



greater victoria
coalition to end
homelessness

hope has found a home

Leadership Council Meeting: February 2, 2016

Governance Review Discussion and Decisions - Detail of Motions

Introduction

Tasked with coming up with a Decision Making Framework, the Governance Review Committee presents the following approach and motions for the Leadership Council's consideration. The Governance Review Committee undertook an in-depth analysis of the Community Review Team's Recommendation, beginning with classifying and linking each of the recommendations as in the excel sheet attached. The Governance Review Committee analyzed the recommendations as to whether a.) They have implications for the Coalition's bylaws or Governance Framework and b.) Leadership Council action required.

Since 2008, the Coalition to End Homelessness has been an important body in bringing together organizations and individuals to create new affordable and supportive housing in the region. There have been some great successes. The recommendations below reflect an exciting turning point for the Coalition to refocus its efforts from a primary focus on research, study and awareness-raising to more of a focus on action. With the Capital Regional Hospital District's approval to borrow up to \$30 million to build new affordable and supportive housing subject to a matching Provincial contribution, it's a new day in the region. When the Provincial money comes through, the Coalition needs to be focused, and ready to take action as a leader and a partner in the Regional Housing First Initiative. The recommendations below reflect this direction.

Prepared by the Governance Review Committee and addressing the 26 recommendations made by the GVCEH Community Review Team (see Appendix A):

1. Leadership Council endorses recommendation #1, #3, #4, #5, #6 and #19 from the GVCEH Community Review Team report and directs the Executive Committee to address these recommendations within the upcoming Strategic Planning Retreat.

Moved by: Gordon Gunn Seconded by: Ian Batey
Carried.

2. Leadership Council endorses establishing a Special Task Force, as per recommendation #7 from the GVCEH Community Review Team report. Appointments to the Special Task Force should include Leadership Council members (Island Health representative, BC Housing representative, and Co-Chairs) and other individuals as appointed by the Leadership Council that can contribute to the mandate of the Special Task Force. The Special Task Force will establish a formal linkage to the CRD Housing First Initiative.

Moved by: Marianne Alto Seconded by: Steve Tribe

Carried.

3. Leadership Council does not approve changing the name of the Society as per recommendation #8 from the GVCEH Community Review Team report.

Moved by: Charlayne Thornton-Joe Seconded by: Nicole Beach

Carried.

4. As per recommendation #9 from the GVCEH Community Review Team report, Leadership Council approves a reduction in the composition of the Leadership Council. The revised composition of the Leadership Council will include 11 members as follows:
 - a) 3 appointees from the Capital Regional District, to include the Mayor of Victoria who will be the CRD Co-Chair and two appointees from other than the City of Victoria;
 - b) 1 appointee from the Victoria Foundation;
 - c) 1 appointee from the United Way;
 - d) 1 appointee from the Aboriginal Coalition to End Homelessness;
 - e) 1 appointee from BC Housing;
 - f) 1 appointee from Island Health;
 - ~~g) 1 appointee from the federal government;~~
 - h) 1 elected director to fill the role of Community Co-Chair; and
 - i) 1 elected director with the competencies to fill the role of Treasurer.
 - j) Leadership Council approves eliminating existing ex-officio members of the Leadership Council and removing Section 4.8.4 from our bylaws which allows the immediate past Community Co-Chair from the LC to be an LC member for the year following the end of their term.

Amendment: delete g) 1 appointee from federal government

Moved by: Ian Batey Seconded by: Patricia Jelinski

Carried.

Amendment: add k) provide for the federal government to have a non-voting appointee at the Leadership Council table.

Moved by: Lisa Helps Seconded by: Charlayne Thornton-Joe

Carried.

Amendment: add: L) 1 elected director with experience with issues relevant to the Coalition.

Moved by: Ian Batey Seconded by: Charlayne Thornton-Joe

Carried.

Approve Motion #4 as amended:
Moved by: Ian Batey Seconded by: Patricia Jelinski
Carried.

Rationale for this composition: Of all the recommendations, the Governance Review Committee spent the most time deliberating on the size and composition of the Leadership Council. Most members of the Governance Review Committee agreed that a smaller, more focused Leadership Council would be more effective and efficient. In contrast to the recommendations from the Community Review Team, and with input from both the United Way and the Victoria Foundation, the Governance Review Committee sees an essential role for these two funders at the table. We discussed having a housing provider at the table, as per the Community Review Team recommendation, but concluded that any housing organization could be in a conflict of interest with regards to the LC as decision-maker with regards to funding. Finally, we deliberated on whether to have VicPD as part of the LC and decided against this, primarily because the Coalition is a regional body and having a representative from only one Police Department puts the focus only on the two municipalities served by that department.

