

Memorandum of Understanding
Between
Central Okanagan Journey Home Society (“COJHS”)
and
The City of Kelowna (the “City”)

October 2020

1. INTRODUCTION

1.1. Background Information

- a) In the spring of 2017, the City agreed to take the lead in convening stakeholders in a collaborative process to develop a long-term strategy to address homelessness through the development of a Task Force that would report to Council. Co-Chairpersons were appointed in June of 2017, followed by the appointment of members of the Journey Home Task Force (JHTF) in the early fall.
- b) Two lived experience circles, Youth Advocates for Housing (YAH) and the Lived Experience Circle on Homelessness (LECoH), were formed in January 2018 to work in tandem with the JHTF. These two groups were instrumental in providing input to the development of the strategy and guiding the work of the JHTF.
- c) In December 2017 a consulting firm was engaged by the City to work under the direction of the Journey Home Task Force to develop a long-term strategy to address homelessness. An extensive community consultation began in January, 2018 resulting in over 2000 points of contact with a diverse range of participants including persons with lived experience of homelessness, homeless-serving service providers, service providers from other public systems, enforcement agencies, businesses, academics, the faith community, and the general public.
- d) On June 25, 2018 Council endorsed the 5-year Journey Home Strategy and approved a Transition Plan along with the City’s commitment to provide additional funding and staff support to ensure that no momentum was lost and that progress towards the implementation of the Journey Home Strategy would commence immediately. The majority of the JHTF continued on as the Journey Home Transition Team (JHTT) but were no longer functioning as a committee of Council.
- e) During the transition period the following was achieved: the backbone society was established and registered as the Central Okanagan Journey Home Society with a new board in place, fundraising efforts resulted in over 2.5 years of funding for the backbone operations confirmed, and Executive Director and Systems Planner were hired, and work commenced on a number of Journey Home actions.
- f) 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, the City recognized there would be an ongoing need for additional commitments by the City including: 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.

1.2. Intent of this MOU

- a) This Memorandum of Understanding (MOU) sets out a general understanding and a mutually agreed upon framework between the Central Okanagan Journey Home Society (COJHS) and the City of Kelowna (City) with respect to the implementation of the Journey Home Strategy.
- b) This MOU is structured to reflect the intention of both the City and COJHS to work together in a responsive, accountable, professional and collaborative manner to fulfill the goals of the Journey Home Strategy.
- c) This MOU is intended to describe the general roles and expectations of the City and COJHS related to the implementation of the Journey Home Strategy.
- d) This MOU is structured as an umbrella MOU to provide a framework to develop future partnership possibilities that the negotiating partners presume will occur. This Umbrella MOU outlines the guidelines and principles that will also be used in the development of any future Partnership MOUs.
- e) This MOU is designed to accommodate flexibility as it relates to the evolving nature of the work related to the implementation of the Journey Home Strategy. It is intended to bring a better understanding of how COJHS and the City relate towards each other while allowing for growth and development in the partnership. The MOU has been structured as an expression of the vision, aspirations, and anticipated results from this partnership.
- f) The following Appendices are part of this MOU:
 - Appendix 1: Journey Home Implementation Plan
 - Appendix 2: Journey Home Milestones
 - Appendix 3: Journey Home Guiding Principles
 - Appendix 4: Key Focus Areas
 - Appendix 5: Potential Partnership Arrangements to be Explored

1.3. Scope of this MOU

- a) The City and COJHS acknowledge that this MOU is an indication of intentions to work in partnership to support the community efforts to implement the Journey Home Strategy.
- b) The scope of this MOU includes a framework for mutually agreed principles that will guide the working relationship between the partners; an outline of the roles and responsibilities of each partner; expectations and deliverables related to City funding for COJHS operation; and a framework to guide the development of any future partnership MOUs that will be accommodated under this MOU.
- c) Amendments can be made to this MOU by mutual MOU of the parties. Substantive changes may require City Council and COJHS Directors approval.

