

HOUSING & HOMELESSNESS LEADERSHIP TABLE TERMS OF REFERENCE

VISION

A city where everyone has access to appropriate and affordable housing options and the support they need to keep their housing.

MISSION

To plan, design, and oversee the ongoing implementation of an integrated housing & homelessness system and related sectors to deliver affordable, suitable, and adequate housing choices and reductions in homelessness.

VALUES

1. Collaboration

We work together to achieve our common goal of ensuring that everyone has access to affordable, suitable, and adequate homes in an evolving landscape.

2. Accountability

The HHLT is accountable to community partners and the City of Ottawa, and conversely, community partners and the City of Ottawa are also accountable to the HHLT. This implies that evidence-informed decision-making processes are established and communicated clearly in a transparent manner.

3. Right to Housing

We seek to progressively realize the right to housing in the programs and policies of our system.

4. Equity & Inclusion

We apply an anti-racist, anti-oppressive lens to inform our work. We know that homelessness and housing precarity disproportionately affect different communities. We seek to be deliberate in engaging these communities in the development of solutions, both directly at the HHLT and in ongoing dialogue throughout the sector.

5. Indigenous Leadership

Indigenous Leadership is a reflection of the core values, principles and responsibilities that one has in relationship to community and land. Further, our vision of leadership is intended to build on and reinforce the collective approach expressed in the HHLT Terms of Reference.

Our Indigenous leadership framework is based on the following values and principles:

- **Community First**
Places people in the middle of the work that we do on behalf of community. This is achieved through relationship building and collaboration and respect for the diversity of our community and the participants of the HHLT.
- **Consensus building**
Is an Indigenous framework for decision-making that revolves around compromise and an emphasis on win-win, not just on a 50% plus one approach. The essence of consensus decision-making is that the parties defend what they decide together, not what they gave up.
- **Strength-based focus**
Strength-based focus speaks to utilizing our collective gifts and the diversity of participants. Integrity, trust and respect is built on a relationship continuum and is reflected in how we build safety, security and resilience in all of our processes.
- **Social Justice Framework**
A social justice framework grounds our approach in serving Indigenous housing and housing services through a systems-based framework that is currently embedded in systemic racism. The system and the services must be addressed simultaneously in order to ensure safe and accessible housing for Indigenous Peoples.
- **For Indigenous, By Indigenous**
Is a principle often referred to as Nothing About Us, Without Us. The complexity and diversity of urban Indigenous people in Ottawa requires that urban Indigenous people represent the interests and unique perspectives and that new approaches that respond to Indigenous needs are led by Indigenous people.
- **Partnership**
We build community and achieve success through partnership founded on mutual respect, trust and reciprocity. We do this through establishing relationships that are transformative, believing that knowledge is relational and connected to all creation.
- **Courage**
Accepts the ability to serve community, be in relationship and make decisions that reinforce safety, security and ultimately, build resilience and confidence in the Indigenous and HHLT approach to leadership.

OUR APPROACH:

1. **Co-Design**
We develop solutions in partnership, where all members of the HHLT at the table have a meaningful say in the process.

2. Lived Experience Leadership

We centre those most affected by homelessness and housing precarity and work with them to create solutions.

3. Systems-Based Approach

Each member agrees that their contributions support a system-wide approach to achieving our outcomes, leaving their “agency hats” at the door.

4. Data-Driven

We use data to make system-level decisions. This requires clear and transparent communication about relevant data, so that we can be in the best position to make good decisions. Data-sharing protocols must align with OCAP principles where Indigenous partners have Ownership, Control, Access, and Possession (OCAP) of data and how it is used.

6. Nimble

The HHLT needs to be flexible in its response to emerging needs within the housing and homelessness system. A core function of the Table will be to respond effectively when crisis happens, and strive to ensure that responses are aligned with long-term systems planning goals.

PARAMETERS

The HHLT functions as a Department-Led Working Group, which is an advisory body of the City of Ottawa established by the General Manager, providing advice to staff, and composed of members of the public and City staff. It may include Members of Council in an ex officio / Council liaison capacity. It is not subject to the open meetings provisions in the Municipal Act, 2001, but may be subject to Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

RESPONSIBILITIES

Members of the HHLT are representing various sectors within the housing and homelessness system. They are expected to focus their contributions from the perspective of a whole sector rather than any one organization.

The HHLT is responsible for overseeing:

Governance Structure Development & Implementation

- Development and implementation of a cohesive governance structure across Ottawa’s housing and homelessness sector that connects the existing coordination and working groups with the HHLT’s sector-wide strategy for ending homelessness, in alignment with the 10 Year Plan and Indigenous Housing & Homelessness Strategy.

- Ensure consistent, ongoing communication & engagement with stakeholders, including a crisis response strategy, while emphasizing long-range planning and preventative measures.
- Define mechanisms for continuous evaluation and adaptation of the governance structure to ensure ongoing effectiveness.

