



# Reaching Home Brandon Community Advisory Board Terms of Reference

Brandon Neighbourhood Renewal Corporation  
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## Land Acknowledgement

The Brandon Community Advisory Board, under Reaching Home: Canada's Homelessness Strategy, acknowledges that the land we live and work on has long been the home of Indigenous Peoples. Specifically, we acknowledge that Brandon is on Treaty 2 Territory, the unceded lands of the Dakhóta Oyáte, the Anishinaabeg, and the homeland of the Red River Métis. Today, many other Indigenous people call Brandon their home, including the Inineew, Anisininewuk, Denesuline, and Inuit.

We acknowledge that treaties are the foundations of relationships intended to be reciprocal and respectful.

## Vision

We acknowledge the Canadian Observatory on Homelessness definition of Indigenous homelessness in Canada, credited to resident scholar of Indigenous homelessness Jesse Thistle, as:

“... a human condition that describes First Nations, Métis and Inuit individuals, families or communities lacking stable, permanent, appropriate housing, or the immediate prospect, means or ability to acquire such housing. Unlike the common colonialist definition of homelessness, Indigenous homelessness is not defined as lacking a structure of habitation; rather, it is more fully described and understood through a composite lens of Indigenous worldviews. These include: individuals, families and communities isolated from their relationships to land, water, place, family, kin, each other, animals, cultures, languages and identities.”

We acknowledge that Indigenous Peoples are overrepresented in homelessness in Brandon and we acknowledge the impact of colonialism and the unfinished work of reconciliation. The Brandon Community Advisory Board works to ensure that programs funded by Reaching Home and its Coordinated Access System are culturally appropriate, safe, and equitable.

We wish to work together to help build a future rooted in respect, fairness, and reconciliation—a future where everyone has a home.

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## Mandate

The Brandon Designated Community Advisory Board for homelessness, hereafter referred to as the CAB, is the local committee responsible for setting strategic directions and priorities to address homelessness in Brandon under Reaching Home. It is responsible for aligning initiatives with community needs, leveraging their expertise in key sectors and systems that impact local priorities, and recommending projects to the Community Entity (CE) for implementation. The CAB's membership comprises a diverse and inclusive group of individuals with in-depth knowledge of key sectors and systems that influence local homelessness priorities

This mandate is for the duration of Reaching Home commencing on April 1, 2019.

The Terms of Reference will be reviewed on an annual or as needed basis.

## Membership

The membership of the CAB will include a broad range of community perspectives and knowledge and, as such, will include membership from the Brandon community, the CE, which is the Brandon Neighbourhood Renewal Corporation, and government bodies.

CAB composition will be a minimum of five and a maximum of fifteen individuals or individuals representing organizations.

The CE (BNRC), Housing, Infrastructure and Communities Canada (HICC), and the Province of Manitoba will contribute as ex-officio members with no voting privileges.

Voting members of CAB employed by the same employer are limited to two representatives.

Members of CAB should have an in-depth knowledge of the key sectors and systems that affect homelessness priorities in Brandon.

Participation on CAB is encouraged from:

- Individuals with lived experience of homelessness
- Indigenous people and organizations, Friendship Centres; Indigenous housing organizations
- Youth and youth serving organizations, including Child Welfare agencies
- Organizations serving women/families fleeing violence
- Organizations serving seniors
- Newcomer serving organizations
- The private sector

- Police and correctional services
- Landlord associations and/or the housing sector
- Health organizations, including hospitals and other public institutions, and organizations focused on mental health, housing, and addictions
- Veteran Affairs Canada or Veteran-serving organizations

## Terms of Office

Members will be selected for a 3-year term based on the perspective and expertise on homelessness they bring. This term may be extended should the need arise with CAB concurrence.

Members wishing to extend their term beyond three years will be required to complete a form indicating this intention and submit it to the CE (BNRC).