1.4. Duration of this MOU

- a) This MOU will be in place from the signing of this agreement to the 31 December 2023, with a *full review* at the end of September 2021 recognizing that amendments to the MOU may result from the outcome of the review.
- b) Each individual partnership arrangement negotiated under the umbrella of this MOU is subject to the same duration timeline.

1.5 Extension of Partnership MOU

Within 6 months of the conclusion of the term of this MOU, City and COJHS will engage in discussions regarding 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 beyond will be subject to the review of performance and is subject to consideration through the annual budget process.

2. GUIDING PRINCIPLES AND OBJECTIVES

2.1. Guiding Principles – Journey Home

The guiding principles outlined in the Journey Home Strategy are at the foundation of all the actions found in the Strategy. They have been designed to provide guidance in the collective approach that will be required to support the successful implementation of the Strategy. As work progresses, this guidance will be instrumental in keeping this work on track, in assisting the endeavour to align goals, and in ensuring the application of principles, best practices, and standards as organizations learn to work more effectively across sectors and mandates. A detailed outline of the Journey Home guiding principles can be found in Appendix 3 of this MOU.

2.2. Guiding Principles – Partnership

This MOU recognizes that this partnership is mutually beneficial and critical to the advancement of the Journey Home Strategy. These Guiding Principles are designed to be core to this partnership by shaping the culture of the relationship, guiding decision-making, and ensuring consistency.

a) **Shared Commitment**

Partners have agreed to uphold Journey Home Guiding Principles, and to a shared commitment to the milestone targets outlined in the Journey Home Strategy. Partners have agreed to continuously explore the application in a Kelowna context of the most recent and evolving evidence-based practices.

b) Communication

Communication is an ongoing priority by striving to communicate regularly and openly with each other about opportunities, concerns or issues relating to the working relationship or the Journey Home initiative;

c) Alignment of Efforts

Partners are committed to exploring opportunities to align efforts to support the implementation of the Journey Home Strategy.

d) Continuous Improvement

Partners are committed to providing and receiving feedback from each other, with the goal of continuously improving the partnership and the outcomes.

e) Leveraging Strengths

This partnership builds upon, and leverages, the identified individual strengths and assets of both partners, but also works to address the needs, and to increase the capacity of both partners.

f) Transparency

Partners are committed to clear and honest communication, guided by transparency to allow for the creation of a stronger, lasting partnership focused on achieving positive outcomes.

g) Integrity and Courage

The partners are committed to inspiring the social change required to achieve the Journey Home Strategy's vision and acknowledge that it will require strong leadership based in integrity and courage.

2.3. Journey Home Objectives

- a) The ultimate objective of the Journey Home Strategy is to prevent and 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 non-recurring experience.
- b) The design of the Journey Home Strategy recognizes that the implementation plan (Appendix 1) will continue to evolve as new learnings and information emerge. The measure of success will be gauged through evaluation of the milestone benchmarks described in the Strategy (Appendix 2):
 - 1) Eliminate chronic and episodic homelessness
 - 2) Move Upstream to prevent homelessness
 - 3) Implement a Coordinated Systems Approach to Homelessness
- c) This MOU recognizes that the Strategy has a built-in review process to ensure rapid and agile development is ongoing. A mid-point *full review* that will inform any recalibration of the strategy is earmarked for the end of year three (December 2021) of implementation.

- d) The Journey Home Strategy actions reference the development of Key Performance Indicators (KPI) designed to measure progress towards achieving the performance targets outlined in the Journey Home Strategy's milestone benchmarks. The KPI's indicate aggregate system performance progress and impact, and inform ongoing decisions related to the implementation of the Journey Home Strategy. This MOU requires COJHS to develop KPI's designed to effectively monitor and gauge progress.

COJHS and the City both recognize that the design of effective KPI's will be key in monitoring, measuring, and reporting the progress related to the implementation of the Journey Home Strategy. The KPI progress report, based on KPI's extrapolated from the Journey Home Strategy, will inform the *full review* to be conducted in 2021, as well as any recalibration of the implementation plan. The review will also inform the revision of, or development of additional, KPI's going forward.

