



HOMELESSNESS Partnering Strategy

Roles of Community Advisory Boards and Community Entities

Description

Community Advisory Boards (CABs) and Community Entities (CEs) play pivotal and distinct roles in developing and implementing a local Housing First (HF) approach. Respecting the distinct responsibilities and collaborating on shared roles are important in maintaining good governance. Please note that in this paper, the

expression “CAB” also refers to Aboriginal CABs and Regional Advisory Boards (RABs).

The chart below outlines the key distinct roles of the CAB and the CE as well as those that are shared. Depending on the size of the community or HPS funding allocation, the role of the CE and CAB may be adjusted, particularly in the area of shared responsibility.

Exclusive and Shared Responsibilities among CABs and CEs



Role of the CAB

The CAB is a catalyst for developing and supporting a local homeless-serving delivery system, especially the implementation of a local HF approach. To support this role, HPS has published the series Elements of a Well-functioning CAB, which highlights the need for CABs to be coordinated, responsive, results-based, and accountable to the community. The series is included in this package.

As depicted in the diagram above, the CAB is responsible for the following key areas:

- Being representative of the community;
- Producing the HPS Community Plan; and
- Recommending projects for funding to the CE.

CAB – Being representative of the community

The CAB has to be representative of and/or strongly linked to the homeless serving system and sectors in its community. The CAB is also expected to take a comprehensive or ‘whole systems approach’ to knowing the role of their community stakeholders, understanding the issues, and ensuring all partners are engaged. For example, the CAB could seek opportunities to work with others who are doing complementary activities, such as existing case management teams, or could link with emergency shelters that can help identify HF clients.

CAB – Producing the HPS Community Plan

All Designated Community CABs, and Aboriginal CABs within communities that receive more than \$200,000 in Aboriginal Homelessness HPS funding, are responsible for developing, approving, and signing-off the HPS Community Plan. To do so, the CAB gathers all available information related to homelessness issues in the community and makes decisions on priorities based on evidence. The CAB reviews and updates the Community Plan annually, through the Community Plan Annual Update (CPAU), to ensure the priorities and activities remain appropriate and to set targets for the following year.

Aboriginal CABs receiving \$200,000 or less annually in HPS funding as well as RABs are not required to submit a HPS Community Plan but are expected to set direction based on a priority-setting exercise.

CAB – Recommending projects for funding to the CE

The CAB, in partnership with the CE, develops terms of reference for the solicitation and assessment of applications for funding. Following the review of applications, the CAB is responsible for making recommendations for funding to the CE.

Role of the CE

The CE, through an agreement with the Government of Canada, supports the implementation of the local approach by managing the HPS funding delivered in the community. To support this role, HPS funded Performance Management in a Housing First Context: A Guide for Community Entities, which aids CEs in the design and implementation of Housing First programs. It is available through the Homeless Hub at <http://homelesshub.ca/performancemanagement>.

The CE is responsible for the following key areas (as outlined in the CE funding agreement):

- Providing investment planning and reporting;
- Approving projects and contracting of all agreements held with sub-project funding recipients;
- Monitoring, tracking, and reporting on the results of the sub-projects funded under the HPS; and
- Ensuring sound management of performance, finances, and risks.

CE – Providing Investment Planning and Reporting

The CE is responsible for investment planning, distributing funds to sub-project recipients and for reporting back on results to Canada, as set out in the funding agreement between the CE and Canada.

The CE plans investments according to the Community Plan priorities. For CEs that manage funds in communities where a Community Plan is not required, investments are planned according to the identified needs set out in the priority-setting exercise. For communities with an approved community plan, investments must match what was approved by Canada. This provides a basis for ongoing monitoring of the requirement to meet HF funding targets.

As sub-projects are funded, project details must be input into Results Reporting On-line (RROL) tool, which will track how much funding has been allocated for each community plan priority. This forms part of what is monitored by Service Canada annually during the Mid-Year Dialogue process.

Any significant change to the community plan, such as not funding a priority, requires the prior written consent of Canada.

