

Terms of Reference
for
Scarborough Housing
Stabilization Planning Network
(Herein referred to SHSPN)

Scarborough Housing Stabilization Planning Network

Table of Contents:

- A. Background**
- B. Purpose**
- C. Vision**
- D. Objectives**
- E. Guiding Principles**
- F. Roles and Responsibilities**
- G. Staffing**
- H. Work Process**
- I. Network Procedures**
- J. Grants/Funding Process**
- K. Decision Making Model**
- L. Conflict Resolution Process**
- M. Amendment Process**

Appendix 1: Anti-Oppression Policy

Appendix 2: Anti-Discrimination Policy

Appendix 3: Conflict of Interest Policy

Appendix 4: Consensus Building Model

Scarborough Housing Stabilization Planning Network

A. Background

In June 2013, Scarborough Centre for Healthy Communities took on a leadership role to coordinate agencies in Scarborough resulting in the creation of the Scarborough Housing Stabilization Planning Network (SHSPN). In 2014 the City of Toronto, Shelter Support and Housing Administration provided funding to develop and enhance the activities of the Network including training and skills development, coordinated meetings, research projects, data collection and evaluation.

B. Purpose

The SHSPN is a multi-agency planning table that seeks to build and support a coordinated and integrated system of services for homeless, at risk of homelessness, and under-housed populations in Scarborough. This Network will promote partnerships and collaborations across Scarborough to support service sector knowledge and skills development, improve service access for clients, and improve service efficiencies.

C. Vision

To create a Network of agencies across Scarborough who are dedicated to working toward the establishment of sustainable, affordable housing for all and increasing service coordination and integration for the benefit of housing clients.

D. Objectives

1. *To raise awareness of the work of SHSPN with current service providers and potential partners in Scarborough, with a view to increasing membership*
 - Develop SHSPN service pamphlet.
 - Promote through existing partner organization websites, articles in local newspaper.
 - Host monthly meetings where Network Partners and potential partners are invited to participate in carrying out the work plan of the SHSPN.
2. Determine which items from the SHSPN housing report can be adopted and develop strategies to implement changes within Scarborough. Specifically the actions and issues that can be addressed.
3. Work plan for city – to execute the work plan outlined by the City and SCHC
4. *Coordinate training sessions for frontline staff working in Scarborough.*
 - Survey Network regarding training needs.
 - Strike working group to carry out work necessary when coordinating training events (i.e., logistics, registration, coordination etc.).

Scarborough Housing Stabilization Planning Network

E. Guiding Principles

- Anti-Oppression
- Anti-Discrimination
- Housing Stability
- Inclusion
- Diversity
- Advocacy
- Equality
- Equity
- Focus on Quality Improvement
- Accessible to all – Equitable Opportunity
- Client Centred
- Sustainability
- Collaborative
- Engage community members with lived experience whenever possible

F. Roles and Responsibilities

The Network Chair:

- Report Network activities to the SCHC Senior Leadership Team
- Collect data, complete statistic reports and submit to the City of Toronto as per the reporting schedule
- Schedule Network meetings as required
- Chair Network meetings, ensure proper minute-taking is conducted
- Ensure minutes are provided to all members in a timely manner
- Keep Network partners abreast to Network changes e.g. cancelled meetings, location changes etc.
- Coordination of guest speakers, trainings and events
- Ensure workgroups are struck as necessary and completing their functions
- Take a leadership role with workgroups

The Network Co-Chair:

- In the absence of the Chair, ensure all relevant information is provided to the SCHC Senior Leadership Team
- Co-chair Network meetings as needed and ensure proper minute-taking is conducted
- Keep Network partners abreast to Network changes e.g. cancelled meetings, location changes etc.
- Take a leadership role with workgroups

Scarborough Housing Stabilization Planning Network

Workgroups:

- Each workgroup lead is responsible for reporting back to the Network through Network meetings and minutes
- Coordination of workgroup meetings
- Responsible of summarization of workgroup meetings and reporting back to the Network chair

Network Partners:

- Each partner of the Network is responsible for reporting to their organization about progress of the Network
- Report to Network if there is a change in partnership representation or conflict of interest
- Actively engage in the work of the Network including contributions towards meeting discussion and participation in workgroups
- Reports into Steering Committee

SCHC:

- Coordinate the work of the Network
- Chair Steering Committee
- Ensure all reporting requirements are completed and provided to the City of Toronto as per the reporting schedule

Steering Committee:

- Meet quarterly or as needed
- To advocate and partner with new organizations/members to join Network
- To act as liaison with City and funders
- Review and endorsing grants/funding proposals

G . Staffing

1. Network Chair is the primary staff support for the Network.

The Network Chair role includes:

