

DRAFT

Terms of Reference

City of Abbotsford Hub of the Fraser Valley Community Entity

Community Advisory Board

Appendix A: Membership Declaration

Appendix B: Code of Conduct for CAB Members

Appendix C: Reaching Home Funding Sub-Committee Conflict of Interest Policy

Appendix D: List of Voting CAB Members

**Term: July 15, 2021 to March 31,
2024**

(This draft document will be updated following the constituting meeting of the CAB and further engagement of people with lived and living experience and the Indigenous community in Abbotsford.)

Context

In June 2020, the City of Abbotsford entered into a four-year agreement until March 31, 2024 with the Government of Canada to act as the Community Entity (CE) responsible for administering the Designated Communities Funding Stream of the Reaching Home Program, the Government of Canada's homelessness strategy. Reaching Home requires that all CEs facilitate a Community Advisory Board (CAB) that is inclusive and representative of the community and supports community planning and priority identification. The geographic scope of the CAB is the City of Abbotsford, as defined by Statistics Canada.

Purpose

The Community Advisory Board (CAB) is a governance board that supports the delivery of the Federal Government's Reaching Home Program in Abbotsford. As a Select Committee established by Council it also serves as an advisory body to Council on the implementation of the program.

Responsibilities

The CAB will focus its attention on the following activities, in accordance with the directives of the Reaching Home Program:

- a. Developing an **engagement strategy** that includes details on how CAB membership will achieve and sustain broad and inclusive representation including from Indigenous people and People with lived and living experience.
- b. Developing a **Community Plan** which establishes community-wide outcomes and investment priorities for preventing and reducing homelessness in its five priority areas: Housing Services, Prevention and Shelter Diversion, Client Support Services, Capital Investments, Coordination of Resources and Data Collection¹
- c. Annual **monitoring and progress-reporting** on the Community Plan to ensure community wide outcomes are achieved;
- d. Planning and development of a **Coordinated Access** program to be implemented by March 31, 2023;
- e. Reviewing and recommending projects regarding the allocation of Reaching Home funds, in accordance with priority areas identified by the Community Plan.

For the purpose of the CAB, the Community Plan is directly informed by previous work on the Homelessness Prevention and Response System/Collaborative Roadmap, the City of Abbotsford Affordable Housing Strategy and Housing Needs Report, as well as the FVRD PIT Homelessness Count and the Community Data Book.

¹ To enable communities to respond to the COVID-19 outbreak, Reaching Home has added a new **temporary** category of eligible activities and expenses: Health and Medical Services (see: <https://www.canada.ca/en/employment-social-development/programs/homelessness/directives.html#h2.3-h3.1>)

Structure and Governance

The CAB is governed by this Terms of Reference. All members are responsible for adhering to these guidelines.

- The CAB will consist of up to 22 voting members. All ex-officio members, including ESDC/Service Canada and CE representatives do not hold voting rights.
- As well, applicants for Reaching Home funds, are not eligible to make a motion or to vote on any motion that relates to Reaching Home funding disbursements to themselves or other applicants (See Conflict of Interest)
- The CAB has two co-chairs, each elected by CAB members in alternate years in a confidential vote administered by the CE at the first meeting of any new fiscal year of the CE.
- Meetings will be facilitated by the co-chairs.
- Quorum is 1/3 of voting members.
- The CAB will hold at least 4 standing quarterly meetings a year, unless otherwise directed by the Co-Chairs. Meetings will only occur if the co-chairs and ex-officio members can participate; and when quorum is achieved.
- CAB Terms of Reference will be reviewed annually at the first meeting of any new fiscal year of the CE or as required.
- The CAB's term aligns with the duration of the original agreement between Service Canada and the City of Abbotsford. The CAB will be dissolved or reviewed and updated at the end of the agreement.
- The CE will provide resources to maintain and resource an engagement strategy that engages, mobilizes and removes barriers to participation of Indigenous stakeholders and People with Lived and Living Experience of Homelessness to participate in CAB activities and decision-making in a meaningful way.
- Guests can attend regular CAB meetings on an invitation basis to present information to the CAB. Members who wish to invite a guest to a meeting must make arrangements through the CE or the co-chairs prior to the meeting with an understanding that guests are bound by the same code of conduct as CAB members (see also: Open Cab Subcommittee below).

