



**AGENDA
HEALTH AND HOUSING TASK FORCE**

Wednesday, May 27, 2020, 3:00 P.M. - 5:00 P.M.

Board Room, Service and Resource Centre,
411 Dunsmuir Street, Nanaimo, BC

Pages

1. CALL THE MEETING TO ORDER:

[Note: This meeting will be video recorded for the public.]

2. INTRODUCTION OF LATE ITEMS:

3. ADOPTION OF AGENDA:

4. ADOPTION OF MINUTES:

a. Minutes

3 - 7

Minutes of the Special Health and Housing Task Force Meeting held in the Boardroom, Service and Resource Centre, 411 Dunsmuir Street, Nanaimo, BC, on Wednesday, 2020-MAY-06, at 3:00 p.m.

5. REPORTS:

a. Draft Integrated Needs Assessment Review of Remaining Data Requests

To be introduced by Lisa Bhopalsingh, Manager, Community Planning.

Presentation:

1. Dr. Alina Turner, Turner Strategies, to discuss the draft integrated needs assessment review of remaining data requests.

b. Financial Modelling Scenarios (Overview)

8 - 16

To be introduced by Lisa Bhopalsingh, Manager, Community Planning.

Presentation:

1. Dr. Alina Turner, Turner Strategies, to provide an overview of financial modelling scenarios.

c. Introduction of Ecosystem Design

To be introduced by Lisa Bhopalsingh, Manager, Community Planning.

Presentation:

1. Dr. Alina Turner, Turner Strategies, to provide an introduction to ecosystem design.

6. **OTHER BUSINESS:**

7. **ADJOURNMENT:**

MINUTES
SPECIAL HEALTH AND HOUSING TASK FORCE MEETING
BOARDROOM, SERVICE AND RESOURCE CENTRE,
411 DUNSMUIR STREET, NANAIMO, BC
WEDNESDAY, 2020-MAY-06, AT 3:00 P.M.

Present: Mayor Krog (arrived 3:26 p.m., vacated 5:12 p.m.)
Councillor D. Bonner, Chair
Councillor E. Hemmens
H. Hartman (joined electronically)
J. Harrison (joined electronically)
A. LaHue (joined electronically)
S. Madden (joined electronically)
E. Manson (joined electronically 3:06 p.m.)
J. McCormick (joined electronically)
M. McNaughton (joined electronically)
K. Smythe (joined electronically)
L. Murphy (joined electronically)
Supt. C. Miller, OIC, Nanaimo Detachment RCMP (joined electronically)

Absent: K. Glynn
L. McHaffie

Staff: J. Rudolph, Chief Administrative Officer (arrived 4:57 p.m.)
D. Lindsay, General Manager, Development Services
B. Corsan, Director, Community Development
L. Bhopalsingh, Manager, Community Planning
D. Stewart, Social Planner (joined electronically)
K. Kronstal, Social Planner (joined electronically)
D. Blackwood, Client Support Specialist (vacated 3:03 p.m.)
K. Robertson, Deputy City Clerk
S. Snelgrove, Recording Secretary

1. CALL THE SPECIAL HEALTH AND HOUSING TASK FORCE MEETING TO ORDER:

The Special Health and Housing Task Force Meeting was called to order at 3:02 p.m.

Councillor Bonner advised the Special Meeting of the Health and Housing Task Force would be held in accordance with the *Community Charter*, Council Procedure Bylaw 2018 No. 7272 and Ministerial Order No. M083.

2. PROCEDURAL MOTION:

It was moved and seconded that the meeting be closed to the public in order to deal with agenda items under the *Community Charter*:

Section 90(1) A part of the Council meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following:

Section 90(2):

- (b) the consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government or the federal government or both, or between a provincial government or the federal government or both and a third party.

The motion carried unanimously.

The Health and Housing Task Force Meeting moved In Camera at 3:04 p.m.

