

Salvation Army Islington Seniors' Shelter

Community Liaison Committee

Terms of Reference

1. Background and Shelter Overview

In February 2018, Toronto City Council directed Shelter, Support and Housing Administration (SSHA) to open 1,000 new shelter beds to the shelter system to address the growing pressures faced by the system by 2020. Following this Council direction, SSHA opened a new seniors' shelter in north Etobicoke on December 15, 2018, as one of the three emergency shelters being opened in 2018.

The new shelter will help seniors who are experiencing homelessness find and keep a permanent home. Seniors are one of the fastest growing homeless populations in the city resulting in high demand. During the day, residents will receive services from case managers and housing workers tailored to their specific needs, which may include health, mental health, and addictions services.

The shelter is managed by The Salvation Army, an experienced non-profit shelter operator, who will follow the Toronto Shelter Standards.

The shelter is located at 2671 Islington Avenue. The building is comprised of three floors with a total of 21,328 sq. ft. and a 7,841 sq. ft. finished basement. The renovations of the property are currently planned to happen in two phases. In Phase 1, the project team renovated the third floor and offices on the first floor and opened doors to senior clients on December 15, 2018. The second, first, and basement levels will be a part of Phase 2 of renovations, which are scheduled for completion in early 2020. Based on the final design of the building, the total occupancy is estimated to be 90 beds.

2. CLC Mandate and Purpose

The Salvation Army is creating a Community Liaison Committee, as an advisory body, to work collaboratively with the Islington Seniors' Shelter and relevant City agencies to achieve a successful integration of the new shelter into the neighbourhood.

The CLC is not a decision-making body. As an advisory group, the CLC will strive to seek general agreement on guidance and advice to the Salvation Army. All CLC members are encouraged to openly discuss ideas, perspectives and viewpoints, and seek to develop common ground by minimizing areas of disagreement to the best of their ability. Where differing viewpoints and opinions exist, these will be documented in the CLC meeting notes.

The guidance, advice, feedback, and comments provided by CLC members will help the Salvation Army and/or other relevant City agencies make decisions regarding the Islington Seniors' Shelter.

The mandate of the CLC is to provide a forum for advice to the Salvation Army and relevant City agencies on how to strengthen the new shelter's integration into the community and ensure that the shelter is a good neighbour and a valuable asset. More specifically, the purpose of the CLC is to:

- To share and discuss ideas regarding potential community benefits, volunteer opportunities, and opportunities for CLC members to lead community-oriented initiatives;
- Provide guidance, constructive feedback and suggestions on the design of the open greenspace behind the shelter and other initiatives led by the Salvation Army and/or the City;
- Participate in a naming process for the new shelter;
- Provide a sense of the broader community's concerns in relation to the new shelter and explore how the CLC can best address them;
- Represent and communicate the perspectives of the broader community, local organizations and constituencies at CLC meetings. The CLC is not intended to address individual issues and/or concerns;
- Relay CLC meeting discussions and outcomes back to the members' respective organizations and constituencies;
- Help promote and disseminate information about shelter events, activities, and programs to members of their organizations and broader community constituents; and
- Provide feedback on any other relevant matters that the Salvation Army or relevant City agencies refer to the CLC for comment.

3. CLC Work Plan

Currently, seven (7) CLC meetings are planned for the year of 2019. The CLC meetings are anticipated to take place within the following timeframe:

Meeting #1: February 2019

Meeting #2: March 2019

Meeting #3: April 2019

Meeting #4: May 2019

Meeting #5: July 2019

Meeting #6: September 2019

Meeting #7: November 2019

Meetings will be no longer than two hours in length, from 7:00 pm to 9:00 pm. These meetings may be planned as workshops, providing additional time for more in-depth discussions and feedback.

The exact dates and a preferred venue will be scheduled at the first CLC meeting.

If a member of the Committee must withdraw due to illness or unexpected events, their position may be filled at the discretion of the Salvation Army.

4. CLC Membership

The CLC is a non-political advisory committee and will be composed of up to 20 interested community members and representatives from local organizations in Ward 1.

The CLC will be comprised of representatives from the following sectors:

- **Local Residents** – who have a place of permanent residence in a close proximity to the new shelter, having deep-rooted history in the community involvement, and/or having involvement in neighbourhood associations.
- **Business and Economics** – who have an economic or business interest (such as a business, commercial or industrial association) or potentially impacted livelihood.
- **Community organizations** – who have involvement in local public interest community associations and/or being a local community service provider.
- **Other Impacted Stakeholders** – who have involvement in other organizations that advocate on behalf of other interests that might be interested in the programming and/or the design of the seniors' shelter.

Local elected officials will be invited to all CLC meetings in an Ex-Officio role to listen to CLC discussions, provide relevant information, and share advice.

Additionally, representatives from the Salvation Army, relevant City agencies, and consultant teams working on site (where relevant) will be invited to all CLC meetings to provide relevant information and answer questions.

