

Page 001 of 289 to/à Page 025 of 289

Withheld pursuant to/removed as

s.12; s.13

Page 026 of 289

Withheld pursuant to/removed as

s.13; s.12

Page 027 of 289 to/à Page 050 of 289

Withheld pursuant to/removed as

s.12; s.13

Page 051 of 289

Withheld pursuant to/removed as

s.13; s.12

Page 052 of 289 to/à Page 109 of 289

Withheld pursuant to/removed as

s.12; s.13

HOMELESSNESS PREVENTION AND RESPONSE

MEMORANDUM OF UNDERSTANDING

RESPONSIBILITIES AND MUTUAL COLLABORATION

BETWEEN:

MINISTRY OF SOCIAL DEVELOPMENT OF POVERTY REDUCTION ("SDPR")

AND:

MINISTRY OF MUNICIPAL AFFAIRS AND HOUSING ("MAH")

APRIL 1, 2019

Table of Contents

- (I) Purpose
- (II) Background
- (III) Guiding Principles
- (IV) Roles and Responsibilities of Partner Ministries
- (V) Key Collaborative Approaches
- (VI) Term
- (VII) MOU revisions
- (VIII) Executive Sponsors

I. Purpose:

1. The Government of British Columbia has committed to implementing a new approach to addressing homelessness. This includes moving towards a coordinated approach that includes:
 - (a) Prevention: Make homelessness rare by preventing people from becoming homeless and by helping people who are at risk of homelessness or precariously housed.
 - (b) Immediate Response: If someone becomes homeless, actions should make the experience brief to reduce harm and help prevent chronic homelessness.
 - (c) Stability: Once a person has a roof over their head, give them the supports they need to make sure their experience with homelessness is a one-time occurrence.
 - (d) Working Better Together: Co-ordinate actions across provincial and local government and with community partners. This includes being clear about responsibilities and making sure responses to homelessness are effective in every part of the province.
2. Homelessness is a complex social problem that can require a range of interventions, including housing, shelter, outreach and income supports provided by MAH and SDPR. Both ministries are engaged and committed to collaborating and coordinating efforts to address homelessness in British Columbia.
3. The purpose of this Memorandum of Understanding (the "MOU") is to outline roles and responsibilities, as well as areas of collaboration between MAH and SDPR, in relation to the prevention of, and response to homelessness. The MOU sets out roles and responsibilities for staff in the Housing Policy Branch in MAH, the Office of Homelessness Coordination ("OHC") in SDPR, British Columbia Housing Management Commission ("BC Housing"), and Government Communications & Public Engagement ("GCPE") Staff, and members of the Executives of both Ministries.

II. Background

4. Coordinating government efforts to meet the varied and often complex needs of people who are homeless or at risk of homelessness presents a challenge. Improving coordination is important to producing better outcomes for people who are homeless, or at risk of homelessness. Until recently, there was no designated provincial lead or work unit responsible for strategic coordination in response to homelessness. The Housing Policy Branch in MAH took on much of this responsibility over time, even though the services and funds to serve people who are homeless remained distributed across multiple Ministries. There has also been no clear protocol to coordinate, evaluate and report on related homelessness activities across government or with

community partners, or formalized provincial strategy to respond to homeless encampments.

5. In 2017, the Province mandated the development of a *Homelessness Action Plan* (the “Plan”) to SDPR and MAH. The two Ministries, in partnership with BC Housing, developed a Plan that was endorsed by Cabinet in November 2018. The Plan includes a commitment to better align and coordinate responses to homelessness, including establishing a new work unit of government, the OHC that is accountable for ensuring policy and program alignment and coordination of action across agencies, as well as measuring the effectiveness of actions to reduce homelessness.
6. SDPR has been directed to lead the implementation of the Plan in partnership with the MAH and others. Although the OHC will be housed in SDPR, it is not responsible for implementing all aspects of the Plan. MAH will continue to lead development and implementation of the encampment prevention and response strategy, including coordination of the provincial response to encampments, internal and public communications, and policy and financial oversight functions as they relate to BC Housing.

III. Guiding Principles

7. SDPR and MAH agree to undertake a principled approach to implementing this MOU and establishing their partnerships, as follows:
 - (a) Client-centred: Policies and programs are meaningful, valuable and achieve better outcomes for people who are homeless or at risk of homelessness.
 - (b) Transparency: Timely and accurate disclosure of information related to strategic policy, research and service delivery, particularly when the direct involvement of BC Housing is required.
 - (c) Trust: Willingness to collaborate and contribute to the shared outcomes and constructively address issues as they occur.
 - (d) Accountability: Clarity regarding roles and responsibilities; clear expectations regarding objectives and outcomes, linked to capacity to deliver; operating constraints are understood and respected; and review and feedback will be carried out with achievements and difficulties recognized and appropriate corrections made.
 - (e) Collaboration: Working together, including information sharing and efficient and effective processes, will achieve better outcomes for people who are homeless or at risk of homelessness.
 - (f) Results: Consistent and transparent performance measures to demonstrate benefits for people who are homeless or at risk of homelessness.