Decision-making

- Members of the CAB will actively participate to arrive at a decision together that all members can feel comfortable with. Consensus decision-making is based on the premise that everyone's voice is worth hearing and that all concerns that come from a place of integrity are valid.
- When the CAB agrees that a consensus cannot be found, a **simple majority rule** will be applied to all decisions. Voting may occur in public or confidentially, at the discretion of the Co-Chairs.
- Whenever a conflict of interest is declared, quorum will still be in effect and not be reassessed dependent on the number of voting members leaving.
- Reaching Home requires the identification of exclusive and shared responsibilities among CABs and CEs through the CAB ToRs.
- In its role as Designated Community Entity, the City of Abbotsford holds the **fiduciary responsibility over its agreements and contracts** and is thereby responsible to Canada for the delivery of RH requirements. By extension, Mayor & Council must ensure that CAB decisions do not harm the City or contradict established City policies.
- To this end, following CAB approval, through the CAB Chair and the General Manager, Innovation, Strategy and Intergovernmental Relations (or its designate) **City Council will receive for endorsement**

- the CAB Membership roster
 - the Community Plan and associated funding allocations
 - descriptions of suggested sub-projects and allocated funding amounts
- and will receive all minutes from each CAB meeting **for information**.
- It is the responsibility of the CAB Chair (who is not a City staff or elected official) to present items to City Council with the support of CE staff.
 - Following Council review at a regular council meeting, Council can choose to refer items back to the CAB with a rationale and request for amendments if they deem items to be outside the RH program requirements.
 - It is understood that a lack of clarity, understanding, or collaboration between City staff, City council and the CAB could lead to conflicting positions as items may get rejected by Council after they were approved by the CAB. To this end
 - City departments are strongly encouraged to collaborate, share information, and consult with the CAB to inform them of Council positions and City policies prior to CAB decisions.
 - The City will assign a staff member to hold the responsibility of supporting the CAB and act as a liaison and resource for the CAB to the City.
 - This integration between the City and the CAB should strengthen the understanding and consideration of both, City and Community perspectives in decision-making.
 - Should any conflict arise that cannot be resolved prior to - or following the approval of items by the CAB, then City staff, City council and members of the CAB will seek **facilitated means of conflict resolution** at the earliest opportunity, facilitated by the CE.

Sub-Committees

- Sub-committees can include CAB members and non-members as required.
- Sub-committee members are bound by the CAB Terms of Reference and are required to sign the Membership Declaration.
- Sub-committees may develop their own, but not contradict the CAB Terms of Reference.
- Standing or ad-hoc sub-committees can be formed by vote of the CAB to meet the objective and activities of the CAB.
- All sub-committees will be **co-chaired** and at least one of these chairs must be a voting CAB member. The second co-chair will be selected by members of the sub-committee or appointed by the CAB.
- Sub-committee meeting **minutes must be distributed** to members of the CAB ahead of regularly scheduled CAB meetings for information and reports from each table are standing items on the CAB agenda;
- The CAB will have the following **standing Sub Committees**:
 - An **Open CAB** table as an information-sharing table that is open to all community stakeholders to ensure there is good communication and awareness of activities and initiatives happening in the community;
 - Various community planning committees and working groups meet to collaborate on decisions related to homelessness in Abbotsford; the Open CAB will seek to ensure participation from each of these committees;
 - The Open CAB ought to meet **no less than every three months** and provide opportunities for existing (and future) committees and working groups (affiliated or unaffiliated with the CAB) to report on their work to the community;
- **Ad-hoc sub-committees** can be formed by vote of the CAB to meet the objective and activities of the CAB. These may, among others, be formed for the following purposes:

- provide a voice to the experience of those with **living/lived experience** in the deliberations and discussions of the CAB.
- convene **funders** of homelessness-related initiatives to inform RH funding priorities and especially upcoming calls for funding.
- oversee the **Point in Time** count, reports to the community, development of the Community Plan as required by the Reaching Home funding stream.
- review and recommend to the CAB, proposals received through Calls for Proposals initiated for the purpose of investing Reaching Home funding. Reaching Home **Funding Sub-Committee** members must explicitly abide by Appendix C: Reaching Home Funding Subcommittee conflict of interest policy. This sub-committee will be chaired by one of the Reaching Home co-chairs of the CAB; The proposal review process must include opportunities for a broad group of representative stakeholders to have input.