5. Leadership Council endorses recommendation #12 from the GVCEH Community Review Team report and also endorses a continuing role for the Secretariat and Management Committee in providing input to the development of the Strategic Plan.

Moved by: Ian Batey Seconded by: Steve Tribe
Carried.

6. Leadership Council endorses recommendation #13 from the GVCEH Community Review Team, as amended, and directs the Executive Committee to make changes to the Governance Framework, as required.

Amendment: include recommendation #14 in this motion.
Moved by: Marianne Alto Seconded by Charlayne Thornton-Joe
Carried.

Amendment to recommendation #13:
Add sentence: The Community Co-Chair will continue to act as liaison with the Executive Director.
Moved by Lisa Helps Seconded by: Charlayne Thornton-Joe
Carried.

Accept Motion #6 as amended, including amendment to recommendation #13.
Moved by: Steve Tribe Seconded by Marianne Alto
Carried.

7. To address recommendation #16 from the GVCEH Community Review Team, Leadership Council approves removing the role of Chair of the Management Committee from our Governance Framework.

Moved by: Ian Batey Seconded by: Vicki Sanders
Carried.

8. Related to recommendation #25 from the GVCEH Community Review Team, Leadership Council approves the elimination of the Experiential Advisory Committee from our Governance Framework and confirms that the Social Inclusion Advisory Committee will not be considered a committee of the Leadership Council.

Moved by: Gordon Gunn Seconded by: Steve Tribe
Carried.

In addition to the recommendations from the GVCEH Community Review Team, the Governance Review Committee proposes the following motions for consideration by Leadership Council:

9. Leadership Council approves changing the name of the “Leadership Council” to the “Board of Directors”.

Moved by: Lisa Helps Seconded by: Nicole Beach
Carried.

10. Leadership Council approves changing the name of the “Secretariat” to “Staff”.

Moved by: Lisa Helps Seconded by: Nicole Beach
Carried.

11. Leadership Council approves removing reference to the Management Committee and Working Groups from the Governance Framework.

Moved by: Patricia Jelinski Seconded by: Ian Batey
Carried.

Appendix II

Leadership Council Meeting: February 2, 2016

Governance Review Discussion and Decisions - Recommendations from the GVCEH Community Review Team and their Outcome as referenced in the Motions:

#	Recommendation	Outcome
1	Given the foregoing, there is an ongoing and important role for a Coalition on Homelessness in the Greater Victoria Region that should be fostered and maintained.	Endorsed in Motion #1
2	It is acknowledged that the Coalition is not a housing or service provider, nor can it be a centralized funder, given the way the current system is funded in our province. This should be accepted as a reasonable premise.	No specific action. Reference Note below.
3	There is a spectrum of activities that the organization could pursue ranging from general public awareness and education to delivering programs. Given its limited resources, the Coalition should prioritize addressing the needs of the chronically unhoused through coordination, collaboration, prioritization, advocacy, and moral suasion (the middle box below).	Endorsed in Motion #1
4	This will mean that convening, education, raising public awareness, and building community support will be limited to a focus on mobilizing access to resources necessary to address homelessness. More will be said on this in the following sections.	Endorsed in Motion #1
5	As outlined in earlier parts of the report, there are many facets of homelessness. While it would be ideal to tackle all aspects simultaneously, this is beyond the scope of any organization with limited resources. Some of this spectrum of activities should be deferred to a later date and/or picked up by other organizations working in the field. In the immediate term, the Coalition should direct its time and attention to taking serious inroads on housing opportunities for the chronically homeless. In a few years, it is hoped that the Coalition can return to addressing the broader issues of homelessness.	Endorsed in Motion #1
6	In furtherance of that directive and in order to achieve a focused and significant response to homelessness in Greater Victoria going forward, we recommend the Coalition update the 2009 Governance Framework as revised in 2013 to	Endorsed in Motion #1

