

4
PROPOSAL TO ESTABLISH THE
HUMAN SERVICES PLANNING BOARD
OF YORK REGION

The Community and Health Services Committee recommends the adoption of the recommendations contained in the following report dated November 2, 2009 from the Commissioner of Community and Health Services.

1. RECOMMENDATIONS

It is recommended that:

1. A new human services collaborative body be created and operated in accordance with the Terms of Reference appended as Attachment 1 to this report.
2. The name of the new group be the “Human Services Planning Board of York Region (HSPB-YR)”.
3. Staff be authorized to immediately commence recruitment of the HSPB-YR in accordance with Section 10 (Membership Recruitment) of the Terms of Reference.
4. A member of Regional Council be appointed to the HSPB-YR to serve as the Regional Council Representative and Co-Chair in accordance with Section 11 (Organizational Structure) of the Terms of Reference appended as Attachment 1.
5. An individual from the Human Services Sector be appointed to serve as the other Co-Chair for the inaugural term of the HSPB-YR in accordance with Section 11 (Organizational Structure) of the Terms of Reference appended as Attachment 1.
6. Staff report back by April 2010 following membership recruitment to seek formal Council appointment of the new Members and Member Organizations.
7. Staff report back in Spring 2010 to seek approval of an Interim Work Plan of the HSPB-YR.
8. The Charter of the Human Services Planning Coalition (as endorsed by Regional Council on June 7, 2001 in Clause No. 5 of Report No. 5 of the Planning and Economic Development Committee) be rescinded.
9. The Regional Clerk forward this report to local municipalities for their information.

2. PURPOSE

This report recommends the creation of a 'second generation' multi-sector human services collaborative body to replace the recently retired Human Services Planning Coalition (HSPC). The report also presents the results of a structure/mandate review of the former HSPC.

3. BACKGROUND

History of the former HSPC

The establishment of the recently retired HSPC was approved by Regional Council in October 2000 (Clause No. 1 of Report No. 6 of the Regional Chief Administrative Officer) as one of the 24 recommendations of the Human Services Strategy. The HSPC Charter was subsequently endorsed by Council in June 2001 (Clause No. 5 of Report No. 5 of the Planning and Economic Development Committee).

In accordance with the Human Services Strategy, the HSPC was created to serve as a permanent advisory, resource and planning forum for human service providers in York Region and to provide leadership in coordinating cross-sectoral initiatives that enhance the capacity of the human services sector in York Region to communicate, share information, share resources and develop long term integrated planning tools.

Membership of the HSPC was comprised of 45 representatives (at full complement) and four Ex-Officio members. The HSPC was Co-Chaired by Regional Councillor Joyce Frustaglio and Bill Hogarth, Director of Education, York Region District School Board. Since its inaugural meeting in 2001, the Coalition spear-headed numerous initiatives which had a significant impact on the Region's human services sector. Some of the most notable successes include:

- Extensive research and advocacy work around the historic under-funding of human services in York Region (e.g., development and implementation of a joint public affairs and government relations strategy, Fair is Fair Report (2002), Toward a New Funding Model for Social Services Report (2003)).
- Establishing an In-forum York Cable TV series and a range of social media tools to foster community engagement.
- Launching the Inclusivity Action Plan (IAP) to address increasing rates of immigration and identify the issue of ethno-cultural diversity as a priority for all human services.
- Establishing a Welcome Resource Centre model, resulting in the launching of York Region's first Welcome Centre located in Vaughan, which received significant federal funding (approx. \$4.1 million between 2006 and 2008).

- Developing the York Region Immigration Portal (YRIP) to support the social and economic integration of new and prospective immigrants. The portal development was 100% provincially funded.