CE – Approving projects recommended by the CAB

The CE is responsible for making funding decisions based on recommendations made by the CAB. The CE is also responsible for the contracting of all agreements held with sub-project funding recipients as per the terms outlined in the CE funding agreement.

CE – Monitoring, tracking, and reporting on the results of the sub-projects funded under HPS

As the HPS Community Plan requires communities to set targets, the CE is responsible for collecting the information and reporting annually on community progress towards reaching those targets. The CE is responsible for the following:

- Managing and monitoring the sub-projects through agreements to ensure that they are meeting their expected results;
- Monitoring and ensuring that HF investment targets are met and implementing corrective measures as required; and
- Reporting on the high level, system wide results of Housing First including emergency shelter use.

To help CEs fulfill these responsibilities, Canada has developed the RROL tool. Data collected through the RROL is stored in the Homelessness Electronic Reporting Information Network (HERIN) database. The RROL enables CEs to submit the results of the sub-projects, and to report on project details and outcome indicators. A list of broad indicators for the HPS Program is included in Annex A. Each community will be asked to provide baseline data in the 2015 Community Plan Annual Update if it has not already done so.

CE – Ensuring sound performance, financial, and risk management

The CE is responsible for ensuring that there are defined processes of monitoring outcomes, performance of projects, budgets, risks and

remediation to ensure continuous improvement. The CE is required to ensure funded agencies achieve alignment with HF principles where applicable, and program requirements at the community and national levels. To do so, the CE should work with the CAB to ensure a fair selection process is in place and is choosing the most appropriate organizations and that sub-projects are being adequately monitored to ensure their understanding and successful implementation of the focus on HF, where applicable.

Performance management and quality assurance are critical success factors in the local implementation of HF. For example, the CE may have to make difficult choices to reallocate funding from existing programs to those more in line with the local priorities set in the Community Plan. The Mid-Year Dialogue process with Service Canada is intended to support the CE in this role.

Shared roles between the CAB and the CE

Beyond their distinct roles and responsibilities, a CAB and CE must also work together to achieve joint goals. This requires a high level of collaboration and coordination.

The key areas for shared roles between the CAB and the CE are:

- Facilitating leadership and partnerships;
- Administering the solicitation of proposals processes (selecting sub-projects in a fair and transparent manner);

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- Completing the Community Plan Annual Update; and
 - Reporting on shelter data.

CAB/CE – Facilitating leadership and partnerships

Depending on the size of the community, either the CAB or CE or both may play a leadership role in engaging the community on the local implementation of HF by:

- Building new or strengthening existing partnerships among community stakeholders and other levels of government;
- Engaging key players in the community, from both the public and private sectors;
- Mobilizing and assisting community stakeholders in the development of community-based approaches to homelessness;
- Coordinating community and provincial/territorial efforts related to homelessness;
- Sharing information with the community about homelessness issues and progress achieved; and
- Providing support and guidance to service providers.

CAB/CE – Administering the solicitation of proposals process

The CAB is responsible for developing the content of the solicitation of proposals processes while the CE is responsible for its implementation. The CAB develops the solicitation process based on the HPS Community Plan priorities (or on the identified needs in communities where a plan is not required).

When developing the solicitation process, CABs and CEs are expected to focus on results that contribute to reducing and preventing homelessness. To support the CAB, the CE prepares the related templates and tools and launches the solicitation process. The CE gathers the proposals and forwards them to the CAB for their consideration. The CAB is responsible for recommending the projects for HPS funding to the CE. The CE is then responsible for final decisions such as final screening, negotiations and the set up and management of the sub-project agreements with the successful organizations.

CAB/CE – Completing the Community Plan Annual Update (CPAU)

The CAB and CE share the responsibility for developing and signing off on the CPAU, which lays out the community's progress in addressing homelessness and demonstrating the results of the HF approach. The CAB is expected to gather all available information related to homelessness issues in the community, and make decisions on renewing or identifying new priorities based on evidence on an annual basis. The CAB also updates the community contribution amounts. The CE is expected to provide the sub-project information and report the amount invested by external partners in sub-projects funded under HPS.