IV. Roles and Responsibilities of Partner Ministries (SDPR and MAH)

8. Joint Responsibilities:

- (a) Partner on relevant policy, legislation, regulations and programs related to preventing and responding to homelessness, including on any proposed changes.
- (b) Work collaboratively on the development and implementation of cross-government and cross-jurisdictional policy initiatives related to homelessness.
- (c) Develop a joint data strategy, to inform evidence-based policy on homelessness. Share information and data related to homelessness and implementation of the Plan necessary to achieve mandates and to coordinate communications responses. As necessary, ministries will work with BC Housing to seek access to data.
- (d) Collaborate on policy work that addresses both homelessness and housing. For example, community resistance to social housing for people who are homeless or at risk of being homeless.
- (e) Participate in bi-annual Executive Partnership meetings organized by OHC, comprised of the Assistant Deputy Minister and staff from each of SDPR and MAH, focused on ensuring successful collaboration in addressing homelessness. As necessary, ministries will invite participation from BC Housing.

s.12

9

- (c) Development of an accountability and governance framework to clarify policy goals and objectives related to homelessness across the provincial government, using this document as the basis.
- (d) Outcomes and performance management framework for the Plan, including setting targets, monitoring progress and reporting.

- (e) Coordination of biennial homeless counts in collaboration with MAH and BC Housing, which is carrying out the implementation of the counts.
 - (f) Implementation of a provincial rent bank.
 - (g) Coordination of all policy, program, or operational plans or requests related to BC Housing through MAH. BC Housing will be invited to participate on relevant planning calls related to implementation of the Plan, as a partner agency.
 - (h) Internal government and public communications on coordination of the implementation of the Plan and the strategic, cross-government policy work to prevent and address homelessness. SDPR GCPE staff will liaise with MAH GCPE staff on communications related to the overall Plan, including cross-government policy and program development and any announcements that arise directly from the OHC. Communications related to ministry-specific actions identified in the Plan, such as the encampment response, will be coordinated by the GCPE in the ministry responsible.
10. MAH Responsibilities:
- (a) Cross-government coordination and implementation of the encampment prevention strategy response, including lead for development and implementation of provincial policy. This work will include: cross-ministry coordination, stakeholder engagement, legal responses, actions pertaining to temporary and permanent modular housing, homeless shelters, and the Housing Action Response Team.
 - (b) Serve as provincial policy and financial liaison to BC Housing on housing, shelter (temporary and permanent), rent supplements and policies and programs associated with low income, vulnerable, or currently homeless populations.
 - (c) Public communications related to housing, shelter and supports for people who are homeless or at risk of becoming homeless, including:
 - (i) MAH GCPE staff lead communications issues management, develops materials and act as contact point for SDPR GCPE staff and BC Housing's communications team.
 - (ii) MAH GCPE staff and SDPR GCPE staff liaise with each other to share program area information from their respective ministries and will work with program area staff in their ministry to liaise with program areas staff outside of their own ministries.
 - (iii) MAH reviews all news releases, speaking notes, Q&As and responds to media requests.

V. Key Collaborative Activities

11. This MOU ensures that SDPR and MAH are effectively working together in planning, setting of strategic priorities and providing services to people who are homeless or at risk of homelessness. Key collaborative activities of this working relationship include:
 - (a) Bi-annual Executive Partnership meetings will be held, focused on setting strategic priorities and ensuring a successful transition and ongoing collaboration in addressing homelessness, including an annual review of this Memorandum of Understanding. These will be coordinated by the OHC.
 - (b) Bi-weekly staff-level working group meetings will be held to identify issues and collaborate on development and implementation of research, policies, programs, and operations related to responding to homelessness. These will be coordinated by the OHC. BC Housing will be invited to participate.
 - (c) SDPR will include MAH in requests for information from BC Housing.
 - (d) Each of SDPR and MAH will identify a GCPE staff person to coordinate with each other. SDPR's and MAH's communications teams will each be responsible for informing and liaising with its own organization. As necessary, MAH and SDPR's communication teams will liaise with BC Housing's communications team.

VI. Term:


12. This MOU consists of three fiscal year terms from April 1, 2019 through March 31, 2022 subject to annual reviews with jointly agreed to amendments, early termination and/or extension of this agreement.
 - (a) April 1, 2019 - March 31, 2020 (FY19)
 - (b) April 1, 2020 - March 31, 2021 (FY20)
 - (c) April 1, 2021 - March 31, 2022 (FY21)
 - Ministries may terminate the MOU at any time by mutual agreement.
 - Either ministry may terminate the agreement on notice in writing of six months to the other ministry.

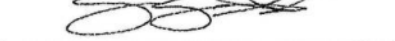
VII. MOU Revisions

13. Ministries may amend the MOU at any time by way of a further written agreement.

VIII. Executive Sponsors

14. The SDPR and MAH executive sponsors of this Memorandum of Understanding, ADMs Debi Upton and Greg Steves, will provide stewardship and direction to ensure mutual collaboration in aligning planning and strategic priorities related to the prevention and response to homelessness.

| | <u>Signature</u> | <u>Date</u> |
|--|--|-------------------|
| Debi Upton Assistant Deputy Minister, Service Delivery Division Ministry of Social Development and Poverty Reduction |  | <u>June 10/19</u> |

| | | |
|---|--|----------------------|
| Greg Steves Assistant Deputy Minister, Office of Housing and Construction Standards Ministry of Municipal Affairs and Housing |  | <u>June 10, 2019</u> |
|---|--|----------------------|

Page 118 of 289 to/à Page 174 of 289

Withheld pursuant to/removed as

s.12; s.13

Page 175 of 289

Withheld pursuant to/removed as

s.13; s.12

Page 176 of 289 to/à Page 257 of 289

Withheld pursuant to/removed as

s.12; s.13

Page 258 of 289

Withheld pursuant to/removed as

s.13; s.12

Page 259 of 289 to/à Page 289 of 289

Withheld pursuant to/removed as

s.12; s.13