



HOMELESSNESS Partnering Strategy Community Advisory Board Governance Best Practices This publication is available for download at publicentre.esdc.gc.ca. It is also available upon request in multiple formats (large print, Braille, audio cassette, audio CD, e-text diskette, e-text CD, or DAISY), by contacting 1 800 O-Canada (1-800-622-6232). By teletypewriter (TTY), call 1-800-926-9105. © Her Majesty the Queen in Right of Canada, 2016

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Message from theHomelessness Partnering Strategy



On behalf of the Homelessness Partnering Strategy (HPS), it is my pleasure to share with you the Elements of a Well-Functioning CAB series.

Communities have expressed a need for more clarification and guidance around the role the Community Advisory Board (CAB) plays in the renewed HPS, particularly in communities who are shifting to a new way of working within the context of Housing First. This series gives communities practical advice on how to ensure local CABs are functioning well to help them continue to improve existing policies and practices.

The package contains three documents which should help CABs operate using Accountable and Transparent Processes, remain Responsive and Results Based and effectively Coordinate Partnerships.

Each document provides direction and highlights some promising practices around a variety of themes aimed at enhancing all aspects of the CABs' work. There is also a checklist which gives a quick and easy way to "check in" on CAB processes and uncover areas where changes could potentially be made.

The package contains a fourth document, the Roles of Community Advisory Boards and Community Entities, which outlines the individual and shared responsibilities between the two. Hopefully greater clarification will help foster a strong and collaborative partnership between CABs and CEs.

We at the Homelessness Partnering Strategy hope these resources are useful as communities move forward in implementing their plans to reduce and prevent homelessness.

We are committed to maintaining an open dialogue with communities in order to better understand your needs and refine our tools to support you in every way we can.

Tim Foran, Director Homelessness Partnering Strategy

Roles of Community Advisory Boards and Community Entities

The purpose of this paper is to outline the roles of Community Advisory Boards and Community Entities within the context of delivery of the Homelessness Partnering Strategy (HPS).

Description

Community Advisory Boards (CABs) and Community Entities (CEs) play pivotal and distinct roles in developing and implementing a local Housing First (HF) approach. Respecting the distinct responsibilities and collaborating on shared roles are important in maintaining good governance. Please note that in this paper, the expression "CAB" also refers to Aboriginal CABs and Regional Advisory Boards (RABs).

The chart below outlines the key distinct roles of the CAB and the CE as well as those that are shared. Depending on the size of the community or HPS funding allocation, the role of the CE and CAB may be adjusted, particularly in the area of shared responsibility.

Exclusive and Shared Responsibilities among CABs and CEs

- Be representative of the community
- Complete the HPS Community Plan

CAB

 Recommend projects for funding to the CE

- Facilitate leadership and partnerships
- Administer the solicitation of proposals process
- Complete the Community Plan Annual Update
- Report on shelter data

- Consider projects recommended by CAB; Contract all agreements held with sub-project funding recipients;
- Monitor, track and report sub-project results
- Ensure performance, financial and risk management
- Provide investment planning and reporting

CE

Role of the CAB

The CAB is a catalyst for developing and supporting a local homeless-serving delivery system, especially the implementation of a local HF approach. To support this role, HPS has published the series Elements of a Wellfunctioning CAB, which highlights the need for CABs to be coordinated, responsive, results-based, and accountable to the community. The series is included in this package.

As depicted in the diagram above, the CAB is responsible for the following key areas:

- Being representative of the community;
- Producing the HPS Community Plan; and
- Recommending projects for funding to the CE.

CAB – Being representative of the community

The CAB has to be representative of and/or strongly linked to the homeless serving system and sectors in its community. The CAB is also expected to take a comprehensive or 'whole systems approach' to knowing the role of their community stakeholders, understanding the issues, and ensuring all partners are engaged. For example, the CAB could seek opportunities to work with others who are doing complementary activities, such as existing case management teams, or could link with emergency shelters that can help identify HF clients.

CAB – Producing the HPS Community Plan

All Designated Community CABs, and Aboriginal CABs within communities that receive more than \$200,000 in Aboriginal Homelessness HPS funding, are responsible for developing, approving, and signing-off the HPS Community Plan. To do so, the CAB gathers all available information related to homelessness issues in the community and makes decisions on priorities based on evidence. The CAB reviews and updates the Community Plan annually, through the Community Plan Annual Update (CPAU), to ensure the priorities and activities remain appropriate and to set targets for the following year.