#	Recommendation	Outcome
	<p>reflect the following: The Coalition, being neither a funder with respect to the acquisition, nor to the provision of those housed, is to however carry on a community based, not for profit, charitable society charged with fulfilling the following within the Capital Regional District:</p> <p>I. Maintaining a current count of the number of homeless in the Region and determining those within that number who from time to time fall within the following subsets: those with the most complex level of need, the chronically homeless, and those who experience homelessness in a year, and relevant demographic information;</p> <p>II. Monitoring systems responses to homelessness including creation of housing units (affordable and subsidized), rental supplements, rental vacancy rates and costs relative to income for those on social assistance, emergency shelter usage and capacity, waitlists for supportive housing, new support services and number of people housed;</p> <p>III. Disseminating the above account to the community from time to time to ensure awareness of homelessness in Greater Victoria;</p> <p>IV. Engaging in research, communication and education for the purpose of mobilizing access to resources necessary to address homelessness;</p> <p>V. Advocating on behalf and with those who are homeless to those with financial capability, calling on them to assist in creating housing, giving supports and relative assistance, that call to be specifically directed to the three levels of government, the generosity of the community and to be directed from time to time to assist one or more of the indicated subsets of the homeless as seen by the Coalition as most in need;</p> <p>VI. Coordinating all community efforts to alleviate homelessness and facilitating solutions to accomplish that objective, either at the initiative of the Coalition or in cooperation with housing providers, service providers, and community groups such as the United Way and Victoria Foundation, who have shown an interest in contributing to the objectives of the Coalition.</p>	
7	Beyond the traditional approach to addressing the needs of the chronically homeless (367), there is a subset of this	Endorsed in Motion #2

#	Recommendation	Outcome
	<p>unhoused group (40-50) comprising those who have complex health and social issues, face multiple-barriers to housing and often interact with the justice system. As such, they require very targeted, intensive and specialized housing options and supports. Estimated at 40- 50 people in our region, this group of people more than any other needs an integrated and intensive network of supports to improve their prospects of success. Accordingly we recommend the establishment of a small, limited-time Special Task Force to lead a new project targeted specifically to meet their housing and support needs. This should include executive level representatives from</p> <ul style="list-style-type: none"> • Island Health (Mental Health) • the Mayor of Victoria • the Victoria Integrated Court • BC Housing • GVCEH Staff Representative • Police Chief of the Victoria-Esquimalt Police Department <p>Among other tasks, this group should make special efforts to obtain housing for this subset of those people experiencing chronic homelessness. At the appropriate points in the process, services providers and people with experiences of homelessness should be engaged and consulted. Why not consider a facility that provides respite, such as the Youth Custody Centre with appropriate renovations, or an expansion at Seven Oaks? In addition, this Task Force should clearly champion harm reduction initiatives to address the needs of this group.</p>	
8	<p>The success or failure of the Coalition is implied in its name “The Greater Victoria Coalition to End Homelessness”. While admittedly aspirational and inspirational, in 2016 this designation is not realistic. We recommend a change of name to “The Greater Victoria Coalition to Reduce Homelessness” (GVCRH). Without or without a change of name, the Coalition will need clear communication that a significant reduction in homelessness constitutes success.</p>	Endorsed in Motion #3
9	<p>A more focused agenda suggests a smaller Leadership Council would be more appropriate. We proposed a 10 member Leadership Council comprising:</p> <ul style="list-style-type: none"> • Mayor of Victoria (Co-Chair) • 2 community representatives (one of whom should be Co-Chair) 	Endorsed in Motion #4

#	Recommendation	Outcome
	<ul style="list-style-type: none"> • Aboriginal Coalition representative • Island Health • 2 CRD Representatives • BC Housing • Victoria/Esquimalt Police • One housing provider representative (Cool-Aid, Our Place or Pacifica) 	
10	If the Chair of the Special Task Force suggested in the previous section is not on the Leadership Council, the Chair of the Special Task Force should become an additional member of the Leadership Council, for as long as the Task Force is in existence.	No specific action. Reference Note below.
11	Leadership Council members must be fully engaged, especially in a smaller Leadership Council. Members should be knowledgeable about the issues associated with homelessness, skilled at issues of governance and effective leadership, and be passionate about the subject.	No specific action. Reference Note below.
12	The Leadership Council must clearly assume its most critical governance role of establishing the strategy for the Coalition. It must actively engage in assessing the external environment, setting the strategic direction, approving the key organizational priorities and participating in discussion about difficult trade-offs that must be made.	Endorsed in Motion #5
13	<p>The Co-Chairs must play an active role in guiding the Leadership Council to a conclusion (if not a consensus) and speak with one voice on direction to the Executive Director.</p> <p>Amendment: Add sentence: The Community Co-Chair will continue to act as liaison with the Executive Director.</p>	Endorsed in Motion #6
14	The Co-Chairs must be the voice of the Coalition to the public on all strategic issues and initiatives in which the Coalition is involved.	Endorsed in Motion #6
15	The Executive Director must provide the critical role of operational support. This will require the Executive Director to fully engage the Leadership Council, share complete information and raise the most challenging and difficult issues to the Leadership Council for advice and direction.	No specific action. Reference Note below.
16	The Executive Director has an opportunity to improve communication between the Management Committee and the Leadership Council, as well as between the Management	Endorsed in Motion #7