Activities of the HSPC placed on hiatus in the summer of 2008 to allow for a comprehensive mandate/structure review

In the summer of 2008, the Human Services Planning Branch, which served as the Staff Secretariat for the former HSPC, was relocated from the Planning and Development Services Department to the Community and Health Services Department. Following the re-organization, the activities of the HSPC were placed on hiatus to allow for a comprehensive assessment of its structure and mandate. Oversight of the review was provided by the HSPC Co-Chairs: Regional Councillor Joyce Frustaglio and Bill Hogarth. The objective of the review was to ensure that the Coalition or a new collaborative body would be well positioned to effectively respond to the many opportunities and challenges ahead within the context of York Region's current and future realities.

Surveys and face-to-face interviews provide insight into the strengths and challenges of the HSPC

The structure/mandate review involved both a comprehensive survey of current and past HSPC members and follow-up face-to-face interviews. The written surveys and interviews were designed, in part, to identify the strengths and challenges of the HSPC.

The key strengths of the HSPC were:

- Provided a forum to identify, resolve and respond to human service issues.
- Brought together a broad cross-section of sectors and stakeholders to create common solutions.
- Facilitated multi-sector collaboration and partnership development (e.g., Inclusivity Action Plan).
- Incubated innovative initiatives such as the Welcome Centre.
- Provided a united voice for human services funding advocacy.
- Enhanced community leadership and knowledge in human services.

The key challenges of the HSPC were:

- Lack of focus/action/momentum (more so in recent years).
- Lack of clarity around general purpose, roles and responsibilities.
- Sector representation model and size of group made coordination difficult.
- Minimal communication out to the broader human services sector and community.
- Lack of succession planning for HSPC membership.

Analysis indicates that the best option for moving forward is to create a second generation' human services collaborative body

While the survey/interview results indicated that the HSPC collaborative model had many strengths, there were also key fundamental issues with the governance structure and size that resulted in challenges. Based on a comprehensive analysis it was determined that the best option for moving forward would be to create a 'second generation' collaborative body. Strategically, this option provides the freedom to re-tool where necessary while building on the strong foundation established by the HSPC.

The HSPC was formally retired on June 15, 2009 at an event that celebrated its many successes and the contributions of current and past members

The HSPC was formally retired on June 15, 2009 at an event held at the York Region Administrative Centre that included participation from current and past HSPC members, the HSPC Co-Chairs (Regional Councillor Joyce Frustaglio and Bill Hogarth), Regional Chairman & CEO Bill Fisch, Bruce Macgregor, CAO, Regional Councillor Brenda Hogg, and Chief Armand LaBarge.

The first part of the day involved a look back at the successes of the HSPC, a presentation of certificates of appreciation to all current and past members and a keynote speech centering on the importance of community in the 21st Century. The balance of the day was spent presenting the findings of the structure/mandate review of the HSPC and engaging the members through a working group session about the future direction of a new collaborative body.

4. ANALYSIS AND OPTIONS

A CONTINUED NEED FOR AN EFFECTIVE CENTRAL HUMAN SERVICES COLLABORATIVE BODY

Many of the same issues that drove the development of the Human Services Strategy and former HSPC a decade ago persist today, along with other emerging trends.

Regional Official Plan integrates human service and land use planning

One of the pillars of the Regional Official Plan is Healthy Communities. Consideration of human services delivery has been integrated into the community planning policies of the Plan. A new human services body can play an important role in advising the Region on creating healthy communities.

In accordance with the proposed updated Regional Official Plan, York Region will add, on average, 23,000 plus residents annually over the next 25 years (2006 to 2031) with the growth rate to be more rapid in the next 5 to 10 years. Much of this growth is to be

accommodated through intensification in existing communities and within emerging urban centres. In fact, York Region is moving to a 'City Building' model within its Regional Centres and Corridors. Continued rapid growth combined with an evolving urban form presents both opportunities as well as challenges from a human service delivery perspective, both of which will require careful research and analysis to ensure the preservation and creation of healthy and socially inclusive communities.