The Salvation Army and the City of Toronto recognize that Community Liaison Committees help strengthen community engagement processes by bringing perspectives that reflect the local context, interests, and diversity of the communities they serve and represent. In addition to seeking local representation and a diversity of interests, organizations have been encouraged to nominate candidates from the following equity seeking groups: women, young adults 18 to 30 years old, Indigenous People, persons from visible minority groups, people who identify as LGBTQ, and people with disabilities.

5. CLC Term of Membership

For the purposes of these Terms of Reference, the CLC membership term is defined as 12 months. The membership will be automatically dissolved after the last CLC meeting as part of the work plan described in this document.

At the end of the CLC term, members may be asked to participate in an evaluation of the CLC engagement process.

6. Roles and Responsibilities

The CLC reports its advice and recommendations to the Salvation Army and relevant City of Toronto agencies, if necessary, with the assistance of an independent facilitator.

All CLC members (including the elected officials, the Salvation Army, and City staff) and the Facilitator will:

- Review and agree to these Terms of Reference;
- Assist in the development of meeting agendas;
- Attend CLC meetings and participate in constructive and positive discussion;
- Treat each other with respect and take an active role in the work of the CLC; and
- Work to understand and represent the varied perspectives of participants.

Community members will:

- Share information, as well as provide advice and constructive feedback related to potential and identified community benefits, volunteer opportunities, community-based events, and any community concerns;
- Operate effectively by offering suggestions and alternatives to issues, concerns and problems;
- Attempt to anticipate potential problems and offer options for resolving them;
- Communicate CLC discussions back to their respective members' organizations and broader constituencies they represent;
- Attend the CLC meetings whenever possible or send a delegate;
- Review the outcomes of CLC discussions to ensure the meetings are accurately recorded in the meeting summaries, or in additional reports that members may determine are needed; and
- Maintain confidentiality of privileged documents/information provided through CLC meetings.

The Salvation Army and City of Toronto staff will:

- Identify and explain from the onset and during the CLC process what is open for CLC influence and what is not (and why);
- Strive to provide accurate, easy to understand information to CLC members, such that they can provide well-informed advice and recommendations;
- Help the CLC function effectively by providing suggestions and alternatives to issues, concerns and problems being discussed;
- Ensure that appropriate representatives (or other resources) are present at discussions to address specific issues or components of the process;

- Listen carefully to the advice and perspectives of members and, where feasible, incorporate advice; and where not feasible, provide a clear explanation of how the feedback was considered; and
- Provide material for review in advance of CLC meetings, where possible and/or necessary.

The independent facilitation team will:

- Chair and provide facilitation and administrative services for CLC meetings;
- Develop meeting agendas in consultation with the Salvation Army, the City, and the CLC;
- Keep a record of CLC discussions and feedback; and
- Post summary reports of each CLC meeting on the Salvation Army website.
- Assist in resolution of any CLC-related issues, as required.

Administrative services will include organizing CLC meetings; distributing meeting notices and materials; distributing draft CLC meeting summaries for CLC members' review and finalizing them; and managing a CLC membership list. The point of contact for all CLC correspondence is:

Jacky Li
 Swerhun Inc. | Facilitation & Decision Support
 720 Bathurst Street, Suite 500B
 Toronto, ON M5S 2R4
 Tel. (416) 572 4365 Fax. (416) 572 3736
 E-mail: jli@swerhun.com
 Website: www.torontohs.org/shelters/islington-seniors-shelter/islington-clc/

7. CLC Meeting Management, Agendas and Reporting

The following procedures will be used in convening meetings of the CLC:

The independent facilitator may convene additional meetings or postpone scheduled meetings at the request of the Salvation Army or members of the CLC, upon approval from the Salvation Army.

In consultation with the CLC and the Salvation Army, the facilitator will develop the CLC agendas and coordinate accompanying materials to be distributed prior to each meeting (when necessary).

The facilitation team will prepare draft and final summary reports from CLC meetings. Once finalized, the summary reports will be made publicly available on the Salvation Army website.

CLC meetings will be held at local venues and will be determined closer to the meeting dates.

8. Resources

The Salvation Army will provide the resources needed to support operation of the CLC, including: facilitation and administrative support; securing meeting venues, providing refreshments, meeting materials, and supplies.

9. Reporting Relationship

The CLC is acting in an advisory capacity to the Salvation Army and is not responsible for the decisions made by the Salvation Army, the City of Toronto or elected officials. By participating as members of the CLC, members are not expected to waive their rights to participate in the democratic process and may continue to participate through other channels.

10. Media Contact

Individual CLC members' opinions are not necessarily representative of the views of the entire CLC. In the event that CLC members receive media enquiries about the seniors' shelter at 2671 Islington Avenue, its process, and feedback shared in CLC meetings, all inquiries should be referred to Krystina Damyanovich, The Salvation Army Islington Seniors' Shelter Community Program Coordinator at (416) 688-5486 or by e-mail: Krystina_Damyanovich@can.salvationarmy.org. CLC members may speak to the media about their individual/organizational perspectives about this process.

11. Freedom of Information and Protection of Privacy

Please note that all information will be used in accordance with the Municipal Freedom of Information and Protection of Privacy Act. With the exception of personal information, all information provided through the CLC process will form part of the public record including the names of CLC members and organizations they represent.