



Toronto Alliance to End Homelessness Report on Final Governance Model – September 2017

Introduction

This report concludes the Toronto Alliance to End Homelessness's (TAEH) governance review and development, begun in early 2017. The model articulated below replaces the earlier TAEH Terms of Reference.

The final TAEH governance model as presented below draws heavily from three key TAEH processes:

1. The interim TAEH governance work carried out by an independent consulting firm and approved in June 2016.
2. A strategic retreat held with TAEH leaders in February 2017, and follow up Coordinating Committee discussions.
3. Engagement of the TAEH network starting with a full day governance workshop – June 28 2017 – and then with individual interviews, a survey and webinars through August 2017.

Our new governance model retains the structure and flexibility of the constellation model recommended in June 2016 and also respects the tenants of the collective impact framework (common agenda and shared metrics) that has come to guide TAEH's development. Importantly, it allows different levels of engagement in the TAEH and our campaign to end chronic and episodic homelessness in Toronto.

TAEH's Evolution

Since beginning to meet in late 2014, the TAEH is evolving from a grassroots network of organizations in the sector into a strategic leadership team mobilizing the city to end chronic and episodic homelessness by 2025.

Our current vision is **zero chronic and episodic homelessness in Toronto** and our mission is **to mobilize the collective impact necessary to effect change in Toronto to achieve and maintain zero homelessness.**

It has been clear since 2016 that we need a dynamic and flexible governance structure to support our evolution and allow us to deliver on our goal. The engagement and discussions with many active in the TAEH over the last year has led to the strategic conclusion that we proceed as an alliance of partners executing the campaign to end homelessness in Toronto.

This is different from a traditional organizational structure in that it is time limited (we do not, at this point, have plans to exist once we have ended homelessness); strategically focused on one goal (ending homelessness) and does not include a membership body governed by a constitution and a set of by-laws.

Instead, people and organizations are encouraged to join in the TAEH and its work to end homelessness as Community Partners and Individual Supporters, guided and supported by a backbone team (the Steering Committee, Secretariat and future Champions' Table). The attraction to join and to stay is the job of the backbone team. It will create and support an effective, strategic campaign environment in which every interested person or organization can find the right place to contribute.

The “new” TAEH will be adaptive – our goal comes first, our process second. This means that we will continuously evaluate how we work and what we do to ensure progress towards our shared goal. In turn, this includes creating a TAEH environment that allows different levels of engagement at different times – an ebb and flow of activities that responds strategically to our progress and lessons learned as we work forward together.

“We, as a community, need to be more cohesive and speak with one voice” Mark Aston, June 28, 2017

In this way, the new TAEH governance model is rooted in our history. In our:

- **Coming together** with common vision to finally end homelessness
- Shared commitment to **acting** and **doing things differently**
- Shared interest in **looking forward** and **disrupting** the status quo
- Common commitment to **changing** how things are funded to a person-centered approach

Working with the City of Toronto

Our evolution to this point does have implications for the Community Advisory Board (CAB) role the TAEH has taken on with Shelter, Support and Housing Administration (SSHA), City of Toronto over the last two years. We see this as an opportunity to strengthen the homeless-serving community partnership with SSHA in Toronto and have engaged the TAEH network and SSHA leaders throughout this governance development process in how to best leverage it.

November 2017 will see the launch of a new SSAH Service System Planning Forum with a more formal, and meaningful, relationship between the community and SSHA. The Terms of Reference are in development and will support a co-chair model, deeper issues identification, consultation, problem-solving and service planning *together* to serve people experiencing homelessness better even as we work to end it. More information will be presented at the October 12 TAEH network meeting.

Feedback from engagement process

The key conclusions from engagement on the draft model share on June 28, 2017 that were incorporated into this final draft are:

- Replace “30 days” definition in our vision of ending chronic and episodic homelessness with “**functional zero**.” This change has been made.
- The **inclusiveness with which we think of and define “homelessness”** for TAEH’s work. Most people agreed with the Canadian Observatory of Homelessness’ definition, with a focus on Levels 1 and 2, but we heard clearly not to forget other populations as well. Being inclusive of all those experiencing homelessness will be addressed as the TAEH initiative moves forward and as we become more targeted in our solutions to end homelessness in Toronto.

Overall, our vision remains a city with no episodic and chronic homelessness. This vision assumes that when homelessness does occur it will be rare and brief. Therefore, the TAEH will take both a long and short-term approach to who of the wide, diverse sets of people experiencing homeless our campaign will focus on. In the short-term, it is those that are most vulnerable – those who are street homeless and those intersecting with institutional care. When developing longer-term strategies our focus will be on others, for example hidden homelessness and those at risk of homelessness.

