

Clause No. 13 in Report No. 9 of Committee of the Whole was adopted, without amendment, by the Council of The Regional Municipality of York at its meeting held on May 15, 2014.

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HUMAN SERVICES PLANNING BOARD OF YORK REGION
YEAR IN REVIEW 2013

Committee of the Whole recommends adoption of the following recommendations contained in the report dated April 16, 2014 from the Commissioner of Community and Health Services:

1. RECOMMENDATIONS

It is recommended that:

1. Council amend Section 16.3 of the Human Services Planning Board of York Region Terms of Reference to permit the Board to hold a minimum of three meetings per year that consist of a combination of full Board public meetings and Board working sessions (see *Attachment 1*).
2. The Regional Clerk circulate this report to local municipalities, the Human Services Planning Board of York Region and the Community Partnership Council under the Local Immigration Partnership for information.

2. PURPOSE

This report provides a review of the Human Services Planning Board of York Region's (the Board) accomplishments for 2013. It includes an update on the Board's *Make Rental Happen* campaign, *Fair Access* pilot project, capacity building initiatives, and plans to transition to the Board's second term in late 2014.

This report also proposes an amendment to the Board's Terms of Reference to permit the Board to hold a minimum of three meetings per year that consist of a combination of full Board public meetings and Board working sessions.

3. BACKGROUND

The Board gets focused on two collective actions

The Board's initial research led to the development of the *Making Ends Meet in York Region Discussion Paper*, which was approved by Council in 2011. This discussion paper showed there is a growing gap in York Region between household income and the high cost of living. In the last decade in York Region, median house prices went up by 87 percent, while median hourly wages only rose by 26 percent. Rising housing costs have forced many people to live beyond their means or move outside the region. When housing costs are coupled with the costs of child care, elder care, and food, many residents are being forced to make difficult decisions.

York Region's housing market has the lowest percentage of rental housing in the Greater Toronto Area. Essentially no substantial supply of new private market rental housing construction has happened in the last decade. This leaves little choice for those who cannot afford to buy a home, such as new graduates, young families, newcomers and seniors. Creating more rental housing options will help:

- Local businesses be more competitive in attracting and retaining employees
- Give seniors more options if they choose to downsize
- Newcomers and young professionals find housing close to work
- Reduce commute times, traffic congestion, and automobile emissions

Under the leadership of Board Co-Chairs Regional Councillor John Taylor and Susan LaRosa, the Board has been working collectively to help low and moderate income families and individuals make ends meet. The Board identified two community results that they would pursue through both individual actions (those undertaken by a single member organization) and collective actions (collaborations involving multiple organizations). The two results they are targeting are:

1. **Affordable housing:** a good mixture of safe and affordable housing options and programs throughout York Region.
2. **Economic self-sufficiency:** a strong combination of employment and human services supports.

With a clear vision of the results the Board is trying to achieve, the Board laid out detailed strategies and began implementation on two collective actions in 2013:

1. *Make Rental Happen* collaborative advocacy plan
2. *Fair Access* partnership pilot project

4. ANALYSIS AND OPTIONS

YEAR IN REVIEW 2013 – MOVING FROM TALK TO ACTION

Collaborative advocacy to *Make Rental Happen* in York Region

To begin their collective work in encouraging more rental housing options, Board members convened an education retreat in May 2013 hosted by IBM (a board member organization). At this retreat Board members heard from private and public sector experts to learn about the tools and approaches that could be leveraged to build private market rental housing. IBM then facilitated a second retreat with Board members to form an agreed upon vision for encouraging the development of rental housing.

Following the IBM retreats the Board developed a collaborative advocacy plan entitled *Make Rental Happen: Creating the Conditions to Build Private Market Rental Housing*. This plan aligns with the *York Region Draft 10-Year Housing Plan* goal of increasing York Region's rental housing supply, including private sector rental housing. Through this work the Board is partnering with York Region to:

- Develop and lead a global post-secondary student challenge for innovative rental housing ideas
- Host a housing symposium focused on private market rental housing
- Collaborate with stakeholders to advocate for more private market rental housing options

The Board's collaborative advocacy plan was endorsed by Council on November 21, 2013. Council also asked local municipalities to endorse the plan.

The plan aims to create the conditions necessary for the private sector to reengage in building private market rental housing in York Region. Keeping with the plan, the Board is using their influence to bring key stakeholders to the table, facilitating discussions, and identifying a common vision for where change is needed. The Board is engaging those groups capable of implementing change, including all levels of government, the building industry, and corporate leaders. All stakeholders are asked to put something on the table to encourage rental housing development.

The collaborative advocacy plan has three primary deliverables:

1. **Raising awareness** of the economic benefits and the costs of not having rental housing options through the creation of the compelling York Region rental housing story.
2. **A collective statement of commitment**, which will form the shared voice of the Region, municipalities, and building industry in highlighting the tools available to build rental housing as well as identify gaps where advocacy is needed.
3. **Developing strategic alliances** with interest groups and organizations that advocate for rental housing. As an introduction to this work, and to create greater awareness, the Board provided a presentation at the Ontario Non-Profit Housing Association Conference in October 2013 and distributed copies of the Collaborative Advocacy Plan to 56 organizations in York Region and across the country.