Aboriginal CABs receiving \$200,000 or less annually in HPS funding as well as RABs are not required to submit a HPS Community Plan but are expected to set direction based on a priority-setting exercise.

CAB – Recommending projects for funding to the CE

The CAB, in partnership with the CE, develops terms of reference for the solicitation and assessment of applications for funding.
Following the review of applications, the CAB is responsible for making recommendations for funding to the CE.

Role of the CE

The CE, through an agreement with the Government of Canada, supports the implementation of the local approach by managing the HPS funding delivered in the community. To support this role, HPS funded Performance Management in a Housing First Context: A Guide for Community Entities, which aids CEs in the design and implementation of Housing First programs. It is available through the Homeless Hub at http://homelesshub.ca/performancemanagement.

The CE is responsible for the following key areas (as outlined in the CE funding agreement):

- Providing investment planning and reporting;
- Approving projects and contracting of all agreements held with sub-project funding recipients;
- Monitoring, tracking, and reporting on the results of the sub-projects funded under the HPS; and
- Ensuring sound management of performance, finances, and risks.

CE – Providing Investment Planning and Reporting

The CE is responsible for investment planning, distributing funds to sub-project recipients and for reporting back on results to Canada, as set out in the funding agreement between the CE and Canada.

The CE plans investments according to the Community Plan priorities. For CEs that manage funds in communities where a Community Plan is not required, investments are planned according to the identified needs set out in the priority-setting exercise. For communities with an approved community plan, investments must match what was approved by Canada. This provides a basis for ongoing monitoring of the requirement to meet HF funding targets.

As sub-projects are funded, project details must be input into Results Reporting On-line (RROL) tool, which will track how much funding has been allocated for each community plan priority. This forms part of what is monitored by Service Canada annually during the Mid-Year Dialogue process.

Any significant change to the community plan, such as not funding a priority, requires the prior written consent of Canada.

CE – Approving projects recommended by the CAB

The CE is responsible for making funding decisions based on recommendations made by the CAB.

The CE is also responsible for the contracting of all agreements held with sub-project funding recipients as per the terms outlined in the CE funding agreement.

CE – Monitoring, tracking, and reporting on the results of the sub-projects funded under HPS

As the HPS Community Plan requires communities to set targets, the CE is responsible for collecting the information and reporting annually on community progress towards reaching those targets. The CE is responsible for the following:

- Managing and monitoring the sub-projects through agreements to ensure that they are meeting their expected results;
- Monitoring and ensuring that HF investment targets are met and implementing corrective measures as required; and
- Reporting on the high level, system wide results of Housing First including emergency shelter use.

To help CEs fulfill these responsibilities, Canada has developed the RROL tool. Data collected through the RROL is stored in the Homelessness Electronic Reporting Information Network (HERIN) database. The RROL enables CEs to submit the results of the sub-projects, and to report on project details and outcome indicators. A list of broad indicators for the HPS Program is included in Annex A. Each community will be asked to provide baseline data in the 2015 Community Plan Annual Update if it has not already done so.

CE – Ensuring sound performance, financial, and risk management

The CE is responsible for ensuring that there are defined processes of monitoring outcomes, performance of projects, budgets, risks and

remediation to ensure continuous improvement. The CE is required to ensure funded agencies achieve alignment with HF principles where applicable, and program requirements at the community and national levels. To do so, the CE should work with the CAB to ensure a fair selection process is in place and is choosing the most appropriate organizations and that sub-projects are being adequately monitored to ensure their understanding and successful implementation of the focus on HF, where applicable.

Performance management and quality assurance are critical success factors in the local implementation of HF. For example, the CE may have to make difficult choices to reallocate funding from existing programs to those more in line with the local priorities set in the Community Plan. The Mid-Year Dialogue process with Service Canada is intended to support the CE in this role.

Shared roles between the CAB and the CE

Beyond their distinct roles and responsibilities, a CAB and CE must also work together to achieve joint goals. This requires a high level of collaboration and coordination.

