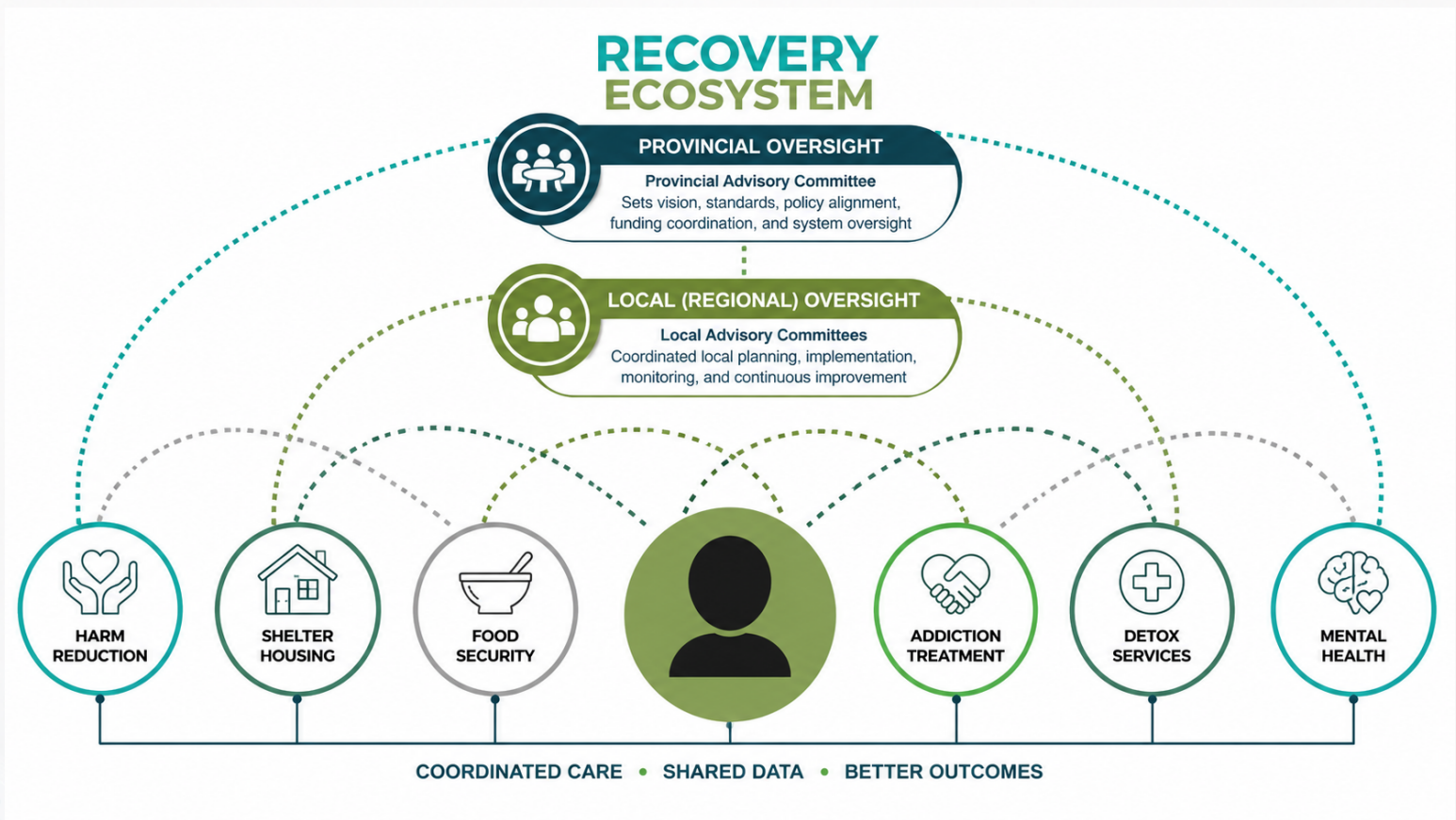


# STRUCTURAL OVERSIGHT



# 1 Table of Contents

|          |                                                    |           |
|----------|----------------------------------------------------|-----------|
| <b>2</b> | <b>Introduction.....</b>                           | <b>3</b>  |
| 2.1      | <i>Principles of Oversight .....</i>               | 3         |
| <b>3</b> | <b>Local Advisory Committee .....</b>              | <b>3</b>  |
| 3.1      | <i>Membership:.....</i>                            | 4         |
| 3.2      | <i>Membership Composition .....</i>                | 4         |
| 3.3      | <i>Mandate and Authority .....</i>                 | 5         |
| 3.4      | <i>Voting and Decision-Making:.....</i>            | 6         |
| <b>4</b> | <b>Provincial Structural oversight .....</b>       | <b>9</b>  |
| 4.1      | <i>Oversight Principles .....</i>                  | 9         |
| 4.2      | <i>Composition .....</i>                           | 10        |
| 4.3      | <i>Mandate .....</i>                               | 11        |
| 4.4      | <i>Risks .....</i>                                 | 12        |
| 4.5      | <i>Decision Making.....</i>                        | 14        |
| <b>5</b> | <b>Growth: Recovery Ecosystem Governance .....</b> | <b>16</b> |
| 5.1      | <i>Legal Entity .....</i>                          | 16        |
| 5.2      | <i>Purpose .....</i>                               | 16        |
| 5.3      | <i>Governance Structure .....</i>                  | 16        |
| 5.4      | <i>Future Growth Model.....</i>                    | 17        |
|          | <b>References .....</b>                            | <b>20</b> |



## 2 Introduction

The Recovery Ecosystem is a coordinated, community-informed approach designed to strengthen the continuum of social services across British Columbia (BC). It recognizes that recovery is not a single program or a linear process, but a long-term journey requiring timely access to interconnected supports that respond to each person's changing needs, circumstances, culture, and goals.

