



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

TERMS OF *Reference*

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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 (maximum of 19 Member Organizations each represented by one individual Member)
 - Community Leaders (maximum of 4 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.

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

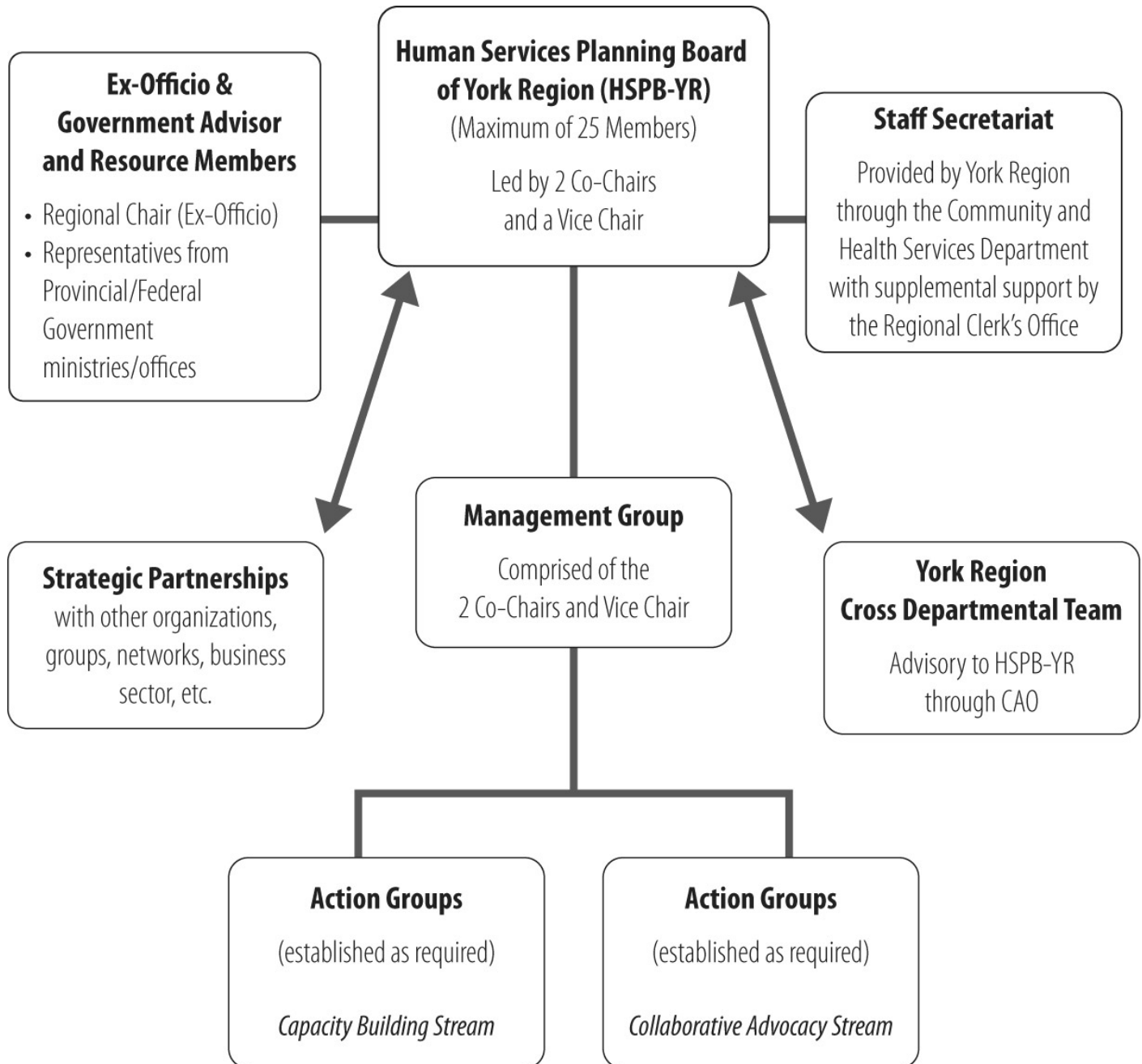
10.2b Community Leader Members shall be recruited based on the following criteria:

- 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 membership meetings
 - Meet between full membership 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 membership 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 commence within 6 months of the inauguration of each new term of Regional Council.
- The end of each HSPB-YR term of office shall coincide with the end of the term of Regional Council.
- 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 membership 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 3 meetings per year. Additional meetings may be called by the Co-Chairs in consultation with the Commissioner of Community and Health Services.
- Full membership 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.

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