Membership & Sector/Organizational Representation on the CAB

- The CAB will work to achieve and include broad and inclusive representation from its community and will have an in-depth knowledge of key sectors and systems that affect homelessness priorities.
- **Up to 22 voting CAB members** are selected to
 - represent a **sector** in the community; or
 - a specifically identified **organization**.
- A list of current voting members is attached in **Appendix D**.
- Members will be called upon to provide input on discussions relevant to the objectives and activities of the CAB as they relate to their sector.
- Each member can delegate one person that can attend meetings in their place if required.
- Members and any delegates must sign a membership declaration prior to attending their first meeting. Delegates must be briefed prior to the meetings by their sector or organization representative.
- CAB Members are elected for the **full term of the service agreement** with Service Canada.

Membership

Sector representation (voting):

- Two (2) reps. from separate urban Indigenous or Metis orgs
- Two (2) reps. from the Lived Experience community
- One (1) rep. from a sheltering agency;
- One (1) rep. from an org. serving Persons with Disabilities;
- One (1) rep. from an org. serving Youth;
- One (1) rep. from an org. serving Seniors;
- One (1) rep. from an org. serving women and families fleeing violence;
- One (1) rep. from an org. serving Newcomers;
- One (1) rep. from a non-profit housing org.
- One (1) rep. from a food program or agency;
- One (1) rep. from the criminal justice system;
- One (1) rep. from the Abbotsford Business community;
- One (1) rep. from the LGBTQ2S+ community;
- One (1) rep. from the education sector;

Organizational representation (voting)

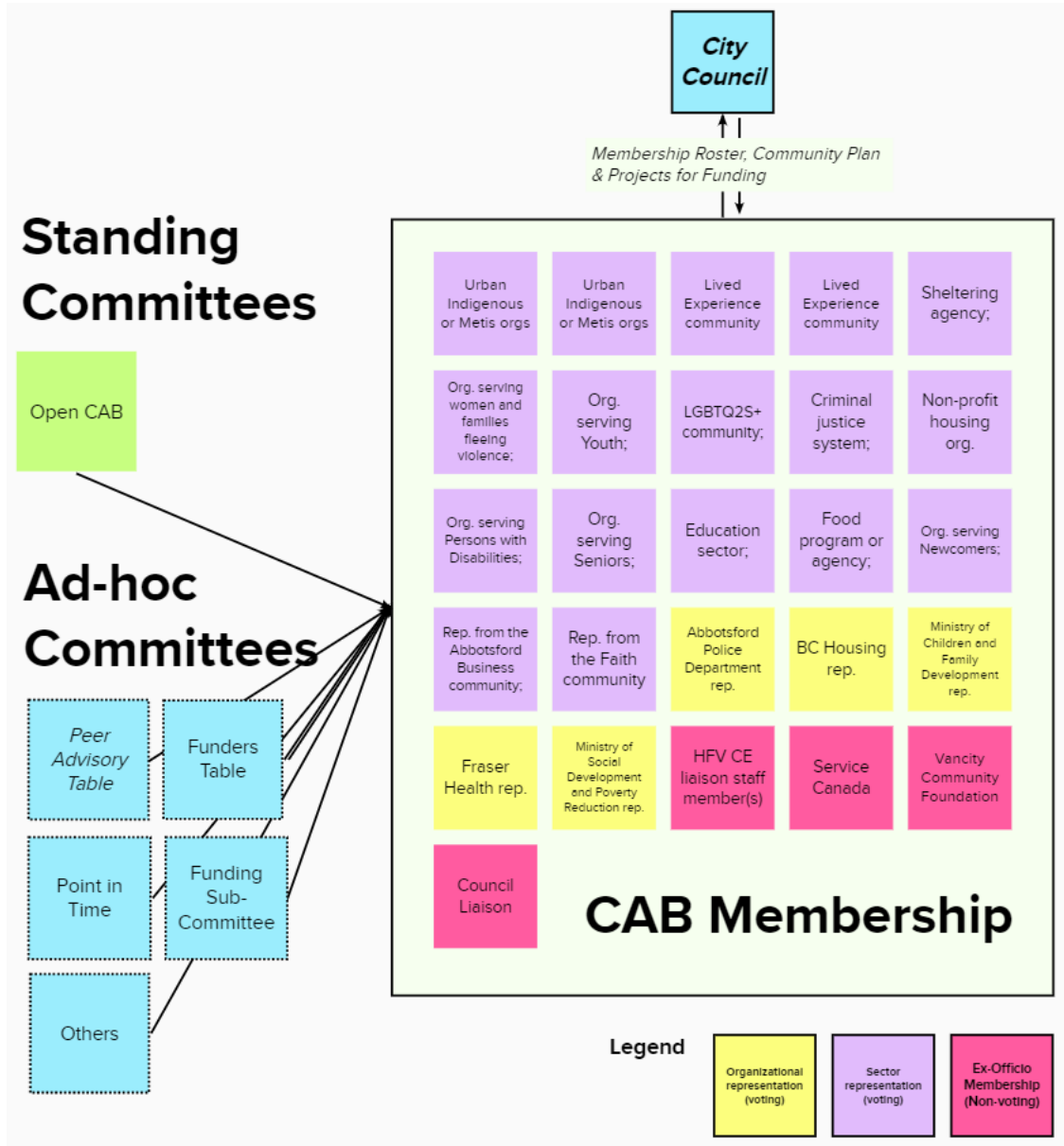
- One (1) BC Housing rep.
- One (1) Abbotsford Police Department rep.
- One (1) Fraser Health rep.
- One (1) Ministry of Children and Family Development rep.
- One (1) Ministry of Social Development and Poverty Reduction rep.

