

Terms of Reference (Revised March 2026)  
Greater Moncton Homelessness Steering Committee

**GREATER MONCTON HOMELESSNESS  
STEERING COMMITTEE**






**COMITÉ DIRECTEUR  
SUR L'ITINÉRAIRE DU GRAND MONCTON**

**GMHSC Guiding Principle:**

Everyone should have access to safe, adequate, and housing with comprehensive supports.

**Overview of GMHSC:**

The Greater Moncton Homelessness Steering Committee (GMHSC) is a multi-stakeholder network that convenes stakeholders to open access to safe, adequate, and housing with comprehensive supports for all in Moncton. The focus of the network's collaborative work for the next three years will be in serving and changing the outcomes for those individuals in Greater Moncton who are chronically homeless. ([Reference GMHSC 3 Year Strategic Plan](#))

<b>Leadership</b>	<b>GMHSC Staff</b>	<b>GMHSC Membership</b>
		
<p>Chair and Vice Chair oversee GMHSC governance and staff</p>	<p>Manages the day-to-day operations of GMHSC and supports members.</p>	<p>Acts as the CAB for Greater Moncton and serve the community by advocating for our most vulnerable population.</p>

**GMHSC is accountable to:** Those we serve — One another — Our guiding principle

## Roles and Responsibilities

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## **Community Advisory Board**

The GMHSC acts as the Community Advisory Board (CAB) for the Designate Community of Moncton under the Government of Canada's Homelessness Strategy - Reaching Home. As the CAB GMHSC has the following responsibilities:

- Being representative of the Community
- Developing and approving a Reaching Home Community Plan
- Completing and approving an annual Community Homeless Reports (CHR)
- Support the planning and implementation of Coordinated Access System

## **Community Entity**

Reaching Home, is administered through its Community Entity model. The Human Development Council (HDC) is the CE (Community Entity) for Moncton. The HDC, through its Reaching Home funding agreement with the Government of Canada works with the GMHSC to administer Reaching Home Funding, the HDC is responsible for:

- Attending all general membership meetings with ex officio status
- Advise on program eligibility requirements and guide the GMHSC see where significant changes to the program are introduced
- Enter into agreements with the Government of Canada to administer the Reaching Home Program
- Manage all aspects of reaching home program administration
- consult with the GMHSC on opportunities to re distribute unallocated Reaching Home Funds
- Inform the GMHSC about the status and results of subprojects in other activities related to the prevention and reduction of homelessness in the community
- Manage all public communications related to the implementation of Reaching Home Program
- Work with the GMHSC to complete cab responsibilities as listed above

## GMHSC Membership

**Meets 9 times per year to discuss strategy, updates, and learning.**

### **Voting Members:**

- Members must be a representative of a not-for-profit actively operating in the social serving sector within the Greater Moncton Area for those most vulnerable.
  - Organizations cannot have more than 1 voting representative at the CAB table
  - There are up to 2 seats reserved for individual members who bring a lived or living in homelessness perspective to the table
  - There are up to 2 seats reserved for Indigenous representatives from the South-East NB Region who bring Indigenous perspective to the table
  - Quorum of 51% of members will be needed for decision making
  - All voting matters will be based on consensus\* of present members  
(See [Appendix B for consensus process](#))
- Government representation
  - One representative from each municipality (Moncton, Riverview and Dieppe) up to the municipality to decide who should be at the table (e.g. elected official or employee)
  - One representative from the Regional Service Commission
  - One representative from the social development Moncton zone
  - Government representatives can sit as ex-officio members and contribute to conversations; however, they do not have a vote
  - Staff or Chairs will onboard new government representatives before new representatives attend any meetings.

### **Member Criteria**

- Membership status will be reviewed yearly in March and for groups to maintain status as an active voting GMHSC member their representative:
  - Must attend 75 % of GMHSC general membership meetings
- Voting members must work within the local homelessness Coordinated Access System, which includes:
  - Referring to and/or from By-Names-List (BNL) and/or;
  - Participation at the HIPGM (formerly HART) table and/or;
  - Integrating programs and services and/or;
  - Use of HIFIS when applicable and/or;
  - Any applicants who do not meet the criteria can be voted in by the voting members following a review by the Chair, Co-Chair and Staff for fit within GMHSC

**Membership Role:**

- Hold members accountable
- Advocates and engages in affordable housing system change
- Develops and executes on our action plans
- Strengthens our network and members' co-learning
- Uses knowledge and data to guide work
- Keeps the diversity of those we serve in mind
- Ensure memberships are filled, specifically lived experience and indigenous.

## **GMHSC Engagement Strategy**

To support meaningful participation, the CAB will create an inclusive, barrier free environment that values all forms of knowledge. Supports for inclusive participation may include honoraria, transportation, childcare, flexible meeting times, and trauma informed facilitation where necessary. Members will receive orientation and ongoing capacity building to understand Reaching Home and contribute with confidence. Regular feedback and reflection will guide continuous improvement, ensuring the CAB remains equitable, representative, and effective.

Recruitment will combine open calls with targeted outreach through trusted partners, including Indigenous organizations, service providers, faith groups, cultural associations, and networks representing youth, seniors, and people with lived experience of homelessness.