The collaborative advocacy plan is the starting point for the Board's work to encourage more rental housing options. The Board has now started taking practical steps to implement the plan:

Generating a dialogue through social media

The Board used National Housing Day as a platform to launch a social media campaign that raises awareness about the need for rental housing options in York Region. To maximize the campaign's reach the Board used a variety of tools to spread the message, such as Twitter, Facebook, YouTube, email, and movie theatre advertisements. All of these tools drove traffic to the *Make Rental Happen* webpage (www.york.ca/makerentalhappen) where the audience could get more information on the Board's work as well as the Region's Draft 10-Year Housing Plan. To date:

- The Board's Twitter hashtag #makerentalhappen has been retweeted nearly 450 times and has been publically mentioned 2,500 times
- Facebook posts had a potential reach of over 34,400 people
- YouTube videos of Board members, community leaders, residents, and celebrities, such as Rick Mercer, discussing the need for rental housing have been viewed more than 3,700 times

By aligning messaging and timing of the campaign with National Housing Day, the Board leveraged interest from media, government, and the public. Traditional media coverage of the campaign included stories in the Huffington Post, articles in a rental housing magazine, newsletter articles, radio coverage, and mentions in several blogs from across the country.

***Make Rental Happen* student challenge**

The Board is currently hosting a global ideas challenge that asks post-secondary students to form collaborative teams and use creativity in designing big, bold, and innovative ideas for creating private market rental housing. The aim of the challenge is to inspire greater awareness and discussion of achievable solutions to York Region's limited rental housing supply. The challenge will elevate the conversation on innovative solutions by exploring, rethinking, and celebrating the ideas submitted by students. A panel of leading industry professionals will evaluate the entries and award the top three winning teams. IBM has agreed to sponsor all cash prizes, including the first place \$5,000 prize, second place \$3,000 prize, and third place \$2,000 prize. Full challenge details are available at www.york.ca/makerentalhappen.

The challenge has been promoted using social media and email on 59 campuses across Canada and 17 international campuses in the United Kingdom, United States of America, and Australia. Traditional newspaper advertisements, in-kind media sponsorship, and advertising on professional networks have also raised awareness across Canada.

***Make Rental Happen* challenge awards and housing symposium**

The Board will celebrate winning submissions for the challenge at a housing symposium on June 20, 2014. The symposium will bring together Board members, policy makers, building industry representatives and academics to explore research and best practices for developing rental housing. The objective of the symposium is to initiate discussion among stakeholders, including local municipalities, on innovative and creative solutions to creating private market rental housing in York Region.

The Board's work is creating discussions on rental housing among stakeholders

Through the collaborative advocacy plan the Board aims to consult with partners who can leverage change. The Board is embarking on consultations with all levels of government, the building industry, and corporate leaders to identify opportunities and barriers where advocacy could be used to create the conditions to develop private market rental housing. Consultations with the provincial government have begun, while consultations with local municipalities are tentatively scheduled to occur throughout 2014. In January 2014, Board Co-Chair Regional Councillor John Taylor presented the *Make Rental Happen* work at Newmarket-Aurora MP Lois Brown's Pre-Budget Consultation. Further discussions with the federal government are anticipated in 2014.

The Board's success in creating awareness around the need for rental housing has helped encourage discussions between the Region, the Town of Newmarket and a local developer for a pilot project to create the conditions needed for a multi-unit rental development. These discussions resulted in a set of principles that were approved by Council in November 2013, including a conditional deferral of development charges for

36 months. Progress on this pilot project will be documented in order to understand the impact that this type of incentive has on the development of private market rental.

Building community capacity through the *Fair Access* partnership pilot project

Collaborative planning leads to new opportunities for children and families

Fair Access is a collective action under the Board's Making Ends Meet – Economic Self-sufficiency Community Result. The project is a collaborative partnership between York Region's public and catholic school boards, the nine local municipalities, and York Region. The purpose of the project is to facilitate a formal partnership that secures more space for low and moderate income residents to access recreational and cultural programs by:

- Piloting an affordable after school program delivered by local municipalities at a neighbourhood school
- Serving as a model for future collaborative planning

The *Fair Access* partnership stems from the core belief that neighbourhoods need to connect. It offers youth opportunities to succeed by making the best use of school and community space to promote healthy and active living, reduce obesity levels and contribute to safer communities.

To turn this vision into reality, efforts were aligned to create a working group with members from all partner organizations. The concept for the program is grounded in data that showed a gap in after-school programming for students between the ages of 10 and 14 who were in grades 6 to 8. Each pilot program will be customized and flexible to the needs of the local neighbourhood with a goal of promoting healthy communities. See *Attachment 2* for more information on the *Fair Access* partnership pilot project.

Four pilot program school sites have been selected

By reviewing demographic data the working group selected four neighbourhoods with a host school and a partner school to house the initial pilot program in September 2014:

- RL Graham Public School to host in partnership with Prince of Peace and Our Lady of the Lake Catholic Schools in the Town of Georgina
- Alexander Muir Public School to host in partnership with Canadian Martyrs Catholic School in the Town of Newmarket
- St. Benedict Catholic Elementary School to host in partnership with Aldergrove Public School in the City of Markham
- St. Charles Garnier Catholic Elementary School to host in partnership with Roselawn Public School in the Town of Richmond Hill

Comprehensive milestone: A draft memorandum of understanding gets partners to speak the same language

A draft memorandum of understanding (MOU) is being developed between all the partners. The MOU solidifies the partnership and creates a consistent process for accessing community space. For example, instead of school boards having to coordinate different processes in the nine local municipalities, there will now be one document and one process. Unifying the process increases accessibility by saving time and effort.

***Fair Access* partnership is breaking new ground**

In 2014, the Board will seek continued support from local municipalities by asking them to build the program into their future planning and take steps to expand the program moving forward. Continuing to strengthen the partnerships established through *Fair Access* partnership will help children and families of all income levels access recreational and cultural programs.

Member organizations work together to increase their collective impact

The Board hosts Results Based Accountability training session to build capacity in the community

The Board's successful use of the Results Based Accountability (RBA) model to effectively move its work from talk to action has led to interest from other human services organizations in the community to use RBA. As an opportunity to help create greater capacity within these organizations the Board hosted a two day RBA training session in November 2013. The evaluation results from the session clearly show that participants understand the components of the RBA model, can manipulate the various types of performance measures, and have confidence to lead RBA workshops. It is expected participants of this session will train colleagues within their own organizations and other organizations in the community on the RBA model.