- That the TAEH’s history as a **community advisory body** with the City, and others, is important and can and should be stronger. See notes above on next steps with the SSHA Service System Planning Forum.
- That a **strategic focus on systems and systems-change** is correct. Many people agreed that we have to, collectively; get to the place where we can use data to understand and solve our problem, and that we need to bring the City and province in too.

The TAEH framing of our systems-change work as disruptive was also strongly supported.

- That the TAEH must grow in **inclusiveness and diversity** at all our tables. We will add an Equity and Inclusion Lens to our Governance Model by the end of 2017. A Working Group will be struck in October to assist and advise.
- That it is important to acknowledge the role of, and impact on, **frontline staff** in TAEH’s planning and work. This is a point that will be addressed together as we move forward.

...want to be disruptive – this is challenging so good to have so many in our network ready to act this way; our initiative, through SC, Backbone staff and Working Groups will support our collective learning on what that really means in Toronto context and support the organization and personal shifts in thinking, prioritizing and ways or working this means...

TAEH 2017 Governance Survey
Respondent

- While most are in support, and almost all want to learn more, there were some concerns noted about the adoption of the **strategies of the Built For Zero approach** for TAEH's work here. As Built For Zero is the natural evolution of the CAEH's 20,000 Homes Campaign that the TAEH network endorsed in 2016 this is largely a communication issue on the Secretariat's part and will be addressed.
- Regarding the role of the **Steering Committee** in the new governance model, most were again positive, with some good comments on ensuring accountability and transparency of how this leadership table interacts with and guides all parts of the TAEH. The final model below includes the updated Steering Committee Terms of Reference. The first Steering Committee members will be selected by the outgoing Coordinating Committee as originally recommended so as to maintain a leadership table committed to and focused on reaching functional zero homeless through the strategies currently being explored as part of a Toronto approach to Built For Zero.

All interested organizations are encouraged to contact the TAEH Executive Lead or Chair to explore sitting on the Steering Committee.

- Most people support the TAEH **Decision-Making Protocol**, with recommendations to make it and its process more clear. This advice is being taken seriously and is part of our overall work to improve our communications.
- Majority of people support, and are excited by, the role of **Working Groups**. A long list with many good ideas also came out of the engagement. The Coordinating Committee has considered this list, and along with the outcomes of other work since June, have a strategic set of Working Groups to start discussions with the TAEH network on October 12, 2017.

Communication

A quick note on communications. It was clear from the feedback during our engagement process that we need clearer language on various parts of model, and on our Theory of Change. We continue to work on this and will continue to make improvements based on feedback at bi-annual TAEH Community Partner meetings.

Please note as well that this report itself contains some formatting and graphic issues that will be fixed before it is posted on our website.

People With Lived Experience

Inclusion of PWLE in the TAEH governance model is one good example of how we can communicate better. Many people shared concerns that PWLE may not be connected to organizations or groups and would therefore be unable to join TAEH as a Community Partner, and in turn, not be able to be represented on the Steering Committee.

This is not the case. We are developing, with a reference group of PWLE, a place and role for PWLE that will be an integral part of our governance model, as well as support the inclusion of at least three people with lived experience on the Steering Committee.

TAEH GOVERNANCE MODEL

The documents outlining and supporting the TAEH governance model are:

- ITEM 1 – TAEH Founding Charter
- ITEM 2 – Governance Model Diagram
- ITEM 3 – Community Partner - Description and MOU
- ITEM 4 – Individual Supporter Agreement - Description and MOU
- ITEM 5 – Steering Committee - Terms of Reference
- ITEM 6 – TAEH Working Groups
- ITEM 7 – Decision Making Protocol

ITEM 1 – TAEH FOUNDING CHARTER

We, the partners and supporters of the TAEH, on this day of _____, 2017, in order to achieve our vision and end chronic and episodic homelessness in Toronto and foster our collaborative approach in doing so, establish and approve this, our founding charter.

OUR VISION

Zero chronic and episodic homelessness in Toronto.

OUR MISSION

To mobilize the collective impact necessary to effect change in Toronto to achieve and maintain zero homelessness.

WHAT WE BELIEVE

- Homelessness is the result of a combination of poverty, a lack of affordable housing and personal circumstances. It's cost in human lives, potential and suffering is not an acceptable situation for any just or compassionate society.
- Toronto, Ontario and Canada have the resources to end homelessness but lack a common agenda, sufficient coordination of services and adequate targeting of resources to effective solutions.
- Toronto must resolve to end homelessness, set appropriate targets and focus on initiatives that are person- centered and evidence based.
- Inclusion of the experience and views of people with lived experience of homelessness must be an essential part of the work to end homelessness.
- The Toronto Alliance to End Homelessness is a community-based collective impact initiative that recognizes the critical importance of working in a new way towards a common goal. This includes working with all levels of government, particularly the City of Toronto, to achieve our vision.