Membership will also be reviewed by the Recruitment Steering Committee as vacancies emerge and recommend potential new members to all of CAB membership. CAB will then make recommendations to the CE (BNRC). Recommendations by the steering committee and CAB will be based on community homelessness sector representation.

A member may terminate their appointment on written notice to the CAB chair (or co-chairs) or CE (BNRC) Coordinator

Any member who is absent from two consecutive regular meetings without satisfactory notice to the CE (BNRC) coordinator, will be contacted by the CE (BNRC) coordinator or chair (or co-chairs) to discuss the situation. The Chair (or co-chairs) will then make recommendations to the CAB about the member's status.

## Roles and Responsibilities

As per the Reaching Home Directives, the CAB is responsible for the following key areas:

Community-Based Leadership:

*To support its role, collectively, the CAB:*

- is representative of the community;
- has a comprehensive understanding of the local homelessness priorities in the community; and,
- has in-depth knowledge of the key sectors and systems that affect local priorities.

## Planning:

- In partnership with the Community Entity, the CAB gathers all available information related to local homelessness needs to set direction and priorities, understand what is working and what is not, and develop a coordinated approach to meet local priorities.
- The CAB helps to guide investment planning, including developing the Reaching Home Community Plan and providing official approval, as well as assessing and recommending projects for Reaching Home funding to the Community Entity.

## Implementation and Reporting:

- The CAB engages in meaningful collaboration with key partners, including other orders of government, Indigenous partners, as well as entities that coordinate provincial or territorial homelessness initiatives at the local level, where applicable.
- The CAB coordinates efforts to address homelessness at the community level by supporting the Community Entity to implement, maintain, and improve the Coordinated Access system, actively use the local HMIS, as well as prevent and reduce homelessness using an outcomes-based approach.
- The CAB approves the Reaching Home Community Homelessness Report.

## Alignment of Investments:

- CAB members from various orders of government support alignment in investments (e.g., they share information on existing policies and programs, as well as updates on funding opportunities and funded projects).
- CAB members provide guidance to ensure federal investments complement existing policies and programs.

## Role of the Chair

The chair or co-chairs of the CAB has (have) the responsibility to:

- chair meetings according to “Roberts Rules of Order,”
- set the agenda for meetings in consultation with the CE,
- facilitate the participation of all members during meetings,
- mediate disagreements when consensus is not forthcoming,
- ensure that any member who is in a conflict of interest does not participate in the review, discussion, and vote on the issue, and
- provide recommendations to the CAB about the status of members absent for more than two meetings in a row, following discussion of the situation with the member.

If the chair is unavailable, the membership will select an acting chair. Similarly, in the case of co-chairs both being absent, a regular member will be selected. The chair (or co-chairs) will serve for a 3-year term.

## Role of the Ex-Officio

CAB ex-officio representation will include the CE (BNRC executive director), the province, and HICC (Reaching Home engagement program officer), who will advise on program eligibility requirements, and guide the CAB where significant changes are introduced to the program.

The provincial representative will:

- act as a resource for information on existing policies and programs,
- provide guidance to ensure complementarity between federal and existing investments, and
- keep the respective organization apprised of developments at the community level (e.g., Call for Proposals, list of projects to be funded, etc.).

## Role of the Community Entity

- Working with CAB to develop and undertake a project selection process that is fair and transparent i.e. Call for Proposals.
- Soliciting and receiving all project submissions through a Call for Proposals, ensuring they are date stamped and not shared until after the deadline date.
- Providing copies of all submissions to the Proposals and Funding Steering Committee for assessment and recommendation, after the deadline date to ensure a fair and transparent process.
- Providing the Proposals and Funding Steering Committee with scoring grid according to the program assessment criteria.
- Setting up additional meetings to clarify submissions to make informed assessments if required by the Proposals and Funding Steering Committee.
- Completing letters signed by BNRC Executive Director within two weeks of the assessment meeting for each proponent. If submissions are declined, the letters will include reasons for the decision.
- Negotiating, developing, and managing project proposals ensuring financial and project activities meet Reaching Home directives.
- With consideration of the Proposals and Funding Steering Committee recommendation, making final decision for entering into agreements in accordance with Reaching Home directives.

