

HOMELESS ENCAMPMENT ACTION RESPONSE TEAM (HEART) AND HOMELESS ENCAMPMENT ACTION RESPONSE TEMPORARY HOUSING (HEARTH)

PROGRAM FRAMEWORK

August 2024



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INTRODUCTION

BC Housing acknowledges that we live and work on the unceded traditional and ancestral homelands of hundreds of Indigenous Peoples and Nations across British Columbia, each with their own unique traditions, history, and culture. We are committed to strong Indigenous partnerships and relationships based on principles of Reconciliation.

Homelessness continues to be a growing concern in British Columbia, with marginalized populations living in encampments and sheltering in public spaces. Under the provincial *Belonging in BC* homelessness plan, the Province is developing plans to support, reduce, prevent, and resolve encampments through integrated coordination between Ministries, community and Indigenous partners and governments. This includes the delivery of the Homeless Encampment Action Response Team (HEART) and the Homeless Encampment Action Response Temporary Housing (HEARTH) programs to make Homelessness rare, brief and a one-time occurrence.

In Spring 2023, \$233.4 million operating funding and \$44 million capital funding over three years was announced for the HEART and HEARTH programs, to better address Homelessness and encampments in priority communities across British Columbia. These programs provide people sheltering in encampments or in public spaces with better access to a range of support services, shelter, and housing options for a comprehensive solution to address Homelessness through prevention, immediate response, stability, and integration. The creation of temporary housing with support services will provide the opportunity to free up spaces in existing shelters to bring people indoors, and better assess their individual housing and support needs for permanent housing options. Solutions need to incorporate Culturally Appropriate and Trauma Informed approaches to adequately support the disproportionate rates of Indigenous and marginalized individuals that occupy these encampments.

BC Housing is partnering with the Ministry of Housing, Ministry of Health and Regional Health Authorities, Indigenous partners and government, Ministry of Social Development and Poverty Reduction (SDPR), local governments, and community partners to identify gaps in the Homelessness response and care systems, to provide referrals to services, and to adopt best practices to respond to existing encampments and help prevent future encampment growth and Homelessness.

- ***Homeless Encampment Action Response Team (HEART)***

HEART is a multidisciplinary team that connects with Ministries and partners to ensure alignment and coordination of encampment response services and engagement with people experiencing Homelessness in encampments or sheltering in public spaces. Partners work together to use data, information, and experience to improve local Homelessness response systems and to inform housing and shelter expansion needs in their community, the region, and the province. The focus is on adding coordination and additional capacity, not replacing existing services or creating new parallel systems. In many communities, Homelessness response teams and tables of varied composition, resources, and mission are already in existence for HEART to collaborate with.

- **Homeless Encampment Action Response Temporary Housing (HEARTH)**

In the priority communities, HEARTH will work in tandem with HEART to rapidly deploy interim shelter and temporary housing with support services to vulnerable Individuals, while the Province works towards creating additional permanent spaces. Property management and support services will be delivered by local non-profit partners. HEARTH responds to the challenge of Homelessness and encampments by providing Individuals who are experiencing Homelessness or at risk of Homelessness, such as those sheltering in encampments, public spaces or staying in shelters, with a safe place to live and access to necessary support services. HEARTH is intended to break the cycle of homelessness and set individuals up to move into permanent accommodation in the future.

Priority communities are selected by the Ministry of Housing and BC Housing based on the existence of complex encampments, need, and opportunities for municipal and local partnerships, and/or as a preventative response. HEART and/or HEARTH will be delivered in each priority community and the municipalities may have partnerships formalized through a Memorandum of Understanding (MoU) with the Province to demonstrate a shared approach. Complex encampments are impacted by a range of interrelated and multifaceted social and economic factors that include impacts of colonialization, poverty, mental illness, addictions, and systemic inequalities. The complexity and risks of an encampment are assessed based on the following:

1. The people - lack of basic needs such as food, water, mental health and primary care, exposure to severe weather conditions, lack of sanitation, violence and exploitation, distinct and unmet needs and safety of women, youth, Indigenous, Black or racialized, people with diverse gender identities or expressions, and people with disabilities.
2. The environment - beyond normal or legal use of land, lack of waste management, and damage to natural areas.
3. The surrounding community - safety, high-profile or activist driven camps, entrenchment, public health, and economic implications on businesses.