For the Recovery Ecosystem to operate effectively, it requires an oversight structure that balances provincial consistency with local knowledge and decision-making. Provincial leadership is needed to establish shared principles, minimum standards, funding expectations, performance measures, and accountability requirements. At the same time, local communities must have the flexibility and authority to identify regional priorities, coordinate services, strengthen referral pathways, address emerging gaps, and implement solutions that reflect their unique populations, geography, resources, and partnerships.

This document proposes a two-level oversight model consisting of Local Advisory Committees and a Provincial Structural Oversight Committee. Local committees would bring together a diverse group of service providers and services users to guide regional implementation and continuous improvement. The provincial committee would provide strategic direction, funding stewardship, system-wide accountability, risk management, performance monitoring, and support for consistent implementation across regions.

The following document further outlines a potential future governance model through the establishment of an arm's-length Recovery Ecosystem Society. This independent provincial backbone organization would provide the legal, fiduciary, and administrative structure required to support long-term growth while maintaining meaningful relationships with Together We Can (TWC), Charitable Impact, participating communities, and system partners. Together, these structures are intended to create a transparent, accountable, equitable, and scalable framework that supports coordinated care, responsible investment, shared learning, and improved recovery outcomes throughout BC.

### 2.1 Principles of Oversight

- **Person-centred:** decisions prioritize the needs, dignity, safety, and outcomes of people seeking or maintaining recovery.
- **Community-informed:** Local knowledge, lived and living experience, Indigenous perspectives, service provider insight, and family voices inform planning and continuous improvement.
- **Integrated and coordinated:** Structural oversight supports clear pathways between services and reduces duplication, gaps, and silos.
- **Culturally safe and trauma-informed:** Decision-making reflects cultural humility, Indigenous self-determination, equity, and harm reduction principles.
- **Transparent and accountable:** Roles, responsibilities, decision rights, reporting processes, and performance measures are clearly defined.
- **Evidence-informed:** Planning is guided by data, practice wisdom, outcomes, and continuous quality improvement.

## 3 Local Advisory Committee



Communities are best positioned to understand their own challenges, assets, service gaps, and recovery priorities. While provincial governments and health authorities establish policy, standards, and funding frameworks, decisions regarding service coordination, partnership development, local priorities, and system integration are most effective when made by those who work directly within a local area. A locally informed Recovery Ecosystem enables a collaborative approach to identify priorities and respond quickly to emerging needs without unnecessary lengthy administrative delays.

International evidence supports a layered governance model in which provincial bodies establish consistent standards, funding expectations, and accountability requirements, while regional structures adapt implementation and service coordination to local needs and population circumstances (Abimbola et al., 2019; Saltman et al., 2007). Local decision-makers possess greater knowledge of community needs, existing service capacity, cultural considerations, and regional barriers, enabling resources to be allocated where they will have the greatest impact. This approach also strengthens community ownership, improves collaboration across sectors, increases accountability for outcomes, and encourages innovation through locally developed solutions.

The proposed Local Advisory Committee model establishes a formal mechanism through which local partners collectively guide implementation, monitor outcomes, identify service gaps, and recommend improvements while remaining aligned with provincial legislation, funding requirements, and clinical standards. The role of the province shifts from directing individual community decisions to establishing consistent standards, measuring outcomes, supporting evidence-based practice, and ensuring equitable funding to where it is needed.

In BC, communities differ substantially in geography, Indigenous partnerships, demographics, housing pressures, workforce availability, and service capacity, a "one-size-fits-all" approach is insufficient. Recovery pathways that are successful in Vancouver may not reflect the realities of Campbell River, Powell River, Terrace, Duncan, or rural communities. A local leadership allows each community to develop solutions that reflect its unique strengths while contributing to a common provincial Recovery Ecosystem.

### 3.1 Membership:

Membership reflects the local Recovery Ecosystem, including people with lived and living experience, Indigenous representatives, service providers, health and mental health partners, municipal or regional representatives, housing and social service partners, family or peer support representatives, and funding or backbone organization representatives where appropriate.

Members are appointed through a transparent process that considers experience, sector knowledge, community connection, cultural knowledge, equity, and ability to contribute to collaborative decision-making and would serve staggered terms where possible to support continuity and renewal.

Members are expected to attend meetings, review materials in advance, participate respectfully, declare conflicts of interest, and support decisions once made.

### 3.2 Membership Composition

The effectiveness of the Local Oversight Committee depends on broad, cross-sector representation that reflects the full continuum of recovery. Table 1 is an example of committee membership that brings together individuals with diverse expertise, lived experience, and community perspectives to support collaborative decision-making to ensure the Recovery Ecosystem responds to local needs.