The key areas for shared roles between the CAB and the CE are:

- Facilitating leadership and partnerships;
- Administering the solicitation of proposals processes (selecting sub-projects in a fair and transparent manner);

- Completing the Community Plan Annual Update; and
- Reporting on shelter data.

CAB/CE – Facilitating leadership and partnerships

Depending on the size of the community, either the CAB or CE or both may play a leadership role in engaging the community on the local implementation of HF by:

- Building new or strengthening existing partnerships among community stakeholders and other levels of government;
- Engaging key players in the community, from both the public and private sectors;
- Mobilizing and assisting community stakeholders in the development of communitybased approaches to homelessness;
- Coordinating community and provincial/ territorial efforts related to homelessness;
- Sharing information with the community about homelessness issues and progress achieved; and
- Providing support and guidance to service providers.

CAB/CE – Administering the solicitation of proposals process

The CAB is responsible for developing the content of the solicitation of proposals processes while the CE is responsible for its implementation. The CAB develops the solicitation process based on the HPS Community Plan priorities (or on the identified needs in communities where a plan is not required).

When developing the solicitation process, CABs and CEs are expected to focus on results that contribute to reducing and preventing homelessness. To support the CAB, the CE prepares the related templates and tools and launches the solicitation process. The CE gathers the proposals and forwards them to the CAB for their consideration. The CAB is responsible for recommending the projects for HPS funding to the CE. The CE is then responsible for final decisions such as final screening, negotiations and the set up and management of the sub-project agreements with the successful organizations.

CAB/CE – Completing the Community Plan Annual Update (CPAU)

The CAB and CE share the responsibility for developing and signing off on the CPAU, which lays out the community's progress in addressing homelessness and demonstrating the results of the HF approach. The CAB is expected to gather all available information related to homelessness issues in the community, and make decisions on renewing or identifying new priorities based on evidence on an annual basis. The CAB also updates the community contribution amounts. The CE is expected to provide the sub-project information and report the amount invested by external partners in sub-projects funded under HPS.

CAB/CE - Reporting on Shelter Data

A strong focus on results is important as communities implement the renewed HPS's Housing First approach. Success requires tracking progress on high level, system-wide targets. One key indicator of success is measuring decreases in the lengths of shelter stays. This is why CABs and CEs will be asked to provide shelter data as part of the CPAU.

The CAB and CE should work together to ensure they are equipped to report on shelter usage. The approach may differ based on existing data collection methods or agreements, however, it is the responsibility of the CAB and CE to identify the key players in shelter data collection and ensure processes are in place to obtain the necessary information.

In order to fulfill this role, the CAB and the CE may consider:

- Implementing a data sharing agreement with the shelters to ensure the CE and CAB have access to data collected through the Homeless Individuals and Families Information System (HIFIS) or other systems.
- Working together with other relevant sectors to coordinate a shelter data collection process (by using HIFIS or another system).
 Note: HPS funds cannot be used to implement a shelter data collection tool other than HIFIS.

Annex A - HPS Measurement Indicators

The following chart outlines the broad program indicators that will be used to tell the HPS performance story. Each community will be expected to provide baseline data in the 2015 Annual Community Plan Update if it has not already done so. Indicators bolded below will need to be provided in the Annual Update.

INDICATOR	TARGET	DATE TO ACHIEVE	SOURCE
SYSTEM-LEVEL INDICATORS			
National Indicators			
Estimated annual number of unique individuals using emergency shelters	n/a	n/a	NHIS
Estimated number of shelter users that are chronically homeless (proxy = number of clients with 180 or more nights in shelter)	20% Reduction	2017-18	NHIS
Estimated number of shelter users that are episodically homeless (proxy = number of clients with 3 or more episodes of homelessness)	20% Reduction	2017-18	NHIS
Estimated number of people living on the street (sleeping rough)	20% Reduction	2017-18	Point-in-time (PIT) count
Reduction in the usage of emergency shelters, as measured by number of 'bed nights' utilised.	15% Reduction	2017-18	NHIS
Community Indicators			
Percentage of Communities that have demonstrated a reduction in homelessness through their point-in-time count	60%	2017-18	PIT count
Other resources dedicated to homelessness efforts at the community-level for every dollar invested by the Homelessness Partnering Strategy.	\$10.00	2015-16	CP Annual Update
PROJECT-LEVEL INDICATORS			
HF Placement Indicators			
Number of individuals placed in housing through an HF intervention	CTD	2016-17	HERIN
Percentage of HF clients who remained housed at six months	80%	2016-17	HERIN
Percentage of HF clients who remained housed at twelve months	80%	2016-17	HERIN