Ex-Officio Membership (Non-voting)

- HFV CE liaison staff member(s)
- Service Canada representatives
- Vancity Community Foundation

- One (1) rep. from (any) Faith community
- Council Liaison

Graphic included for reference only



Member Recruitment and Selection:

- Recruitment of CAB members will be facilitated by the CE through a public recruitment and selection process in consideration of its set purpose and representation.
- Members representing specifically identified organizations will be nominated by their respective organizations who will, in turn, notify the Community Entity of their respective representatives.
- The initial membership of the Reaching Home Community Advisory Board will be recommended by the CAB to City Council for endorsement.
- The status of the CAB voting membership will be assessed annually during the first meeting of any new fiscal year of the CE. If a gap is identified by the CAB, the following process occurs:

- The co-chairs, with support from staff of the CE, send out an email to all CAB members identifying the gap and asking for recommendations during the meeting.
- The potential reps are asked to attend the next CAB meeting and will be asked to provide a short introduction.
- At the end of the meeting the new member will be approved by confidential vote.
- The co-chairs will meet with the new member to go over the member's roles and the role of the CE, its staff and consultants.

Roles and Responsibilities

Roles and Responsibilities of the Co-Chairs

- Attend all CAB meetings.
- Facilitate CAB meetings ensuring adherence to governance.
- Chair sub-committees as required.
- Set the agenda for meetings in collaboration with the CE.
- Represent the CAB at public events in partnership with the CE.
- Act as a media spokesperson when required as per previous bullet.
- Participate in a CE-led or delegated strategy to engage and mobilize Indigenous stakeholders and People with Lived and Living Experience of Homelessness to participate in CAB activities and decision-making.
- Contact sector representatives to assess their willingness and availability to continue in their role when CAB membership gaps have been identified.
- An ideal co-chair commits to the position for 2 years and has the skills and time required to facilitate diverse voices and bring a room to consensus.

Roles and Responsibilities of Members

- Have the authority to represent their organization (if applicable).
- Maintain contact with individuals and organizations in their sector for the purpose of sharing information and identifying sector issues related to the CAB objectives and activities.
- Attend all CAB meetings.
- Come prepared (i.e. read information provided prior to the meeting) and actively participate (i.e. actively listen, ask questions, offer ideas).
- If unable to attend a CAB meeting, advise the CE or the Chair and make arrangements through the CE or the Chair for an identified alternate to attend the meeting(s).
- Advise the CE or the Chair in writing when resigning from the CAB.
- Membership attendance will be reviewed annually to ensure adequate sector representation on the CAB.