Board members report back on progress of *Making Ends Meet* individual actions

In addition to its collaborative advocacy and capacity building work, Board members have started to present progress updates on the individual actions they are taking to support the *Making Ends Meet* strategic goals. In 2013, the Board received updates from the Women's Centre of York Region, York Regional Police, Welcome Centre Immigrant Services, United Way of York Region, Canadian Mental Health Association of York Region, Vaughan Community Health Centre, and Seneca College. The variety of programs initiated by these organizations encompass a comprehensive range of supports, including programs that focus on financial literacy, student retention, a youth opportunities camp, housing help services and employment training supports. Through these actions Board member organizations have reported a change in how they do

business. More emphasis is being placed on developing programs and services that support low and moderate income residents to make ends meet.

Board's innovative approach leads to recognition

In 2013, York Region received a Local Municipal Champion award from Ontario Municipal Social Services Association (OMSSA). This award was presented in recognition of Council's commitment to the work of the Board in successfully advancing human services integration.

In recognition of the success of the *Make Rental Happen* social media campaign, a presentation was given on the campaign to OMSSA's Housing and Homelessness Resource Centre Forum in March 2014. The social media campaign has also been submitted for an International Association of Business Communicators Award.

Inaugural term of the Board concludes in 2014

The recruitment process for the Board's second term will begin in 2014

Council appointed members to the Board for its inaugural term from March 2010 to November 30, 2014. The expiry of the Board's inaugural term was set so future terms of the Board coincide with the term of Council. Over the next several months, in accordance with the Terms of Reference, the Board Selection Committee will propose a slate of candidates to stand for a second term. The Board Selection Committee consists of current Board co-chairs and the Community and Health Services Commissioner. Candidates will be proposed based on a review of the current membership and their ability to advance the Board's priorities. Where gaps exist new members will be proposed.

Invitations will be forwarded to each candidate inviting them to serve on the Board for a new four-year term. Member organizations will receive a request for their Board of Directors to nominate a senior decision maker to represent their interests on the Board. In early 2015, the Board will seek approval from Council to appoint the proposed slate of candidates for a term that runs from 2015 to 2018.

Proposed amendment to the Board's Terms of Reference to operate more efficiently

Section 16.3 of the Board's Terms of Reference states the Board shall hold a minimum of three meetings per year. These three meetings are held as full Board public meetings supported by the Regional Clerks Office. In addition to full Board public meetings, members participate in several other types of meetings including working sessions, briefing sessions, and education sessions. In 2012 twelve meetings were held and a total of eight took place in 2013.

The experience of the Board's first term indicates there is a need for more flexibility in hosting both strategic working sessions and full Board public meetings to accommodate the busy community leaders that make up the Board. It is proposed that Council amend the Terms of Reference, Section 16.3 Meeting Frequency/Logistics, to state that the Board shall host a minimum of three meetings per year to include a combination of full Board public meetings and working sessions as outlined in *Attachment 1*. In considering this recommendation it is important to note that by holding a combination of meetings, a full Board public meeting must be held at least once per year and may appear as an annual general meeting.

Link to key Council-approved plans

The Board's *Make Rental Happen* campaign is aligned with the Region's long-range planning and housing direction to have housing choices for people to live in the Region through all stages of their lives. This is consistent with Council policy as reflected in the following documents:

- *Vision 2051's* Goal Statement: "In 2051, York Region has housing to match the needs of its residents and workers. Housing choices support affordable and sustainable living, and address the needs of a diverse and aging population"
- *York Region 2011–2015 Strategic Plan* objective to "support healthy communities through a broad range of housing choices and supports to meet the diverse needs of residents"
- *York Region Draft 10-Year Housing Plan* goal of increasing the rental housing supply
- *York Region Official Plan* encouragement of the construction of new rental units with a full mix and range of unit sizes, including family-sized and smaller units and the requirement that 25 per cent of all new housing and 35 per cent of new housing in Regional Centres and key development areas be affordable
- *York Region Investing in our Communities: Multi-Year Plan for the Community and Health Services Department* goal to support healthy communities through a broad range of housing choices and supports to meet the diverse needs of residents

5. FINANCIAL IMPLICATIONS

Support to the Board is provided within the Community and Health Services Department's existing operational budget.

6. LOCAL MUNICIPAL IMPACT

The continued support and participation of municipalities is an integral component of the success of both the *Make Rental Happen* collaborative advocacy plan and the *Fair Access* partnership pilot.

The Region and local municipalities are partners in developing housing options. In 2013, the Board sought municipal endorsement of the *Make Rental Happen* collaborative advocacy plan, which supports the shared economic, housing, and growth objectives of the Region and local municipalities. In 2014, the Plan's success will rely on municipal contributions to raise awareness for the need to encourage rental housing development.

Local municipalities also play a key role in the *Fair Access* partnership. By working in partnership with the Region and school boards, municipalities are showing leadership in helping children access new recreation opportunities. The Board plans to monitor the partnership and will come back to municipalities with recommendations on how expand the program moving forward.

Board Co-Chair John Taylor (Regional Councillor) and Board Member Adelina Urbanski (Commissioner, Community and Health Services Department) have been providing updates on the *Fair Access* partnership and the *Make Rental Happen* work to local municipal councils and school board trustees. These presentations will be continuing in 2014.

7. CONCLUSION

The Board is very proud of what was accomplished in 2013 and would like to acknowledge the leadership and support they continue to receive from Council. Moving forward the Board will continue to provide a leadership role to support the implementation of the *Fair Access* partnership pilot and create the conditions needed for a robust rental housing market in York Region through the *Make Rental Happen* collaborative advocacy plan. It is the Board's hope that by continuing to work together they will find new and innovative ways to help families to make ends meet and create a more complete and vibrant community for all residents in York Region.

