manuscript for submission to a scholarly journal Possibly extend the study (This would involve a new proposal to the RSCH.)

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Alice Sundberg and Susan Papadionissiou
Co-Chairs
Greater Vancouver Regional Steering Committee
on Homelessness
c/o Metro Vancouver Homelessness Secretariat
4330 Kingsway
Burnaby, BC V5H 4G8

JUN 26 2013

Dear Ms. Sundberg and Ms. Papadionissiou:

On behalf of the Honourable Diane Finley, I am responding to your correspondence, which the Office of the Prime Minister, the Right Honourable Stephen Harper, forwarded to her, concerning the renewal of the Homelessness Partnering Strategy (HPS).

I apologize for this delayed reply and appreciate that you wrote well in advance of Budget 2013. As you are now aware, the Government of Canada's Economic Action Plan 2013 announced nearly \$600 million over five years to renew the HPS, refocused on a 'Housing First' approach, until March 2019. The 'Housing First' approach aims to move people rapidly from shelters and the streets into stable housing, while providing them with support for underlying mental health or addiction issues. This focus builds on the outcomes of the Mental Health Commission of Canada's *At Home/Chez Soi* research demonstration project, which was funded by the federal government at \$110 million over five years and established in five cities (Vancouver, Winnipeg, Toronto, Montréal and Moncton). The project—the largest of its kind—ended in March 2013 and provides strong evidence that 'Housing First' is an effective way to reduce homelessness.

As you are also aware, the Homelessness Partnering Secretariat is now working with partners at the community level to confirm the implementation details of this new approach. Alice, I am pleased that you are a member of our recently formed working group on 'Housing First'. This is an important forum for us to ensure the success of the program's new 'Housing First' approach.

In your correspondence, you noted the positive impact that the HPS has made in Greater Vancouver and the successes that the Greater Vancouver Regional Steering Committee on Homelessness (RSCH) has had in addressing homelessness throughout the region. I also took note of the challenges that remain.

Thank you for sharing your views on this important issue.

Yours sincerely,

 Barbara Lawless
Director General
Homelessness Partnering Secretariat

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Regional Steering Committee on Homelessness

Constituency Table Members

CONSTITUENCY	REPRESENTATIVE	AGENCY / ORGANIZATION
Community Funders	Deb Bryant (CHAIR) Director of Strategic Priorities	United Way of the Lower Mainland/RSCH Funders Table
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 Medical Health Officer & Vice President, Public Health	Vancouver Coastal Health
Business Community	<i>TBC</i>	RSCH Business Leadership Table
Aboriginal	Patrick Stewart Chair	Aboriginal Homelessness Steering Committee
	Clifford White Consultant	Metro Vancouver Executive Council
	<i>TBC</i>	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
"Other"	Jill Atkey Acting Executive Director	BC Non Profit Housing Association
Support Services Seats:		
Youth	Michelle Shaw Manager, Youth Services	Pacific Community Resources Society
Women	Bonnie Moriarty	Elizabeth Fry Society of Greater Vancouver

	Managing Director	
	Support Services Seats (continued):	
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
Outreach	Stephanie Ediger Executive Director	Alouette Home Start Society
Newcomers	Michael Dressler Executive Director	New Hope Community Services Society
Francophones	Tanniar Leba Executive Director	La Boussole
Families	Caroline Bonesky Chief Executive Officer	Family Services of Greater Vancouver
People with Disabilities	Jane Dyson Executive Director	BC Coalition of People with Disabilities
	Ex-officio seats:	
Service Canada - HPS (Non-voting)	Nora Gibson Senior Development Officer	Service Canada - Homelessness Partnering Strategy
Past Chair (Non-voting)	Alice Sundberg Past Co-Chair, RSCH	N/A