**To Become a Member of GMHSC:**

- Contact the Community Coordinator to express interest
- Submit a letter of interest for review by the Chair and Co-Chair
- Letter is presented to the Committee for a membership vote
- If approved, review and sign the Terms of Reference and Confidentiality Agreement
- Once received, the individual is added to the Committee and invited to monthly meetings

Materials will be clear, accessible, and bilingual. Selection will be transparent and guided by representation goals that reflect the full diversity of the community.

## Leadership - Chair, Vice-Chair and Community Coordinator (Staff)

Oversees networking, governance, and action work of GMHSC by seeking to find a balance that addresses both urgent and strategic work. **Meets prior to all GMHSC meetings to set the agenda and to serve GMHSC by advocating for GMHSC, steward strategic work, and support GMHSC general operations.**

### Chair and Vice Chair:

- The GMHSC members will be voted as Chair and Vice Chair. Chair term is for one year. Vice Chair term is for one year, Vice Chair moves into the Chair role after one year term. Past Chair may remain as part of the membership.

### Role:

- Plan, arrange, and host the GMHSC member meetings
- Working with the staff to advocate on behalf of GMHSC by:
  - Cultivating the GMHSC story
  - Interfacing with media, government, and funders
  - Engaging in advocacy when required (e.g. Identifying the proper government avenues and resources and working with GMHSC members to coordinate relevant agency representation at appropriate decision-making tables)
- Ensure good governance practices
- Explore, research, vet, and present proposals and strategic decisions to the general membership for discussion and decisions
- Presents quarterly to council meetings in Moncton, Dieppe and Riverview
- Manage staff and oversee GMHSC operations
  - CAB requirements are being met
  - GMHSC membership review and nomination processes occur

## Staff

**Lead Staff:** Manages the day-to-day operations of GMHSC and supports leadership in network coordination

**Role:**

- Coordination of the GMHSC membership
- Supports GMHSC network by being present and taking notes at quarterly meetings
- Reports to GMHSC Chair and Vice Chair
- Overseeing the management of the GMHSC website, social media channels and monitoring the GMHSC email address
- Achieves outlined tasks and duties
- Responsible for supporting coordinated access
- Prepares presentations and data for Chair and Vice-Chair to present to government
- Work with Chairs to act as the voice of GMHSC by:
  - Cultivating the GMHSC story
  - Interfacing with media, government, and funders
- Engaging in advocacy
- Administration and project management of key priorities developed in the strategic plan
- Other duties as applicable

## Government & Community Communications Table

### Quarterly and In-person

**Purpose:** To keep municipal government elected officials and staff UpToDate with one voice and key messages

**Who:**

- GMHSC Staff and Chairs

**Role:**

- Staff to present at council meetings in Riverview, Moncton, and Dieppe quarterly to give an update to all elected officials
- Invite municipal staff with a connection to the mandate to attend those council meetings
- Chair and Vice-Chair have representation on the SERSC - Community Development Committee. They will be responsible for attending quarterly meetings to provide and update
- Present at least once per year to the One GNB team
- Attend any other municipal or regional meetings that help with updating regularly one voice and key messages

## GMHSC Membership Meetings

**9 Meetings / year and In-person January,**

**February, March, April, May, June, September, October, November**

**Purpose:** Checks in on strategic conversations and monitors strategic actions, networking, and capacity building.

**Who:**

- All GMHSC members

**Agenda:**

- **Strategy and CAB meeting - Chair and Community Coordinator (30 to 60 minutes)**
  - Time to discuss any strategic questions
  - Bring forward any required CAB discussions and decisions
  - Review how GMHSC's strategic plan work is unfolding and monitor the changes being seen
- **Lightning Talks (30 to 50 minutes)**
  - One to four presenters, on key topics, offering a deep dive on a project/issue, or
  - A one-hour training/workshop
- **Operation Announcements (5 minutes)**
  - GMHSC staff read/share announcements (training, job postings, etc.), that were sent in advance of the meeting to the chairs
- **Next Session**
  - Reminder given of Date and Time
- **Action Team Celebrates Milestones (30 minutes) (As needed)**
  - Action Team reports successes, shares their next quarter actions, and outlines team needs
    - Report that includes the team's next steps, and help they seek (up to 5 minutes), followed by clarifying questions (2 minutes)
    - Teams have taken a few seconds to ask for a show of hands, to identify those around the table, of who wants to be involved or who are offering their support for the next 3 months of work

## **Appendix A: Example of when Action teams are needed**

### **Action Teams (Ad hoc)**

Work creatively and effectively on establishing the selected action project(s), until the objectives are achieved. **Meet monthly (at a minimum) to maintain project momentum and to reach milestones.**

**Members (4-6 core people with support from varying interested and supportive individuals):**

- The core team members will be GMHSC members leading and maintaining project momentum
- The team is self-directed and maintains their team's project charters and engagement throughout the year
- Any individual can be invited or request to join and be involved in the Action Team project work

**Role:**

- Responsible for documenting and disseminating progress updates through reporting templates, update meetings and communication updates
- Be agile and ready to support or collaborate with other GMHSC action teams
- Develop, update, and actualize charter and work-plans
- Ensure there is commitment of a few to maintain Action Team and continually have co-chair roles filled

**Action Team Chairs:** manage the project and charter commitments.

**Role:**

- Coordinate and facilitate Action Team meetings, at least on a monthly basis
- Participate in Action Team Networking Calls
- Motivate and support members
- Ensure new team members are recruited and onboarded

## Appendix B: Consensus Decision Making Flowchart

### **Stage 1: Introduce and clarify the issue**

Share background information. Work out what needs to be considered within the discussion - What questions do you need to decide about now?