INDICATOR	TARGET	DATE TO ACHIEVE	SOURCE
Number of days to move HF clients into permanent housing (after intake or assessment - to be determine by the community)	CTD	2016-17	HERIN
Percentage of HF clients who were rehoused	30%	2016-17	HERIN
Percentage of HF clients who return to homelessness	15%	2016-17	HERIN
Self-Sufficiency Indicators			
Percentage of HF clients who have successfully exited the program to a positive housing situation	CTD	2017-18	HERIN
Number of people who increased their employment stability or started part-time or full-time employment	CTD	2016-17	HERIN
Number of people who increased their income or income stability	CTD	2016-17	HERIN
Number of people who started part-time or full-time education	CTD	2016-17	HERIN
Number of people who started a job training program	CTD	2016-17	HERIN
Prevention Indicator			
Number of people that remained housed at three months	people that remained housed at three months	HERIN	
after receiving a Housing Loss Prevention intervention	80%	2017-18	HERIN
LEGEND			
Targets for which the community is responsible for establishing baseline and tracking progress in CP (CTD = community to develop)	CTD		
New indicators being introduced for 2014-19			
National Homelessness Information System	NHIS		
Homelessness Electronic Reporting Information Network	HERIN		

Elements of a Well-functioning CAB: Coordinating Partnerships

Addressing homelessness in a comprehensive way means ensuring that all the right people are at the table. This starts with building an inclusive Community Advisory Board (CAB) that is representative of the community. In a Housing First context, this might mean a substantial shift in who makes up a CAB and may require participation from sectors not previously included.

A well-functioning CAB also identifies and engages with key players in the community and builds strong connections to other homelessness related programs and strategies. This ensures a more coordinated approach, which is vital to achieving the common goal of reducing and preventing homelessness. Having the right partners helps the CAB to be aware of the various services and programs available in their community and allows for better service integration.

The Community Entity (CE) is a key partner because it administers the local Homelessness Partnering Strategy (HPS) funding. As the CE often administers other funding as well, it is key to developing a coordinated approach to addressing homelessness. Well-functioning CABs and CEs communicate regularly and work together to achieve their goals.

Promising Practices

How inclusive is your CAB?

A well-functioning CAB establishes their membership through a transparent process that ensures accountability to current members and the community at large. Some CABs seek members through a process similar to a job posting, providing a detailed description of what is expected and pursuing an interview process.

Membership should include organizations and leaders in the community with an interest in housing and homelessness who will be able to contribute to setting, coordinating and meeting priorities and objectives. As priorities shift under Housing First this might require a change in CAB composition to include members from areas like the housing sector, such as landlords or housing developers, or the health care sector, who will be instrumental in facilitating support to Housing First clients. People with lived experience of homelessness are also important to include as they are able to provide a unique perspective on many issues.

An inclusive CAB is truly reflective of the community's composition. For example, if a community finds that the population of chronically and episodically homeless individuals who are targeted by the Housing First approach includes a large number of Aboriginal individuals, it would be important to include representatives from the Aboriginal sector on the CAB in addition to working closely with the Aboriginal CAB where applicable.

How can you connect with community partners?

Preventing and reducing homelessness requires strong support and cooperation between all sectors, including all levels of government, the private and voluntary sectors, leaders in the community and those with lived experience. CABs have found that reaching out to innovative individuals and organizations from a variety of sectors helps to form effective partnerships and ensures the CAB is responsive and creative in its homelessness efforts. While having an inclusive CAB is a necessary first step, it is important to also create networks within the community that bring people together with diverse viewpoints. These networks can facilitate knowledge sharing and program linkages while providing a better understanding of the larger issues affecting the community.

For those moving to a Housing First approach, this may include connecting with new groups, such as the local landlord-tenant board.

A well-functioning CAB will look strategically at their priorities to identify areas and organizations with complementary interests. This could lead to new areas for partnership and focused project funding to reach goals.