HEART and HEARTH are a part of the Province’s Belonging in BC homelessness action plan and are included in the suite of programs within the housing system (Figure 1).¹ This framework outlines key program elements and defines the roles and responsibilities of BC Housing and its partners in the delivery and management of these programs.

Figure 1: Housing System



¹ The housing ecosystem includes emergency shelter and housing for those experiencing Homelessness through to affordable rental housing and homeownership. This diagram illustrates the level of supports and services Individuals may need to maintain a stable housing situation and ranges from housing with integrated on-site programs and services through to independent housing in the private market.

PROGRAM PRINCIPLES

The following principles ensure equitable and accountable delivery and management of the Homeless Encampment Action Response Team (HEART) and the Homeless Encampment Action Response Temporary Housing (HEARTH) programs. They guide the administration of the programs and govern BC Housing's interaction with the partners and Individuals.

1. Consistency and fairness in service delivery

- a. Encampment response and outreach services are provided through HEART in a fair and consistent manner.
- b. Shelter and temporary housing with support services are established through HEARTH in communities with demonstrated need.

2. Housing and services are accessible and inclusive

- a. Housing and services are designed to remove barriers and accommodate Individuals who are experiencing Homelessness or at risk of Homelessness, such as those sheltering in encampments, public spaces or staying in shelters, irrespective of:
 - i. ethno-cultural background;
 - ii. language proficiency;
 - iii. Religious and/or cultural/spiritual beliefs;
 - iv. disability;
 - v. mental health;
 - vi. age;
 - vii. gender identity, including non-binary and transgendered Individuals;
 - viii. sexual orientation;
 - ix. marital status;
 - x. physical conditions;
 - xi. pardoned conviction or suspended record; and/or
 - xii. any personal characteristic protected in the BC Human Rights Code.
- b. Housing and services are Trauma Informed, Healing Centred, Culturally Diverse, and Culturally Safe, and provide the appropriate level of care incorporating the lived experiences of the diverse range of Individuals served.
- c. Housing and services are provided in ways that recognize:
 - i. historical and social factors, such as colonialism, that have contributed to the marginalization of equity seeking and protected groups; and
 - ii. diversity and intersections among equity seeking and protected groups including, Indigenous peoples, racialized peoples, members of 2SLGBTQIA+ communities, people with disabilities, and women.
- d. Operations, housing, and services related to HEART and HEARTH are provided to Individuals with:
 - i. acknowledgement to the nature, dynamics, and impact of violence against women and children and work to create a safe and secure environment through a GBA+ lens; and
 - ii. an atmosphere of safety, dignity, compassion, and respect

- e. Services are Individuals-focused and aimed to assist Individuals in identifying and pursuing their personal goals toward housing, wellness, and self-reliance. Services may be delivered directly or through referrals and may include:
 - i. providing resources and information to Individuals about housing;
 - ii. non-clinical health supports;
 - iii. income assistance;
 - iv. employment services;
 - v. community supports; and
 - vi. culturally relevant supports.
- f. Service engagement is based on the willingness of Individuals to accept help in obtaining and maintaining housing, wellness and self-reliance.
- g. Individuals must be given a choice in terms of the services they wish to access.

3. Collaboration among partners to improve service effectiveness

- a. Integrated service delivery requires open and collaborative working relationships among community service providers, Indigenous led agencies, Indigenous communities and governments, local governments, other government agencies, people with lived experience, as appropriate, and BC Housing.
- b. Program delivery is responsive to community needs, and funding supports community mapping, local needs assessments, strategic plans, best practice research and evidence-based analyses.