For more information on this report, please contact Lisa Gonsalves, Director, Strategies and Partnerships, Ext. 72090.

The Senior Management Group has reviewed this report.



HUMAN SERVICES PLANNING BOARD
OF YORK REGION (HSPB-YR)

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1.0 Introduction

The Human Services Planning Board of York Region (HSPB-YR) is a multi-sector collaborative of key human service organizations/agencies/networks and community leaders. Its primary purpose is to enhance the effectiveness and efficiency of human services within York Region by pursuing various initiatives that build capacity within the broader human services sector.

The HSPB-YR represents a proactive, strategic and collaborative response to the increasingly diverse and complex challenges and opportunities that York Region will face over the coming years. Some key drivers of these challenges and opportunities include sustained rapid population growth, an increasingly diverse population in terms of ethno-cultural, age and socio-economic profile, increasing urban intensification, and continued under-funding by senior levels of government in the areas of healthcare and social services.

The HSPB-YR is designed on the premise that the most effective approach in dealing with complex human service issues is through a comprehensive cross-sectoral collaborative approach.

The HSPB-YR will strive to be recognized as:

- A high leverage community change group
- A force for positive change in the broader human services sector
- An influential ‘united voice’ for the advancement of human services in York Region
- A central consultative body on broader human service issues in York Region

The HSPB-YR builds on the strong foundation developed by the former Human Services Planning Coalition (HSPC) which was formed in 2001 and continued until 2009.

2.0 Mandate

It is the mandate of the Human Services Planning Board of York Region (HSPB–YR) to enhance the effectiveness and efficiency of human services in York Region through work in two areas:

- *Capacity Building within the Human Services Sector*
- *Collaborative Advocacy*

2.1 Capacity Building within the Human Services Sector

- *Community Engagement:* The goal will be to seek out strategic opportunities for the broader human services sector and the community to come together to collaborate on human service issues, work towards common goals and solutions, and to inform the priorities and work of the HSPB-YR.
- *Training and Education:* The HSPB-YR, as funds become available, will seek to provide regular training and education opportunities that focus on areas applicable to the broader human services sector.
- *Research and Innovation:* The goal is to undertake relevant research and provide information that serves to inform the human services sector. This may involve the issuance of position papers, policy briefs and the monitoring of funding opportunities.
- *Project Incubation:* The HSPB-YR will seek opportunities to incubate initiatives around identified high priority cross-sectoral human services issues.

2.2 Collaborative Advocacy

- *Funding Advocacy:* The HSPB-YR will advocate for adequate, appropriate and timely funding from senior levels of government for human services.
- *Community and Government Relations:* The HSPB-YR will seek opportunities to build relationships and partnerships with all levels of government, community partners and the private sector where possible.
- *Communication and Awareness:* The HSPB-YR will strive to build an awareness of the HSPB-YR and ensure that the work of the group is effectively communicated to the human services sector and the broader community.

3.0 Definitions

- 3.1. **“Collaboration”** means organizations and individuals working together towards shared and/or common goals and can involve many elements including information sharing, shared learning and training, and developing integrated strategies, solutions, actions and initiatives.
- 3.2. **“Group Consensus”** means unanimous or general agreement among the Members of the HSPB-YR who are present.
- 3.3. **“Human Services”** means those programs and services that support a safe, healthy, inclusive community and maintain and promote its quality of life. Examples include but are not limited to child care, long term care, education, emergency medical services, health services, affordable housing, transit, police, immigrant services, recreation, culture, employment and income support, social services, and other community services.
- 3.4. **“Human Services Sector”** means all stakeholders from a broad range of sectors that are involved in the planning, funding, administering, delivering and promoting of human services.
- 3.5. **“Member”** means the individual who represents and has the backing and support of a Member Organization as well as those individuals who serve as Community Leaders.
- 3.6. **“Member Organization”** means those organizations/networks/agencies invited to join the HSPB-YR and which are represented on the HSPB-YR by an individual from the organization/network/agency.

4.0 Shared Vision, Principles and Values

- Once established, the HSPB-YR shall carry out the exercise of developing a shared vision and set of principles and values for the HSPB-YR. The shared vision and set of principles and values shall be formally approved by the HSPB-YR and serve to guide the work of the group in combination with the Terms of Reference. At a minimum they will be reviewed following the commencement of each new term of the HSPB-YR.

5.0 Strategic Partnerships

- The HSPB-YR will pursue strategic partnerships with other appropriate stakeholders/groups that serve to advance the HSPB-YR Vision and Annual Work Plan.

6.0 Reporting Structure/Accountability

- The HSPB-YR will report to Regional Council through the Community and Health Services Committee.
- HSPB-YR will report to Regional Committee and Council for the following reasons:
 - To present and seek endorsement of an annual Work Plan
 - To present an annual review of accomplishments
 - To present and seek endorsement of a multi-year strategic plan/strategy
 - To provide an update of activities as needed
 - To obtain approval where required
- Where applicable and beneficial, HSPB–YR Member Organizations may be requested to provide formal support and endorsement for key initiatives/actions of the HSPB-YR.