How can you connect with community programs and services?

In a Housing First context, it is particularly important to build connections with a range of programs and strategies, primarily those provided by the Province or Territory, given the need for client supports related to:

- Income support
- Rent supplements or affordable housing
- Medical services, including mental health services
- Education and employment
- Discharge planning

Encouraging provincial and territorial participation on the CAB may make it easier to identify opportunities for coordination and facilitate links to provincial and territorial homelessness programs.

Coordinating services is a vital component to a Housing First approach as it ensures clients have access to the supports they need to maintain permanent housing. In order to facilitate efficient and responsive services, CABs should engage with community partners, and provincial or territorial programs. Partners should work together to identify gaps and eliminate duplication, allowing CABs to make more streamlined project recommendations. Communities have also used other methods to help ensure services are working together effectively, including establishing or linking with existing committees and working groups.

One model of effectively connecting programs and services that has been used in some communities is a one-stop access system for homelessness intervention and prevention services. Under this model, a network of wide-ranging partnerships is established, facilitated by the CAB. This network could include everything from shelters and food banks to the Children's Aid Society, to discharge planners and landlords to schools and even to those within the banking and finance industry. Each partner makes a commitment to respond as needed and benefits from the ability to call on the expertise and services of other partners. In some cases, clients are able to fill out one application and one consent form and participate in one intake session to access all local services appropriate to their needs.

How can you connect with the CE?

Communicating with the CE regularly is a key feature of any well-functioning CAB and is a key component in the successful implementation of homelessness programming. The CE can assist and complement the CAB's work in building and maintaining partnerships, engaging key players, mobilizing and assisting in the development of community-based approaches to homelessness, coordinating community and provincial territorial efforts related to homelessness, and in providing support, guidance and direction to community service providers.

A good working relationship between the CAB and the CE will also ensure a smooth and effective project approval process as both community bodies have a role in the solicitation of proposals process. The CAB formulates the content of the solicitation of proposals process based on the priorities established in the HPS Community Plan and reviews and recommends the projects for HPS funding to the CE. The CE supports the CAB in the process by preparing related templates and tools and launching the process

The CE also contributes to the CAB's work by providing vital feedback through data derived from program, project and financial monitoring. This data is essential in informing the community whether or not changes are required in the Community Plan Annual Update. Regular data sharing between the CAB and the CE can improve the efficiency and effectiveness of community programs and projects by clarifying priorities, preventing duplication and improving resource management.

Key Questions - Coordinating Partnerships

CHECKLIST

Other representatives important in your community (for example, an academic, research or policy group) Is your CAB composition representative of community stakeholders mobilized around the prevention and reduction of homelessness, including the shift to Housing First? Do you have a plan for engaging with any sectors that are not represented on the CAB? Do you have a process to identify plans and programs that complement your efforts, particularly around Housing First? Do your priorities and objectives align with provincial or territorial direction on homelessness? Do you engage with provincial or territorial programs to facilitate access to provincial/territorial services for clients, particularly Housing First clients?

Are you connected with organizations working in complementary areas?	Do you have a plan to facilitate partnerships and networking within the community?
For example: Housing / Landlords Mental Health Addictions Schools Immigrant and refugee Health Care Facilities Correctional Services Policing Services Child Welfare / Family Services Federal Government Provincial / Territorial Government Municipal Government	 □ Do you have a clear policy on how to implement partnerships? □ Do you have a plan on how to engage the CE on a regular basis? □ Have you thought of ways to improve collaboration with the CE in the areas of: □ Solicitation of Proposals □ Data and Information Collection and Sharing □ Drafting the Community Plan Annual Update

Elements of a Well-functioning CAB: Responsive and Results Based

A well-functioning Community Advisory Board (CAB) focuses on results, and collects all available information related to homelessness issues in the community. This allows communities to track real, measurable progress which can be used on an on-going basis to evaluate past decisions and update priorities based on the most recent evidence.

A strong focus on results is becoming increasingly important as communities implement the Homelessness Partnering Strategy's (HPS)'s Housing First approach. This is particularly true for those who are required, through their Community Plan, to identify approaches to meet Housing First targets. Success requires working closely with the Community Entity (CE) to track progress on these targets and making adjustments as necessary.