- Receiving RH funds based on expenditure forecasts for project activities and transmitting funds to approved project service providers through contribution agreements.
- Undertaking risk assessment of projects.
- Financial, activity and facility compliance monitoring of project-agreement holders to ensure compliance with the project agreement.
- Reporting on project activities to the CAB and HICC.
- Updating and revising investment plans itemizing RH budget forecasts and expenditures.
- Participating in evaluations undertaken by the federal government on Reaching Home.
- Supporting the CAB in its mandate.
- Providing administrative support to the CAB including taking minutes at CAB meetings.
- Developing partnerships towards reducing and ending homelessness.
- Reporting on project activities and disbursements.
- Data and information collection from funded projects as per their respective agreements.
- Reporting on the results and outcomes for the project agreements as required by the BNRC- HICC agreement as per requirements.
- Supporting RH projects with their Results Reporting (RROL); RROL is a requirement.
- Monitoring the use of capital (facilities) projects funded by HICC and Reaching Home following their completion for a period of five years, as per requirements.

## Member Voting

A quorum for meetings is a majority of voting members excluding ex-officio members (50% plus 1). Quorum must be reached prior to decisions being made at a meeting.

Decisions will be made by a formal vote with a majority of voting members present carrying the motion.

Though in-person or teleconference meetings are the preferred place for decisions, electronic votes (e-mail) may be conducted between meetings, if required. The rules of quorum will apply to electronic voting methods. Electronic voting decisions will be ratified at the next meeting.

When a member has a real or perceived conflict of interest, as outlined in the Conflict-of-Interest guidelines, the member will participate only in regard to points of information or clarification, and withdraw from the meeting during any consideration, discussion or vote on such item of business.

Conflict of interest situations which could affect quorum will be dealt with by the CAB on a case-by-case basis.

## Meetings

Meetings will either be in person or by teleconference on a monthly or as-needed basis. A copy of the agenda and any supporting documents will be distributed electronically five working days prior to scheduled meeting dates.

The CE (BNRC) coordinator will prepare the minutes and distribute them to members one week prior to the next CAB meeting, with the meeting package.

## Communications

The CAB will adhere to the following communication protocol in all communications.

### Media:

Only the CAB designate may make public statements on behalf of the CAB on policy matters or other issues.

### Community concerns:

The Proposals and Funding Steering Committee members should direct any inquiries for specific information regarding the Call for Proposals or specific project enquiries to the CE (BNRC).

### Privacy:

Names of all members are public information. Any member who does not want specific information included in public documents must submit the request in writing to the CAB.

### Formal Correspondence:

Correspondence to senior members of community agencies, businesses, or politicians must be signed by the Chair or designated signing authority.

### Project Recommendations:

The CE is responsible for notifying each proponent of the outcome of the CAB recommendations in writing. Letter of notification signed by the CE (BNRC) executive director will be sent within two (2) weeks of the assessment meeting. CAB members and Proposals and Funding Steering Committee members should direct any enquiries for information to the CE (BNRC) coordinator.

## Support

The CE (BNRC) will provide administrative support to the CAB.

## Confidentiality

Members will respect the confidence of fellow members' opinions and recommendations made during meetings.

## Recruitment/Selection of New Members

New members can be recruited by the CAB Recruitment Steering Committee or by a Call for Participation. Either way, the steering committee will put forward recommendations to the larger CAB membership, based on applications and assessment of applications, including a discussion with proposed applicants.

The selected applicant(s) must demonstrate general knowledge of Reaching Home program and will be provided with an orientation.

The new CAB member is required to sign the CAB membership form and the Conflict-of-Interest guidelines, along with the Confidentiality Agreement for Proposals and Funding Steering Committee if applicable.