### **Stage 2: Open discussion**

Make space for everyone to share their needs and opinions before launching into trying to solve the problem. If ideas come up already you can hear them briefly, then park them for the next stage.

### **Stage 3: Explore ideas in a broad discussion**

Come up with lots of different ways forward. Explore the pros and cons of different options. Identify key concerns, needs and objectives.

### **Stage 4: Form a proposal**

Look for a solution that meets everyone's most important needs. This might involve weaving together elements of different ideas.

### **Stage 5: Amend the proposal**

Look for changes that will make the proposal even stronger.

### **Stage 6: Test for agreement**

Clearly state the proposal and check whether there is a real agreement. Starting by asking who is against the proposal makes it easier for people to voice their concerns.

- Any blocks?
- Any stand-asides? Any reservations?
- Do we have consensus?

If you have a block or too many stand-asides you will need to go back a stage and amend the proposal or create a new one.

### **Stage 7: Work out how to implement the decision**

Work out what needs to happen, by when, and who will do it.

Source: Adapted from [www.seedsforchange.org.uk](http://www.seedsforchange.org.uk)

## P.E.A.R

### **Proposal Evaluation and Recommendation (P.E.A.R.) Committee:**

The PEAR committee is responsible for supporting a fair, equitable, and transparent assessment process as set out by the Community Entity and in consultation with the GMHSC as CAB for Reaching Home. While the PEAR is responsible for assessing and recommending projects for funding, the Community Entity has the ultimate responsibility for funding decisions.

The PEAR committee will:

- Be made up of a minimum of five people, one of whom is chair.
- Must not represent or be associated with an applicant organization, and will abide by the PEAR conflict of interest policy
- Should include broad sector representation such as public, private, not for profit organizations, Indigenous organizations or community members.

### **Appendix C: Reaching Home Conflict of Interest Policy**

- The P.E.A.R will be fair, equitable, and transparent. The P.E.A.R will use this policy for conflicts of interest, including actual, potential and perceived, in fulfilling their mandate of recommending allocation of Reaching Home (RH) Funds. The policy applies to P.E.A.R members.

**Conflicts of Interest** - May result from situations where a member of the P.E.A.R currently or within the past two years:

- Sits on a proponent's Board of Directors or related governance committee;
- Is an employee of the proponent;
- Is a contractor of the proponent;
- Is receiving service, money, other support or 'benefit' from the proponent;
- Is involved in joint programming or a partnership with the proponent where the P.E.A.R member or the P.E.A.R member's organization may benefit financially; Has an immediate family member (spouse, children, parents, siblings and/or someone who permanently resides with the member) who receives services from the proponent's RH funded services;
- Has an immediate family member (spouse, children, parents, siblings and/or someone who permanently resides with the member) who is: employed by or a senior manager of a RH funded program, or sits on the Board of Directors of the proponent;
- Has personally provided a letter of support for the applicant's proposal submission.

**Disclosure:**

- Prior to proposal review, the Community Entity (CE) will send all P.E.A.R members a list of proponents. P.E.A.R members are expected to declare conflicts of interest and share them with their fellow members to ensure transparency.
- If a conflict is noted, that P.E.A.R member will not vote on the proponents' proposal. No member of the P.E.A.R will be a part of any decision that leads to a recommendation on a proposed project for which they have a conflict of interest.
- In the P.E.A.R business where there will not be a decision leading to a recommendation on a project, if a P.E.A.R member believes they may have a conflict of interest, they will declare it immediately. The P.E.A.R chair, in consultation with the P.E.A.R, will make a decision regarding that members' presence based on the principles outlined above. The decision will be documented in the P.E.A.R meeting minutes.

**Breaches and Accountability:**

- All P.E.A.R members are responsible for adhering to this policy as outlined. As such, each member is expected to, and has the right to, raise a question or concern regarding application of the policy.
- During the proposal review process, should a P.E.A.R member fail to declare what another P.E.A.R member or CE staff believe may be, or perceived to be, a conflict of interest, they should raise it with the CE and the P.E.A.R Co-Chair prior to the beginning of the proposal review process. The P.E.A.R Co-Chair and CE will determine next steps on a case-by-case basis, sharing their response with the affected P.E.A.R member(s).
- Other breaches of this Conflict of Interest policy will be dealt with on a case-by-case basis by the P.E.A.R as required. Perceived breaches or concerns should be raised with the P.E.A.R Co-Chairs and CE. The P.E.A.R Co-chairs and CE will determine next steps on a case-by-case basis, sharing their response with the affected CAGH member(s).