4. The service environment is welcoming, safe, and secure

- a. The health and safety of staff and Individuals are of the highest importance. While unlawful discrimination is not tolerated, partners are not expected to deliver services in circumstances where the safety or security of any individual may be verbally or physically threatened.
- b. Partners will have safety protocols in place that provide clear guidance for Individuals and staff safety, including procedures to help ensure staff safety while engaged in encampment response services and outreach work.
- c. Safety protocols should be geared specifically to the context of the local community and reviewed periodically with all management and staff.
- d. Partners will ensure support services and programming are delivered to Individuals in a Culturally Appropriate way and will ensure cultural supports are delivered by staff who identify with the culture of the Individuals, and/or who are culturally adept in the culture of the Individuals.
- e. Partners will adopt practices which ensure the safety and security of all Individuals irrespective of:
 - i. ethno-cultural background;
 - ii. language proficiency;
 - iii. Religious and/or cultural/ spiritual beliefs;
 - iv. disability;
 - v. mental health;
 - vi. age;

- vii. gender identity, including non-binary and transgendered Individuals;
 - viii. sexual orientation;
 - ix. marital status;
 - x. physical conditions;
 - xi. pardoned conviction or suspended record; and/or
 - xii. any personal characteristic protected in the BC Human Rights Code.
- f. Sites will adhere to principles of Safe Access, Safe Shared Spaces, Safe Sleeping Areas, and Privacy.
 - g. Where possible, gender specific common space should be made available for women and/or transgendered Individuals.

5. Operations are transparent and accountable

- a. Reliable records are maintained and regular reporting obligations are fulfilled.
- b. Partners adopt written policies and procedures that are responsive to Individuals’ needs and communicate their policy and procedure regarding complaints and appeals to all Individuals.
- c. Regular program reviews and assessment provide assurance that an adequate quality of service is provided and that services delivered are effective at meeting the programs’ objectives.
- d. Partners will work towards achieving predetermined program goals and targets.
- e. Regular reporting on program effectiveness will be provided to local governments, the Provincial Government, and the public.

6. Operations are financially, physically, and environmentally sustainable

- a. BC Housing is committed to being a leader in environmentally sustainable housing and will strive to incorporate environmentally responsible construction and management techniques into all projects.
- b. BC Housing is committed to the financial and physical sustainability of housing developed.

PROGRAM GOALS, OBJECTIVES, OUTCOMES, MEASURES

Goals

- 1. Enable community and cross-governmental collaboration and planning at the community and regional levels to address the multi-faceted needs of Individuals living in encampments, sheltering in public spaces and experiencing Homelessness.
- 2. Break the cycle of Homelessness for Individuals in encampments or sheltering in public spaces by providing coordinated, safe, and accessible supports, services, and access to shelter and temporary housing with support services.
- 3. More rapidly respond to, prevent, resolve, or de-escalate risk in complex encampments, through an integrated, coordinated community service delivery model and utilizing data and information to address service barriers and gaps at the community level.

Objectives

1. Support communication, partnerships, and collaborative initiatives across the Homelessness services and housing sector through formal and resource partner coordination, data analysis, and information sharing within each community.
2. Identify gaps and barriers to service in the overall system of Homelessness response for Individuals sheltering in encampments, sheltering in public spaces and experiencing Homelessness.
3. Employ a coordinated outreach and support model for Individuals based on housing/shelter, health, financial, social and cultural needs.
4. Rapidly deploy shelter and new units of safe and affordable temporary indoor housing with support services for Individuals experiencing Homelessness or at risk of Homelessness, such as those sheltering in encampments, public spaces or staying in shelters.

Outcomes

1. Individuals are supported to move from homeless encampments or public spaces to shelters and temporary indoor housing with support services under an individualized services model.
2. Individuals who are unwell or highly vulnerable are prioritized by completing an additional vulnerability assessment using the prescribed tool and are connected to individualized services through the HEART team to better access appropriate shelter or temporary housing with support services.
3. The immediate needs of Individuals are met by providing encampment response services, outreach and support services, and opportunities to access shelter and temporary housing with onsite support services.
4. Partnerships are created between stakeholders.