PARTNERS

Partners of the TAEH are:

- **Community Partners**
- **Individual Supporters**
- **Steering Committee**
- **Champions' Table**

GOVERNANCE

The TAEH is grounded in this Charter, and our authority to strike a Steering Committee, Working Groups and other tables as necessary is therefore inherent in this Charter.

The TAEH is organized as a collective impact initiative and on the constellation model of governance. This allows us to strike a balance between inclusive discussions and contributions to overall strategy on the one hand and strategic, sometimes rapid, decision-making and communications on the other.

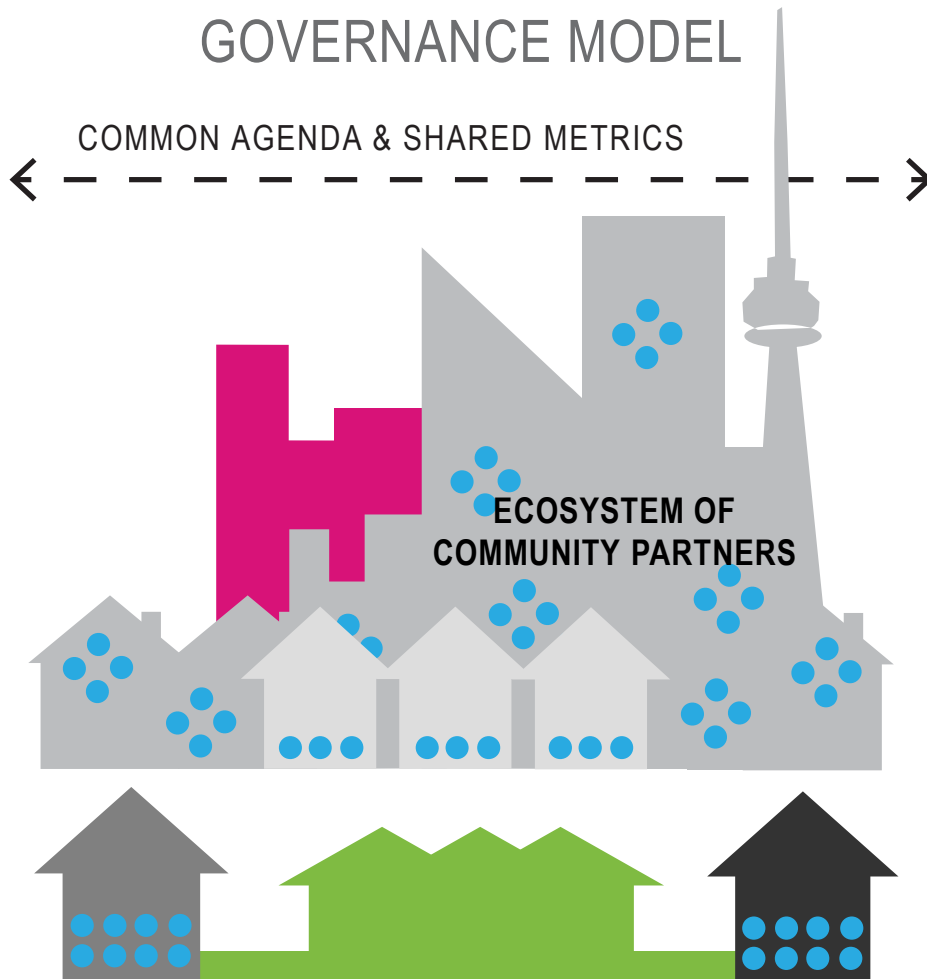
All representatives on working groups are responsible to the TAEH strategic plan through the Steering Committee. The Steering Committee is in turn accountable to the community.

COMMITMENTS

From the very beginning, those active with the TAEH have articulated and demonstrated a commitment to an inclusive and welcoming working and decision-making environment. We have also understood our need for collective accountability so that we can all share and learn from our success and increase our collective impact.

People with lived experience of homelessness as an essential part of the work to end homelessness, and strive to learn from people with lived experience on a continuous basis.

GOVERNANCE MODEL



COMMUNITY PARTNER & INDIVIDUAL SUPPORTER

These are the foundation of the TAEH. They are organizations and individuals that make up the eco-system of TAEH's collective impact initiative to end homelessness in Toronto.

WORKING GROUPS

are essential to the TAEH Theory of Change and take on strategic priorities and challenges of the TAEH.

THE STEERING COMMITTEE

Focuses and guides the TAEH.

THE CHAMPIONS TABLE

To start in 2018, will promote and champion the TAEH across Toronto's diverse communities.