Table 1: Local Oversight Committee Membership

| Committee Representation                                                                                                              | Purpose and Contribution                                                                                                                                                                              |
|---------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>People with lived and living experience of substance use, treatment, recovery, and system navigation</b>                           | Provide first-hand insight into barriers, service effectiveness, and opportunities to improve recovery pathways, ensuring decisions remain person-centred.                                            |
| <b>Indigenous representatives and cultural knowledge holders (<i>as determined by local Nations and Indigenous organizations</i>)</b> | Ensure Indigenous leadership, cultural safety, self-determination, and the integration of Indigenous knowledge, values, and healing practices into the Recovery Ecosystem.                            |
| <b>Recovery housing, treatment, withdrawal management, and aftercare providers</b>                                                    | Provide expertise across the continuum of care, identify service gaps, and support coordinated referral pathways and transitions between services.                                                    |
| <b>Primary care, mental health, hospital, and public health representatives</b>                                                       | Align clinical services with community recovery supports, improve continuity of care, and strengthen health system integration.                                                                       |
| <b>Municipal government representatives</b>                                                                                           | Provide leadership on community planning, policy alignment, infrastructure, public safety, and local government priorities that support recovery initiatives.                                         |
| <b>Family, peer, and community support representatives</b>                                                                            | Represent the perspectives of families, caregivers, peer support networks, and community organizations while promoting recovery-oriented, community-based solutions.                                  |
| <b>Employment, education, housing, justice, and social service partners</b>                                                           | Strengthen cross-sector collaboration by addressing the social determinants of health and supporting long-term recovery through housing, education, employment, and justice partnerships.             |
| <b>Funders, philanthropic partners, or backbone organization representatives (<i>where appropriate</i>)</b>                           | Provide strategic advice on sustainable funding, resource alignment, investment priorities, and long-term implementation of the Recovery Ecosystem while maintaining transparency and accountability. |

### 3.3 Mandate and Authority

The Local Advisory Committee provides community-based structural oversight, coordination, and oversight for the Recovery Ecosystem. Its authority includes recommending local priorities, reviewing and recommending allocation of designated funds, monitoring implementation progress, identifying service gaps, and escalating issues to the appropriate accountable body. The advisory board does not

assume legal, fiduciary, employment, clinical, or statutory authority unless this is expressly delegated through written agreement.

- Identify local service gaps, barriers, and opportunities for integration
- Advise on local implementation priorities and sequencing
- Support coordinated referral pathways, warm handoffs, and aftercare planning
- Monitor local performance indicators and community outcomes
- Ensure local voices, including Indigenous and lived experience perspectives, shape decision-making
- Provide advice on community engagement, communications, and partnership development

### 3.4 Voting and Decision-Making:

The committee will strive for consensus wherever possible. When consensus cannot be reached, recommendations may be approved by a majority vote of members present, provided quorum has been met. Each voting member has one vote. The chair may vote only to break a tie, unless the board adopts a different process. Minority views would be documented where they raise material risks, equity concerns, or implementation barriers.

**Financial allocation of funds:** Review, recommend, and monitor the allocation of local funds. Make funding recommendations that align with approved provincial priorities, equity considerations, reporting requirements, and measurable outcomes.

**Oversight:** Provide structural oversight-level oversight of local partners. Liaison with the Recovery Ecosystem Executive Director to ensure priorities are being met.

**Employment:** The day-to-day supervision of staff teams is an employing organization unless otherwise defined through formal agreements.

#### Advisory Committee Roles

- a) **Chair:** (Member of the provincial Committee). Leads meetings, supports respectful participation, confirms agendas, guides decision-making, and represents the board where authorized.
- b) **Vice-Chair:** Supports the chair and acts in the chair's place when needed.
- c) **Secretary:** Prepares agendas, records meeting notes, tracks action items, maintains records, and coordinates meeting logistics.
- d) **Treasurer or Finance Lead:** Supports review of financial information, funding allocation recommendations, budget monitoring, and financial reporting.
- e) **Lived Experience Representative:** Brings practical insight into system navigation, barriers, dignity, access, safety, and recovery supports.
- f) **Indigenous Representative or Cultural Advisor:** Supports culturally safe structural oversight, Indigenous engagement, cultural protocols, and alignment with local Indigenous priorities.
- g) **Service Provider Representative:** Shares operational knowledge, identifies service gaps, supports referral pathway improvements, and contributes to implementation planning.
- h) **Community Partner Representative:** Connects the board to housing, employment, education, justice, family support, peer support, and other community-based resources.

Table 2 identifies potential oversight and implementation risks associated with establishing a Local Oversight Committee for the Recovery Ecosystem. While collaborative governance provides significant



opportunities to strengthen coordination, improve accountability, and align services with local priorities, it also requires clearly defined roles, sustainable partnerships, and ongoing performance monitoring. Proactively identifying these risks and implementing mitigation strategies will strengthen the committee's effectiveness, support long-term sustainability, and ensure the Recovery Ecosystem remains responsive to evolving community needs.

**Table 2: Risks and Mitigation**

| <b>Risk</b>                                                                                    | <b>Potential Impact</b>                                                                                | <b>Mitigation Strategy</b>                                                                                                                                                                                    |
|------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Inconsistent standards across regions.</b>                                                  | Variability in service quality, stakeholder expectations, and recovery outcomes across communities.    | Establish common provincial principles, minimum service standards, standardized policies, performance indicators, and shared reporting measures while allowing flexibility to meet local needs.               |
| <b>Local Oversight Committee lacks authority to influence decisions.</b>                       | Delays in implementation, stakeholder frustration, and reduced confidence in the Recovery Ecosystem.   | Clearly define the committee's mandate, decision-making authority, escalation pathways, and accountability through formal Terms of Reference and Memoranda of Understanding with participating organizations. |
| <b>Limited participation from key partners.</b>                                                | Decisions may not reflect the full continuum of care, reducing collaboration and system effectiveness. | Ensure diverse representation described in the oversight document.                                                                                                                                            |
| <b>Participation burden on people with lived and living experience and community partners.</b> | Volunteer fatigue, inconsistent attendance, and loss of valuable perspectives.                         | Provide honoraria, transportation, accessibility supports, flexible meeting options, clear agendas, and meaningful opportunities to contribute to decision-making.                                            |
| <b>Organizational competition and protection of mandates.</b>                                  | Reduced collaboration, duplication of services, and fragmented recovery pathways.                      | Adopt shared community outcomes, establish collaborative planning processes, promote transparent communication, and encourage joint initiatives that benefit the broader recovery system.                     |
| <b>Insufficient or unstable funding.</b>                                                       | Delays in implementation, inability to sustain initiatives, and reduced stakeholder confidence.        | Diversify funding sources, pursue collaborative funding opportunities, implement multi-year planning, and regularly communicate demonstrated outcomes to funders.                                             |