3. COJHS CONTRIBUTIONS, ROLES AND RESPONSIBILITIES

The Journey Home Strategy demonstrates that the role of COJHS, as the backbone organization within Journey Home, is critical to the successful implementation of the Strategy. The Journey Home Strategy outlines a roadmap for COJHS 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 lived experience voice

3.1. COJHS Role

As outlined in the Journey Home Strategy, key activities of the COJHS as the Backbone Organization are to coordinate the Strategy implementation. In this role, COJHS will act as convener, collaborator, coordinator, and catalyst to support this work. Recognizing that as the Backbone Organization, COJHS will need to continue to grow as an organization and evolve over time, COJHS key roles include:

a) **Leadership & Accountability:**

- Vision - Guide the Journey Home Vision and Strategy implementation, including building a common understanding along with strategic guidance to develop a common agenda.
- Journey Home Collaborative Identity – provide leadership to build and steward a Journey Home identity and a culture of community-driven solutions;
- Advance Policy – take a leadership role in ensuring alignment of policy agendas is part of the Journey Home effort and impact;
- Governance – take leadership in establishing a community-driven decision-making structure and ensure it lives on through transitions;
- Joint Leadership & Collaboration – provide leadership that recognizes that for this plan to be successful, everyone needs to be involved and do their part through collective effort and commitment;
- Accountability – provide leadership on developing clear measures of success that inform active learning and decision-making to drive action;
- Communication – take leadership that keeps homelessness a priority, by reporting to the community regularly on the Strategy implementation and impact.

b) Homeless Serving System Planning:

- Enhance and monitor system-level mapping, coordination, alignment of activities and efforts, including the integration of data across diverse sectors, service providers, governments, donors, etc., to inform decision-making and support the Strategy goals.

c) Communications:

- Responsible for all aspects of communications including Journey Home branding, public communications, and community engagement related to the implementation of the Journey Home Strategy.

d) Funding Coordination:

- Attract and coordinate funding through various groups and investment frameworks to align, mobilize, and maximize the impact of diverse investments from public (government) and private funders including philanthropy, faith, and corporate sectors in support of the Strategy.

e) Capacity Building:

- Develop and implement a consistent and ongoing strategy to increase the capacity across all sectors of community, services, developers, researchers, etc., to work collectively, to align efforts, in developing and implementing innovative measures and best practices.

f) Partnerships & Innovation:

- Build partnerships across sectors to support Strategy goals and innovation by:
 - Ensuring partners are grounded in a common purpose, overarching vision and purpose;
 - Facilitating effective communications across partners to keep the connections strong by creating effective mechanisms for continual communication.
 - Mobilizing and aligning public and private resources to support Journey Home's goals.

g) Lived Experience Participation

- Ensure, support, facilitate, and honour the commitment to the inclusion of Lived Experience voices as foundational at all levels and in all aspects of the implementation of the Journey Home Strategy.

h) Build Public Will

- Support those with Lived Experience to build public will for social change by supporting their goal to raise community awareness.
- Support inclusion efforts that promote understanding and compassion in an effort to combat stigma and discrimination.

3.2. Collective and Inclusive Representation

- a) As the Backbone Organization, COJHS will be instrumental in both identifying and convening key collaborators on an ongoing basis as the Strategy implementation unfolds. In this role

COJHS will strive to develop a mechanism to include a collective and inclusive voice for service providers in the homeless-serving system throughout all Journey Home actions.

- b) In alignment with the Journey Home Strategy, COJHS will continue to promote and support inclusive representative of the multiple stakeholders that have been engaged throughout the Journey Home process. This includes people with lived experience, Indigenous representation, A Way Home Kelowna (youth), the City of Kelowna, service providers, as well as other sectors including technology, researchers, developers, the faith community, and other regions and levels of government.

3.3. Journey Home Strategy Refinement

- a) The Journey Home Strategy has been designed as a living document with the intention that it will require ongoing refinement. As such, the Implementation Plan will be updated regularly through the efforts of the COJHS to reflect the evolution of this work. COJHS's role will be to engage stakeholders in the updates, and keep the City informed.

3.4. Performance Management and Key Performance Indicators

Performance measurement, in this context, is a process designed to systematically evaluate whether COJHS efforts are making an impact for the clients being served through the local Homeless-Serving Sector.