The Health and Housing Task Force Meeting reconvened the open meeting at 4:03 p.m.

The Health and Housing Task Force Meeting recessed 4:04 p.m.

The Health and Housing Task Force Meeting reconvened at 4:08 p.m.

3. INTRODUCTION OF LATE ITEMS:

- (a) Agenda Item 6(b) – Add City Update on Actions to Keep the City Clean.

4. APPROVAL OF THE AGENDA:

It was moved and seconded that the Agenda, as amended, be adopted. The motion carried unanimously.

5. ADOPTION OF THE MINUTES:

It was moved and seconded that the Minutes of the Special Health and Housing Task Force Meeting held in the Boardroom, Service and Resource Centre, 411 Dunsmuir Street, Nanaimo, BC, on Wednesday, 2020-APR-22, at 3:00 p.m. be adopted as circulated. The motion carried unanimously.

6. REPORTS:

- (a) COVID-19 Responses for Unsheltered Community

Lisa Bhopalsingh, Manager, Community Planning, advised:

- Updates to the Homeless Coalition continue weekly
- Sanitation work downtown hasn't changed significantly since last meeting and work is continuing
- Staff are facilitating meetings between shelter providers regarding the COVID-19 response
- Island Health has a good system in place to respond to individuals who are at shelters and are presenting COVID-19 symptoms or are at high risk and need shelter
- A summary of actions the City has taken to support vulnerable populations is available on the City's website at Nanaimo.ca

(b) City Updates on Actions to Support Vulnerable Populations

Introduced by Lisa Bhopalsingh, Manager, Community Planning.

Dr. Turner joined the meeting electronically at 4:13 p.m.

1. City Updates on Actions to Keep the City Clean

Supt. Miller, Officer in Charge, Nanaimo RCMP, advised:

- RCMP has seen an increase in homelessness with close to 600 homeless in Nanaimo
- RCMP is concerned with the increased number of weapons seizures from homeless people over the last two months
- Clean team includes sanitation team, street sweeper, Bylaw and RCMP working together as a group to improve sanitation and conditions homeless people are living in
- RCMP role is to ensure safe conditions for City Staff and homeless people, as some homeless are not aware of social distancing or choose not to social distance
- Current RCMP focus is on Wesley Street, Diana Krall Plaza and the general downtown core
- RCMP procedure related to abandoned shopping carts

(c) Food Security Working Group Update and Review of Food Security Working Group Guidelines

Lisa Bhopalsingh, Manager, Community Planning, advised:

- Food Security Working Group is meeting once a week
- Four members are working on a food security plan
- Requested that the Health and Housing Task Force endorse the Food Security Working Group Guidelines
- Guidelines provide a framework for what Food Security Working Group will undertake
- Framework allows the group to work fairly quickly
- Community groups have adapted roles to support each other to provide robust food services during COVID-19

Task Force discussion took place regarding:

- Intention for Food Security Working Group to continue after pandemic
- Data captured provides estimate of people who will be at risk due to unavailability of food and shelter
- Immediate focus is to ensure the current food system continues during COVID-19

It was moved and seconded that the Health and Housing Task Force recommend that Council approve the establishment of a Food Security Advocacy Group Sub-Committee and endorse the Food Security Working Group Guidelines. The motion carried unanimously.

(d) HelpSeeker Project Status

Introduced by Lisa Bhopsingh, Manager, Community Planning.

[Note: Agenda Item 6(d) HelpSeeker Project Status Update and Agenda Item 6(e) Systems Mapping Project - Integrated Needs Assessment and Financial Modelling Key Highlights were considered in conjunction.]