Socio-economic pressures growing more prevalent

Between 2001 and 2006 the number of residents in York Region living in low income households increased 55% to 112,501 residents or 13% of the population while the percentage of children living in low income households increased by 62% to 32,500. Unfortunately, the current economic climate is not expected to help this situation. With the GTA approaching an unemployment rate of 11% this past August and Employment Insurance claims in York Region increasing significantly, a full recovery from the current economic downturn can be expected to take some time and place considerable pressures on various supports and services. For instance, the social assistance caseload rose to 5,601 cases in September 2009, up approximately 26% over September 2008.

Historic under-funding pressures persist while demand increases

York Region continues to receive significantly less funding per capita from the Province in the areas of health care and social services. The 2007 per capita health care spending for the Central LHIN was the second lowest of Ontario's LHINs. The Central LHIN's per capita funding for 2007-2008 was \$847 whereas the provincial average was \$1,499, as referenced in the "Addiction Services in York Region" report, Clause No. 4 of Report No. 8 of the Health and Emergency Medical Services Committee adopted by Council on November 8, 2008. Based on provincial data, the total provincial funding shortfall for social services in York Region in 2007/2008 was approximately \$256 million or \$256 per person. It is noted that an economic analysis of human services costs in York Region is currently being conducted by Carleton University.

Affordable housing continues to remain as one of the Region's top issues

The ability of many York Region residents to afford adequate housing persists. According to the 2006 Census, nearly half of tenant-occupied residences and more than one quarter of homeowners in York Region spent more than 30% of their household income on shelter costs. Further, in accordance with *Where's Home? 2008*, a report on housing need in Ontario, York Region was shown to have the second highest average market rent for a two bedroom apartment at \$1,040 in 2007, second only to Toronto at \$1,072. In accordance with the Canada Mortgage and Housing Corporation (CMHC) Rental Market Report, York Region had an overall vacancy rate of 1.5% in 2008, the second lowest rate in the GTA (half of the rate that is considered healthy by CMHC).

Furthermore, as of September 2009, the Region's Social Housing Wait List rose to 6,472 applicants, a 13.3% increase over September 2008.

Newcomer integration—essential to the future prosperity of York Region

Immigration continues to drive population growth in York Region accounting for almost 60% of the growth between 2001 and 2006. While newcomers are critical to the future health and economic prosperity of York Region, many face a variety of challenges and barriers to achieving success and integration. Putting in place services and supports and removing barriers to ensure the rapid and early success of newcomers is paramount to ensuring a strong Region.

The significance of this issue is elevated when considering that a large portion of the baby boomer cohort (ages 41 to 60 in 2006), which made up 31% of the total population and 44% of the working age population (ages 15 to 64) in 2006, will be leaving the labour market over the next 10 to 20 years.

A rapidly aging demographic will fuel a significant increase in the demand for key human services

In 2006, York Region's population aged 65+ was approximately 96,000 people or 10% of the total population. By 2031 the population aged 65+ is projected to exceed 311,000 people and account for nearly 21% of the population. This represents a total change of 225% after 25 years. The projected 25 year annual growth rate for those 65+ is more than 2.5 times the growth rate of the total population. This unprecedented growth is anticipated to place significant pressures on a variety of human services. For instance, as indicated in the 2008 Central Local Health Integration Network (Central LHIN) "Health Service Needs Assessment and Gap Analysis", the demand for health services in the LHIN, will start to "shift rapidly over the next ten years" as the seniors population in the LHIN (age 65 years and older) is projected to grow significantly. In fact, the report indicates that by 2018, the Central LHIN will have the largest absolute number of seniors in the province. The report further indicates that this will have a significant impact on the prevalence of chronic disease and therefore health services spending. For example, the number of individuals with diabetes within the LHIN is expected to increase by 50% over the next 10 years.