- a) Performance management will be essential for COJHS to understand and articulate the effectiveness of interventions, as well as a community's overall progress towards reducing homelessness. COJHS will work towards developing an effective framework to link their efforts to the Journey Home Strategy milestones by facilitating a systems-focused performance management process designed to:
 - Articulate what the homeless-serving system, as a whole, is trying to achieve;
 - Illustrate whether progress is being made towards preventing and reducing homelessness in Kelowna;
 - Quantify achievements towards the targets outlined in the Journey Home Strategy;
 - Use information gathered to promote continuous improvement;
 - Facilitate client participation in quality assurance activities at program and system-levels;
 - Align program-level results to client outcomes at the individual and system-levels;
 - Inform ongoing recalibration of the Journey Home Strategy, including investment planning;
 - Promote service integration across sector and with mainstream systems.

Key Performance Indicators - COJHS will be responsible for the development of Performance Indicators to measure Milestone performance targets in Journey Home Strategy. Based on best practices, these should be developed as System Performance Indicators to reflect aggregate system performance and impact. They will be designed to measure achievement across the homeless-serving system towards high-level goals to gauge the progress in implementing the Strategy, as well as inform any recalibration of the implementation plan.

3.5 Key Focus Areas

The following focus areas are integral to the implementation of the Journey Home Strategy:

- a) Lived Experience Guidance
- b) Indigenous Partners
- c) Embedded Youth Strategy
- d) Regional Lens

The Journey Home Strategy direction for each of these focus areas is included in Appendix 4 to highlight COJHS's responsibility to ensure that as the strategy implementation progresses, these focus areas are addressed in all planning and action strategies.

3.6 Regulatory Requirements

3.6.1. Society Act Requirements

COJHS will at all times during the Term of this MOU fulfill all its obligations under the Society Act in order to maintain COJHS in good standing. Any amendment to COJHS Constitution or Bylaws that impacts this MOU requires notification to the City and an assessment of the ongoing MOUs in place.

3.6.2. Permits, Licenses and Insurance

- a) COJHS, their employees, agents, and vehicles shall have and maintain valid permits, licenses and insurance as required by law for the execution of services related to this MOU.
- b) COJHS shall conform to all federal, provincial, and city acts and regulations that may apply to its operation and activities related to this MOU.
- c) Upon request by the City, certified copies of required permits/licenses/insurance will be made available by COJHS.

4. CITY COMMITMENT, CONTRIBUTIONS, ROLES AND RESPONSIBILITIES

The City of Kelowna has an important role to play in the implementation of the Journey Home Strategy. The Strategy stresses the importance of a strong working relationship between the City and COJHS, as the Backbone Organization, for Journey Home to be successful in achieving the Strategy targets.

4.1. City Commitment

The Journey Home consultation process re-affirmed that moving the needle on ending homelessness in Kelowna will require collaboration and partnership among service providers, between all levels of government, and across local municipal governments and service providers. The current coalescing of senior government commitment to address homelessness is acknowledged in the Journey Home Strategy, and the Strategy has been designed to position Kelowna to capitalize on Senior Government investment opportunities. The City is committed to working with Journey Home to be prepared to respond to such opportunities.

Collaboration will be important across all orders of government. Efforts will work best if federal, provincial and local municipal initiatives are all aligned. The City of Kelowna is committed to working together with COJHS to encourage, advocate for, and work towards the alignment of Journey Home efforts with federal, provincial, and local municipal initiatives that are focused on solving homelessness. The City is committed to advocating for:

- Leadership at the federal level, that recognizes the National Housing Strategy and Reaching Home funding are crucial to ensure that people experiencing homelessness in our city have access to housing that meets their needs.
- Strong leadership at the provincial level to co-ordinate across ministries within government, adopting a holistic approach. This will require collaboration across ministries with responsibilities for housing, health, community and social services, justice, and children and youth in order to prevent and end homelessness.
- Collaboration across municipalities and the Central Okanagan Region. The City is committed to building partnerships and working together to align approaches, collaborate and combine efforts, and promote collective action across municipalities. The City is committed to taking a leadership role in convening this discussion.