Presentation:

1. Dr. Alina Turner, Turner Strategies, provided a presentation. Highlights included:
 - The Task Force will receive the Needs Assessment Package which compiles research on homelessness, affordable housing, food security, wellbeing factors and a summary of design labs
 - Task Force is asked to review the document with a strategic lens to determine if information is missing and provide feedback by 2020-MAY-30
 - In order to apply for funding for post COVID-19, an understanding of what the needs are in the community is required
 - Financial modelling for social issues takes into account variables such as population growth, costs of intervention, costs related to operating and developing housing
 - Modelling assumptions include:
 - Based on 5 years
 - Target population growth faster than usual due to higher rates of mobility of homeless population
 - Current support system is at capacity (rent subsidies, supportive housing)
 - Target is chronic and episodically homeless people
 - Ensure additional new capital rather than relying solely on existing units
 - Eliminate pressure on shelter system
 - When model was developed different intervention types were analyzed that would work for different types of homelessness
 - Different rates of turnover for how people move through types of homelessness
 - Numbers provided are assumptions as there isn't specific data for Nanaimo, which is not uncommon for communities at the beginning of this process
 - With this information HelpSeeker is able to start quantifying types of units needed and operational and capital costs to deliver services in order to add capacity to housing stock:
 - Estimated supports needed: 66 million over 5 years to support housing operations and Housing First programming
 - 42 million in capital costs for 621 new housing spaces

The Health and Housing Task Force meeting recessed at 4:53 p.m.

The Health and Housing Task Force meeting reconvened at 4:55 p.m.

J. Rudolph entered the Boardroom at 4:57 p.m.

K. Robertson, Deputy City Clerk, advised the meeting had lost quorum at 4:57 p.m.
Members present: J. Harrison, S. Madden, J. McCormick
Supt. Miller rejoined the meeting electronically at 5:03 p.m.

Health and Housing Task Force discussion continued regarding:

- Managing the inflow of homeless if Nanaimo is the only community doing systems mapping
- Inflow to community may be higher than other parts of Canada
- Types of permanent supportive housing and supports offered

Mayor Krog vacated the Boardroom at 5:12 p.m.

Sheila Malcolmson, MLA-Nanaimo, provided an update regarding COVID-19 and advised that there were no new COVID-19 cases on Vancouver Island for the third day in a row. Outbreaks in the lower mainland continue; therefore, social distancing measures are staying in place. The next chapter of relaxing restrictions will commence in mid-May when elective surgeries will be restored as well as various professional businesses may open.

L. Bhopalsingh, Manager, Community Planning, advised the next meeting would be held 2020-MAY-27.

7. ADJOURNMENT:

The meeting adjourned at 5:18 p.m.

C H A I R

CERTIFIED CORRECT:

CORPORATE OFFICER










NANAIMO:


BUILDING A PATH FORWARD

TASK FORCE MEETING Financial Modelling Update

MAY 20, 2020

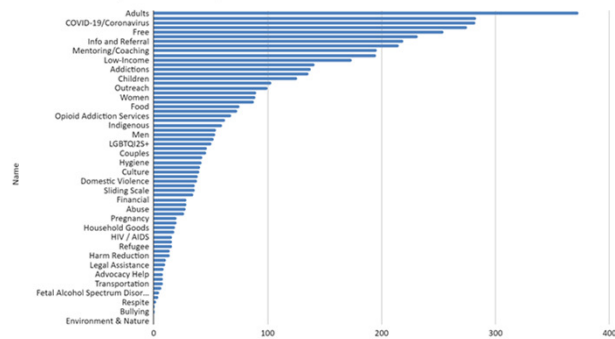
Agenda

1. Integrated Needs Assessment & Design Lab Summary feedback
 - REMINDER
 - Send high level feedback to Chantal cc: Karin
 - Due by May 30
1. Financial Modelling Progress Report
2. COVID Social Response Update: HelpSeeker data highlights
3. Ecosystem Design