Indicators

1. Funding allocated and expensed under HEART.
2. Number of communities served by HEART.
3. Number of BC Housing and partner staff assigned to HEART.
4. Number of Individuals connected to services in each vulnerable population.
5. Number of Homelessness & Encampment Outreach Non-Profit Support Services Agreements established with non-profit partners.
6. Number of immediate HEARTH shelter spaces or temporary housing units created for Individuals.
7. Number of HEARTH Shelter and Support Services Agreements established with non-profit service providers.
8. Number of HEARTH Operator Agreements established with non-profit housing partners.
9. Funding allocated and expensed under HEARTH.
10. Number of Individuals who have accepted and stabilized in housing.

KEY PROGRAM ELEMENTS

Priority communities are selected by the Ministry of Housing and BC Housing based on the existence of complex encampments, need, and opportunities for municipal and local partnerships, and/or as a preventative response. The Ministry of Housing may enter into a Provincial Encampment Response MoU with selected municipalities. The MoU will outline the program implementation plans, clarify partnerships with health and social service agencies, as well as leverage municipal contributions to assist with the needs of vulnerable people (i.e., providing land, expediting approvals and rezoning for shelters and supportive housing, and participating in HEART).

BC Housing will lead the coordination and implementation of HEART and HEARTH on behalf of the Ministry of Housing. In each priority community, where there is interest and availability, the HEART network will include: BC Housing regional HEART coordination and outreach staff, an SDPR community integration specialist, local government representatives (i.e., bylaw, engineering, police), appropriate local health services clinicians and an Indigenous outreach worker.

HEART

- *Eligibility*

Individuals who are experiencing Homelessness in encampments, sheltering in public spaces or experiencing Homelessness who also require health, social and community support needs. HEART Outreach partners may prioritize persons that fall within vulnerable populations, as part of their response work.

- *Service Provision*

BC Housing coordinates HEART partners to ensure encampment response and homelessness services are delivered in a strategic, transparent and coordinated fashion, addressing the complex needs of Individuals in a Culturally Appropriate, Trauma Informed and Healing Centred manner to meet unique and intersecting Individual needs. Services may be provided directly by HEART partners or through referrals between partners and local resources and will be guided by this framework. Services offered by HEART partners may vary by individual need, current services available in the community, and level and diversity of participation by local partners, and may include:

1. Indigenous Cultural Supports and other Culturally Appropriate services including social, emotional and community supports.
2. Access to safe shelter, and housing supports.
3. Access to fire prevention and safety services.
4. Physical health and mental health, substance use, and harm reduction supports.
5. Personal living and food security supports.
6. Transportation and access to storage.

These services may be provided by newly funded HEART positions, BC Housing contracted partners, or in collaboration with existing service providers not funded by BC Housing but

engaged in the HEART partnership (i.e., SDPR Community Integration Specialists, Health outreach positions). The HEART partners may provide the following specific services where appropriate:

1. Directly engaging with Individuals where they are situated in encampments or unsheltered in the community.
2. Supporting individuals to complete an intake, consent form, and assessment.
3. Offering a support plan for each Individual and coordinating with HEART partners on development and implementation.
4. Referring Individuals to appropriate shelter and housing options, health and wellness services, income assistance and support services, and other resources.
5. Accompanying Individuals to appointments or supporting them in packing or moving to new housing or shelter.
6. Helping Indigenous Individuals reconnect to their cultural heritage and family/community.
7. Providing tenancy support and skills training, either directly or by referral.
8. Providing follow up and ongoing support to Individuals, as appropriate.
9. Participating in planning and coordination meetings and sharing information to support both steady and proactive homelessness response efforts, and when required more intensive encampment resolution.

BC Housing may enter into limited Homelessness & Encampment Outreach Non-Profit Support Services Agreements to ensure sufficient capacity to support Individuals in the community as part of the HEART & HEARTH program.

HEARTH

- *Eligibility and Rent*

Individuals experiencing homelessness or at risk of experiencing homelessness, such as those sheltering in encampments, public spaces, or staying in shelters.

Households must have an income that is at or below the Housing Income Limits (HILs).²

Adults aged 19 and older are the primary target population but families and youth may also be served provided appropriate approvals, accommodation, and support services are established and are consistent with the operator's mandate.

