

Report to Council



Date: October 5, 2020
To: Council
From: City Manager
Subject: Memorandum of Understanding with the Central Okanagan Journey Home Society
Department: Active Living and Culture

Recommendation:

THAT Council receive for information the report from the Active Living and Culture Department dated October 5, 2020 regarding the development of a Memorandum of Understanding between the City and the Central Okanagan Journey Home Society to support the implementation of the Journey Home Strategy;

AND THAT Council approve the Memorandum of Understanding between the City and the Central Okanagan Journey Home Society as attached to the report from the Social Development Manager, dated October 5, 2020.

AND That Council authorize the Mayor and City Clerk to sign the Memorandum of Understanding between the City and Central Okanagan Journey Home Society.

Purpose:

To obtain Council approval of a Memorandum of Understanding (MOU) between the City and Central Okanagan Journey Home Society (COJHS) focused on supporting the implementation of the Journey Home Strategy.

Background:

On June 25, 2018 Council endorsed the Journey Home Strategy which included detailed implementation and funding plans for addressing homelessness in our community. The Strategy includes 35 actions designed to be targeted, realistic, and measurable to be implemented over a span of five years. Consultations during the Strategy development highlighted the key critical component of a backbone organization, arm's length from the City, to act as a convener, collaborator, coordinator, and catalyst to implement the roadmap outlined in the Strategy.

Late in 2018, COJHS was incorporated with the intent to take on this role. The agreed upon principles and framework, based on a draft MOU, were presented to Council in the early summer. Subsequently, the COJHS Board has approved the signing of the MOU, which is presented here for Council's approval.

Discussion:

Memorandum of Understanding Overview

Along with their endorsement of the Journey Home Strategy, Council acknowledged that a formalized partnership between the City and COJHS would be critical to support the successful implementation of the Journey Home Strategy. Beyond the leadership, funding, and support commitments already made by the City, it was recognized there would be a need for additional ongoing contribution commitments by the City. These include: a strong alignment of efforts and long-term planning; intentional positioning resources and contributions to leverage senior government funding; and ongoing advocacy to senior government to affect system change and to garner the necessary investments for implementation. The MOU is designed to support COJHS as they build their capacity and continue to grow and evolve and increase their sustainability as an independent organization.

The following is an overview of the MOU principles and framework that has been co-developed with COJHS.

Design, Intent, and Scope

The MOU sets out a general understanding and a mutually agreed upon framework in principle between the City and COJHS with respect to the implementation of the Journey Home Strategy. It is structured to:

- Outline the guidelines and principles that reflect the need for the two partners to work together in a collaborative and responsive way to fulfill the strategy goals;
- Describe the general roles and expectations of the City and COJHS as it relates to the implementation of Journey Home;
- Provide overarching umbrella framework to support the development of future collaborative arrangements related to this work;
- Accommodate flexibility as it relates to the evolving nature of the work and ability to adjust as COJHS's capacity increases.

Duration

The MOU will in place from the signing date until the end of 2023.

Extension of Partnership

The MOU includes a provision that at the conclusion of the term, the City and COJHS will engage and discuss extending the principle-based partnership. Discussions will be informed by:

- a) the results of the performance reviews to be conducted in 2021 and 2023,
- b) progress and results related to the agreed upon key performance indicators

Future funding will be subject to the review of performance and is subject to consideration through the annual budget process.

Guiding Principles

This partnership will be guided by the principles outlined in the Journey Home Strategy, as well as principles designed to guide the relationship between the City and COJHS.

The Journey Home Strategy principles are at the foundation of all the Strategy actions and are designed to provide guidance to the collective approach needed to support the successful implementation of the Strategy. These principles are intended to keep this work on track, help to align

goals across sectors and organizations, and assist in applying best practices in the design of local standards of practice.

- Lived/Living Experience
- Innovation
- Housing First
- Joint Leadership & Collaboration
- Prevention

Guiding principles will be at the core of the partnership between the City and COJHS. It recognizes that this partnership is mutually beneficial and critical to the advancement of the strategy by shaping the culture of the relationship, guiding decision-making, and ensuring consistency, including:

- Shared Commitment
- Regular and Open Communication
- Alignment of Efforts
- Continuous Improvement
- Leveraging Strengths
- Transparency
- Strong Leadership based in Integrity and Courage

Objectives

The ultimate objective of the Journey Home Strategy is focused on prevention while working to achieve a functional end to homelessness in Kelowna. Achieving Functional Zero means that responses are developed that ensure homelessness is prevented whenever possible; and if homelessness occurs, it is a rare, brief, and a non-recurring experience.