An increasing focus on the strong link between socio-economic factors and health and wellbeing

A significant focus of the first annual report on the "*State of Public Health in Canada*" in 2008 was the social and economic factors that influence health and contribute to health inequalities. The report states that: "...those with the lowest incomes and education, inadequate housing, poor working conditions, detrimental health behaviours, limited access to health care and who lack early childhood support and/or social supports are more likely to develop poorer physical and mental health outcomes than those living in

better circumstances...However, improvement to one or more of these factors can result in an improvement in overall health” (Source: *The Chief Public Health Officer’s Report on the State of Public Health in Canada, 2008, Addressing Health Inequalities*).

Funding dollars increasingly tied to the requirement for collaboration/partnerships among stakeholders

Senior levels of government and other funders are increasingly requiring collaboration and partnerships as a condition of funding. Two current examples include the Local Immigration Partnership federally funded initiative and the new Community Opportunities Fund, a provincially funded initiative. This trend is being fuelled by the reality that the only way to effectively address complex issues is through comprehensive multi-sector approaches.

Combined, these issues and trends create an environment that both supports and necessitates the need for an integrated and collaborative network of human service organizations working together to address these unique and changing socio-economic characteristics of the residents and communities of York Region.

PROPOSAL TO ESTABLISH A ‘SECOND GENERATION’ MULTI-SECTOR HUMAN SERVICES BODY TO BE KNOWN AS THE *HUMAN SERVICES PLANNING BOARD OF YORK REGION (HSPB-YR)*

The proposed new group has been designed to incorporate the strengths of the former HSPC while re-tooling the membership, governance structure and operations to respond to the past challenges. Key elements that informed the design of the new collaborative body include:

- The results of the previously noted surveys and face-to-face interviews.
- The results of a working group session of HSPC representatives held on June 15, 2009. The objective of the workshop was to gather input on moving forward.
- The results of a jurisdictional review that looked at 15 collaborative models/initiatives across Canada. The review identified best practices and lessons learned.

Key aspects of the proposed HSPB-YR

The framework and operational plan for the new HSPB-YR is set out in a Terms of Reference which is appended as Attachment 1 to this report with the ‘Organizational Structure’ contained on page 10. Best practice suggests that a clear Terms of Reference helps maintain a sharp focus, manage expectations and avoid mission drift. Key fundamentals and aspects contained within the attached Terms of Reference that will guide the HSPB-YR include:

i. A clearly defined scope and mandate

The survey/interview feedback, as well as best practice research, indicate that the resources of the new HSPB-YR will be best focussed on assisting the existing network of

human service organizations and doing this through work in two specific areas: Capacity Building and Collaborative Advocacy. Focusing on just two streams will reduce confusion around purpose and facilitate a 'results' driven agenda.

Capacity Building – Within this stream the HSPB-YR will focus on initiatives that:

- Seek out strategic opportunities for the broader human services sector and community to come together to collaborate on common issues and solutions.
- Provide education and training opportunities that focus on the common needs of the broader human services sector.
- Provide relevant and timely information and research that will help agencies plan and capitalize on opportunities.
- Incubate initiatives that can be implemented and sustained by the human service sector (e.g., Welcome Centre).

Collaborative Advocacy – This stream will focus on:

- Advocating for adequate and timely funding from senior levels of government for human services.
- Building strong relationships with all levels of government, the community and the private sector.
- Effective communication and awareness about the mandate and work of the HSPB-YR.

ii. Practical realistic work plans

The Terms of Reference includes a provision requiring that all initiatives/projects to be taken on by the HSPB-YR meet various criteria including the following:

- be directly related to the mandate and duties of the HSPB-YR
- be broad based and cross-sectoral in nature
- have full membership consensus
- contain 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
- do not undermine the long-term sustainability of the HSPB-YR
- solution oriented, practical and concrete

Further, 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.

iii. 'Results' driven

A critical component moving forward will be to clearly define desired results and establish a monitoring and evaluation program to help ensure that the desired results are being achieved. Feedback from the evaluation program will help to ensure that resources are being applied effectively.

iv. A streamlined membership

Survey feedback indicated that the larger membership of the former HSPC (45 representatives at full complement plus ex-officio members) made coordination difficult. In this regard, it is being proposed that the new group be comprised of a maximum of 25 members plus Ex-Officio members. The membership is to be led by two Co-Chairs, one being a Regional Councillor, and a Vice Chair.