Children under the age of 19 can receive housing and supports if they are accompanied by their parent/guardian or if they are referred to the operator by a social worker acting under the *Child, Family and Community Service Act*. Other than appropriately approved exceptions, persons under the age of 19, presenting without a parent or guardian, should be referred to child and youth serving agencies and/or the Ministry of Children and Family Development

² Housing Income Limits (HILs) represent the maximum gross household income for eligibility in many affordable housing programs. The HILs are based on figures established by CMHC and are intended to reflect the minimum income required to afford appropriate accommodation in the private market. This maximum will be established by BC Housing from time to time.

(MCFD). The province-wide Helpline for Children (310-1234; no area code required) is an available resource.

For temporary housing sites, Individuals will typically pay a fixed rent, set at the maximum shelter component of income assistance. Operators may elect to calculate a rent that is geared to income based on the rent scale outlined in their HEARTH Operator Agreement.

For shelter sites, no rent is collected.

- *Developments*

Recognizing that municipalities, non-profit organizations, and private individuals reside on unceded and traditional territories of Indigenous peoples, projects may be located on a range of land tenures, including land owned by the Provincial Rental Housing Corporation (PRHC)³ or project partners. The building form utilized may also vary, including modular, purpose-built spaces or repurposed sites. The agreements and security required for each project will reflect project specific requirements and ownership structure. For temporary housing sites, BC Housing will enter into Operator Agreements with non-profit housing partners to provide property management and support services at the development. For shelter sites, BC Housing will enter in a Shelter and Support Services Agreement with the non-profit service providers.

Projects may include features such as communal amenity spaces, laundry, kitchen and social gathering spaces. BC Housing will manage the procurement process for HEARTH developments in accordance with provincial requirements, managing and facilitating the delivery of projects to specification.

- *Support Services*

Operators and service providers may offer a variety of programs and support services, tailored to the operator's mandate and the unique needs of Individuals. All operators will offer the following core services to help Individuals achieve and maintain stability in shelter and housing, enhance access to other community-based supports and services, and foster resilience against Homelessness:

- a. 24/7 on-site staffing;
- b. meals, provided as often as specified in the HEARTH Shelter and Support Services Agreement or the Operator Agreement, that meet the standards of Eating Well with Canada's Food Guide, or in a Culturally Appropriate manner according to the Individual's dietary needs;
- c. financial supports for Individuals to maintain their residences, including but not limited to directly assisting rent payment, and repayment plans;
- d. Individual or group support services such as life skills, community information, social and recreational programs;

³ Provincial Rental Housing Corporation is incorporated under the Business Corporations Act (British Columbia). PRHC is the land holding corporation for provincially owned social housing. BC Housing administers PRHC, which buys, holds and disposes of properties, and leases residential properties to non-profit societies and co-operatives.

- e. connecting Individuals to community, cultural and language supports and services such as education and employment opportunities, health and wellness services, and life skills;
- f. other supports designed to assist Individuals in meeting their personal and housing goals, including culturally specific programs;
- g. Case Planning and Individual needs assessment, including the additional vulnerability assessment if required; and
- h. assistance in accessing income assistance, pension benefits, disability benefits, obtaining a BC Identification Card, Indian Status Card, or establishing a bank account, as appropriate.

Where shelter or housing design permits, operators will offer the following additional services:

- a. no-cost laundry facilities accessible to Individuals, either on-site or off-site; and
- b. personal supports for Individuals to maintain their residences, including but not limited to directly assisting with room de-cluttering;

- *Operating Funding and Agreements*

HEARTH service providers will enter into a HEARTH Shelter and Support Services Agreement with BC Housing to operate the shelter spaces. Selected HEARTH operators will enter into a HEARTH Operator Agreement with BC Housing to operate the housing units. Agreement terms will be for up to three (3) years. Operating budgets will be negotiated for each operator annually, based on information submitted by the operator.

BC Housing will administer funds for eligible program costs directly to the operator. Eligible program costs are outlined in the Shelter and Support Services Agreement or the Operator Agreement and the program's budget framework template and include:

- a. program staff salaries;
- b. direct program and support services related expenses;
- c. property management expenses; and
- d. administration.