Roles and Responsibilities of the Community Entity

- Develop a strategy to engage and mobilize Indigenous stakeholders and People with Lived and Living Experience of Homelessness to participate in CAB activities and decision-making.
- Ensure the participation and representation of Indigenous organizations and People with Lived and Living Experience in the development of the Community plan priorities.
- With respect to the Reaching Home program, the CE is solely responsible for communicating with the public, the media and the community, in consultation with ESDC/Service Canada and the co-chairs on any aspects related to CE activities. The CE will make any reasonable effort to consult with the CAB prior to any public communications.
- Continuously work with ESDC to explore additional funding for enhanced service capacities

- Work with community stakeholders to oversee the development and implementation of a systems-based approach to addressing homelessness
- Support a transition to an outcomes-based approach that uses data to track our progress in responding to homelessness
- Solicit proposals for community projects
- Approve projects recommended by the *Reaching Home Funding Sub Committee* in accordance with program Terms and Conditions
- Contract and monitor all projects funded by *Reaching Home*
- Report on its activities and disbursement of *Reaching Home* funds
- Collect and share data and information
- Report on the results and outcomes of all funded projects
- Submit an annual work plan
- Monitor and report on the development, implementation and successes of the Community Plan (Safe at Home) including identified gaps in services that have been filled and those remaining, new partnerships forged and extent to which priorities have been met through sub projects
- Assign a staff position that will attend all CAB meetings
- Provide leadership and assistance to the CAB regarding *Reaching Home* program delivery.
- Engage and mobilize stakeholders and funding partners to work together to prevent and reduce homelessness.
- Implement a process that ensures sub-projects are solicited, assessed and recommended in an open, impartial and fair manner.
- Ensure that Indigenous organizations receive priority to deliver sub-projects that primarily serve Indigenous people where feasible.
- Inform the CAB on sub-project disbursements and investment plan, and consult with the CAB on opportunities to redistribute unallocated Reaching Home funds.
- Draft CAB meeting agendas in collaboration with the co-chairs and distribute to members prior to meetings.
- Draft and maintain meeting minutes and distributed to all CAB members and City council.
- Maintain the CAB membership list and update at CAB meetings.
- Discuss CAB individual member absenteeism with the co-chairs and implement appropriate action.

Roles and Responsibilities of Employment and Social Development Canada

- Facilitate communications between the CAB and the CE.
- Mobilize and assist community stakeholders in the development of community-based approaches to homelessness, while representing Canada.
- Provide support and assistance in building or strengthening existing partnerships among community stakeholders and other levels of government.
- Attend all CAB meetings.
- Provide support, guidance and direction to the CAB and CE on Reaching Home Terms and Conditions and related policies.
- Monitor and assess activities consistent with RH Terms and Conditions, applicable departmental guidelines and policies and compliance with the terms of the funding agreement, and
- Actively participate with other governments and community partners in discussion and analysis to identify strategies for partnerships, leveraging of other resources and evaluation.

APPENDIX A: Membership Declaration

I (print) _____

agree to serve as a member of the CAB or as a member of a CAB sub-committee and to:

- Abide by the CAB Terms of Reference.
- Serve the best interests of the CAB objective and activities.
- Declare to the CAB when I believe myself to be in a conflict of interest as defined in the CAB Terms of Reference, and I agree to abide by any action the CAB deems appropriate to address my conflict of interest.
- keep in confidence, and not use or share confidential information for any purposes external to the CAB.
- Prepare fully and actively participate in CAB activities.
- Conduct CAB activities in a professional, honest, lawful and ethical manner.

Full Name

Signature

Date

APPENDIX B: Code of Conduct for CAB Members

- a. Although a member may be employed by, or affiliated with, a particular organization or interest group, it is the responsibility of all members to represent the best interests of the entire community.
- b. Members shall ensure that the details and dynamics of CAB discussions are kept confidential, including the proposal review and assessment discussions, and respect confidential information shared in the course of CAB activities.
- c. Regardless of personal viewpoints, members shall not speak against, or in other ways undermine, CAB solidarity outside of CAB meetings.
- d. Members shall avoid – in fact and in perception – conflicts of interest. Members shall disclose to the co-chairs any possible conflicts in a timely manner. Members shall familiarize themselves with the CAB’s conflict of interest policy for guidance in this area.
- e. Members shall familiarize themselves with the CAB Terms of Reference for guidance on member responsibilities, meeting processes, decision making protocols, and so on.
- f. Members shall be prepared for meetings, having read pre-circulated material(s) in advance.
- g. Members’ contributions to discussion and decision-making shall be informed and constructive.
- h. Members’ interactions in meetings shall be courteous and respectful.
- i. Members shall adhere to all CAB policies and practices.
- j. Members shall participate in, and support, the CAB in additional ways beyond attending CAB meetings. This could include joining sub-committees, assisting in project evaluations, and communicating about homelessness and CAB activities as approved by CAB.
- k. Members shall preserve the credibility, integrity, and impartiality of CAB.