10 Year Housing & Homelessness Plan Development & Implementation

- Co-design the City of Ottawa’s 10 Year Housing & Homelessness Plan refresh, ensuring community-wide engagement, and developing buy-in.
- Co-design an annual review to determine priorities and funding alignment with new priorities
- Provide an ongoing advisory function for the implementation of the 10 Year Plan, taking in the context of the ever- changing landscape in the housing and homelessness sector

Systems Based Approach Ongoing Implementation

- The ongoing design and coordination of the housing and homeless serving sector, using data to drive decisions in alignment with the 10 Year Plan and Indigenous Housing and Homelessness Plan.
- The alignment of diverse funding streams towards agreed upon targets for preventing, reducing, and ending homelessness & housing stabilization objectives;
- Development and monitoring of a comprehensive performance management, service standards, and investment monitoring;
- Advance Housing First and other innovative, evidence-based supports and housing approaches tailored to local contexts;

STRUCTURE

The HHLT will have two Co-Chairs:

- City Co-Chair (Director of Housing)
- Community Co-Chair

The HHLT will regularly report to Council through the Chair of Community Services Committee, typically via the Community and City Co-Chairs.

This table is a community body in partnership with the City of Ottawa that is accountable to City Council and the City of Ottawa is accountable to the HHLT. As housing is a key priority of the Community Safety and Well-Being Plan, the HHLT will support the Community Safety and Wellbeing (CSWB) Advisory Committee as a Community Leadership Action Team by engaging and providing updates on joint priorities and work plan initiatives.

MEMBERSHIP

The HHLT will be comprised of a maximum of 18 positions reflecting the following representation:

1. Director of Housing Services, City of Ottawa
2. City of Ottawa staff member (Manager of Strategic Initiatives)
3. Persons with Lived Experience (2 members)
4. Ottawa Social Housing Network (OSHN) (2 members, 1 supportive, 1 social)
5. Ottawa Aboriginal Coalition (OAC) (2 members)
6. Coalition of Community Health & Resource Centres (1 member)
7. Justice Sector (1 member)
8. Alliance to End Homelessness (ATEH) (1 member)
9. Ottawa Community Housing (OCH) (1 member)
10. Shelter System (1 member)
11. Community-Based Day Programs (1 member)
12. Organizations Servicing Newcomers (1 member)
13. Gender Based Violence (GBV) Sector (1 member)
14. Youth Sector (1 member)
15. Landlord (1 member, non-voting)

Non-voting members can include funding partners, community stakeholders, City Council members, and provincial or federal government representatives.

Given the nature of the work, members cannot send proxies to attend in their place. If a member misses more than three meetings, they will meet with the Co-Chairs to determine if they are able to continue in their role.

CONFLICT OF INTEREST

Members are asked to disclose any conflict of interest, or perceived conflict of interest to the group and abstain from any decision-making process related to the potential conflict.

DECISION-MAKING

The Housing and Homelessness Leadership Table (HHLT) will use a consensus-based decision-making model. This means reaching an agreement by working together and considering the perspectives and concerns of each HHLT member.

Consensus is reached when all group members express support for a decision, indicating general agreement aligned with common goals and values. The process involves proposing ideas, engaging in discussions, and conducting a consent check. Members can modify proposals based on feedback, and concerns are addressed to finalize decisions.

Co-chairs will guide discussions to maintain focus, respect, and inclusivity. The Co-chairs will also facilitate processes for conflict resolution and address disagreements constructively. The Co-chairs and administrative support will also ensure that key decisions, rationale, and action items are documented to provide transparency and accountability.

For a complete description of the process, please refer to Appendix A.

CONFIDENTIALITY

All information at HHLT meetings is confidential and only disclosed if approval has been granted by members.

TERM OF APPOINTMENT

Members of the HHLT shall serve a limited term of three (3) years with the possibility of one (1) year extension to ensure continuity and allow for staggering of new membership.

ATTENDANCE

The HHLT requires the attendance of 50% + 1 to achieve quorum. Members are required to not miss more than 3 meetings over the course of the year.

MEETING FREQUENCY

The HHLT shall meet monthly, unless otherwise specified by the Co-Chairs.

REVIEW AND AMENDMENT OF TERMS OF REFERENCE

The HHLT will review these Terms of Reference every three years. Any proposed amendments will be made in writing and tabled at the next meeting for discussion.

APPENDIX A:

HOUSING & HOMELESSNESS LEADERSHIP TABLE CONSENSUS PROCESS

<p>Step 1: Present the Issue <i>(relevant information shared)</i></p>
<p>Step 2: Opening Out <i>(everyone shares their perspective and needs, uninterrupted)</i></p>
<p>Step 3: Exploring <i>(Facilitator summarizes discussion, solutions are proposed and discussed)</i></p>
<p>Step 4: Coming Together <i>(final proposal based on common ground)</i></p>

Step 5: Decision

Group members choose one of the following positions:

Agreement	Reservations	Stand Aside	Concern	Block	Abstain
<p><i>"I support this."</i> ↓ Implement decision</p>	<p><i>"I have reservations about this... but I can support this."</i> ↓ Implement decision</p>	<p><i>"I don't support this fully, but I will not stand in the way."</i> ↓ Implement decision</p>	<p><i>"I cannot support this as I have this concern.."</i> ↓ Go back to step 2</p>	<p><i>"I cannot support this as I believe it goes against our values"</i> ↓ Go back to step 2</p>	<p><i>"I cannot participate in this due to a conflict of interest"</i></p>

- **If not everyone is in support, or if there are serious concerns, go back to step two.**
- **If a consensus still cannot be found, the facilitator should explore:**
 - Are all conditions being met? (trust, common goal, commitment etc)
 - Does everyone understand the process? Is everyone participating actively?
 - Are values being considered?
 - Do we have all of the information we need?
 - Can we put this on hold, and take some time away before coming back to it?