THE SECRETARIAT

Supports all roles in the TAEH governance structure. Together with the Steering Committee and the Champions' table it makes up the backbone team of the TAEH

SSHA SERVICE SYSTEM PLANNING FORUM

This is co-chaired by the Shelter, Support and Housing Administration (SSHA) of the City of Toronto and the TAEH. It meets quarterly as a collaborative forum and is open to everyone, not just TAEH partners and supporters.

ITEM 3 - COMMUNITY PARTNER AGREEMENT

Community Partners are the foundation of the TAEH. They are groups, businesses or organizations that, together, with Individual Supporters, make up the eco-system of TAEH's collective impact initiative to end homelessness in Toronto.

In addition, the TAEH Steering Committee and its constellation of Working Groups are rooted in Community Partners. CPs are thus key to implementing TAEH strategies. The TAEH's integrity and authority is grounded in these partners, and the TAEH Steering Committee is ultimately accountable to the community.

Community Partners have access to a variety of opportunities to learn about and engage in the TAEH goal to end chronic and episodic homelessness in Toronto and in its strategies and activities.

TERMS OF ENGAGEMENT

Community Partners is the category of supporters of the TAEH collective impact initiative for organizations. Individuals are referred to the "Individual Supporter" category.

In order to become and remain a Community Partner, organizations must sign a Partnership Agreement on an annual basis that lays out the following benefits and commitments:

COMMITMENTS

1. To uphold the vision, mission and beliefs of the TAEH as laid out in the founding Charter.
2. To participate in and uphold TAEH common agenda as laid out in our Theory of Change.
3. To secure Board of Director's (or analogous leadership table) approval of TAEH's common agenda and to explore participation in shared measurement plan once defined.
4. To participate in TAEH meetings, events and campaign activities on a regular basis.

5. To work respectfully and collaboratively with fellow TAEH partners.
6. To commit to the principles of collective impact and work to align organizational strategic goals to the TAEH common agenda.

BENEFITS

1. Contributing to ending homelessness in Toronto.
2. Staff and designates from Community Partners can chair Working Groups.
3. Enhanced profile with all orders of government and City-wide stakeholders with listing as a Community Partner on TAEH website and promotional material.
4. Ability to share news and information as part of a Community Partner room hosted on TAEH website.
5. Linking of websites with TAEH (if desired).
6. Staff and designates from Community Partner access to exclusive speakers, training at TAEH Days (2 times/year).
7. Staff and designates from Community Partner free access to TAEH newsletters, reports, publications etc.
8. A community partner certificate.



COMMUNITY PARTNER - SIGNED AGREEMENT

By signing this agreement _____ confirms its commitment to the TAEH as a *Community Partner* and agrees with the following:

- To actively support the TAEH goal to end chronic and episodic homelessness in Toronto and its Theory of Change (*see attached Board of Directors' Resolution from <enter date here>*)
- To participate in TAEH's collective impact initiative by sharing its common agenda and shared measurement strategy as is reasonable for our organization.
- To ensure that elements of the strategic goals of _____ align, over time, with the TAEH's Theory of Change.

To uphold the Terms of Engagement for Community Partners as outlined above.

DATE:

SIGNED BY: _____ Board Chair + ED

By signing this agreement the TAEH Steering Committee confirms that it will uphold the Terms of Engagement for *Community Partners* as outlined above as well as support _____ to the best of its ability to be a successful *Community Partner*.

DATE:

SIGNED BY: _____, TAEH Co-Chair

ITEM 4 - INDIVIDUAL SUPPORTER AGREEMENT

Individual Supporters are an important part of the TAEH. Together, with Community Partners, the Individual Supporters make up the eco-system of TAEH's collective impact initiative to end homelessness in Toronto.

Individual Supporters have access to a variety of opportunities to learn about and engage in the TAEH goal to end chronic and episodic homelessness in Toronto and in its strategies and activities.

TERMS OF ENGAGEMENT

Community Partners is the category of supporters of the TAEH collective impact initiative for organizations. Individuals are referred to the "Individual Supporter" category.

In order to become and remain a Community Partner, organizations must sign a Partnership Agreement on an annual basis that lays out the following benefits and commitments:

COMMITMENTS

1. To uphold the vision, mission and beliefs of the TAEH as laid out in the founding Charter.
2. To participate in and uphold TAEH common agenda as laid out in our Theory of Change.
3. To demonstrate approval of TAEH's common agenda by signing this Agreement.
4. To attend TAEH meetings, events and campaign activities on a regular basis.
5. To work respectfully and collaboratively with fellow TAEH supporters and partners.
6. To commit to the principles of collective impact.

BENEFITS

1. Ability to join and chair TAEH Working Groups.
2. Public demonstration of commitment to goal of ending homelessness with listing as an Individual Supporter on TAEH website and promotional material.
3. Access to exclusive speakers, training at TAEH Days (2 times/year).
4. Free access to TAEH newsletters, reports, publications etc.
6. An Individual Supporter certificate.