|                                                             |                                                                                                     |                                                                                                                                                                                         |
|-------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Privacy and data-sharing barriers.</b>                   | Limited ability to coordinate services, measure outcomes, and evaluate system performance.          | Develop data-sharing agreements that comply with privacy legislation, establish common indicators, and implement secure information-sharing practices.                                  |
| <b>Committee becomes operational rather than strategic.</b> | Time is diverted to individual service issues instead of system improvement and long-term planning. | Clearly distinguish governance responsibilities from operational management and maintain strategic agendas focused on system performance and continuous improvement.                    |
| <b>Changes in political or organizational leadership.</b>   | Loss of momentum, shifting priorities, and disruption of collaborative initiatives.                 | Establish formal governance structures, documented strategic plans, succession planning, and broad community ownership to ensure continuity beyond individual leaders.                  |
| <b>Inequitable representation or decision-making.</b>       | Certain populations or sectors may be underrepresented, reducing trust and effectiveness.           | Maintain balanced membership, transparent appointment processes, equity-focused decision-making, and regular reviews of committee composition.                                          |
| <b>Poor communication with the broader community.</b>       | Reduced public confidence, misinformation, and missed opportunities for engagement.                 | Publish annual reports, provide regular community updates, host public engagement sessions, and communicate progress through multiple channels.                                         |
| <b>Failure to monitor and evaluate outcomes.</b>            | Inability to demonstrate impact, improve services, or secure ongoing investment.                    | Establish a performance measurement framework with key indicators, annual reporting, and regular reviews to guide evidence-informed decision-making and continuous quality improvement. |

Source: Developed for this report (2026)

**Conflict of Interest:** Members must disclose any real, potential, or perceived conflict of interest before discussion or decision-making. A member with a conflict may be asked to leave the discussion, abstain from voting, or provide factual information only, depending on the nature of the conflict. Conflicts and the action taken would be recorded in the meeting notes.

**Reporting:** The board must maintain clear records of agendas, meeting notes, recommendations, decisions, action items, risks, and follow-up requirements. Regular reports would be provided to the accountable organization, funders, provincial structural oversight body, or other designated authority.

Reporting would include progress against priorities, financial allocation recommendations, implementation barriers, service gaps, performance indicators, and community feedback.

**Communication:** Communication must be timely, respectful, coordinated, and transparent. The board will identify who is authorized to speak on behalf of the board, how information will be shared with partners and the community, and how confidential or sensitive information will be protected. Public communication would be aligned with approved messages, privacy requirements, and the communication protocols of partner organizations.

## 4 Provincial Structural oversight

The evidence supports a layered Recovery Ecosystem model that combines provincial standards, funding oversight, and shared administrative infrastructure with meaningful regional and community-level decision-making because local and regional leaders are often better positioned to identify population needs, service capacity, cultural and geographic considerations, and barriers to access, enabling programs and resources to be adapted to local circumstances (Cheadle et al., 2008). While locally anchored governance can strengthen community ownership, cross-sector collaboration, accountability, and innovation. Canadian researchers caution that excessive centralization may weaken responsiveness, community partnerships, and proximity to local needs, even where it improves consistency or reduces duplication (Cheadle et al., 2008; Jarvis et al., 2023; Rodriguez et al., 2014).

The Provincial Structural Oversight Committee would aim to provide strategic governance and fiduciary oversight for the Recovery Ecosystem by ensuring that charitable funds entrusted through Charitable Impact are managed transparently, equitably, and in accordance with the mission and applicable regulatory requirements. While Local Oversight Committees identify community priorities and guide regional implementation, the Provincial Structural Oversight Committee is responsible for establishing funding principles, approving investment priorities, monitoring financial stewardship, measuring system-wide outcomes, and ensuring accountability across all participating regions.

As the steward of charitable resources, the Provincial oversight must effectively manage governance, financial, legal, and operational risks to maintain public trust, protect donor confidence, and ensure that investments achieve measurable improvements in recovery outcomes throughout BC.

### 4.1 Oversight Principles

To support these mitigation strategies, the Provincial Advisory Structural Oversight Committee would operate according to the following principles:

- **Fiduciary Responsibility:** Steward charitable funds responsibly and in accordance with legal obligations.
- **Transparency:** Make funding decisions through clear, documented, and publicly available processes.
- **Equity:** Allocate resources based on demonstrated need, evidence, and equitable access.
- **Accountability:** Measure outcomes, monitor performance, and report regularly to donors, partners, and communities.
- **Independence:** Ensure funding decisions are objective, evidence-informed, and free from undue influence.



- **Subsidiarity:** Make decisions at the most appropriate level, provincial oversight for funding strategy and accountability, with local communities determining how best to implement recovery initiatives within their own context.
- **Continuous Improvement:** Regularly evaluate governance practices and funding outcomes to strengthen the Recovery Ecosystem over time.

## 4.2 Composition

**Change leaders:** A Change Leader is an individual that inspires, coordinates, and guides collaborative action to achieve meaningful and measurable social impact. The change leader does not deliver services, rather they act as a neutral facilitator, fostering collaboration, promoting innovation, supporting evidence-informed decision-making, and ensuring that charitable investments are directed toward initiatives that strengthen the recovery system and improve outcomes for individuals, families, and communities.