4.2. City Role and Responsibility

As outlined in the Journey Home Strategy, the City will need to play a key role as funder, collaborator, partner and advocate in advancing the work towards implementation of the Strategy:

- a) **Funder:** Ongoing commitment to work in collaboration with COJHS on the implementation of the Journey Home Strategy includes funding commitments that are currently in place, along with provision for consideration of future funding for the period of this MOU.
- b) **Collaborator:** Ongoing commitment to align efforts including long-term planning, policy development and implementation; integrated planning and research across different departments to promote a coordinated response;
- c) **Partner:** Ongoing commitment to contribute support and resources by determining in partnership with COJHS where these investments will have the greatest impact; and to continuously explore opportunities to leverage City resources and contributions;
- d) **Advocate:** Ongoing commitment to strengthening partnerships with Senior Government; to contribute to, and support, efforts to be well-positioned to articulate evidence-based documented community needs; to be prepared to respond when partnership and funding opportunities arise; and to advocate to Senior Government for system-related changes and for the needed resources.
- e) **Integrated Systems Leadership:** Ongoing commitment to take a leadership role to work with system leader partners to design and implement a vehicle for integrated

strategic planning and coordination among systems; to provide systems leadership that advances innovative solutions, policy and systems change to address the needs of vulnerable populations; and to synchronize strategic planning efforts at the systems level to identify high-leverage activities focused on putting people first while anticipating needs and decision impacts.

4.3. City Contribution – Foundation for Collaborative Partnership Arrangements

It is recognized that a commitment for contribution from the City to leverage support, partnerships, and resources is essential to the advancement of COJHS efforts. This MOU has been structured to leverage and combine the wide range of tools, resources and opportunities that the City has available, and is within capacity, to contribute to the advancement the implementation of the Journey Home Strategy for the greatest impact to benefit the community

The City recognizes that continuing to work together with COJHS to further define alignment and partnership opportunities related to the implementation of Journey Home will be in the interest of both partners. This MOU has been structured in the format of an umbrella MOU to identify and support the development of potential future partnership arrangements between the City and COJHS that will outline and define roles and responsibilities. Key considerations in determining the success of the partnership arrangements include evidence that the partnership:

- a) Advances the Strategy implementation;
- b) Increases overall efficiency of investments of efforts and/or resources;
- c) Amplifies impact and outcomes;
- d) Provides opportunity to leverage resources or influence; and
- e) Ensures readiness and well-positions the community for access to Senior Government investment.

Areas where potential partnership arrangements that are of interest of both partners may be explored are outlined in Appendix 5.

5. FINANCING, REPORTING AND OBLIGATIONS

5.1. Payment by the City

- a) The City of Kelowna will pay to COJHS, during the first three years of the operation of the Society (2019 to 2021), an annual amount of \$150,000.00 for the operation and activities of the COJHS. The annual amount will be payable in two installments on or before January 15, and July 15 of each year.
- b) Funding for the final two years (2022 and 2023) of the MOU will be considered as part of the City's annual budget process.

5.2. Fiscal Responsibility

- a) In its role as Backbone Organization for the Journey Home Strategy implementation, COJHS will operate all activities according to accounting standards for not-for-profit organizations in Canada.

5.3. Reporting to City

- a) Annual reviewed financial statements, annual business plan and budget will be provided to the City upon approval by the COJHS Board of Directors.
- a) COJHS will present quarterly progress reports regarding the implementation of the Journey Home Strategy to the City Staff Liaison and will present to Kelowna City Council at minimum an annual report in a form acceptable to City staff. The report must include an update on progress related to the Milestone benchmarks and Key Performance Indicators described in section 1.2 of this MOU. Changes to the reporting format will be mutually agreed to.

5.4. Additional Funds

- a) COJHS will not seek or request additional funds from the City, except in the case of unanticipated exceptional need, or opportunity, or for emergency purposes. The request must be fully stated in a business case to be considered through the City's annual budget process.