## Code of Conduct

Members of the CAB must represent loyalty to the interests of the community of Brandon. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staff. This accountability supersedes the personal interest of any board member acting as an individual.

In such cases that members feel their loyalty might be in conflict, they will declare the same. The guidelines for Conflict of Interest will be applied when these declarations are made.

While individual members may hold views contrary to Board policies and position statements, members are encouraged to share those views at the CAB meeting but outside the CAB meetings they shall not speak or actively work against such policies or positions.

## Conflict of Interest

Members shall abide by the guidelines, as set out in the Conflict-of-Interest Guidelines in Annex 1.

The Conflict-of-Interest form is required to be signed by all CAB members annually.

# Annex 1

## Conflict of Interest Guidelines

### Reaching Home Brandon Community Advisory Board (CAB)

The Community Advisory Board (CAB) will be fair, equitable and transparent. The CAB will use this policy for conflicts of interest, including actual, potential and perceived, in fulfilling their mandate. These guidelines apply to all members of CAB, including government officials, CE staff, and contract personnel, and will be used during assessment of RH proposals.

CAB members who represent an entity applying to the Reaching Home Brandon funding stream must recuse themselves from the proposal process, including review, assessment, and voting.

Any other conflict-of-interest situations will be dealt with by the CAB on a case-by-case basis. If any CAB member or any person who is part of that CAB member's immediate family:

- a) sits on an applicant's Board of Directors or governance committee,
- b) is an employee or contractor of the applicant/organization,
- c) is receiving service, money, other support, or "benefit" from the applicant/organization,
- d) is involved in joint programming or a partnership with the applicant where the CAB, member or member's organization may benefit financially,
- e) has personally provided a letter of support for the applicant's proposal submission, and or
- f) could have other potential conflict situations that may arise and should be noted to the CAB

#### **Then the member shall:**

- prior to any consideration of project proposals, declare their conflict of interest or perceived conflict of interest and the general nature thereof at the meeting,
- recuse themselves from any project proposal review process, decision, consideration, or vote,
- not attempt in any manner to influence the consideration or vote of any member of the Proposal and Funding Steering Committee on any project proposal, and
- participate only about points of information or clarification, at the discretion of the Proposal and Funding Steering Committee.

In any such situation, the affected CAB member cannot be a member of the Proposal and Funding Steering Committee.

All recusals must be documented in the official meeting minutes.

Monitoring and Enforcement

- The CE is responsible for monitoring adherence to conflict-of-interest procedures.
- Breaches of policy may result in:
  - Temporary suspension from CAB activities.
  - Removal from the CAB, depending on the severity and recurrence of the breach.

Members shall abide by these conflict-of-interest guidelines, as well as other guidelines that may be adopted. All members will sign the conflict-of-interest guidelines.

\_\_\_\_\_  
Name (print)

\_\_\_\_\_  
Name (sign)

\_\_\_\_\_  
Date

## Annex 2

### Proposal Assessment and Recommendation Guidelines

#### **Reaching Home Brandon Community Advisory Board (CAB)**

The members of the Proposals and Funding Steering Committee will assess all submissions received and provide direction to the Community Entity (the Brandon Neighbourhood Renewal Corporation) on which projects to develop. The CE (BNRC) will ensure all projects meet the Government of Canada Terms and Conditions for Reaching Home. The CE (BNRC) will monitor all projects to ensure compliance. Housing, Infrastructure and Communities Canada (HICC) also reserve the right to monitor projects.