7.0 Annual Work Plan

- The HSPB-YR will develop an annual Work Plan and seek Regional Council endorsement of the Work Plan as soon as possible within the year that the Work Plan addresses.
- Each initiative/project to be included in the Work Plan shall meet the following criteria:
 - serves to directly implement the Vision and strategic plan/strategy once completed
 - directly relates to the mandate and duties of the HSPB-YR
 - is broad based and cross-sectoral in nature
 - has full membership consensus
 - contains realistic, clear, measurable goals and objectives
 - of a nature that the HSPB-YR can reasonably influence
 - within the human resource and financial capacity of the HSPB-YR
 - supported by empirical data/evidence where applicable
 - does not undermine the long-term sustainability of the HSPB-YR
 - is solution oriented, practical and concrete
- All activities proposed for inclusion in the Work Plan shall be supported by project plans that consider financial and human resources, sustainability issues where applicable and monitoring and evaluation.
- All efforts of the HSPB-YR shall focus on accomplishing the tasks within the Work Plan.
- The Work Plan may be amended throughout the year by full consensus of the HSPB-YR to permit flexibility to respond to opportunities that may arise from time to time.

8.0 Strategic Planning

- Recognizing the critical importance of strategic planning, the HSPB-YR shall develop a longer term strategic plan/strategy.
- The initial strategic plan/strategy shall be developed during the inaugural term of the HSPB-YR and reviewed and updated regularly.
- Reviews should occur soon after the commencement of each new term of the HSPB-YR.
- The strategic plan/strategy shall be subject to the same general criteria as the Annual Work Plan.
- The strategic plan/strategy shall be subject to endorsement by Regional Committee and Council.

9.0 Membership Composition and Size

- The HSPB-YR membership shall consist of a maximum of 25 Members as well as the Regional Chair (Ex-Officio) and various Government Advisor and Resource Members.
- The membership composition of the HSPB-YR shall be as follows:
 - York Region – Lead Member Organization (2 Members - Regional Council Representative and Chief Administrative Officer (or designate))
 - A broad cross-section of central human service organizations/agencies/networks (Member Organizations each represented by one individual Member)
 - Community Leaders (up to a maximum of 6 Members)
- The Regional Chair as an Ex-Officio Member.
- Government Advisor and Resource Members shall include key representatives from a cross section of senior level government ministries/offices.
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10.0 Membership Recruitment

10.1 Member Selection/Recruitment

- A Selection Committee shall be responsible for recruiting Member Organizations and Members of the HSPB-YR.
- The Selection Committee shall consist of the HSPB-YR Co-Chairs, Commissioner of Community and Health Services (or designate) and a representative from the Regional Clerk's office.
- Once a candidate has been selected, York Region shall forward a formal invitation to the prospective Member Organization or Member to join the HSPB-YR for a term that coincides with the term of Regional Council, being approximately four years. In the case of Member Organizations, invitations shall be sent to the Board of Directors (or appropriate governing body).

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- Invitees wishing to accept the invitation will be asked to provide formal confirmation of their participation, and in the case of Member Organizations, the name of the individuals (lead representative and alternate) who will represent the Member Organization.
- All new Member Organizations and Members will be formally appointed by Regional Council or the Regional Chair.
- York Region shall undertake a recruitment process prior to the commencement of each new term of the HSPB-YR.
- Senior level government ministries/offices to be provided with Government Advisor and Resource membership shall be identified by the Selection Committee and appointed by Regional Council or the Regional Chair. Government Advisor and Resource Members from senior levels of government may be added at anytime within the term of office of the HSPB-YR. Government Advisor and Resource Members from senior levels of government shall be subject to the annual membership review provisions within Section 13 (Terms of Office).

10.2 Qualifications

10.2 a Member Organizations shall be recruited based on the following criteria:

- Recognized as a well established and lead organization/agency/network within a Human Services sector(s)
- Commitment to assigning senior level leaders from the organization/agency/network (both a lead representative and an alternate) to the HSPB-YR who possess all or many of the skills and attributes listed under Section 10.2c (Desired Skills and Attributes of Members)
- Commitment to assigning senior level leaders who have decision-making authority, the ability to speak on behalf of the Member Organization and the full support of the Member Organization
- Commitment to helping the HSPB-YR engage and consult with other stakeholders in their sector
- Commitment to the advancement of effective collaboration and integration within their own sector and across sectors