#	Recommendation	Outcome
	Committee and any ongoing Working Groups.	
17	We did not feel our Mandate included an invitation to comment at the level of the Working Groups, nor did we do sufficient investigation to be comfortable making observations or recommendations. However, with the streamlining suggested in this report for the Leadership Council, a similar review by the Executive Director with respect to the Committee structure and the Working Groups would be an obvious project.	No specific action. Reference Note below.
18	<p>The Executive Director of the Coalition will have a very challenging role if the organization is to assume a leadership role in things that are outside its direct control. That is, if the Coalition focuses on achieving more appropriate housing and supports for the chronically homeless, while it does not have control of the budget to achieve that, it must exercise its strength through value add information on best practices, the best collective understanding of the needs of those experiencing homelessness, moral suasion, leading the coordination and prioritization of housing options, and advocacy. Given this, the qualities most needed for a new Executive Director will be</p> <ul style="list-style-type: none"> • extensive knowledge of the housing and homeless sector • superb communicator • ability to inspire others to cooperate • ability to bring people together around a common solution • resourceful • tenacious 	No specific action. Reference Note below.
19	We recommend that the budget be established at \$425,000, continuing the model of \$225,000 from the CRD, \$100,000 from the City of Victoria and \$100,000 from Island Health. This would include setting aside funds for activities that may be bi- or tri-annual or one-time expenditures, such as conducting periodic homeless counts. In addition, funding for the Social Inclusion program and the Aboriginal Coalition are needed to continue this important work. Funding for these programs should be secured and could continue to be resourced by Victoria Foundation and the United Way or another funder.	Endorsed in Motion #1
20	It is not constructive for the organization to be continually uncertain of its future. Funders should provide three-year rolling funding and relieve the organization of the onerous, unproductive task of annually revising prescriptive service	No specific action. Reference Note below.

#	Recommendation	Outcome
	contracts, unless they flow directly from the Mandate of the organization and the strategic direction established by the Leadership Council.	
21	There has been clear impact from providing dialogue and convening service providers; there is an opportunity that must be undertaken with leadership by the Coalition to raise this beyond dialogue to collaboration and cooperation.	No specific action. Reference Note below.
22	The success of the Coalition depends entirely on the input, cooperation, and activities of its partners. A partnership model should be at the core of everything the Secretariat and Leadership Council does. This means that the success of the partners is also the success of the Coalition. The Coalition should be represented in speaking about partnership initiatives.	No specific action. Reference Note below.
23	With a smaller Leadership Council, participants such as the United Way and Victoria Foundation would not be directly represented on the Leadership Council. However, they are critical community advocates and in some cases provide funding for programing related to homelessness. It will be important for the Council and the Secretariat to continue an open dialogue with those players. The Executive Director has both an interest and an obligation to keep those organizations informed.	No specific action. Reference Note below.
24	If the Coalition, for the time being, narrows its focus as outlined earlier in this report, work on long-term, broader issues related to homelessness will need to be addressed by the partners. The Coalition has information and expertise that it could transfer and should encourage partner organizations to play a growing role.	No specific action. Reference Note below.
25	Facilitating the social inclusion of people experiencing homelessness should remain a key priority for the Coalition. The Coalition should play a key role in arranging for the provision of socio-economic resources (e.g. food, stipends and bus tickets) and support training and skills development of people experiencing homelessness to meaningfully participate in decisions that affect their lives. We endorse that the United Way and the Victoria Foundation continue to provide funding to ensure the continued operation of the Social Inclusion Program. Strategies for representation of people experiencing homelessness should be determined in consultation with the Social Inclusion Advisory Committee with consideration of representation on Coalition Committees	Endorsed in Motion #8

#	Recommendation	Outcome
	and the Leadership Council.	
26	The success of the Aboriginal Coalition will in part rely on having the Coalition as an ally. The Coalition will need to obtain, as described above, and play a key role in its infrastructure, resources and support. Collaboration should be established through mutual representation on the Leadership Councils of the Coalition and the Aboriginal Coalition.	No specific action. Reference Note below.

Note re: “No specific action”:

The Governance Review Committee recommends that no action be taken with respect to recommendations #2, #10, #11, #15, #17, #18, #20, #21, #22, #23, #24 and #26 from the GVCEH Community Review Team either because :

- the recommendation is already addressed by our current bylaws and Governance Framework,
- action will be covered off in the implementation of other recommendations or because
- the recommendations are more operational or strategic in nature rather than governance focused.