Responsive CABs make sound and defendable decisions which reflect the needs on the ground within the community. They also work with the CE to report to the community and to HPS through the Community Plan Annual Update (CPAU). If objectives are being missed, they are able to respond effectively, making the best use of available resources and shifting priorities when necessary.

Promising Practices

What are results?

Results should focus on how communities are meeting their objectives, as per the Community Plan, as well as the impact these efforts are having on reducing homelessness within the community. Homelessness is a complex problem and so it is imperative to collect data from a variety of sources to be able to accurately capture the current situation.

With the focus on Housing First, communities are expected to report on their progress in reducing homelessness. While CEs are required to report on sub-project outcomes in the Results Reporting On-Line (RROL) tool, the CAB can gather additional information related to homelessness issues in the community in order to support decision-making.

How can you measure progress to achieve meaningful results?

Achieving meaningful results involves using all available data as well as on-the-ground experience to establish priorities based on needs and resources. This information is then used to develop the Community Plan, which sets the direction for how best to address homelessness within the community. Both the CAB and CE are responsible for completing the CPAU which identifies the community's progress in implementing the Community Plan, including specific targets.

Having a clear definition of success is also important. This, coupled with strong data, will enable CABs to inform decisions on renewing existing or identifying new priorities based on evidence. Communities can then set clear, quantifiable goals and decide on the best pathway to meet those goals. A well-functioning and responsive CAB will work with the CE to determine what information is necessary to determine if these goals are being met.

How can you use results to maximize impact?

Results should paint a clear picture of the progress the community is making towards reducing the overall homelessness population.

Collecting information on a regular basis and monitoring results will enable communities to review the impact of their decisions. This is important in a Housing First context as staying well connected with results will allow CABs to recommend to the CE where resources can be best allocated to have the greatest impact in reducing and preventing homelessness.

A comprehensive review of results, through the CPAU should be used to further refine priorities and future objectives. Some communities may need to make adjustments to their approach after looking at all available information. Communities should be prepared to address issues in the event that they are consistently not meeting targets. This might require a review of the current plan and refocusing to more effectively address the challenges at hand.

In addition, finding opportunities to share data back with the community and other stakeholders can serve as an effective way to demonstrate the value of data collection and encourage efforts to improve data quality.

What sources of information are available?

There are a number of HPS related data sources which communities can access. In its program and financial monitoring role, the CE is responsible for measuring sub-project performance which can assist the CAB in setting the community's priorities and goals. HPS Project Results Summaries provide information about the results of projects funded under the HPS in Designated, Aboriginal and Rural and Remote Communities. The summaries for the 2007-2011 funding period were distributed in 2013. Results for the 2011-14 funding period were distributed in fall 2015.

In addition, a number of communities are taking part in the Community Progress Indicators (CPI) initiative. These communities receive comprehensive reports that summarize their year-over-year progress in addressing homelessness. The CPI reports are based on shelter data from the National Homelessness Information System (NHIS), project results data from RROL and other key measures that these communities report on.

Communities can and should seek out data from additional sources, including HIFIS/shelter data, point-in-time (PIT) counts, and evaluation reports of research/pilot projects. Working to build a data sharing network to access data from a range of sources can be beneficial. For example, some communities where all or most shelters are using

HIFIS, or another common system, have agreed to share data with the CAB and/or CE. This wealth of information allows the CAB to examine the evolving situation in the community and monitor changes, particularly in the sheltered population, over time.

key Qkey Questions - kesp	oonsive and Results-Based
CHECKLIST	
Have you identified what objectives you want to achieve?	Have you identified related data sources and how you can tap in to them?
Are you working towards achieving specific results? Do you have a clear definition of	Do your results tell the full story of your community?
success? Are you gathering data to obtain the information that is most relevant to	Do you have a process to track your progress towards meeting objectives?
your goals? Do you gather information from a variety of sources? For example,	Do you have a plan to address issues if targets/objectives are not being met?
from Shelter data (e.g. HIFIS or other system) Point-in-Time (PIT) counts Provincial bodies	Do you review your direction and decisions annually to make sure they are still addressing the most critical concerns in your community?
☐ Municipal bodies☐ Local research data	Do you have a process to update your decisions and directions in response to the changing situation?