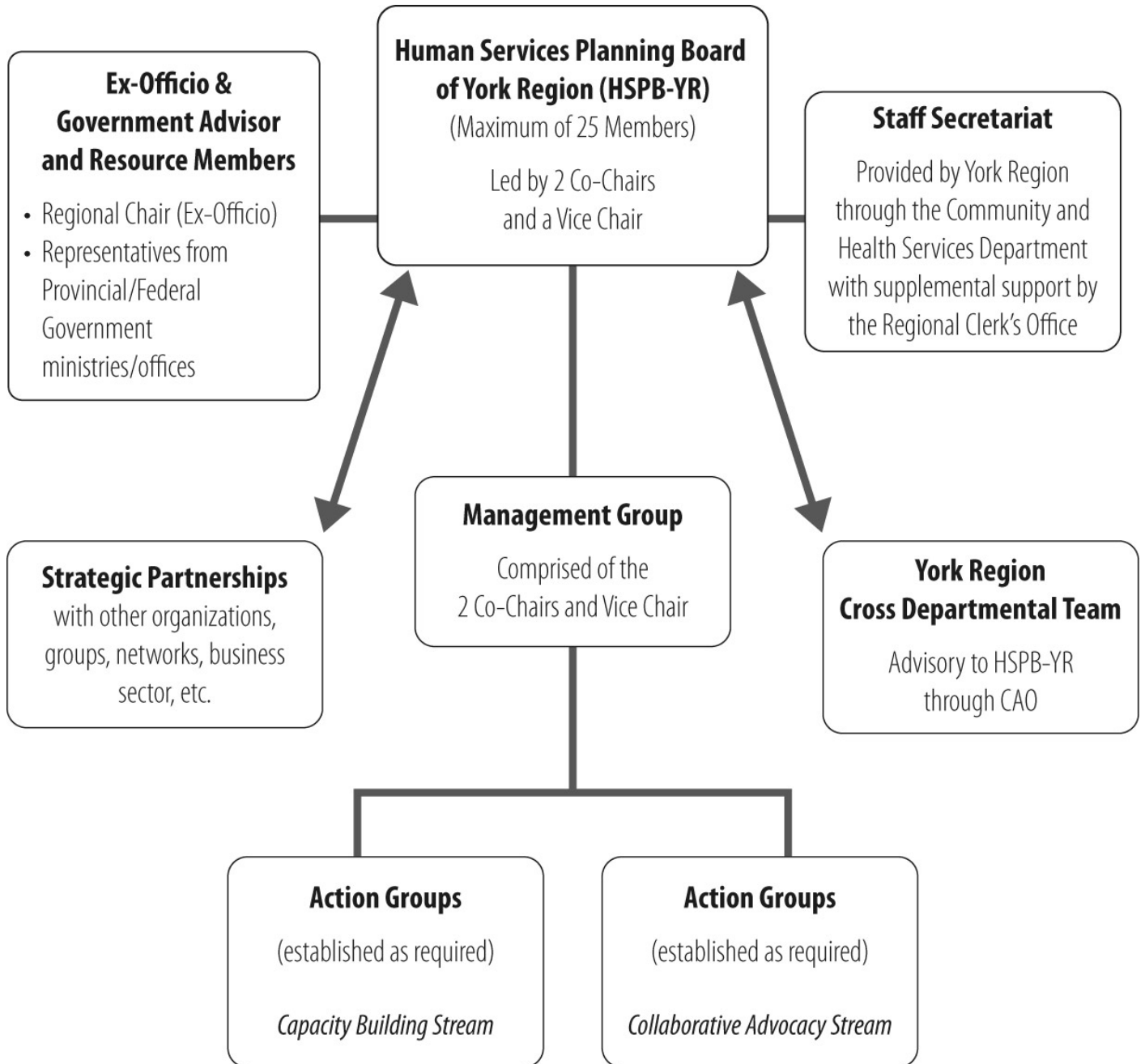
10.2b Community Leader Members shall be recruited based on the following criteria:

- Possesses all or many of the skills and attributes listed under Section 10.2c (Desired Skills and Attributes of Members)
- Brings the institutional support of their organization/employer, where applicable

10.2c Desired Skills and Attributes of Members

- Knowledgeable champion within their respective sector/community
- Respected leader in his/her field or community
- Resourceful – strong ability to marshall resources
- Strategic and innovative thinker
- Human Services knowledge
- Collaborator
- Rich perspective informed by his/her life experience and job/calling

11.0 Organizational Structure – HSPB-YR



11.1 Co-Chairs and Vice Chair

- The HSPB-YR shall have two Co-Chairs and one Vice Chair.
- The Co-Chairs shall rotate duties with respect to chairing HSPB-YR meetings.
- One Co-Chair position shall be filled by a member of Regional Council as appointed by York Region Council or the Regional Chair.
- The other Co-Chair shall be a Member of the HSPB-YR and also appointed by York Region Council or the Regional Chair.
- The Vice Chair shall be from and elected by the full membership of the HSPB-YR.

11.2 Management Group

- The HSPB-YR organizational structure shall include a Management Group comprised of the 2 Co-Chairs and the Vice Chair.
- The Management Group shall serve the following functions:
 - Review and approve agendas for HSPB-YR full Board public meetings
 - Meet between full Board public meetings as required to deal with such matters as agenda approval, provision of direction to HSPB-YR staff on various matters as may be required, making of time sensitive decisions, and other applicable matters.

11.3 Action Groups

- Action Groups shall be established as required to carry out the specific components of the Work Plan where resources permit.
- Action Groups will be of a more temporary nature and created to oversee time limited projects.
- Action Groups shall be chaired by a Member of the HSPB-YR as selected by the full membership.
- Action Groups may include non-members of the HSPB-YR as appointed by the HSPB-YR.
- A separate Terms of Reference shall be prepared for each Action Group where appropriate, and approved by the HSPB-YR.
- Action Groups shall report to the HSPB-YR.

12.0 Roles and Responsibilities

12.1 General Roles and Responsibilities - Members:

- Serve as champions for the HSPB-YR's vision and work
- Commit to attending all HSPB-YR full Board public meetings
- Participate on a minimum of one Action Group where possible
- Assist with marshalling resources where needed
- Actively share leadership, expertise, information and experience
- Work to advance the interests of the human services sector as a whole
- Where applicable and appropriate, obtain formal endorsement from their organization/agency/network for a specific initiative/action of the HSPB-YR
- Where required, assist the Staff Secretariat with communications
- Declare any situation that is, or has the potential to be, a conflict of interest in accordance with Section 17 (Conflict of Interest)

12.2 Co-Chairs

- Demonstrate strong leadership
- Build group consensus around key issues and decisions
- Serve as the public face and voice of the HSPB-YR
- Represent the HSPB-YR where required
- Facilitate effective meetings that are in accordance with Section 16.4 (Code of Conduct)
- Serve on the Management Group

12.3 Vice Chair

- Assist the Co-Chairs in the performance of their duties
- Act in the absence of the Co-Chairs
- Serve on the Management Group

12.4 Government Advisor and Resource Members

- Shall generally serve in an advisory role and provide advice to the HSPB-YR on funding opportunities and policy developments from the offices and ministries they represent. Government Advisor and Resource Members will be invited to attend HSPB-YR membership meetings but it is not a requirement. HSPB-YR meeting agendas and minutes will be shared with the Government Advisor and Resource Members.

12.5 York Region

- Shall provide administrative and financial support for the *core activities* of HSPB-YR in accordance with Section 21 (Resources).