INDIVIDUAL SUPPORTER - SIGNED AGREEMENT

By signing this agreement, I _____ confirm my commitment to the TAEH as an *Individual Supporter* and agree with the following:

- To actively support the TAEH goal to end chronic and episodic homelessness in Toronto and its Theory of Change
- To participate in TAEH's collective impact initiative by sharing its common agenda and shared measurement strategy as applicable.
- To uphold the Terms of Engagement for *Individual Supporters* as outlined above.

DATE:

SIGNED BY: _____

By signing this agreement the TAEH Steering Committee confirms that it will uphold the Terms of Engagement for *Individual Supporter* as outlined above as well as support _____ to the best of its ability to be a successful *Individual Supporter*.

DATE:

SIGNED BY: _____, TAEH Co-Chair

ITEM 5 - STEERING COMMITTEE TOR

CONTEXT and COMMITMENTS

This Steering Committee is a committee of the Toronto Alliance to End Homelessness (TAEH). Its mandate results from the founding Charter of the TAEH.

The TAEH commenced in 2015. By mid-2016 it was clear that increased coordination and the creation of a more rigorous governance structure were required to capitalize on the success of the TAEH. The ad-hoc Coordinating Committee guiding the work of the TAEH until the founding of this Steering Committee, commissioned an independent consultant's report in 2016. After this, they worked with the TAEH Executive Lead in 2017 to develop a governing structure grounded in the findings and recommendations of that report as well as in the TAEH's goal of mobilizing collective impact to end chronic and episodic homelessness in Toronto.

This Terms of Reference was developed collaboratively and was approved by the outgoing Coordinating Committee in September 2017. The first meeting of the founding Steering Committee, upon which the Terms of Reference became active was held on _____.

At all times the TAEH Steering Committee remains committed to the TAEH vision, mission and guiding beliefs as enshrined in the TAEH Charter:

OUR VISION

Zero chronic and episodic homelessness in Toronto.

OUR MISSION

To mobilize the collective impact necessary to achieve and maintain zero homelessness in Toronto.

WHAT WE BELIEVE

- Homelessness is the result of a combination of poverty, a lack of affordable housing and personal circumstances. It's cost in human lives, potential and suffering is not an acceptable situation for any just or compassionate society.
- Toronto, Ontario and Canada have the resources to end homelessness but lack a common agenda, sufficient coordination of services and adequate targeting of resources to effective solutions.
- Toronto must resolve to end homelessness, set appropriate targets and focus on initiatives that are person-centered and evidence based.
- Inclusion of the experience and views of people with lived experience of homelessness must be an essential part of the work to end homelessness.
- The Toronto Alliance to End Homelessness is a community-based collective impact initiative that recognizes the critical importance of working in a new way towards a common goal. This includes working with all levels of government, particularly the City of Toronto, to achieve our vision.

PURPOSE

The mandate of this Steering Committee is to focus and guide the TAEH's collective impact efforts to end chronic and episodic homelessness in Toronto. It is effective from _____ <add in date from above>.

The Steering Committee works as one, leaving organizational and/or personal self-interest behind, in support of the TAEH's common agenda and upholds and champions the TAEH's vision, mission and guiding principles.

RESPONSIBILITIES

The Steering Committee has the following responsibilities and opportunities:

- Promote the inclusion of all voices in TAEH decision-making processes and as outlined in the TAEH Decision-Making Protocol.
- Promote opportunities for collaboration amongst Community Partners, Individual Supporters, Working Groups and the Champions' Table.
- Review and make strategic decisions on inviting new partners to join the TAEH.
- Develop and support transparent and effective communication mechanisms.
- Develop, approve and execute an annual work plan that aligns with the TAEH's Theory of Change.
- Foster and maintain an environment of mutual respect, collective support for consensus-based decisions and positions.
- Ensure that the TAEH engages, and is seen to engage, in principled advocacy and garner and maintain respect and influence with all its partners.
- Allocate and manage the TAEH's financial resources. This includes preparing an annual work plan and budget, and ensuring that any unfunded budget gaps are resourced including through the resources of Steering Committee organizations. At all times, and as much as possible, the Steering Committee will ensure a balance between mutual accountability and the economic realities of each member.
- Direct and support the work of the Champions' Table, the Working Groups and the Secretariat, including ensuring transparent engagement with TAEH partners and supporters.
- Receive recommendations from the working groups as they arise, as well as advice from the Champions' Table.

- Determine priorities and develop final positions in alignment with Theory of Change and engagement of TAEH partners as needed.
- Work in alliance, where possible, with stakeholders that share common interests including groups such as the Toronto Shelter Network, The Toronto Mental Health and Addictions Supportive Housing Network, funders, all orders of government, Social Planning Toronto etc.
- Represent the TAEH with outside stakeholders advancing TAEH interests and championing its vision, mission and guiding principles.
- Support the Secretariat in its coordination and guidance of the working groups and the Champions' Table ensuring effective representation and adequate support.
- Evaluate and report on the progress of the TAEH.