The composition of the HSPB-YR is to include approximately 20 human service organizations/agencies/networks from a broad range of sectors, represented by senior level decision makers, complemented by three to four Community Leaders. Based on the survey feedback, it is suggested that the composition of the new group could look similar to the outline provided in Attachment 2.

v. A focus on organizational support

The new membership model is designed to create a collaborative of human service 'organizations' complemented by experienced community leaders that have the full institutional backing of their organization/employer, where applicable. Strong organizational backing will enhance the longer term sustainability of the group and strategically place the broader human services sector in a position to better influence policy, funding decisions and mobilize necessary resources.

vi. Maintaining strong momentum

The proposed governance structure of the HSPB-YR is to include a Management Group comprised of the two Co-Chairs and the Vice Chair. While overall direction will be set by the full membership, the Management Group will drive operations and help to maintain strong momentum.

vii. Placing priority on communication and engagement

Effective and regular communication will be a 'central' priority. Building broad awareness and support will serve as a key strategy for maximizing effectiveness and achieving results. Equally important will be developing methods to strategically engage the human services sector and the broader community recognizing that they are the experts with regard to the local issues and hold the key to effective place-based solutions.

viii. Clear lines of accountability

This HSPB-YR will report to Regional Council through the Community and Health Services Committee on a regular basis. It will seek endorsement of the annual work plan and provide a review of accomplishments. Where appropriate, other member organizations/agencies/networks may also be requested to provide formal endorsement on key initiatives/projects.

ix. Sustained commitment

It is proposed that HSPB-YR terms of office align with the terms of Regional Council, and that a full membership recruitment process be undertaken for each new term. Conducting a full membership recruitment every four years will serve as a regular

‘refresh’ for the group, injecting fresh ideas, energy and passion in some instances and obtaining a re-commitment in other instances.

Notwithstanding the above, it is proposed that the inaugural term of the HSPB-YR run through to November 2014, given that the new group will be barely up and running before the elections next Fall and will also be in the middle of developing the 2011 Work Plan.

x. Chief Administrative Officer (or designate) to serve as the staff representative for York Region

In keeping with the efforts to streamline the new group and maximize its influence, it is proposed that Regional staff representation come from the Chief Administrative Officer (CAO) or a designate. It is further proposed that the CAO be supported by a cross-departmental team of staff involved with the planning, administering, delivery and/or funding of human services. The team will serve as an advisory body to the HSPB-YR with regard to regional matters. It will also facilitate opportunities for internal collaboration and integration on initiatives that would serve to advance the HSPB-YR Work Plan as well as the Regional vision.

Return on investment for York Region and its residents

It is proposed that York Region continue to provide basic financial and human resource support for the core administrative operations of the HSPB-YR, similar to the arrangement with the former HSPC. The potential return on investment for York Region and its residents of funding a ‘central’ human services collaborative group that will focus on enhancing the capacity of the human services sector is significant. Through the new group the Region and its residents can realize a more effective human services sector that is:

- Speaking with a united voice at Queen’s Park and Ottawa around the Region’s under-funding issue.
- Facilitating increased funding dollars into the Region.
- Reducing the need for costly intervention through proactive and preventative approaches to issues.
- Pooling resources and sharing information/ideas on complex cross-sectoral human service issues and forming strategic partnerships to respond to these issues in a integrated, comprehensive and innovative manner.
- Developing local place-based solutions that better respond to the local needs and context.
- Informed with relevant and timely information, data and research.
- Assisting with the implementation of the vision and goals set out in Vision 2026, the proposed updated Regional Official Plan, Sustainability Strategy, and Community and Health Services’ Multi-Year Plan.