12.6 Staff Secretariat

- Under the direction of the Commissioner of the Community and Health Services Department the primary duties of the Staff Secretariat shall be to:
 - Provide general administrative and logistical support for the HSPB-YR
 - Provide general administrative and logistical support for the Management and Action Groups
 - Coordinate media relations
 - Attend Regional Committee and Council as required
- The Staff Secretariat will receive administrative support from the Clerk's Office with regard to notices, agendas, minutes and correspondence for the HSPB-YR meetings.

13.0 Terms of Office

- Each new term of the HSPB-YR shall coincide with the term of Regional Council and shall commence within 6 months of the inauguration of each new term of Regional Council.
- HSPB-YR members may be invited to serve extra terms subject to Council approval.
- Notwithstanding the above, the inaugural term of the HSPB-YR shall commence in March 2010 and extend to November 30th, 2014.
- The membership may be reviewed annually by Regional Council or the Regional Chair. Membership will be reviewed and evaluated based on the following criteria: ability of Members to carry out duties; attendance; whether the current membership meets the needs and current requirements of the HSPB-YR; and, whether the membership represents a suitably wide selection of human services organizations.

14.0 Resignations

- Any resignation from the HSPB-YR shall be tendered in writing to the Co-Chairs of the HSPB-YR.
- Where appropriate, a replacement Member/Member Organization shall be selected to serve the remainder of the Term. Replacement Members/Member Organizations shall be selected in accordance with Section 10 (Membership Recruitment).
- In order to maintain a high level of commitment, Members and/or Member Organizations may be required to resign if they have been absent for three consecutive meetings without good cause. Resignations shall be requested by the Regional Chair. If no resignation is received within fourteen (14) days of such a request, the seat shall be deemed vacant.

15.0 Alternates

- In the interest of overall effectiveness and continuity it is required that the lead representative of Member Organizations and Community Leader Members make every effort to attend all HSPB-YR full Board public meetings.
- If the lead representative of the Member Organizations must miss a meeting it is required that they send the designated 'Alternate', and that the 'Alternate' be provided with the appropriate background information for the meeting.
- Given the nature of the Community Leader Member role, they shall not have 'Alternates'.

16.0 Meetings

16.1 Decision Making

- Co-Chairs shall rotate duties with respect to chairing HSPB-YR meetings.
- Decisions shall generally be made on the basis of group consensus.
- Where decision making requires a vote it shall occur in accordance with the York Region Procedure By-law.
- The Regional Chair shall be entitled to vote at HSPB-YR meetings.
- Government Advisor and Resource Members are not entitled to vote.

16.2 Quorum

- A Quorum of the HSPB-YR will be fifty per cent of the membership, plus one, including one Co-chair.
- The Regional Chair shall be counted for quorum purposes.
- Government Advisors and Resource Members will not be counted for quorum purposes.

16.3 Frequency/Logistics

- The HSPB-YR shall hold a minimum of three meetings per year to include a combination of full Board public meetings and working sessions. A full Board public meeting must be held at least once per year. Additional meetings may be called by the Co-Chairs in consultation with the Commissioner of Community and Health Services.
- Full Board public meetings shall be held at the York Region Administrative Building or at an alternate suitable location in York Region as determined by the Co-Chairs.
- Every effort will be made to accommodate schedules by ensuring that meetings are scheduled well in advance.
- Management Group meetings shall be held on a bi-monthly basis or as required.

- Action Group meetings shall be scheduled as required and in a location mutually acceptable to the members.

16.4 Code of Conduct

- To help ensure overall success and long term sustainability, general meeting policies are to be developed by the HSPB-YR in its first year of operation.
- The objective of the meeting policies is to ensure the provision of an environment that is transparent, inclusive, encourages new ideas and participation by all Members, is safe and free of judgement and blame, promotes horizontal leadership, and does not entertain personal agendas but rather maintains a group focus on the overall vision and mandate.

17.0 Conflict of Interest

- Any behaviour by HSPB-YR Members which is, or could reasonably be considered as a conflict of interest, is prohibited and may be subject to a request by the Co-Chairs or the Regional Chair for the HSPB-YR Member and/or associated Member Organization to resign.
- HSPB-YR Members are ultimately responsible and accountable for using good judgement in the course of exercising duties.
- Members shall declare any actual or potential conflict of interest and shall excuse themselves from, and not take part in, deliberations and votes relating to any matter that gives rise to a conflict of interest.

18.0 Reimbursement of Expenses

- Members and Member Organizations of the HSPB-YR shall serve without remuneration.
- Members who are persons with disabilities will be provided with the resources related to their disability and that are deemed necessary for them to fully participate in the HSPB-YR (e.g. sign language, interpretation services, Braille translation services, transportation, support care services, etc.)

19.0 Responding to Media Inquiries

- HSPB-YR Members approached by the media should refer all inquiries to the HSPB-YR Staff Secretariat. The Staff Secretariat through the HSPB-YR Co-Chairs shall manage all contacts with the media regarding the HSPB-YR to ensure consistency in messaging.

20.0 Member Orientation & Training

- HSPB-YR Members, as a prerequisite to sitting on the HSPB-YR, shall participate in an orientation session that will focus on providing a clear understanding of the HSPB-YR mandate and duties and expectations around roles and responsibilities.
- HSPB-YR Members may from time to time organize education/training sessions that serve to strengthen the effectiveness of the HSPB-YR.

21.0 Resources

- The Regional Municipality of York shall provide staff and financial resources for the ‘core activities’ of the group in the following manner:
 - A small Staff Secretariat shall be provided through the Community and Health Services Department’s Human Services Collaboration unit.
 - The Staff Secretariat will receive administrative support from the Clerk’s Office with regard to notices, agendas, minutes and correspondence for the HSPB-YR Meetings.
 - Administrative support required for any Action Groups that may be struck will be determined on an ad-hoc basis depending on the needs of the Action Group and the availability of resources.
 - Financial resources will be appropriately detailed in the Community and Health Services Department’s operating budget.
 - A cross-departmental team of York Region staff shall be established to serve in an advisory capacity to the HSPB-YR through the Office of the Chief Administrative Officer (CAO) of York Region.
- The HSPB-YR shall pursue additional resources and financial support from a variety of appropriate sources and through various appropriate methods in order to realize the vision and work plan.