CAB/CE – Reporting on Shelter Data

A strong focus on results is important as communities implement the renewed HPS's Housing First approach. Success requires tracking progress on high level, system-wide targets. One key indicator of success is measuring decreases in the lengths of shelter stays. This is why CABs and CEs will be asked to provide shelter data as part of the CPAU.

The CAB and CE should work together to ensure they are equipped to report on shelter usage. The approach may differ based on existing data collection methods or agreements, however, it is the responsibility of the CAB and CE to identify the key players in shelter data collection and ensure processes are in place to obtain the necessary information.

In order to fulfill this role, the CAB and the CE may consider:

- Implementing a data sharing agreement with the shelters to ensure the CE and CAB have access to data collected through the Homeless Individuals and Families Information System (HIFIS) or other systems.
- Working together with other relevant sectors to coordinate a shelter data collection process (by using HIFIS or another system).

Note: HPS funds cannot be used to implement a shelter data collection tool other than HIFIS.



Annex A - HPS Measurement Indicators

The following chart outlines the broad program indicators that will be used to tell the HPS performance story. Each community will be expected to provide baseline data in the 2015 Annual Community Plan Update if it has not already done so. Indicators bolded below will need to be provided in the Annual Update.

INDICATOR	TARGET	DATE TO ACHIEVE	SOURCE
SYSTEM-LEVEL INDICATORS			
National Indicators			
Estimated annual number of unique individuals using emergency shelters	n/a	n/a	NHIS
Estimated number of shelter users that are chronically homeless (proxy = number of clients with 180 or more nights in shelter)	20% Reduction	2017-18	NHIS
Estimated number of shelter users that are episodically homeless (proxy = number of clients with 3 or more episodes of homelessness)	20% Reduction	2017-18	NHIS
Estimated number of people living on the street (sleeping rough)	20% Reduction	2017-18	Point-in-time (PIT) count
Reduction in the usage of emergency shelters, as measured by number of 'bed nights' utilised.	15% Reduction	2017-18	NHIS
Community Indicators			
Percentage of Communities that have demonstrated a reduction in homelessness through their point-in-time count	60%	2017-18	PIT count
Other resources dedicated to homelessness efforts at the community-level for every dollar invested by the Homelessness Partnering Strategy.	\$10.00	2015-16	CP Annual Update
PROJECT-LEVEL INDICATORS			
HF Placement Indicators			
Number of individuals placed in housing through an HF intervention	CTD	2016-17	HERIN
Percentage of HF clients who remained housed at six months	80%	2016-17	HERIN
Percentage of HF clients who remained housed at twelve months	80%	2016-17	HERIN

INDICATOR	TARGET	DATE TO ACHIEVE	SOURCE
Number of days to move HF clients into permanent housing (after intake or assessment - to be determine by the community)	CTD	2016-17	HERIN
Percentage of HF clients who were rehoused	30%	2016-17	HERIN
Percentage of HF clients who return to homelessness	15%	2016-17	HERIN
Self-Sufficiency Indicators			
Percentage of HF clients who have successfully exited the program to a positive housing situation	CTD	2017-18	HERIN
Number of people who increased their employment stability or started part-time or full-time employment	CTD	2016-17	HERIN
Number of people who increased their income or income stability	CTD	2016-17	HERIN
Number of people who started part-time or full-time education	CTD	2016-17	HERIN
Number of people who started a job training program	CTD	2016-17	HERIN
Prevention Indicator			
Number of people that remained housed at three months after receiving a Housing Loss Prevention intervention	CTD	2016-17	HERIN
	80%	2017-18	HERIN
LEGEND			
Targets for which the community is responsible for establishing baseline and tracking progress in CP (CTD = community to develop)	CTD		
New indicators being introduced for 2014-19			
National Homelessness Information System	NHIS		
Homelessness Electronic Reporting Information Network	HERIN		