**Provincial Government Representatives:** Provide strategic policy direction, align provincial priorities, identify funding opportunities, support cross-ministry collaboration, and ensure the Recovery Ecosystem aligns with provincial legislation, initiatives, and long-term government objectives.

**Indigenous Structural Oversight Representatives and Indigenous Service Organizations:** Ensure Indigenous leadership, self-determination, and culturally safe governance throughout the Recovery Ecosystem. They provide guidance on Indigenous priorities, strengthen partnerships with First Nations, Métis, and Inuit communities, and promote the integration of Indigenous knowledge, cultural practices, and healing approaches into provincial planning and decision-making.

**People with Lived and Living Experience:** Provide first-hand knowledge of navigating treatment, recovery, housing, and support systems to ensure policies and funding decisions reflect real community experiences. Their participation strengthens accountability, improves service design, and promotes person-centred, recovery-oriented decision-making.

**Recovery, Treatment, Harm Reduction, Mental Health, and Social Care Sector Leaders:** Contribute operational expertise across the continuum of care, identify emerging service gaps, advise on best practices, support system integration, and ensure provincial decisions reflect the realities of service delivery and community needs.

**Data, Evaluation, Quality Improvement, and Research Partners:** Lead the development of provincial performance indicators, data standards, evaluation frameworks, and evidence-informed reporting. They analyze outcomes, identify trends, support continuous quality improvement, and provide evidence to guide strategic investment and policy decisions.

**Philanthropic or Backbone Organization Representatives** (where appropriate): Provide expertise in collective impact, strategic investment, philanthropic partnerships, governance, and organizational sustainability. They support charitable stewardship, strengthen cross-sector collaboration, mobilize resources, and help ensure Recovery Ecosystem initiatives achieve measurable social impact and long-term sustainability.



### 4.3 Mandate

The mandate of the Provincial Structural Oversight Committee is summarized in Table 3. The layered structure allows standards, resources, data, and accountability to be coordinated provincially while preserving the ability of local committees to adapt implementation to regional needs.

This approach is supported by health-system governance evidence showing that effective oversight requires clear strategic direction, regulation, stakeholder coordination, performance monitoring, and accountability. Evidence also indicates that governance should combine central standards and shared infrastructure with meaningful local participation and adaptation. Standardized reporting supports transparency and continuous improvement, while provincial coordination of common functions can reduce unnecessary duplication and protect resources for frontline services (Abimbola et al., 2019; Government of British Columbia, 2025; World Health Organization [WHO], 2024).

**Table 3: Mandate and Role of Oversight**

| Key Touchpoint                               | Role of the Provincial Advisory Structural Oversight Committee                                                                                                              |
|----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Provincial Vision</b>                     | Establish and maintain the provincial vision, strategic priorities, and guiding principles for the Recovery Ecosystem.                                                      |
| <b>Funding Stewardship</b>                   | Provide fiduciary oversight of charitable funds, approve funding frameworks, establish allocation criteria, and ensure transparent and equitable distribution of resources. |
| <b>Oversight</b>                             | Develop provincial oversight policies, terms of reference, accountability frameworks, and ethical standards for all participating Recovery Ecosystems.                      |
| <b>Service Standards</b>                     | Establish minimum service standards, common definitions, referral pathways, and quality expectations to promote consistency across British Columbia.                        |
| <b>Policy Alignment</b>                      | Align provincial policies, commissioning approaches, funding priorities, and strategic initiatives across all participating regions.                                        |
| <b>Support to Local Oversight Committees</b> | Provide technical assistance, governance guidance, implementation tools, mentorship, and shared resources to strengthen local leadership and capacity.                      |
| <b>Performance Monitoring</b>                | Monitor provincial performance indicators, access to services, recovery outcomes, equity measures, and system-wide trends to support evidence-informed decision-making.     |
| <b>Data and Evaluation</b>                   | Establish standardized data collection, reporting, evaluation frameworks, and outcome measures to monitor progress and drive continuous quality improvement.                |

|                               |                                                                                                                                                                           |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Risk Management</b>        | Identify and monitor strategic, financial, governance, and operational risks while implementing mitigation strategies to protect the integrity of the Recovery Ecosystem. |
| <b>Knowledge Sharing</b>      | Facilitate collaboration between communities by sharing best practices, lessons learned, research findings, and innovative approaches to recovery.                        |
| <b>Stakeholder Engagement</b> | Maintain relationships with provincial ministries, health authorities, Indigenous organizations, municipalities, philanthropic partners, and community stakeholders.      |
| <b>Communications</b>         | Coordinate province-wide communications, annual reporting, public accountability, and donor engagement to build transparency and public confidence.                       |
| <b>Innovation and Growth</b>  | Support pilot projects, evaluate emerging practices, and coordinate the expansion of successful Recovery Ecosystem models across British                                  |

Source: Developed for this report (2026)

#### 4.4 Risks

Effective oversight requires the proactive identification and management of risks that could affect the integrity, transparency, and long-term sustainability of the Recovery Ecosystem. The Provincial Structural Oversight Committee must ensure that appropriate governance, financial, operational, and accountability measures are in place. Regular risk assessment enables the Committee to identify emerging challenges, protect public and donor confidence, support equitable funding decisions, and ensure that Recovery Ecosystems across BC continue to operate in a consistent, transparent, and evidence-informed manner. Table 4 outlines the principal risks associated with the oversight responsibilities with the mitigation strategies designed to reduce organizational risk and support the long-term success of the Recovery Ecosystem.