Operators may secure additional funding from other sources for Individuals' services and activities not outlined in the HEARTH Shelter and Support Services Agreement or the Operator Agreement.

ROLES AND RESPONSIBILITIES

See Appendix A for a roles and responsibility matrix.

BC Housing

BC Housing is responsible for:

1. Developing province-wide program standards and guidelines with partners.
2. Approving and reviewing annual operating budgets and expenditures.

3. Ensuring the integrity of the data collected and report on program related metrics in a timely manner.
4. Conducting regular monitoring and program and services evaluation.
5. Partnering with municipalities to perform neighbourhood engagements.

HEART

1. Leading the coordination of community and regional HEART working groups on behalf of the Ministry of Housing; collating information, data, and reporting on encampment and homelessness response; supporting the working groups and local operational teams in coordinating proactive Homelessness response and when required the development of encampment response plans; developing prevention action plans in collaboration with local partners.
2. Coordinating regional and local multidisciplinary operational teams by means of a regional staff lead.
3. Coordinating Homelessness and encampment response supports and outreach services with local leadership and staff of the Regional Health Authorities, Indigenous service providers, Indigenous communities and governments, MSDPR, local governments, and community stakeholders to ensure gaps are met and overlap is avoided.
4. Deploying Homelessness and encampment response supports and outreach services in accordance with the service provision model.
5. Ensuring coordinated access and eligibility assessment for Individuals in partnership with relevant agencies and partners.

HEARTH

1. Procuring and deploying shelter and temporary housing units.
2. Working with municipalities and other landholders to identify and secure suitable project sites.
3. Selecting non-profit operators to provide property management and support services at each site as per provincial procurement standards.
4. Providing funding through HEARTH Shelter and Support Services Agreements or HEARTH Operator Agreements for property management and support services.
5. Working with and supporting operators by:
 - a. assigning a BC Housing regional representative to act as a liaison;
 - b. providing clear guidelines and expectations;
 - c. providing information, resources, and assistance, where appropriate;
 - d. supporting capacity development, partnership development, best practices dissemination, and service integration;
 - e. identifying gaps in service provision and working collaboratively to respond to gaps; and
 - f. providing Database support.

Ministry of Housing

The Ministry of Housing is responsible for:

1. Providing provincial oversight and policy direction to BC Housing and partners, and approving provincial encampment response plans.
2. Engaging and partnering with Indigenous communities and governments.
3. Working with BC Housing to identify HEART and HEARTH communities.
4. Entering into MoUs with municipalities and/or Indigenous partners, as required.
5. Supporting community HEART and HEARTH Strategic Working Groups through review of identified gaps and system barriers at the Provincial or cross-Ministry level and supporting resource or system enhancement to improve encampment and Homelessness response.

Municipalities

Municipalities are responsible for:

1. Participating in the identification, review and selection of appropriate HEART and HEARTH communities and HEARTH sites.
2. Entering into MoUs with the Ministry of Housing, as required.
3. Providing necessary permissions to facilitate the occupation and use of the land for shelter and temporary housing (i.e., expediting approvals, rezoning, permitting, committing to support shelter capacity and need for future permanent housing projects, and participating in HEART).
4. Cooperating with BC Housing and the operator regarding the installation and ongoing management of sites and units.
5. Partnering with BC Housing to perform neighbourhood engagements.

HEART Partners

Partners are responsible for:

1. Enabling operational participation by staff of their service area or Ministry.
2. Identifying and selecting Individuals.
3. Providing clear guidelines and expectations to Individuals.
4. Being culturally aware, sensitive, and respectful of diversity, and embracing a spirit of flexibility in their approach to meeting the needs of Individuals.
5. Entering program related data into a Database required by BC Housing in a timely and consistent manner.
6. Informing BC Housing of any critical incidents or issues.
7. Notifying Individuals of any changes to their services.
8. Coordinating with BC Housing, Health Authorities, Indigenous communities and governments, MSDPR, community level coordinating tables and other ministry supports to ensure smooth transitions between housing programs and services and compliance to any relevant Provincial legislation.
9. Developing partnerships with other service providers to enhance service delivery.