5.6 Repayment of Funds

- a) Upon expiry of this MOU or in the event that this MOU is terminated for any reason, or if COJHS ceases to be a legal entity, any funds paid by the City to COJHS pursuant to this MOU and remaining on hand in any account of any type under the name of COJHS after payment of legitimate expenses confirmed by an external financial review, will be returned to the City immediately.

5.7 Assignment

- a) No part of this MOU may be assigned or subcontracted by COJHS without the prior written consent of the City.

5.8 MOU Designates

- a) The partners have designated the following representatives to manage the application of this MOU:
 - COJHS Executive Director, COJHS
 - Social Development Manager, City of Kelowna

6. GENERAL PROVISIONS

6.1. Confidentiality

- a. The partners recognize that the City is a local government that operates in an open and transparent manner, and that City records are subject to provincial legislation regarding public access to records, including the Freedom of Information and Protection of Privacy Act. The partners recognize that the COJHS is a Society subject to provincial legislation regarding records, including the Personal Information Protection Act.
- b. The partners agree that they shall not, except as required by law, disclose to a third party any confidential records or information between the partners and relating to this MOU.
- c. Upon termination of this MOU, the partners shall keep in strict confidence any information, materials, documents and discussions deemed confidential between the City and the COJHS stemming from or otherwise related to the MOU.

6.2. Communications

- a) The City and COJHS shall consult with each other prior to issuing any public announcement or statement with respect to this MOU, including any announcement required by applicable laws, and the content of any such announcement or statement shall be subject to the other partners' prior written approval.
- b) COJHS and the City will ensure that partner contributions and identity are appropriately reflected in any public communications and engagement activities
- c) COJHS and the City will agree to designate spokespersons on an ongoing basis and on a situation by situation basis.
- d) Under this MOU, the partners commit to work together to pro-actively address communication-related issues, risks and concerns.
- e) Under this MOU, the partners agree to work closely together to manage conversations/communications with external parties to support and benefit the implementation of the Journey Home Strategy.

The partners recognize that continuing to work together to further define alignment and partnership opportunities related to communication concerning Journey Home will be in the interest of both partners. Any further partnership MOU pertaining to communications opportunities will be included under the umbrella of this MOU.

6.3 Notification & Action for Accountability

- a) The City may, in response to any of the reporting information provided by COJHS, provide feedback including specific recommendations and requests to be fulfilled by COJHS within a reasonable period of time. The City's feedback is offered within the spirit of the Guiding

Principles for the partnership contained in Section 2.2 and will reflect the Performance Management and Key Performance Indicators contained in Section 3.4.

- b) The City may, in its discretion, adjust its payments to COJHS or terminate the whole or any part of this MOU in any one of the following circumstances:
- persistent failure by COJHS to address the City’s feedback within a reasonable period of time;
 - if COJHS otherwise fails to perform its role in the implementation of the Journey Home Strategy; or
 - if COJHS becomes insolvent, enters voluntary or involuntary bankruptcy or receivership proceedings, or makes an assignment for the benefit of creditors.
- c) The City will provide no less than 60 days written notice to COJHS of its intention to adjust payments or terminate the whole or any part of this MOU. The notice period will provide COJHS an opportunity to resolve the City’s concerns, and the City may agree to withdraw its notification.

ACKNOWLEDGED AND AGREED by the authorized signatories on behalf of the City of Kelowna and the Central Okanagan Journey Home Society:

For the City of Kelowna:

Signature of Mayor Colin Basran

Signature of Stephen Fleming, City Clerk

Date of Signatures: _____

For Central Okanagan Journey Home Society:

Signature of Scott Lanigan, Board Chair

Signature of Stephanie Ball, Executive Director

Date of Signatures: _____

Appendices

Appendix 1 – Journey Home Implementation Plan

- [Journey Home Strategy \(2018\), Technical Report](#) (pages 77 – 111)

Appendix 2 – Journey Home Milestones

- 1) Eliminate chronic and episodic homelessness:
 - a) By 2024, 100% of individuals expressing chronic and episodic homelessness will be housed with appropriate supports – a total of approximately 350 people;
 - b) By 2024, at least 1,700 people experiencing homelessness will be housed with wrap-around support through Journey Home programs implemented by the Journey Home process;
 - c) By 2021, 100% of those entering the Homeless-Serving System will be connected through Coordinated Access to housing and supports within 14 days.