Table 4: Risk Assessment

| Risk                                                                                            | Potential Impact                                                                                                              | Mitigation Strategy                                                                                                                                                                  |
|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Inequitable distribution of funding between regions.</b>                                     | Communities with greater capacity may receive disproportionate funding while smaller or rural communities remain underserved. | Develop transparent funding criteria based on population need, recovery indicators, regional capacity, and demonstrated outcomes. Conduct periodic funding reviews to ensure equity. |
| <b>Perceived or actual conflicts of interest.</b>                                               | Reduced public confidence, biased funding decisions, and reputational risk.                                                   | Require annual conflict-of-interest declarations, independent review of funding recommendations, recusal procedures, and publicly documented decision-making processes.              |
| <b>Lack of financial transparency.</b>                                                          | Reduced donor confidence, diminished stakeholder trust, and increased audit risk.                                             | Publish annual audited financial statements, funding allocations, grant outcomes, and impact reports. Establish regular financial reporting to the Board and donors.                 |
| <b>Funding decisions are influenced by organizational interests rather than community need.</b> | Resources may not align with provincial recovery priorities or evidence-based practices.                                      | Utilize objective assessment criteria, independent scoring processes, and evidence-informed funding recommendations supported by provincial data and community needs assessments.    |
| <b>Inconsistent oversight across local Recovery Ecosystems.</b>                                 | Variable accountability, service quality, and reporting between regions.                                                      | Establish provincial governance standards, minimum reporting requirements, and standardized performance indicators while allowing flexibility for local implementation.              |
| <b>Insufficient monitoring of funded initiatives.</b>                                           | Difficulty demonstrating outcomes, ineffective use of resources, and reduced accountability.                                  | Work with Charitable Impact to Implement standardized reporting, annual performance reviews, outcome measurement frameworks, and independent program evaluations.                    |
| <b>Dependence on a limited number of funding sources.</b>                                       | Reduced sustainability if major donors or grants are withdrawn.                                                               | Diversify revenue through philanthropy, corporate partnerships, government grants, community fundraising, and legacy giving. Maintain operating reserves where possible.             |

|                                                                              |                                                                                               |                                                                                                                                                                                                                              |
|------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Charitable or regulatory non-compliance.</b>                              | Legal penalties, reputational damage, or loss of charitable status.                           | Partnership with Charitable Impact to maintain compliance with the Income Tax Act, CRA guidance, fiduciary responsibilities.                                                                                                 |
| <b>Centralized decision-making reduces local responsiveness.</b>             | Funding priorities may not reflect community needs, reducing local engagement and innovation. | Delegate community planning to Local Oversight Committees while maintaining provincial oversight of funding principles, accountability, and outcomes. Require documented local input into funding recommendations.           |
| <b>Changes in provincial leadership or funding priorities.</b>               | Program instability and disruption of long-term planning.                                     | Develop multi-year strategic plans, establish reserve funds, diversify revenue sources, and maintain cross-sector partnerships that extend beyond political cycles.                                                          |
| <b>Cybersecurity or financial fraud.</b>                                     | Loss of charitable assets, donor confidence, or confidential information.                     | Implement robust financial controls, dual authorization for payments, cybersecurity protocols, annual external audits, and fraud prevention policies.                                                                        |
| <b>Lack of Indigenous and community representation in funding decisions.</b> | Funding priorities may not reflect diverse community needs, reducing equity and trust.        | Ensure committee membership includes Indigenous leadership, people with lived and living experience, rural and urban representation, and other key sectors. Review membership regularly to maintain balanced representation. |

Source: Developed for this report (2026)

## 4.5 Decision Making

To ensure decisions are transparent, equitable, and aligned with the objectives of the Recovery Ecosystem, the Provincial Structural Oversight Committee may utilize a standardized decision-making matrix when assessing funding proposals and strategic investments. The assessment framework is a consistent, evidence-informed approach that evaluates each proposal against predetermined criteria reflecting provincial priorities, community needs, organizational capacity, and anticipated outcomes.

Table 5 is an illustration of an example of applying objective scoring criteria and weighted assessments, the Committee reduces the potential for bias, minimizes conflicts of interest, and ensures that charitable investments are directed toward initiatives that demonstrate the greatest potential to improve recovery outcomes, strengthen the continuum of care, and address identified service gaps across British Columbia.



Table 5: Decision-Making Assessment Matrix

| Assessment Criteria                                  | Description                                                                                                         | Weight (%) | Scoring Guide (1–5)                                                        |
|------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|------------|----------------------------------------------------------------------------|
| <b>Demonstrated Community Need</b>                   | Addresses documented service gaps identified through community needs assessments and provincial data.               | <b>25%</b> | 1 = Limited evidence, 5 = Strong evidence of significant unmet need        |
| <b>Alignment with Provincial Recovery Priorities</b> | Supports the Recovery Ecosystem vision, strategic priorities, and continuum of care.                                | <b>15%</b> | 1 = Poor alignment, 5 = Fully aligned                                      |
| <b>Expected Community Impact</b>                     | Anticipated improvements in access, recovery outcomes, housing stability, employment, or reduced emergency service. | <b>20%</b> | 1 = Limited impact, 5 = Significant measurable impact                      |
| <b>Evidence-Based Practice</b>                       | Incorporates recognized best practices, research, and proven recovery models.                                       | <b>10%</b> | 1 = Little evidence, 5 = Strong evidence base                              |
| <b>Organizational Capacity</b>                       | Demonstrates governance, financial management, staffing, partnerships, and implementation capability.               | <b>10%</b> | 1 = Limited capacity, 5 = Excellent capacity                               |
| <b>Financial Sustainability</b>                      | Includes realistic budgets, diversified funding, and long-term sustainability plans.                                | <b>5%</b>  | 1 = High risk, 5 = Sustainable model                                       |
| <b>Collaboration and System Integration</b>          | Strengthens partnerships and improves coordination across the continuum of care.                                    | <b>5%</b>  | 1 = Stand-alone initiative, 5 = Highly collaborative                       |
| <b>Innovation and Scalability</b>                    | Introduces innovative practices that can be replicated or expanded across British Columbia.                         | <b>5%</b>  | 1 = No innovation, 5 = High potential for replication                      |
| <b>Equity, Cultural Safety, and Inclusion</b>        | Improves access for Indigenous Peoples, rural communities, and other underserved populations.                       | <b>5%</b>  | 1 = Limited consideration, 5 = Strong commitment and demonstrated approach |