The following are guidelines for the Proposals and Funding Steering Committee in the assessment of proposals for Reaching Home Brandon Designated Homelessness funding stream:

The Proposals and Funding Steering Committee will review and recommend project proposals according to:

- elements requested in the Call for Proposals with emphasis on project sustainability,
  - Reaching Home Objectives, and
  - community need according to the priorities identified by the CAB.
- 
- A ranking scale (Scoring Matrix) and plenary discussion will be used to make recommendations on all project submissions.
  - The average of all the Proposals and Funding Steering Committee members' score will be used to score each proposal.
  - The Proposals and Funding Steering Committee will recommend applications for Reaching Home funding to the CE (BNRC). The CE (BNRC) coordinator will negotiate and develop a budget and agreement with the proponents with proposals recommended for funding. These will meet Reaching Home Objectives and Reaching Home Terms and Conditions.
  - The Proposals and Funding Steering Committee may, at its sole discretion, request a CE (BNRC) and/or HICC representative to seek further information on any one proposal or issue.
  - The Proposals and Funding Steering Committee may, at its sole discretion, request a meeting with a proponent to clarify any or all of the proponent's submission.
  - The review will consider available funding to best support the continuum of homelessness resources available in the community.

- Where appropriate, the Proposal and Funding Steering Committee will identify and recommend prospective partners (i.e., funding, in-kind, service, etc.).
- CAB as a whole will:
  - review reports on the effect of funded programs,
  - provide updates to their community and agencies,
  - support and assist community consultation as required, and
  - work where appropriate with other standing boards/boards on housing and homelessness to support the updating/review of the CAB priorities.

The CE (BNRC) will complete letters signed by BNRC Executive Director within two weeks of the assessment meeting for each proponent. If submissions are declined, the letters will include reasons for the decision.

## Annex 3

### Confidentiality Agreement for Proposals and Funding Steering Committee Members

#### **Reaching Home Brandon Community Advisory Board (CAB)**

The Proposals and Funding Steering Committee members, while conducting their work of reviewing, assessing, voting on, and recommending projects to the Community Entity (BNRC), will ensure they:

- do not discuss any proposal outside of the steering committee, and
- do not release any information gathered through their membership on the steering committee that may cause unfair advantages to one group over another in the competition for funds, due to inequitable access to information.

\_\_\_\_\_  
CAB member (print name)

\_\_\_\_\_  
CAB member signature

\_\_\_\_\_  
Date

## Annex 4

### Membership Form

#### **Reaching Home Brandon Community Advisory Board (CAB)**

I have read the CAB Terms of Reference and agree to abide by this document, including all annexes, where applicable.

I understand that my commitment to this board will be until at least \_\_\_(month)\_\_\_  
20\_\_\_.

If I must resign, I will make every attempt to give the CAB and the CE (BNRC) at least two months notice.

Signed this \_\_\_\_\_ day of \_\_\_\_\_ 20 \_\_\_\_

\_\_\_\_\_  
(Print Name)

\_\_\_\_\_  
(Signature)

#### **Witness:**

\_\_\_\_\_  
(Print Name)

\_\_\_\_\_  
(Signature)

## Annex 5

### Exclusive and Shared Roles between the Community Entity and the Community Advisory Board

#### Reaching Home Brandon Community Advisory Board (CAB)

##### Exclusive Roles

###### Community Entity (BNRC)

- **Funding Administration:** Manages federal Reaching Home funds, including project selection, approval, and oversight.
- **Reporting:** Submits required reports to Housing, Infrastructure and Communities Canada (HICC), including Community Homelessness Reports and Results Reporting Online (RROL).
- **Compliance Monitoring:** Ensures funded projects meet eligibility criteria and program directives.
- **System Implementation:** Oversees implementation of Coordinated Access and HIFIS. (All funded projects must participate in Coordinated Access and HIFIS.)
- **Capacity Building:** Supports training, technical assistance, and innovation in the homelessness-serving sector.

###### Community Advisory Board (CAB)

Priority Setting: Identifies local homelessness priorities and needs.

- **Project Recommendations:** Reviews and recommends projects for funding to the CE.
- **Community Engagement:** Ensures broad and inclusive representation, including people with lived experience and Indigenous partners.
- **Strategic Advice:** Provides input on the development and updates of the Community Plan.