HEARTH Operators

Operators are responsible for:

1. Collaborating with other providers in the community to select Individuals, and using the Coordinated Access and Assessment process, where possible.
2. Individual management, property management, and the delivery of support services in accordance with this framework.
3. Complying with operational, program, and performance standards.
4. Maintaining adequate and accurate Individuals service records.
5. Submitting required program financial information and entering Individuals' data into the Database.
6. Informing BC Housing of any critical incidents or issues that may materially affect the operator's ability to fulfil the terms of the HEARTH Shelter and Support Services Agreement and/or the HEARTH Operator Agreement.
7. Managing staff and providing appropriate training.
8. Implementing and maintaining a service mandate that outlines how the program will meet Individuals' needs.
9. Developing partnerships with other service providers to enhance service delivery.

Individuals

Individuals are responsible for:

1. Submitting supporting documentation as required.
2. Advising the HEARTH operator when changes occur that may impact eligibility and/or service delivery.

MONITORING AND REPORTING

BC Housing is responsible for monitoring the effectiveness of the HEART and HEARTH programs and reporting on several outputs that directly relate to services provided, as agreed with the Province. Regular reporting on program effectiveness will be provided to local governments, the Provincial Government, and the public.

The intent of the reporting and review process is for partners to identify areas of strength and opportunities to achieve excellence and accountability in the delivery of the programs. The cornerstones of review are quality assurance, quality improvement, and risk mitigation. Regular reporting and review help partners to measure progress, work together to better match services to Individuals' needs, support improved service delivery, and demonstrate the effectiveness of the programs. Accordingly, the reporting and review tools are designed to open dialogue with partners to help identify and share practices that are working well, as well as elicit feedback from Individuals. Reporting and review processes comply with privacy requirements including the *Personal Information Protection Act* and the *Freedom of Information and Protection of Privacy Act*.

Reporting and Review Tools

The reporting and review system is designed to gather quantitative and qualitative information from partners and Individuals. Several tools are used to elicit a balanced flow of information (Figure 2) to support the operational needs of partners, monitor program success, identify emerging needs among people who are experiencing Homelessness in encampments or living in public spaces, and to shape future program planning. Partners may voluntarily administer additional tools, such as Individual surveys, and may choose to discuss the results with BC Housing.

Figure 2: Reporting and Review Tools

Tool	Frequency	Completed By
Database	Daily	Partners
Financial Review	Annual	BC Housing
Operational Review	As Required	BC Housing

Database

Partners report regularly using the Database. BC Housing establishes timelines for data reporting and mandatory fields. Partners are responsible for obtaining Individual's consent.

Financial Review

HEARTH operators submit audited financial statements and other supporting documentation to BC Housing to facilitate an annual review of financial operations.

Operational Review

Applicable to HEARTH operators. Operational reviews are conducted in accordance with BC Housing policy to determine fulfilment of the terms of the HEARTH Shelter and Support Services Agreements and/or the Operator Agreement. The review includes interviews with the operator's management, an on-site visit and physical inspection, and a review of service policies, procedures and other relevant documents, as requested.

SIGN-OFF

The Program Framework requires final sign-off by BC Housing's Chief Executive Officer and approval by Executive Committee.

Vincent Tong

Vincent Tong

Chief Executive Officer

GLOSSARY

Case Planning: means developing a person-centred focus and mutually agreed upon plan to assist individuals to integrate more fully into their community. Case Planning will include activities such as an explanation of available options, identification of the individual's goals, explanation of how the operator can support the individual to achieve desired outcomes, and the benefits, alternatives, and consequences of planned services.

Culturally Diverse: means service delivery that recognizes and respects the presence of different cultures.

Culturally Appropriate: means, in the context of housing service delivery, encompassing ways of inhabiting private and common spaces informed by cultural factors including family sizes, notions of private/shared spaces, etc., that take into considerations factors beyond Euro-Canadian housing practices and living norms.