Source: Developed for this report (2026)

## 5 Growth: Recovery Ecosystem Governance

The future growth plan would be a formalized Recovery Ecosystem Society (RES) operated at arm's length from Together We Can (TWC) while remaining a wholly controlled subsidiary. The structure is a BC non-profit society with an independent governing board and a multi-level advisory council model. This creates legal separation, protects TWC from operational liability, and allows the ecosystem to grow into a province-wide recovery movement while maintaining strategic alignment. Canadian nonprofit governance best practice distinguishes between a governing Board of Directors (with fiduciary responsibility) and advisory councils (which provide advice but do not govern).

### 5.1 Legal Entity

**Name:** Recovery Ecosystem Society (RES)

**Legal Form:** BC Non-Profit Society under the BC Societies Act.

**Relationship to TWC:**

- a) RES operates as an independent legal entity.
- b) TWC is the founding member and strategic partner.
- c) RES has its own Board of Directors, bylaws, policies, bank accounts, contracts, and liability coverage.
- d) RES may receive administrative support from TWC through a formal Services Agreement.
- e) RES may pursue grants, donations, sponsorships, social enterprise revenue, and government funding independently.

**Relationship with Charitable Impact**

- a) Issues charity gift receipts
- b) Audits

### 5.2 Purpose

The Recovery Ecosystem Society exists to:

- 1) Build and strengthen recovery-oriented systems of care across British Columbia.
- 2) Connect recovery residences, treatment providers, recovery communities, employers, municipalities, Indigenous organizations, and health authorities.
- 3) Promote recovery capital, workforce development, peer support, housing, employment, and community integration.
- 4) Advocate for recovery-informed policy and funding.
- 5) Coordinate province-wide recovery initiatives and collective impact projects.

### 5.3 Governance Structure

Following completion and evaluation of the 18-month pilot project, it is recommended that consideration be given to establishing the Recovery Ecosystem as an independent non-profit society. The pilot period would provide an opportunity to test the model, confirm community demand, evaluate outcomes, refine governance processes, and determine whether the initiative has sufficient participation, funding, and operational capacity to continue as a permanent provincial organization.



Establishing a separate society after the pilot would create a clear legal and accountability structure through which the Recovery Ecosystem could receive and administer charitable or grant funding, enter into agreements, employ staff, coordinate provincial initiatives, and build long-term partnerships across sectors.

The proposed purpose of the Recovery Ecosystem Society would be to strengthen recovery-oriented systems of care across BC by connecting social services and community services. Its work would focus on building recovery capital; improving access to housing, employment, education, peer support, and community integration; advancing workforce development; coordinating collective-impact initiatives; and supporting recovery-informed policy, planning, and funding. A province-wide society would also provide continuity beyond individual pilot projects and create a neutral structure through which participating communities could share knowledge, coordinate resources, and expand successful practices.

It is suggested that the Society be governed by a competency-based Board with full legal and fiduciary responsibility. The Board could include one or two directors appointed by TWC to maintain continuity with the founding organization, while retaining a majority of independent directors to strengthen credibility, balanced decision-making, and accountability to the broader recovery system. Board recruitment would seek expertise in law, finance, Indigenous leadership, health systems, lived recovery experience, housing and social services, governance, philanthropy, and provincial system development. This composition would provide the range of skills and perspectives required to oversee a complex, multi-sector provincial initiative while reducing the risk that any single organization or sector has disproportionate influence.

The Board's responsibilities would include strategic planning, financial oversight, risk management, policy approval, regulatory compliance, supervision of the Executive Director, provincial growth planning, and oversight of provincial and regional advisory structures. Standing board committees would include Governance and Nominations, Finance and Audit, and Policy and Advocacy for appropriate oversight and informed decision-making. A Provincial Advisory Committee could be disbanded and replaced by (or converted to) the Society and regional or local advisory committees would operate alongside the Society Board to provide subject-matter expertise, community knowledge, lived-experience perspectives, and regional input.

This structure is recommended because it balances provincial coordination with meaningful regional participation. The Society would provide consistent governance, funding stewardship, shared standards, data collection, accountability, and strategic direction, while local advisory committees would help adapt implementation to the distinct needs and capacities of each community. Maintaining this separation between legal governance and community advice would support clear decision-making, reduce role confusion, strengthen public and funder confidence, and preserve the locally responsive character of the Recovery Ecosystem.

## 5.4 Future Growth Model

The Recovery Ecosystem Society becomes the provincial backbone organization for recovery development in British Columbia, while TWC remains a founding operational partner and demonstration site.