NEXT STEPS

An ambitious timetable is proposed to move this forward. Pending Council approval of the recommendations, next steps would be as follows:

Table 1
Next Steps

Month/Year	Task
December 2009 to April 2010	• Membership Recruitment • Develop Interim Work Plan • Members of new HSPB-YR formally appointed by Regional Council (Note: Should membership recruitment take longer than expected, reporting back to Committee and Council by April may not be feasible)
Spring 2010	• Member Orientation & Inaugural Meeting • Finalization of Interim Work Plan • Regional Committee/Council endorsement of Interim Work Plan
June 2010 to January 2011	• Implementation of Interim Work Plan which will involve the engagement of the Human Services Sector • Preparation of 2011 Work Plan
February 2011	• Presentation of inaugural Annual Work Plan (2011) to the Community and Health Services Committee and Regional Council

Relationship to Vision 2026

The mandate of the HSPB-YR will serve to help implement a number of goals set out in Vision 2026 including Goal 1 (Quality Communities for a Diverse Population), Goal 4 (Responding to the Needs of Our Residents) and Goal 6 (Managed and Balanced Growth).

5. FINANCIAL IMPLICATIONS

There are no additional financial implications at this time. The 'Staff Secretariat' role will be provided within the existing operating budget of the Human Services Collaboration unit of the Strategic Service Integration and Policy Branch. The net operating budget for 2009 is \$0.57 million, which includes four full time employees.

The financial and human resources proposed to be allocated to the HSPB will cover core administrative operations only. Additional resources will be required to realize the initiatives and overall vision of the group. In this regard, the Terms of Reference includes direction requiring the group to pursue additional resources from a variety of external sources.

6. LOCAL MUNICIPAL IMPACT

The positive impacts of the HSPB-YR will in large part accrue to the local municipalities and its residents through the provision of more responsive human services leading to healthier, stronger and more cohesive communities and neighbourhoods.

7. CONCLUSION

York Region residents utilize a range of human services on a daily basis through all stages of life. The presence of a responsive, integrated and accessible human service sector facilitates improved quality of life and the development of vibrant cohesive communities. Their absence on the other hand can lead to a situation where residents, communities and the economy are unable to reach full potential. Lack of services can also result in the need for costly intervention requirements.

A critical element to developing an effective and efficient social infrastructure is to continually enhance the capacity of the existing network of human service organizations. Enhancing their capacity to collaborate, integrate and innovate facilitates the delivery of more responsive services and promotes a more proactive approach to complex socio-economic issues. The mandate of the proposed new Human Services Planning Board of York Region will focus on initiatives that build the capacity of the human services sector, resulting in healthier communities, neighbourhoods and residents.

For more information on this report, please contact Cordelia Abankwa-Harris, Managing Director of Strategic Service Integration and Policy at Ext. 2150.

The Senior Management Group has reviewed this report.

(The two attachments referred to in this clause are attached to this report).

Human Services Planning Board of York Region (HSPB-YR)

Terms of Reference

November 2009

TABLE OF CONTENTS

1.0	Introduction	#4
2.0	Mandate	#4
2.1	Capacity Building within the Human Services Sector	#4
2.2	Collaborative Advocacy	#5
3.0	Definitions	#5
3.1	Collaboration	#5
3.2	Group Consensus	#5
3.3	Human Services	#5
3.4	Human Services Sector	#5
3.5	Member	#5
3.6	Member Organization	#6
4.0	Shared Vision, Principles and Values	#6
5.0	Strategic Partnerships	#6
6.0	Reporting Structure/Accountability	#6
7.0	Annual Work Plan	#6
8.0	Strategic Planning	#7
9.0	Membership Composition and Size	#7
10.0	Membership Recruitment	#8
10.1	Member Selection/Recruitment	#8
10.2	Qualifications	#8
10.2a	Human Service Organizations/Agencies/Networks	#8
10.2b	Community Leaders shall be recruited on the following basis	#9
10.2c	Desired Skills and Attributes of Members	#9
11.0	Organizational Structure – HSPB-YR	#10
11.1	Co-Chairs and Vice Chair	#11
11.2	Management Group	#11
11.3	Action Groups	#11
12.0	Roles and Responsibilities	#11
12.1	General Roles and Responsibilities - Members	#11
12.2	Co-Chairs	#12