The need to ensure the Strategy implementation remains agile in light of the dynamic and changing nature of homelessness is recognized. The Strategy has a built-in *full review* at its mid-point to support reporting and any recalibration to implementation that may be necessary. The strategy has provided milestone benchmarks to assist in gauging the effectiveness of the implementation efforts including:

- 1) Eliminate chronic and episodic homelessness
- 2) Move Upstream to prevent homelessness
- 3) Implement a Coordinated Systems Approach to Homelessness

The implementation plan for the Strategy references the development of Key Performance Indicators (KPI's) that will be key in measuring the progress related to the Strategy implementation. COJHS will be responsible for the development and reporting of the KPI's. Within the spirit of the partnership, there is a built-in provision for City feedback regarding COJHS action and accountability, including corrective measures.

COJHS Role and Responsibility

The Journey Home Strategy demonstrates that the role of COJHS, as the Backbone Organization, is critical to the successful implementation of the Strategy. In its role, the Journey Home Strategy outlines a roadmap for COJHS to aim to inspire a vision of an interconnected system response to achieve a functional end to homelessness that is driven by data, research and evidence, community expertise and the lived experience voice.

COJHS will act as convener, collaborator, coordinator, and catalyst to support the implementation of the Strategy. Recognizing that as a Backbone Organization, COJHS will need to continue to grow and evolve in capacity over time, key roles to support the implementation of the Strategy are further outlined in the MOU (pages 5-6).

Reporting

COJHS's reporting responsibilities include:

- Quarterly progress reports provided to Staff
- Annual Progress report provided to City Council. The report must include an update on progress related to milestone benchmarks, and key performance indicators as outlined in the proposed MOU. This requirement for annual reporting is noted as a minimum amount of reporting, providing for the need for more regular reporting or reporting related to emergent issues on an as needed basis
- A full review by COJHS is scheduled for the end of year three (September 2021)

City – Commitment

The Journey Home Strategy confirms that addressing homelessness requires intentional ongoing commitment from the City. Collaboration and partnership commitment across all level of government is critical, and the proposed City roles includes focusing on coalescing senior government commitment and investment to address homelessness. The City commitment is to advocate for:

- Leadership and investment through the National Housing Strategy at the federal level
- Leadership, investment, and coordination across ministries at the Provincial level
- Collaboration across municipalities at the Regional level

City - Role and Responsibility

To ensure successful implementation of the Journey Home Strategy, the City commits to the roles of funder, collaborator, partner, and advocate. These key proposed roles are further outlined in the MOU (pages 9-10).

Foundation for a Collaborative Partnership Arrangements

It is recognized that a commitment for City contribution to leverage support, partnerships, and resources are essential for the advancement of COJHS efforts. The MOU has been structured to leverage and combine the wide range of tools, resources and opportunities that the City has available, and is within its capacity, to contribute to this work for the greatest impact to benefit the community. As an overarching agreement, it is designed to identify and support the development of potential future collaborative partnership arrangements between the City and COJHS that will outline and define roles and expectations. Areas where potential partnership arrangements that are of interest of both partners may be explored are outlined in the MOU, including:

- Communications
- Housing Development
- Data Integration

Conclusion:

The COJHS Board has endorsed the MOU, which herein presented to Council for consideration and approval. The MOU is designed to ensure the successful implementation of the Journey Home Strategy. During the consultation phase of the Strategy development, it was deemed critical that the City have a formal relationship with the backbone organization supporting the implementation of the

strategy ensuring alignment of efforts, leveraging of partnerships and opportunities, and to strengthen advocacy for system change. The MOU encompasses these elements to support the ongoing advances in implementing the strategy by amplifying impacts and outcomes through jointly supported efforts to address homelessness, ensuring that any experience of homelessness is brief, rare, and non-reoccurring.

Internal Circulation:

Divisional Director, Human Resources and Community Safety
Financial Services
Community Safety Director
Real Estate Department Manager
Property Officer Specialist
Partnership Manager
Communications Department Manager
Communications Advisor

Considerations applicable to this report:

Financial/Budgetary Considerations:

The City has made a commitment to fund \$150,000 annually for the operation and activities of COJHS for the first three years of the implementation of the Journey Home Strategy, and the MOU encompasses this commitment. Funding for the final two years (2022 and 2023) of the MOU will be considered as part of the City's annual budget process.

Considerations not applicable to this report:

Legal/Statutory Authority:

Legal/Statutory Procedural Requirements:

Existing Policy:

External Agency/Public Comments:

Communications Comments:

Submitted by: S. Wheeler, Social Development Manager



Approved for inclusion:

J. Gabriel, Divisional Director, Active Living & Culture

Attachments:

Memorandum of Understanding Between City and COJHS
2020-10-05 City-COJHS MOU PPT