ACCOUNTABILITY

The Steering Committee is accountable to its Community Partners and Individual Supporters. This is done by:

- Listening to and reporting back to them in a timely and transparent manner.
- Respecting difference and supporting the inclusion of all voices in discussions and decision making.
- Communicating clearly which ideas were acted on and why others were not.
- Promoting and communicating TAEH interests, positions and voice with external stakeholders.
- Upholding Steering Committee decisions in public and maintaining confidentiality when required.

COLLECTIVE IMPACT COMMITMENT

Members on the Steering Committee will be required to agree to a commitment to Collective Impact. They will state that their role on the Steering Committee is to contribute to the mobilization of TAEH's collective impact goals and not to be used to for the gain of them as an individual or the organization they represent.

MEMBERSHIP

The Steering Committee is comprised of organizations that are also TAEH Community Partners. Each organization will designate a lead representative to sit on the Steering Committee.

Each organization will also sign a Memorandum of Understanding (MOU) developed specifically to its role, contributions and rights as a Steering Committee member. Each MOU will be unique, determine a commitment, financial or otherwise, reasonable to its own context while also demonstrably

supporting the TAEH Theory of Change. Each will be written in collaboration with the TAEH Executive Lead and approved by the sitting Steering Committee. Steering Committee membership is open to departments, divisions and/or ministries of all orders of government as well as funders. The rights and responsibilities of these members will be clarified and supported by signed MOUs in order to facilitate their strategic inclusion.

People with lived experience

A working group on how best to include people with lived experience in a leadership role with the TAEH and its Steering Committee will table recommendations in 2017. This Terms of Reference will then be amended to reflect Steering Committee decisions at that time. Specific job descriptions, recruitment criteria, compensation and other supports will be developed to effectively and respectfully support the full and equal participation of leadership members with lived experience.

Delegation of responsibilities

Steering Committee members may not delegate the role of their designated leads once identified for each term.

Strategic commitment

Steering Committee members are expected to secure Board of Directors' (or analogous leadership table) endorsement of the TAEH's Theory of Change and commitment to sharing a minimum set of strategies and shared measurements. In addition, each Steering Committee member is expected to contribute resources that strategically align with TAEH's goal and plan as outlined in each MOU.

Membership Selection

Members of the founding Steering Committee will be invited to sit by the current TAEH Coordinating Committee. This is a strategic decision made to:

- Maintain continuity with the vision and strategic development of TAEH's collective impact initiative to date;
- Ensure that the organizations that can affect the immediate changes needed to achieve early successes in the TAEH Theory of Change are participating; and
- Recognize that significant resources, including time, are required of members and that the terms of commitment must be developed for each member individually.

TAEH Community Partners that believe they can contribute meaningfully to achieving the TAEH's Theory of Change as a Steering Committee member are encouraged to approach the Co-Chairs of the Steering Committee or the Executive Lead at any time to explore doing so.

All reasonable effort is made to ensure that the Steering Committee as a whole reflects the diversity of the sectors and the community both serving and experiencing homelessness.

Each member will exhibit the qualities and behaviours that allow the TAEH and its Steering Committee to thrive:

- Is a good listener.
- Is open to hearing perspectives different than one's own.
- Can share personal experiences in ways that others can learn from.
- Can effectively represent the experiences, input and concerns of the communities they serve.
- Understands and is committed to maintaining a collective impact approach.

Terms

Steering Committee members will serve for a two-year term. The founding Steering Committee will include people coming on in staggered two and three year terms to avoid complete turnover of the Committee in 2019.

Members are able to sit for 4 consecutive terms, if re-elected or re-affirmed after every 2-year term, to provide consistency throughout the current TAEH ten year timeframe.

The Executive Lead/Director of the TAEH will sit as a non-voting member of the Steering Committee, and not count towards its total number of seats.

Role and responsibilities

All members are expected to:

- Meet regularly and as required.
- Commit their participation for the full duration of their term.
- Work between meetings, individually, or in smaller groups as needed.
- Be available as possible for meetings, in person or electronic, with outside stakeholders.
- Contribute constructively and proactively, exhibiting a commitment to the TAEH Theory of Change as well as commitment to diverse, inclusive discussion and decision-making.
- Respect the confidentiality of discussions and materials as presented and discussed.

Remedies

If a Steering Committee member, or designated member lead decides he or she can no longer fulfill their duties, they will work with the co-chairs on possible remedies. As well, if in the opinion of the co-chairs a Steering Committee member or designated member lead is unable to fulfill their responsibilities they will work together on possible remedies.