12.3 Vice Chair	#12
12.4 Ex-Officio Members	#12
12.5 York Region	#12
12.6 Staff Secretariat	#12
13.0 Terms of Office	#13
14.0 Resignations	#13
15.0 Alternates	#14
16.0 Meetings	#14
16.1 Decision Making	#14
16.2 Quorum	#14
16.3 Frequency/Logistics	#14
16.4 Code of Conduct	#15
17.0 Conflict of Interest	#15
18.0 Reimbursement of Expenses	#15
19.0 Responding to Media Inquiries	#15
20.0 Member Orientation & Training	#15
21.0 Resources	#16
22.0 Evaluation and Review	#16

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, HSC–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 various Ex-Officio 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)

- o Community Leaders (maximum of 4 Members)
- Ex-Officio Members shall include the Regional Chair and 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).
- 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 Ex-Officio membership shall be identified by the Selection Committee and appointed by Regional Council or the Regional Chair. Ex-Officio Members from senior levels of government may be added at anytime within the term of office of the HSPB-YR. Ex-Officio 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

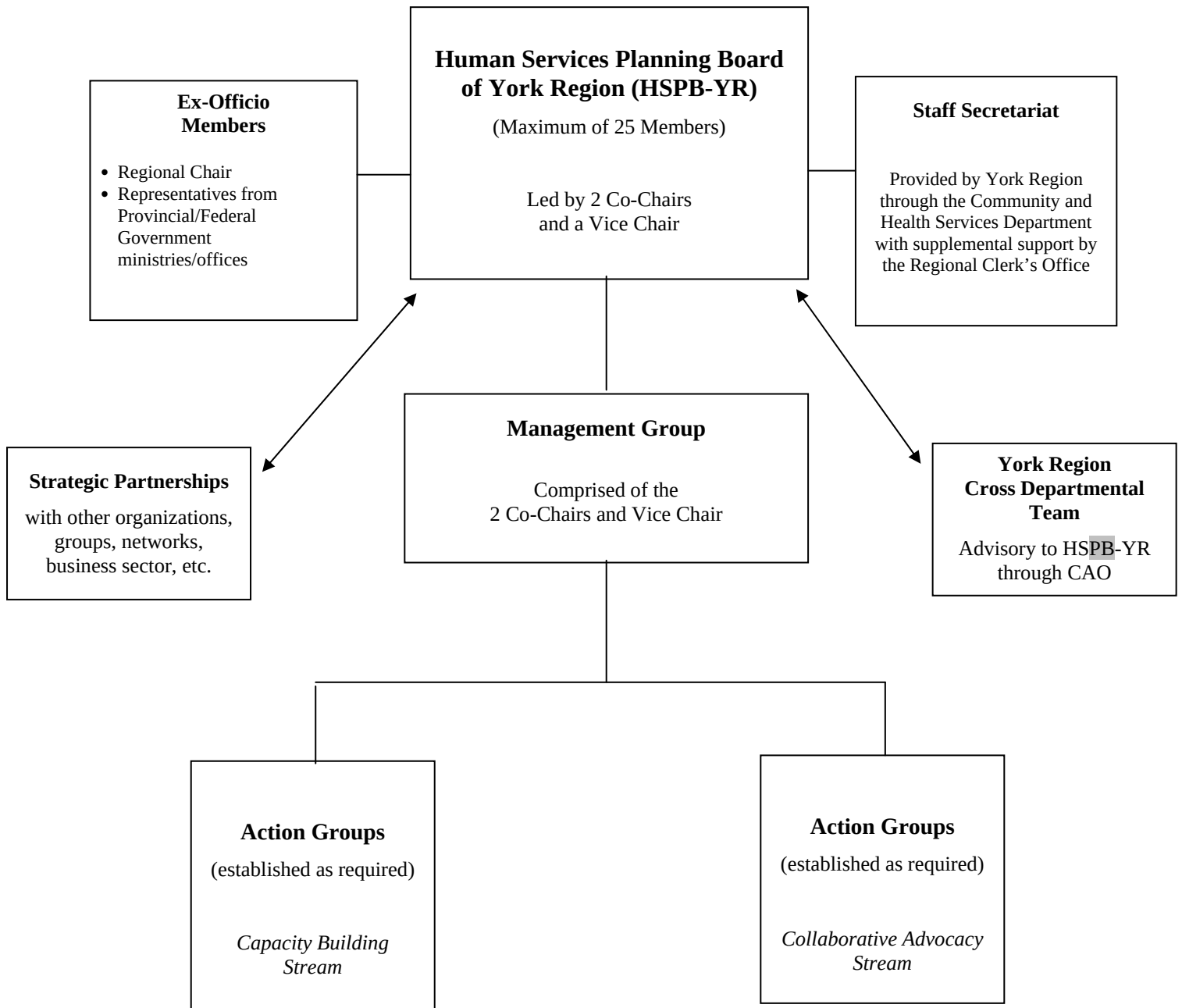
10.2b Community Leader Members shall be recruited based on the following criteria:

- 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 Ex-Officio 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. Ex-Officio 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 Ex-Officio 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. All other Ex-officio Members will not be entitled to vote.

16.2 Quorum

- A Quorum of the HSPB-YR is fifteen (15) Members, including one Co-Chair. A quorum of fifteen (15) members is being required to ensure that the group is representative of a broad cross section of human service sectors.
- The Regional Chair shall be counted for quorum purposes. All other Ex-officio 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.

**Proposed Membership List
Human Services Planning Board of York Region (HSPB-YR)**

Sector/Category	# of Members	Possible Candidates (Member Organizations to be asked to assign senior level decision makers)
Regional Government	2	- Regional Council Representative (to serve as Co-Chair) - Chief Administrative Officer (or designate)
Hospital- Based Healthcare	1	All three hospitals (and proposed Vaughan hospital) to share a membership and representative
Community-Based Healthcare	2	- Central Local Health Integration Network (LHIN) - Large mental health organization or network that serves York Region
Community and Social Support Based Services	2	Established non-profit community/social service organizations
Police/Safety Services	1	York Region Police Services
Education	2	- York Region District School Board - York Catholic District School Board
Children/Youth/Families	2	Key central organizations and/or networks/groups in York Region providing/focussing on children/youth/family services/issues.
Employment/ Training/Labour Market	2	Key training boards, employment agencies and/or training providers
Affordable Housing and Homelessness	2	Large central organizations and/or networks/groups that focus on the provision of affordable housing and addressing homelessness within York Region
Immigrant/Settlement Services	2	Large central organizations and/or networks/groups in York Region providing/focussing on immigrant/settlement services
Seniors/Healthy Aging	2	Large central organizations and/or networks/groups in York Region providing/focussing on services for seniors
Non-Profit Community Investment	1	Large central non-profit community investment organization within York Region that focuses on capacity building within the community and human services sector.
Community Leaders	4	Experienced and influential leaders within York Region recognized for advancing human services – may include business leaders.
Total	25	
Ex-Officio Members	No limit	- Regional Chair - Key representatives from a cross section of senior level government ministries/offices.