Elements of a Well-functioning CAB: Accountable and Transparent Processes

Promising Practices

How are priorites identified?

Stakeholders, including funders, need to be sure that the priorities and targets identified by the CAB are important to the whole community and have been established in a manner that considers the interests of the community at large. All members of the CAB should contribute to priority setting and feel comfortable sharing their views. Some CABs use professional consultants to help engage with stakeholders and develop their Community Plan and priorities, however, the CAB needs to discuss and approve the plan prior to submission to ESDC for approval.

Decisions around priorities are made stronger when they are based on empirical evidence and reviewed periodically. Having a clear picture of how priorities will lead to a reduction in homelessness will also bolster accountability. Finally, the broader community should have access to information on what the priorities are and how they were identified. Many Designated Communities publish their CP to help interested organizations understand the community's priorities and intended outcomes.

A well-functioning Community Advisory
Board (CAB) is accountable to the community
for its role in:

- Developing and recommending a Community Plan (CP) that identifies local needs, funding priorities and ensures a coordinated response to homelessness;
- Soliciting, assessing and recommending projects for funding;
- Assessing progress in addressing community priorities and reporting on progress through the Community Plan Annual Update.

Accountability is also about answering for the choices and decisions made so that the community has the confidence that the CAB is considering the best interests of the community while working towards reducing homelessness. It means ensuring the community is informed and involved in CAB activities and decisions. It means priorities and objectives, including Housing First targets, are clearly identified and the rationale for their selection is explained. Together, this will result in projects that achieve the desired results and provide good value for money.

How are projects chosen?

Both the CAB and the CE play a role in the solicitation of proposals process. The CAB ensures a fair and transparent project selection process by developing clear terms of reference for the solicitation and assessment of applications based on CP priorities and Housing First targets (as applicable). The CE ensures that the selection process is widely promoted and that the assessment criteria are clearly stated.

The CAB is responsible for assessing and recommending projects to the CE. This is often done in collaboration with the CE or can potentially be delegated to a sub-committee of the CAB. Those involved in the assessment must have a clear understanding of how projects are to be selected and the assessment criteria being used. Remaining accountable to stakeholders involves providing feedback and making results accessible so that the community is confident that the selection is based on sound criteria and open processes.

In order to identify potential synergies and alignment of funding, some communities make use of a funders' table. The general idea of a funders' table is to create a venue for federal, provincial and community officials to jointly discuss HPS projects and complementary initiatives. This could include holding joint solicitation and review processes in order to strengthen alignment and invest in complementary projects. It might also include sharing the results of funded projects in order to map results and identify gaps and areas for more strategic investments.

How do you report back to your community?

Remaining accountable to the community as a whole means continually engaging and informing stakeholders on the homelessness situation, including how effective the current approach is in reducing homelessness and regarding any major changes that may be implemented. CABs have found many ways to do so and use various methods to ensure they reach the widest possible audience, for example, through websites, blogs, publications and news reports.

How to Ensure Accountable and Transparent Processes

CHECKLIST Are all CAB members given an Do you share information with the equal voice in community planning community on a regular basis using, and priority setting? for example: Newsletters Are all CAB members given an equal Periodic progress reports voice in decision making? ☐ Web site Are decisions shared with all members. Special reports to members for example, through a formal record of decision? Annual report Press releases Have you developed a plan on how to collaborate with the CE on solicitation Do you have a well-defined of proposals and data collection policy on recruiting CAB members? and sharing? On committee structures, mandates and procedures? Do you optimize how you provide information on available funding to Are your policies clearly stated and interested organizations to ensure it easily available to all members? reaches a broad and varied audience? Do you communicate regularly Do you select projects in a clear with CAB members, for example, and unbiased manner? by circulating information in advance of meetings and between meetings? Do you clearly identify which activities are eligible for funding and what the Do you have a way to resolve selection criteria will be when soliciting conflict within the CAB - including proposals (for example, through real and/or perceived conflicts of a solicitation of proposals)? interest and disagreements around Do you establish criteria in advance procedures? for assessing proposals? Do you ensure that more than one person evaluates each proposal and that assessors are not in a conflict of interest? Do you notify both successful and unsuccessful applicants of the status of their proposal?