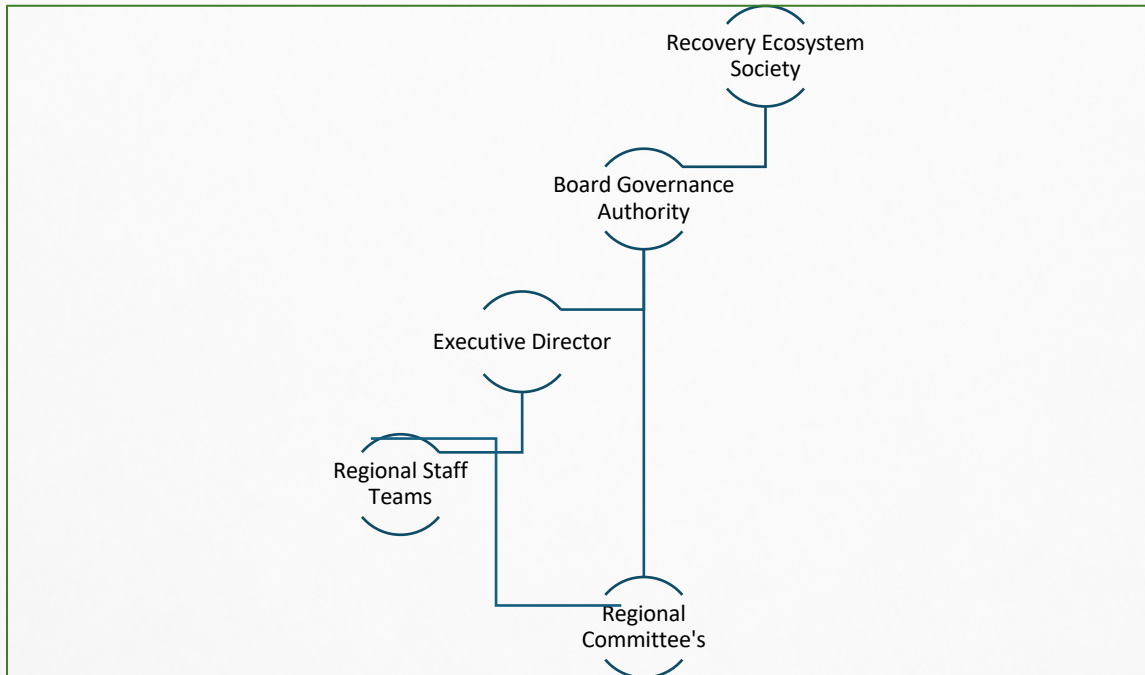
- TWC = Service Provider
- Recovery Ecosystem Society = Provincial Backbone Organization
- Provincial Advisory Council = System Leadership Table



→ Regional Advisory Councils = Community Engagement and Local Development Network

Figure 1 is a conceptual reporting structure presented for discussion. It illustrates a proposed hierarchy for consensus-based governance and will be refined in response to stakeholder feedback.

**Figure 1: Structure of Recovery Ecosystem Society**



Source: Developed for this report (2026)

The Recovery Ecosystem requires collaboration between individual programs and a clearly defined oversight structure that connects community knowledge, provincial leadership, financial stewardship, and measurable accountability. The proposed two-level model provides this balance by placing local planning and implementation close to the communities being served while maintaining consistent provincial standards, funding principles, performance expectations, and safeguards.

Local Advisory Committees would ensure that decisions are informed by a diverse group of leaders that focus on community priorities, and regional realities. The Provincial Structural Oversight Committee is the broader system leadership required to coordinate investment, monitor outcomes, manage risk, support equitable access, and strengthen consistency across participating regions. Clearly defined structures will be essential to maintaining trust and preventing duplication, unclear authority, or organizational influence from weakening the model.

As the Recovery Ecosystem expands, the proposed Recovery Ecosystem Society would provide a sustainable provincial backbone capable of supporting governance, fundraising, data collection, evaluation, communications, regional development, and system-wide learning. Its arm's-length structure would protect the independence and credibility of the initiative while allowing TWC to remain a founding partner, service provider, and demonstration site.

The recommended model provides a practical foundation for moving from fragmented services toward a coordinated recovery system in which resources are directed according to demonstrated

need, partners are accountable for shared outcomes, and communities have a meaningful role in shaping solutions. With strong oversight, transparent financial stewardship, shared data, and ongoing evaluation, the Recovery Ecosystem can demonstrate that recovery investments are not only compassionate but measurable, responsible, and capable of creating lasting impact for individuals, families, and communities across BC.



## References

Abimbola, S., Baatiema, L., & Bigdeli, M. (2019). The impacts of decentralization on health system equity, efficiency and resilience: A realist synthesis of the evidence. *Health Policy and Planning*, 34(8), 605–617.

Cheadle, A., Hsu, C., Schwartz, P. M., Pearson, D., Greenwald, H. P., Beery, W. L., Flores, G., & Casey, M. C. (2008). Involving local health departments in community health partnerships: Evaluation results from the Partnership for the Public's Health Initiative. *Journal of Urban Health*, 85(2), 162–177. doi:10.1007/s11524-008-9260-4

Government of British Columbia. (2025, December 3). *Province takes action to reduce administration, prioritize front-line health care*. Ministry of Health.

Jarvis, T., Smith, R. W., Sandhu, H. S., Mac-Seing, M., O'Neill, M., Rosella, L., Allin, S., & Pinto, A. D. (2023). Promise and peril: How health system reforms impacted public health in three Canadian provinces. *Canadian Journal of Public Health*, 114, 714–725. doi:10.17269/s41997-023-00785-2

Rodriguez, H. P., McCullough, J. M., & Hsuan, C. (2014). Local health department collaborative capacity to improve population health. *Frontiers in Public Health Services and Systems Research*, 3(4), Article 7. doi:10.13023/FPHSSR.0304.07

Saltman, R. B., Bankauskaite, V., & Vrangbæk, K. (Eds.). (2007). *Decentralization in health care: Strategies and outcomes*. Open University Press on behalf of the European Observatory on Health Systems and Policies.

World Health Organization Regional Office for Europe. (2024). *Making social participation central to health system governance: Policy lessons from the field*. World Health Organization.