- Organizing infrastructure for the Network
- Developing additional partnership for resources
- Building capacity among service providers
- Working with the Network Partners to create Network meeting agendas
- Facilitating Network meetings
- Facilitating active participation in meetings and follow-up on action items from previous meetings

Scarborough Housing Stabilization Planning Network

H. Work Process

1. Network general meetings will take place on a monthly basis every third Thursday of the month with the exception of August and December. In addition, there will be regular meetings of the work groups and temporary committees.
2. Network Partner representatives will select workgroups or temporary committees in which they will participate. Each workgroup or temporary committee will decide among themselves the Chair or co-Chairs for that specific Workgroup or temporary committee by consensus.
3. Work group activities between Network meetings will be primarily conducted by the Network Chair, Co-chair, and Workgroups (as necessary).

Planning and Workgroup activities between meetings will be determined by the Network Partners workgroup and Network Chair. Planning and Workgroups will meet a minimum of four times a year and are expected to plan additional meetings as required and as new initiatives arise. Planning may involve in person meetings, teleconference, and email communication. Any final decisions will be brought back to the Network.

4. In unique situations where time sensitive decisions need to be made quickly, the Workgroup and the Network Chair will make a decision together and inform the Network via email.

I. Network Procedures

1. The Network Chair will lead the development of a bi-annual work plan and present to Network Partners for approval. They will also write and deliver a bi-annual report outlining the work of the Network for Partners and the City of Toronto.
2. The SHSPN yearly work plan will be implemented by the Network Chair in conjunction with the Network.
3. Decisions of the Network will be made by the agreed upon Decision-Making Model. (See Item M).
4. Upon joining the Network, each new Partner will receive an orientation package given by the Network Chair to familiarize themselves with Network policies (Terms of Reference including: Anti-Oppression policy, Anti-Discrimination Policy, Conflict of Interest Policy; and Decision-Making Model).

Scarborough Housing Stabilization Planning Network

J. Grants/Funding Process

The Network reviews opportunities for grants and funding as they arise. Funding opportunities and grants can be presented by the Network Chair or other Partners in the Network.

The Steering Committee of the Network:

- Shall endorse all fund and/or grant submissions
- Oversee Trustee-Network relationships

K. Decision Making Model

1. The Network will strive for consensus decision-making whenever possible. Consensus is reached when every person has had her/his say, believes s/he has been heard and is willing to support the decision reached.
2. In the event that consensus cannot be reached, members will participate in a voting process to reach a decision. 70% of members must be present, 70% of those to pass. 7 of 10 present, 70% of 7 for majority

L. Conflict Resolution Process

1. When there is conflict, the Network will strive to use the conflict resolution guidelines outlined below, with the inclusion of an unbiased mediator where appropriate. Conflict resolution is a way for two or more parties to find a peaceful solution to a disagreement among them. A conflict usually involves a dispute between two or more individuals or organizations.

The goals of resolution are:

- To produce a solution that all parties can agree to
- To work as quickly as possible to find this solution
- To improve, not hurt, the relationship between the groups in conflict

M. Amendment Process

The Terms of Reference will be reviewed annually.

Scarborough Housing Stabilization Planning Network

Appendix 1: Anti-Oppression Policy

The Scarborough Housing Stabilization Planning Network affirm its commitment to a policy of anti-oppression on the basis of, but not limited to, ethnicity, language, race, age, ability, sex, sexual or gender identity, sexual orientation, family status, income, immigrant or refugee status, nationality, place of birth, generational status, political or religious affiliation in all aspects of its operation and at all levels of the Network.

The Network further recognizes that the increasing diversity among residents in Toronto has added cultural, social and economic benefits to our community. It is also sensitive to the fact that oppressed groups experience marginalization and encounter barriers to full access and participation in the community. *The Network seeks to increase access and participation, especially for those who are marginalized, disadvantaged or oppressed.*

The Network encourages individuals to participate fully and to have complete access to its services, employment, governance structures and volunteer opportunities. It will make every effort to see that its structure, policies and systems reflect all aspects of the total community and to promote equal access to all. To this end, The Network strives to ensure that:

- Individuals who engage with the Network for service are valued participants who have opportunities to shape and evaluate our programs;
- Community programs and services are developed giving priority to marginalized communities and are sensitive to the needs of diverse groups;
- Programs seek to eliminate systemic barriers to full participation and promote positive relations and attitudinal change towards marginalized groups;
- Services are provided with sensitivity to the influence of power and privilege in helping relationships and are delivered in keeping with anti-oppression principles;
- Staff, students and volunteers are reflective of the community;
- Discriminatory or oppressive behaviours are not tolerated;
- Communication materials present a positive and balanced portrayal of people's diverse experiences.