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##### Shared Roles and Responsibilities

- **Community Planning:** Collaboratively develop and update the Community Plan to reflect local needs and align with Reaching Home objectives.
- **Governance Coordination:** Work together to ensure inclusive, transparent, and culturally competent governance.
- **Stakeholder Engagement:** Facilitate collaboration across sectors, including Indigenous organizations, municipal and provincial governments, and service providers.
- **Monitoring and Evaluation:** Use data from HIFIS and other sources to assess progress, identify gaps, and inform future planning.
- **Conflict of Interest Management:** Ensure procedures are in place for declaring and managing conflicts of interest during decision-making.

Under the Reaching Home strategy, the Community Advisory Board (CAB) and the Community Entity (BNRC) have distinct but complementary roles. The CAB acts as the strategic advisor, setting local priorities, while the BNRC is the administrative body that manages funding and implements the CAB's strategic direction.

## Annex 6

### Honoraria Policy for Community Advisory Board Members with Lived Experience and Indigenous Elders/Knowledge Keepers

#### Reaching Home Brandon Community Advisory Board (CAB)

##### Purpose

This policy ensures equitable recognition and compensation for the contributions of CAB members with lived experience of homelessness and Indigenous representatives, including Elders and Knowledge Keepers, in alignment with Reaching Home directives.

##### Scope

Applies to all CAB activities under the Reaching Home Program in the designated community.

##### Definitions

**Lived Experience:** Individuals who have experienced homelessness or housing instability.

**Indigenous Elders and Knowledge Keepers:** Indigenous community members recognized by their communities

**Honoraria:** Non-salary payments recognizing contributions of time, expertise, and cultural knowledge.

##### Policy Statement

The CAB values diverse forms of expertise and commits to providing honoraria to eligible members to ensure equitable participation and respect for Indigenous protocols.

##### Eligibility

- CAB members who self-identify as having lived experience.
- Indigenous representatives invited to participate in CAB activities.
- Participation must be tied to official CAB functions (meetings, consultations, planning sessions).

##### Honoraria Rates

- **Meeting participation (1-2 hours):** \$50 per meeting
- **Meeting participation (2-3 hours):** \$100 per meeting.
- **Full-day engagement:** \$250.
- **Elders/Knowledge Keepers:** \$250-\$500 per day, plus ceremonial offerings (e.g., tobacco, gifts).

Rates reviewed annually by the CAB.

**Payment Process**

- Payments issued within 30 days via cheque, direct deposit, cash, or culturally appropriate offerings, as preferred.
- Non-cash options available upon request.
- CAB/CE coordinator responsible for processing and documentation.

**Cultural Protocols**

- Indigenous representatives may receive traditional offerings alongside honoraria.
- Flexibility to adapt to local Indigenous practices.
- Respect for ceremonial protocols.

**Conflict of Interest**

Members must disclose any potential conflicts. Honoraria are not considered employment income.

**Administration**

The Community Entity will maintain records of honoraria disbursements and review policy annually.

# Annex 7

## Engagement Strategy

### Reaching Home Brandon

### Community Advisory Board (CAB)

#### Purpose

This engagement strategy outlines how the Brandon Community Advisory Board (CAB) will ensure broad and inclusive representation, foster cross-sector partnerships, and align local efforts with provincial strategies to effectively address homelessness in the Brandon region.

CAB has formed a Recruitment Steering Committee, which reports to CAB and will seek final vetting from CAB for new members.

CAB as a whole will work toward community engagement, as per the Terms of Reference and specifically Annex 5: Exclusive and Shared Roles between the Community Entity and the Community Advisory Board.

#### 1. Achieving broad and inclusive representation

CAB is committed to ensuring that its composition reflects the diversity of Brandon's population and the lived realities of those experiencing homelessness. To achieve this, the CAB will:

##### Prioritize Indigenous participation

Reserve a minimum of three to four seats for Indigenous individuals, respected Elders and/or Knowledge Keepers, and organizations. Individuals and Elders/Knowledge Keepers will be supported through honoraria to ensure meaningful participation.