All decisions and next steps will be reported back to the TAEH Community Partners and Individual Supporters at bi-annual TAEH Days.

EXECUTIVE COMMITTEE

This Steering Committee will include an Executive Committee. In addition to the duties for each position below, the function of the Executive Committee is to:

- provide "rapid action" support to the Executive Lead when needed or requested

- provide human and financial resources support to the Secretariat as the TAEH develops

The positions of the Executive Committee are:

- 2 Chairpersons
- Trustee Officer
- Secretary

Chairperson(s)

The Steering Committee will include two (2) co-chairs from among its members.

The qualifications for co-chairs include:

- An understanding of the roles and responsibilities of the Steering Committee.
- Ability to provide democratic leadership for the Steering Committee.
- Ability to represent the collective voice of the Steering Committee inside the TAEH and with external stakeholders.
- Desire to work constructively with other Steering Committee members.
- Is respectful of difference and supports the inclusion of all voices at the table.

The duties of the co-chairs include:

- Call and chair meetings
- Develop the meeting agenda
- Review and revise meeting minutes/notes
- Communicate with Steering Committee members
- Administer human resources
- Write an annual report summarizing the Steering Committee and TAEH's activities and achievements during the year
- Represent and speak on behalf of the Steering Committee as required

Trustee Officer

The duty of the Trustee Officer is to constructively and collaboratively oversee the successful trusteeship of the TAEH. This includes:

- Financial and administrative stewardship of grants and other sources of funding
- Working with the Executive Lead on regular financial reporting to the Steering Committee

Secretary

The duties of the Secretary include:

- Ensuring that meeting notices, agendas, materials and minutes are prepared and circulated in a timely fashion.
- Keeps the records of the TAEH in order.

The role of Secretary is filled by the TAEH Executive Lead.

MEETINGS

Frequency

The Steering Committee meets regularly, based on a schedule developed together to support current goals and work plans. Frequency of meetings may vary, and at a maximum, be every two weeks.

Meeting agendas are strategically designed to focus on decision-making as well as supporting an environment of learning and trust. The Co-Chairs strive to ensure that each meeting upholds the principles of Collective Impact, drawing from and on the strengths, knowledge, expertise and levers for change inherent in each organization or sector represented on the Committee at any given time.

Ad-hoc meetings may be called by either co-chair.

Quorum

Quorum to conduct business is fulfilled when 70% of total seats are present, either in person or electronically.

Recorder/Minutes/Agenda

Recording and distribution of meeting minutes is the responsibility of the co-chairs. Minutes shall be distributed promptly after each meeting. The agenda for upcoming meetings will be distributed preferably at least 5 business days before each meeting.

DECISION-MAKING

Decision making will strive to be consensus based, with the ability to move to voting if needed.

Each member will have one vote. Approval of a decision is achieved when two-thirds (2/3) of those present vote in favour.

When necessary, votes can be assigned temporarily to another Steering Committee member, and will be arranged on a case by case basis.

Decisions made at these tables will be minuted and signed by one Co-Chair and one additional person.- In the case of the Steering Committee this will be the Secretary and the Chair for the Champions Table.

CONFLICT of INTEREST

Steering Committee members are expected to **declare a conflict of interest** situation when he or she has a private or personal interest, or the organization they represent has an interest, that appears to influence the objective exercise of his or her official duties with the TAEH. This could include situations such as:

- Actual or real, where their official duties are or will be influenced by their private interests.
- Perceived or apparent, where their official duties appear to be influenced by their private interests.

- Foreseeable or potential, where their official duties may be influenced in the future by their private interests.

AMENDMENTS/REVIEW

The Steering Committee will review these terms of reference no later than April 2018 and report back to the TAEH Community Partners and Individual Supporters at the following TAEH Day.

The Steering Committee will review and report on the terms of reference bi-annually thereafter.

ITEM 6 - TAEH WORKING GROUP

CONTEXT AND COMMITMENTS

Working Groups are the stars in the TAEH collective impact initiative.

Working Groups are established around the current and emerging priorities of the TAEH, and demonstrably contribute to furthering the TAEH Theory of Change.

Working Groups are created by TAEH Community Partners and/or Individual Supporters and are approved by the Steering Committee. The Steering Committee may also, establish Working Groups to explore an identified issue or need.

Each Working Group is chaired by a person or partner organization with relevant skills, experience, or assets that make them suitable for the role.

This Terms of Reference of the _____ Working Group was developed collaboratively and was approved on __/__/__.

PRINCIPLES AND OBJECTIVES

At all times this Working Group remains committed to the shared principles and objectives:

- Be person centered.
- Include the input from those living with or otherwise directly affected by the topic of the Working Group.
- Foster trust and true collaboration between the Working Group partners.
- Stay aligned and supportive throughout the Working Group's term
- Include the input of all stakeholders, within reason, in the discussions of this working group
- Develop and support transparent and effective communication
- Foster and maintain an environment of mutual respect and collective support for consensus-based decisions and positions of this working group.