This Policy is intended to act as a positive force for equity and the elimination of oppression.

Scarborough Housing Stabilization Planning Network

Appendix 2: Anti-Discrimination Policy

The Scarborough Housing Stabilization Planning Network embraces a philosophy of anti-discrimination in compliance with the provincial and federal Human Rights legislation. The Network is committed to providing a partnership environment that is free from harassment and discrimination. The purpose of this policy is to ensure that all individuals in the Network are treated with respect and dignity, and to establish a process for handling complaints of harassment and discrimination.

Harassment and discrimination in the Network violates the Ontario Human Rights Code and will not be tolerated.

Everyone in the Network has the right to work in an environment free from discrimination and harassment based on the prohibited grounds set out under the Human Rights Code. The Human Rights Code prohibits harassment and discrimination based on the following grounds: race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sexual orientation, age, record of offences or criminal conviction, marital status, family status, or disability, political beliefs, criminal conviction, civil status, childbirth/pregnancy, sex/gender, age, religious beliefs.

Scarborough Housing Stabilization Planning Network

Appendix 3: Conflict of Interest Policy

A conflict of interest refers to a situation in which private interests or personal considerations may affect a Network Partner's judgement in acting in the best interest of the Network. It includes using a Network Partner's position, confidential network information, or network resources for private gain or advancement or the expectation of private gain or advancement. A conflict may occur when an interest benefits any Network Partner's family, friends or business associates.

Scarborough Housing Stabilization Planning Network is expected to conduct themselves with professional integrity, ethics, honesty, and diligence in performing their duties on the Network. Partners are expected to support and advance the interests of the Network and avoid placing themselves and/or their agency/organization/division in situations where there may be actual, perceived, or potential conflict of interest. If Partners find themselves in this situation, it is the expectation that those Partners identify the actual, perceived or potential conflict of interest and, where appropriate and as decided by the group, withdraw from discussions and votes on issues where there is perceived, potential, or actual conflict of interest.

Scarborough Housing Stabilization Planning Network

Appendix 4: Consensus Building Model

The issue is first raised and discussed. Then there is a go-around. If consensus cannot be reached on the first go-around, the issue will be decided through a vote. Voting rights are reserved for Network Partners. An item will be moved off the immediate agenda where a major difference of opinion occurs. This item will be worked on by those directly involved and the Network Co-Chairs will then bring back the issue to the Network when appropriate.

The following is a guideline of the consensus decision-making process:

- a. A Partner states the proposal. Ideally, a written draft has been distributed prior to the meeting, if time permits.
- b. The group discusses and clarifies the proposal. No one presents concerns until clarification is complete.
- c. The co-moderator asks for legitimate concerns. The group must consider both the positive and negative impacts of adopting the proposal. For example, the proposal may be consistent with the group's purpose or values, it may advance a cause, or it may be beneficial to the group and/or the common good. Conversely, the proposal may be in conflict with the values or the purpose of the group, it may adversely affect the group or the organization, the common good. Concerns should not however, come from ego or vested interests, or derive from instated tensions around authority, rights, personality conflicts, competition or lack of trust. Trust is a prerequisite for consensus.
 - i. If there are concerns:
 1. The co-chair lists the concerns so they are clearly visible to everyone (i.e. flip chart). The group then tries to resolve the concerns. The presenter then has the option to:
 - a. Clarify the proposal
 - b. Modify their proposal
 - c. Retract their proposal
 - d. Ask those with concerns to step aside. By standing aside, a person indicates willingness to live with the proposal. By crossing off a concern, a person indicates satisfaction with the clarifications or changes.
 2. If concerns remain unresolved and concerns Partners do not choose to stand aside, the facilitator asks everyone to examine these concerns in relation to the group's purpose and values. The group may need have another meeting to examine its purpose and resolve value conflicts.
 3. If the co-moderator checks again to see if those with concerns have chosen to stand aside or cross off their concerns. If not, the co-moderator may ask for any further suggestions to resolve the concerns, until everyone is able to live with the proposal.

Scarborough Housing Stabilization Planning Network

Often with some modifications, the proposal may be appealing to everyone.

4. If after a substantial amount of time and discussion, concerns persist, the co-chairs may opt to:
 - a. Ask those with concerns to stand aside
 - b. Ask the presenter to withdrawal the proposal
 - c. Ask the groups if they would like to reconvene at a later date to continue the discussion
 - d. Send the proposal to an temporary committee for study
 - e. Conduct a vote, requiring a 75%-90% majority.
 - ii. If no concerns are expressed, the co-moderator asks the group if it has reached consensus.
- d. If no concerns were expressed or after a consensus is reached, the moderator is to clearly state the outcome.