22.0 Evaluation and Review

- The HSPB-YR shall conduct a year end review of its accomplishments in the context of the approved Work Plan and general outcomes. The review shall be presented to Council in the form of an Annual Report.
- As part of the year end evaluation the HSPB-YR will identify where changes can be made to enhance effectiveness.
- The HSPB-YR shall evaluate the Terms of Reference as required. Any revisions to the Terms of Reference shall be endorsed by the HSPB-YR and approved by Regional Council.

...collaboration...collective leadership...partnerships...



Backgrounder

Human Services Planning Board of York Region -Fair Access Partnership Pilot Project

Project Title	Fair Access Partnership Pilot Project		
Alignment	<p>Project Sponsor: Human Services Planning Board of York Region</p> <p>Strategy: Making Ends Meet in York Region</p> <p>Target Population: Low and moderate income families and individuals</p> <p>Community Result: Economic Self-Sufficiency: A strong combination of employment and human services supports to make ends meet</p> <p>Indicator areas-where as a community need to focus efforts and investments with programs, services and funding to turn the curve:</p> <p style="text-align: center;">Income levels, Child care, Financial Literacy, Promoting overall health and well being</p>		
Partners	<ul style="list-style-type: none"> • School Boards (Directors) • Local Municipalities (Community Services Department Heads) • York Region (Commissioner, Community & Health Services) 		
Purpose	<p>Develop formal partnership between school boards, local municipalities and York Region that will secure more space for low and moderate income families to access recreational and cultural programs by,</p> <p>1. Piloting an affordable after school program delivered by local municipalities at a neighbourhood school in 4 local municipalities. (Georgina, Newmarket, Richmond Hill & Markham)</p> <p>AND</p> <p>2. Serve as a model for future collaborative planning</p>		
Return on Investment	<p>The measurement benchmarks outlining recreation benefits from research (Dr. G. Browne 2000) are identified as follows:</p> <ul style="list-style-type: none"> • Increased attendance and achievement at school • Parents can connect and stay connected to the workforce knowing their children are cared for • Decreased number of behavioral/emotional problems among children • Enhanced physical and psycho-social health of families • Exposure to positive options and role models • Less incidence of depression and therapeutic services • Decreased use of crisis services • Increased proactive use of health promotional services • Parents can make ends meet 		
Pilot Project Current Status			
Working Group Established	<p>Chair: Mary Creighton, City of Markham</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>School Boards</p> <p>Jeff Fair – YRDSB</p> <p>Linda Aioshi – YRDSB</p> <p>Dan McCowell – YCDSB</p> <p>Mary Battista – YCDSB</p> <p>Narda Bataglia – YCDSB</p> </td> <td style="width: 50%; vertical-align: top;"> <p>Local Municipalities</p> <p>Jason Tsien – Markham</p> <p>Patti White – Georgina</p> <p>Lauren Steckley – Richmond Hill</p> <p>Kristi Carlen –Newmarket</p> </td> </tr> </table>	<p>School Boards</p> <p>Jeff Fair – YRDSB</p> <p>Linda Aioshi – YRDSB</p> <p>Dan McCowell – YCDSB</p> <p>Mary Battista – YCDSB</p> <p>Narda Bataglia – YCDSB</p>	<p>Local Municipalities</p> <p>Jason Tsien – Markham</p> <p>Patti White – Georgina</p> <p>Lauren Steckley – Richmond Hill</p> <p>Kristi Carlen –Newmarket</p>
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	<p>York Region David A Clark – Project Consultant Bernice Landry – Project Coordinator</p>
Project Deliverables	<ul style="list-style-type: none"> • Select Candidate Schools <i>Completed</i> • Develop After School Programming <i>Underway</i> • Standardized Memorandum of Understanding <i>Underway</i> • Identify Performance Measures <i>Underway</i> • Implement the Pilot <i>Underway</i> • Monitor Pilot Program Progress <i>Planned</i> • Recommendations for Expansion of Pilot <i>Planned</i>
Milestones Achieved	
School Selection Criteria	Review of neighbourhood demographics including: <ul style="list-style-type: none"> • Proportion of low and moderate income families • Proportion of recent immigrants • Availability of transportation • Facilities available • Willing participants • Space
School Neighbourhoods Selected	Four finalized and approved school sites for the pilot after school program: <ul style="list-style-type: none"> • RL Graham PS (Prince of Peace, Our Lady of the Lake), Georgina • Alexander Muir PS (Canadian Martyrs), Newmarket • St. Benedict CES (Aldergrove), Markham • St. Charles Garnier CES (Roselawn), Richmond Hill
Program Concept	<ul style="list-style-type: none"> • After School Program for Grades 6-8 (10-14 years) • Customized to the needs of the neighbourhood (based on interest, themes, culture) • Promotes healthy schools and communities
Memorandum of Understanding	<ul style="list-style-type: none"> • A draft MOU developed to standardize access to space amongst partners • One tool to access space amongst 2 school boards, 9 local municipalities and York Region • Formalizes access to community space • Unifies the process and will save time and effort
Next Steps	
Memorandum of Understanding	Seek appropriate partner organization approvals and pilot municipalities and schools
Fees & Charges	Determine fee structure to facilitate access to the program for low and moderate income families Conduct a cost benefit analysis
Measurement	Use a results based accountability model to identify what will be collected and measured
Program	Program Implementation in 4 school sites Monitor Progress Develop recommendations for expansion