2. Move Upstream to prevent homelessness:
 - a) By March 2020 introduce System-Wide Coordinated Access to connect people to the right resources, fast;
 - b) By 2020, at least 400 people will be diverted from entering the Homeless-Serving system with an immediate link to community-based prevention supports within 5 days wherever possible and appropriate;
 - c) By 2021, corrections, health and child intervention will report on the number of people discharged into homelessness from public systems on a biennial basis at minimum. Based on figures reported, annual targets will be introduced to achieve zero discharge into homelessness by 2023.

- 3) Implement a Coordinated Systems Approach to Homelessness:
 - a) In early 2019, create an independent Backbone Organization to lead system planning and the Journey Home Strategy implementation;
 - b) By March 2020, complete a Homelessness Funding Framework, which identifies resource and funding coordination processes, roles, and accountabilities to support the Journey Home Strategy implementation with key funding partners;
 - c) By March 2020, ensure Homelessness Management Information System coverage and Coordinated Access participation will include all Homeless-Serving System providers regardless of funding source.

Appendix 3 - Journey Home Guiding Principles

a) Lived/Living Experience

We place people and their experiences at the center of the work always. This involves recognizing and respecting people who are homeless as experts in their own lives, their values, life situations, and expressed needs. To understand this perspective, we strive to directly engage people with lived and living experience in developing and implementing the Journey Home Strategy.

This lens recognizes there is no one “type” of person experiencing homelessness and no one size-fits-all response. We recognize the intersections of race, socio-economic status, gender, age, sexual orientation, and religion, and respect that services will need to be flexible and adaptive to diverse needs and choices.

b) Innovation

As a collective, we endeavor to challenge ourselves as a community to be creative and innovative in our response to homelessness, leveraging best practices to inform made-in- Kelowna solutions. Being innovative also means bringing in expertise from other sectors, creating partnerships, and thinking creatively about housing and supports. We have dug deep to draw in usual and unusual suspects in our community, and defined new collaborations and potential ways of achieving the Strategy goals through social innovation, social enterprise, and leveraging technology.

c) Housing First and Supports

Housing First is a person-centered approach rooted in the belief that all people deserve housing, and that anyone, even those with the most complex needs, can move directly from homelessness to housing in concert with appropriate supports. Viewing housing as a primary need was in direct contrast to the traditional service response, which required people who were homeless to stabilize their addictions and mental health prior to receiving housing. Housing First instead argues that in order for someone to address their illnesses or related-challenges, they must be first housed. Additionally, Housing First must to be tailored for special populations, e.g. Indigenous people, youth, individuals experiencing domestic violence, etc. This approach has a wealth of research to support its effectiveness, and has been adopted in several cities across Canada due to its effectiveness in ending homelessness long-term, and its positive impact on public system use by reducing the cost of homelessness to health, justice, and community.

d) Joint Leadership & Collaboration

This principle reflects the recognition that for this plan to be successful, everyone needs to be involved and do their part. Homelessness is a complex social issue involving multiple sectors and systems. Adequately responding to it, therefore, will require our collective effort and commitment. The Strategy will require commitment and action from all levels of government, including Indigenous government, non-profit providers, private sector, academia, living/lived experience, and Kelowna residents.

e) Prevention

A true end to homelessness requires that we not only think about how we can respond to current homelessness, but also think upstream about how to prevent it in the first place. This requires the

development of more affordable housing and changing policies to ensure vulnerable groups, such as youth leaving care, are not discharged into homelessness. It entails the provision of the resources and supports to stay housed, improve integration and social inclusion, and reduce the risk of recurrence of homelessness.