MEMBERSHIP AND MEETINGS

Working Groups are comprised of people from Community Partners, Individual Supporters and the Community Advisory Board (CAB), and are open to new members. Being a partner or supporter of the TAEH or the CAB, however, is not a requirement for joining a Working Group. Each member will exhibit the qualities and behaviours that allow this working group to thrive:

- Is a good listener.
- Is open to hearing perspectives different than their own.
- Effectively represent the experiences, input and concerns of their organization and the communities they serve.
- Understands and maintains a project-focused perspective.

Role and responsibilities

All members are expected to:

- Meet regularly and as required. There are approximately _____ regularly scheduled meetings per year, according to a meeting schedule set at the beginning of each Working Group's term. Additional meetings may be called as required.
- Work between meetings as needed.
- Contribute constructively and proactively.
- Exhibit a commitment to the TAEH Theory of Change and commitment to diverse, inclusive discussion and the decision-making of working group positions.
- Respect confidential discussions and materials.

The Working Group will be supported by the TAEH Backbone Team. The Backbone Team will work with each Working Group Chair to ensure the following functions are clearly assigned:

- Note taking and timely dissemination of minutes.
- Meeting preparation and follow up on action items.
- Agenda setting and timely dissemination.
- Communication with the TAEH Executive Lead and Steering Committee.

**TTC fare will be available for participants as needed and other reasonable resources will be considered upon request*

CHAIR(S)

Each Working Group is chaired by a person or partner organization with relevant skills, experience, or assets that make them suitable for the role.

The role of the Chair is a significant volunteer time commitment that should not be taken lightly. The Chair does not need to be a member of the Steering Committee, though Steering Committee members may be the Chair.. People from the Community Partners or Individual Supporters that show interest, commitment, and some expertise in the particular priority area are welcome to become Chairs.

DECISION-MAKING

Decisions made by Working Groups must be consensus-based. This ensures a shared understanding of the issues, and assists the Steering Committee and Backbone Team in supporting and acting on Working Group decisions.

Consensus is a process in which the group, through discussion, seeks agreement on a decision.

Consensus means all members of the working group support the decision, even if the decision is not everyone's preferred solution. In other words, TAEH defines consensus as a decision everyone can both support and defend it. To facilitate the latter, the TAEH Backbone Team will produce speaking notes for significant TAEH decisions as needed.

It is the responsibility of the Chair to guide the group to this outcome, and to work with the TAEH Backbone Team to ensure decisions and positions are in the scope of the group's Terms of Reference as well as the vision and strategic plan of the TAEH. If needed, the Working Groups can also send recommendations for changes to the Steering Committee.

Consensus decisions will be communicated as group decisions and respected as such by all TAEH working group members.

ITEM 7 - DECISION MAKING PROTOCOL

GENERAL PRINCIPLES AND COMMITMENTS

Consensus decision-making is preferred. This will ensure a shared understanding of the issues, and will assist the Steering Committee and Backbone Team in supporting and acting on decisions.

Consensus is a process in which the group seeks agreement on a decision through discussion. Consensus means that all people involved support the decision, even if the decision is not everyone's preferred solution.

In other words, TAEH defines consensus as a decision everyone can both support and defend it. To facilitate the latter, the TAEH Backbone Team will produce speaking notes for significant TAEH decisions as needed.

When full consensus cannot be achieved, and before a decision is made, and when voting is a part of a table's Terms of Reference, voting will be conducted to determine level of consensus required to reach a decision in that instance.

Consensus decisions will be communicated as group decisions and respected as such by all TAEH partners and supporters.

Values-based decision making:

The TAEH will practice and provide resources so that everyone participates in values-based decision-making.

Examples of values articulated in this context for collective impact networks include:


Transparency and Accountability; Equity and Inclusiveness; Effectiveness and Efficiency; Responsiveness; Forum Neutrality and Consensus-Based.

These resources will be developed over the fall of 2017 as part of the TAEH operating policies in support of good governance.

Decision making at each TAEH table: **COMMUNITY PARTNER**

When TAEH Community Partners and Individual Supporters gather in meetings together, decision making will be consensus-based. Voting will not be conducted to come to decisions of TAEH Day meetings. It is the responsibility of the TAEH Chair(s) to facilitate an open and robust conversation to bring attendees to a consensus decision.

Where consensus is not possible the decision will be deferred. When time



constraints prevail and a decision must be made, the decision will reflect the differences of opinion expressed in the group.

TAEH Community Partners and Individual Supporters are encouraged to attend by being reminded how valuable their presence in the meetings is.