Culturally Safe: means service delivery based on respectful engagement that recognizes and strives to address any power imbalances. It results in an environment free of racism and discrimination, where people feel safe.

Individuals: individuals who are eligible for services pursuant to the Homeless Encampment Action Response Team (HEART) and/or are eligible for shelter or temporary housing with support services pursuant to the Homeless Encampment Action Response Temporary Housing (HEARTH) program.

Database(s): means the computer application(s) provided by BC Housing to meet the operational and informational needs of the partners and BC Housing.

Healing Centred: means a strengths-based approach focussing on an individual's strengths, such as social and community networks, that advances a holistic view of healing and re-centres culture and identity as central features in wellbeing.

Homelessness: refers to a situation where an individual or family is not stably housed or is living in temporary accommodation where they do not have control over the length and conditions of tenure and do not have adequate personal space. This includes living in: public spaces without legal claim (e.g., on the streets, in abandoned buildings, or in encampments); a homeless shelter, a transition house, a public facility or service (e.g., hospital, care facility, rehabilitation or treatment centre, correctional facility) and cannot return to Housing; or where they are financially, sexually, physically or emotionally exploited to maintain their shelter.

Indigenous Cultural Support: means a broad range of community-based programs, services and supports that are available to Indigenous individuals in support of their personal objectives. Culturally Appropriate services are delivered in a way which links an individual with an aspect of their Indigenous culture and are culturally significant for that individual.

Privacy: means, in the context of service delivery, connecting individuals to spaces that respect personal dignity.

Safe Access: means buildings and units accessible to individuals with any mobility impairments, access to housing in accordance with the BC Building Code, and having immediate access to housing with no “housing readiness” or other requirements (e.g., no drug or alcohol use).

Safe Shared Space: means considering safety factors (e.g., single bedrooms, bathroom/shower/toilet features with minimal gaps, etc.) in any shared space for women-only, including transgender women, housing and in any gender-mixed spaces to allow for privacy and dignity.

Safe Sleeping Area: means considering safety factors (e.g., single bedrooms, larger spaces, etc.) in sleeping arrangements for women-only, including transgender women, housing and in gender-mixed spaces to allow for privacy and dignity.

Trauma Informed: means a strengths-based framework focussing on an individual’s strengths, such as social and community networks, grounded in an understanding of and responsiveness to the impact of trauma and taking steps to mitigate individuals from being re-traumatized. It emphasises physical, psychological, and emotional safety for everyone, and creates opportunities for survivors to rebuild a sense of control and empowerment.

APPENDIX A: ROLES AND RESPONSIBILITY MATRIX

R – Responsible	Those who do the work to achieve the task
A – Accountable	Those who are ultimately accountable for the correct completion of the task
C – Consulted	Those whose opinions are sought
I – Informed	Those who are kept up to date on progress

Deliverable	Responsible	Accountable	Consulted	Informed
Identifying priority communities	HOUS/BCH	HOUS	BCH/ SDPR/ HLTH/ Indigenous	Impacted community
Entering into MoUs	HOUS	HOUS	BCH/ Indigenous/ Impacted government partners	SDPR/HLTH
Indigenous engagement and/or partnership	HOUS	HOUS/ BCH	SDPR/ HLTH/ Indigenous	Impacted government and community partners
Development and coordination of the local Homelessness and encampment response	BCH	BCH	HOUS/ SDPR/ HLTH/ Indigenous/ Impacted government and community partners	
Provincial planning and monitoring	HOUS	HOUS	BCH/ SDPR/ HLTH/ Indigenous/ Impacted government and community partners	
Local operational and development implementation	BCH	HOUS/ BCH	SDPR/ HLTH/ Indigenous	Impacted government and community partners
Encampment Legal Team Review	HOUS	HOUS	SDPR/ HLTH/ Indigenous	Impacted government and community partners
Communications Media Relations Strategy	BCH	GCPE	SDPR/ HLTH/ Indigenous/ Impacted community	Impacted government and community partners
Community Stakeholder and Tenant Engagement Strategy	BCH	BCH	HOUS/ Impacted community	Impacted government/FN and community partners