Appendix 4 – Key Focus Areas

The following focus areas noted in 3.5 are highlighted to emphasize how integral they are to the successful implementation of the Journey Home Strategy. Below COJHS's responsibility in each focus area is highlighted to ensure that as the strategy implementation progresses these focus areas are addressed in all planning and action strategies.

a) Lived Experience Guidance

Journey Home recognizes that the perspective of those with lived and living experience needs to be embedded in all phases of the Journey Home Strategy implementation through ongoing engagement and consultation. COJHS will support the cultivation of the strengths and leadership capacities of those who have experienced homelessness through the use of peer service models, community education involvement, and as part of the Backbone Organization and key community collaborative tables.

a) Indigenous Partners

The Journey Home Strategy embeds an Indigenous response aligned with the Truth and Reconciliation Commission Calls to Action. Focusing on bringing a lens of Reconciliation and understanding homelessness through an Indigenous perspective will be critical to COJHS's work to support the Journey Home Strategy implementation. COJHS's role in engaging Indigenous partners to participate in the discussion and guide community-driven solutions designed to increase knowledge and understanding for culturally informed responses will be another step on a journey of healing and Reconciliation.

The Strategy's actions reinforce this need and have been designed as a guide to grow and evolve a strong partnership with our Indigenous partners into the future. With the high percentage of our homeless population having Indigenous heritage, along with the message that re-colonization is embedded throughout our current system, the guidance of our Indigenous partners will be crucial if we are to move forward as a community.

b) Embedded Youth Strategy

A Way Home Kelowna (AWHK) Youth Strategy is embedded within the overall Journey Home Strategy to ensure youth homelessness is addressed and prevented. Key to this approach is the acknowledgement of the distinct and unique needs of youth (individuals under 24 years of age) along with the recognition that addressing and preventing youth homelessness must be guided by a continuous, intentional, and collective effort. As such, youth are a priority population within this strategy, and it is the role of COJHS to ensure that this is reflected in the efforts to implement Journey Home by:

- i. Formalizing a partnership with A Way Home Kelowna (AWHK) to ensure a youth focus continues to be embedded throughout implementation;
- ii. Supporting AWHK efforts to provide a venue for youth with lived experience to be an ongoing and driving force in the work to address and prevent youth homelessness in Kelowna;
- iii. Working with AWHK to explore opportunities and build capacity of the overall Homeless-Serving Sector to understand and work collectively to bridge the gaps between the youth and adult serving systems;
- iv. Working with AWHK to ensure that COJHS proposed investments include funds specifically targeted at the implementation of youth-focused actions embedded in the Journey Home Strategy.

c) Regional Lens

The Journey Home Strategy highlights the need for a regional lens. The Strategy is designed to recognize issues, patterns, and realities of the Central Okanagan region such as poverty levels, migration, agriculture, and the presence of temporary/foreign workers. Embedding this lens throughout the implementation of the Strategy will require COJHS to take a leadership role in developing formalized partnerships beyond Kelowna proper including with the Regional District Central Okanagan, City of West Kelowna, Westbank First Nation, District of Lake Country, Okanagan Indian Band, and Peachland. In addition, formalized partnerships will be required with government at all levels. In doing so, a region-wide alignment of approach can begin to evolve to support work towards a coordinated system across communities to ensure people who are experiencing homelessness will receive a harmonized response across geographical areas.

Appendix 5 – Potential Partnership Arrangements to be Explored

Partnership MOUs between COJHS and the City to be explored under the MOU:

The MOU is designed to accommodate the potential development of a number of sub-MOUs.

These partnership arrangements will be structured to leverage and combine the wide range of tools, resources and opportunities that the City and COJHS have available to contribute to the advancement the implementation of the Journey Home Strategy.

Below is a list of potential partnership arrangements that will be explored. It is important to note that as Journey Home evolves the areas for potential partnership will also evolve.

Partnership exploration topic areas:

Communications - To ensure collaboration and alignment of communication strategies.
Systems Planning and Coordination: - To ensure City Departments' and COJHS efforts align.
Housing Development: - To ensure coordination and collaboration, and to ensure that resources are maximized to achieve optimum results.
Data Integrations/Analytics - To support collaboration in the design of integrated data platform to support for data driven decision making regarding investments.
Strong Neighbourhoods - To promote collaboration and innovation in building strong neighbourhoods related to long term supportive housing