##### Prioritize lived experience

Reserve a minimum of two seats for individuals with lived experience of homelessness. These members will be supported through honoraria to ensure meaningful participation.

##### Reflect community diversity

Actively recruit members from equity-deserving groups, based on Brandon-specific statistics of homelessness, including but not limited to:

- Veterans
- Racialized communities
- 2SLGBTQIA+ individuals
- Youth and seniors
- Persons with disabilities
- Newcomers and refugees

### Reaching Home: Canada's Homelessness Strategy Directives

CAB will seek, as appropriate for the community, to fill its 15 seats with the following:

- Individuals with lived experience of homelessness
- Indigenous people and organizations, Friendship Centres; Indigenous housing organizations
- Youth and youth serving organizations, including Child Welfare agencies
- Organizations serving women/families fleeing violence
- Organizations serving seniors
- Newcomer serving organizations
- The private sector
- Police and correctional services
- Landlord associations and/or the housing sector
- Health organizations, including hospitals and other public institutions, and organizations focused on mental health, housing, and addictions
- Veteran Affairs Canada or veteran-serving organizations

### Transparent and inclusive recruitment

Use open Call for Participation, community outreach, and partnerships with local organizations to identify and invite diverse candidates. Selection processes will be clearly communicated and designed to promote fairness and transparency. In all cases, potential members will fill out the application form approved by CAB, which prioritizes potential members who:

- have a passionate interest in helping alleviate homelessness in Brandon,
- knowledge of the Reaching Home federal funding program which funds local organizations that are actively engaged in alleviating homelessness in the community, and
- participating in the eradication of homelessness in Brandon.

### Accessible participation

Ensure that all CAB activities are accessible by:

- Offering in-person meetings and, when possible and/or as needed, a virtual option
- Providing plain language materials
- Ensuring physical accessibility of venues
- Creating culturally safe and respectful spaces for dialogue

## **2. Coordinating partnerships across sectors and systems**

Recognizing that homelessness is a complex issue requiring a multi-sectoral response, the

CAB will:

Engage beyond the homelessness sector

Include representatives from a broad range of sectors, such as:

- Health and mental health (e.g., Prairie Mountain Health)
- Addictions and recovery services
- Policing, justice and corrections
- Child and family services
- Education and employment
- Housing providers and developers

Foster collaboration and innovation

Establish working groups and joint initiatives with local service providers, Indigenous organizations, and municipal departments to align efforts, share resources, and co-develop solutions.

Leverage local networks

Collaborate with existing community-based networks such as:

- Brandon Bear Clan
- Brandon Urban Aboriginal Peoples' Council
- Local inter-agency and sectoral tables

Promote integrated service delivery

Encourage the use of the BNRC managed Homeless Individuals and Families Information System (HIFIS) beyond the required funded projects, coordinated case management, and wraparound supports to improve service navigation and outcomes for individuals and families experiencing homelessness.

**3. Integrating Local Efforts with Provincial and Territorial Strategies**

To ensure alignment with Manitoba's broader homelessness and housing strategies, CAB will:

Maintain government liaison

Engage regularly with Manitoba Housing and other relevant provincial departments to stay informed of policy developments, funding opportunities, and strategic priorities via ex-officio CAB members. Hold monthly meeting between relevant provincial staff and BNRC's Reaching Home staff.

Support provincial and Indigenous-led initiatives

Participate in consultations and planning processes related to:

- Manitoba's homelessness and housing strategies
- Indigenous-led housing and homelessness initiatives
- Reconciliation and culturally appropriate service delivery

#### Contribute to regional coordination

Collaborate with other CABs (Winnipeg and Thompson), the Indigenous Advisory Boards (IAB) and the Rural and Remote Advisory Board (RAB):

- Share best practices
- Coordinate responses to regional trends
- Advocate for systemic improvements

#### Advance system integration

Promote initiatives that bridge local and provincial systems, such as:

- Coordinated Access and Housing First programs
- Integrated health and housing supports
- Cross-jurisdictional data sharing and evaluation