In the event of conflict between members, or concern about the behavior of a member, the three-step process described below shall be used. Steps 1 and 2 are to be completed within 30 days. If the conflict is not resolved in this time frame, the members shall move to step 3.

Step 1: The individual(s) with the conflict/concern will speak to the member to try to resolve the issue.

Step 2: If resolution is not achieved through step 1, the parties shall utilize one or both of the CAB Co-Chairs as a neutral third-party mediator. If a Chair and/or Vice-Chair is one of the parties involved in the dispute, the parties shall seek an independent third-party mediator from within or outside the CAB.

Step 3: If resolution is not achieved through steps 1 and 2, the issue shall be brought by the parties to the CAB for resolution by the CAB as a whole.

- l. Additional requirements for CAB members who sit on the Reaching HomeFunding Sub

Committee are listed in Appendix C.

I hereby acknowledge by my signature that I agree on my own behalf to abide by this Code of Conduct.

CAB Member Signature Date

Date

APPENDIX C: REACHING HOME FUNDING SUB-COMMITTEE CONFLICT OF INTEREST POLICY

The policy applies to members of the **Reaching Home Funding Sub committee**.

The Community Advisory Board (CAB) will be fair, equitable and transparent. The CAB will use this policy for conflicts of interest, including actual, potential and perceived, in fulfilling their mandate of administering Reaching Home Funds.

Conflicts of interest may result from situations where a member of the CAB currently or within the past two years:

- A. Sits on a proponent's Board of Directors or related governance committee
- B. Is an employee of the proponent
- C. Is a contractor of the proponent
- D. Is receiving service, money, other support or 'benefit' from the proponent

And/or Currently:

- E. Is involved in joint programming or a partnership with the proponent where the CAB member or CAB member's organization may benefit financially
- F. Has an immediate family member (spouse, children, parents, siblings and/or someone who permanently resides with the member) who receives services from the proponent's Reaching Home funded services
- G. Has an immediate family member (spouse, children, parents, siblings and/or someone who permanently resides with the member) who is: employed by or a senior manager of a Reaching Home funded program, or sits on the Board of Directors of the proponent

H. Has personally provided a letter of support for the applicant's proposal submission

And/Or:

- 1. Other potential conflict situations that may arise and be declared by the CAB member or noted by the CAB Chair

1. Disclosure

Prior to proposal review, the CE will send all CAB members a list of proponents, their partners and organizations that have supported the proposal. CAB members are expected to declare conflicts of interest and share with their fellow members to ensure transparency. If a conflict is noted, that CAB member will not sit on the proposal review committee.

No member of the Reaching Home Funding Sub-Committee will be a part of any decision that leads to a recommendation on a proposed project for which they have a conflict of interest.

In CAB business where there will not be a decision leading to a recommendation on a project, if a CAB member believes they may have a Conflict of Interest, they will declare it immediately and the CAB chair, in consultation with the CAB, will make a decision regarding that members' presence based on the principles outlined above. The decision will be documented in the RHFSC meeting minutes.

2. Breaches and Accountability

All Reaching Home Funding Sub-Committee members are responsible for adhering to this policy as outlined. As such, each member is expected to, and has the right to, raise a question or concern regarding application of the policy.

During the proposal review process, should a committee member fail to declare what another CAB member or CE staff believe may be, or perceived to be, a conflict of interest, they should raise it with the CE and CAB Co-Chair prior to the beginning of the proposal review process. The CAB Co-Chair and CE will determine next steps on a case-by-case basis, sharing their response with the affected CAB member(s).

Other breaches of this Conflict-of-Interest policy will be dealt with on a case-by-case basis by the CAB as required. Perceived breaches or concerns should be raised with the CAB Co-Chairs and CE. The CAB Co-chairs and CE will determine next steps on a case-by-case basis, sharing their response with the affected CAB member(s).

CAB members appointed to the Reaching Home Funding Sub-Committee shall abide by this conflict-of-interest policy, as well as other policies that may be adopted.

CAB Member Signature Date

Print Name

APPENDIX D: List of Voting CAB Members

To be updated

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