HelpSeeker Update

Year to Date - HelpSeeker - Listing Visits



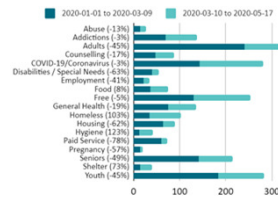
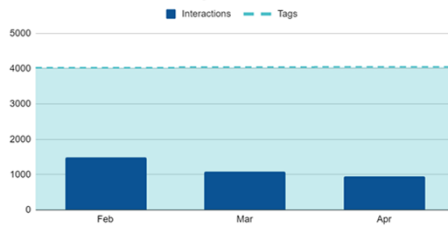
674 Listings + 281 pr
& benefits

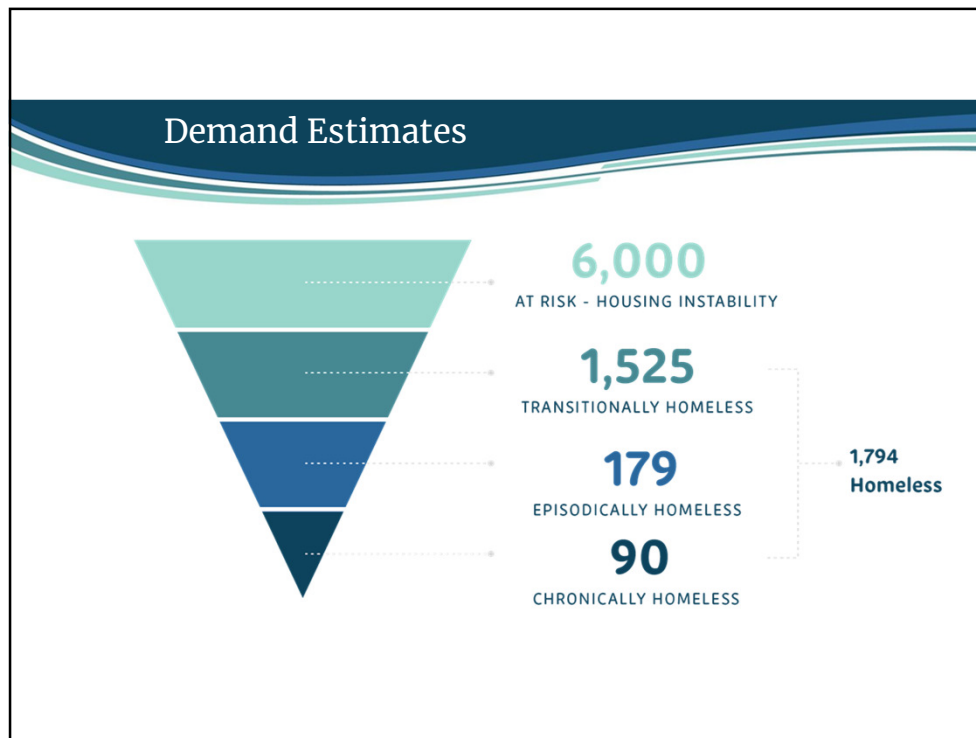
115 COVID listings + 1
helplines & benefits

34% of local listings

HelpSeeker pre/post COVID

Interactions and Service Tags





Scenario Comparisons

\$408m/\$104m

Overview of 4 options

Scenario	Total Costs	Total OpX	Total CapX	Targets	#Served	Timespan
Scenario 1 - Worst Case	\$108M	\$6.5M	\$60.9M	1,170	3,345	5 Years
Scenario 2 - Best Case	\$22.7M	\$17.3M	\$5.3M	385	4,946	5 Years
Scenario 3 - Likely Case	\$62.7M	\$33.6M	\$28.4M	655	4,308	5 Years
Scenario 3.5 - Longer Case	\$117.7M	\$74.7M	\$42.9M	1,020	10,241	10 Years

Considerations

- More costs = more impact on target groups
- Varying levels of reliance on scattered site vs place based models
- Focus on higher acuity / chronicity vs prevention
- Capital investment flows impact capacity/costs
- Longer time frame allows lower annual costs

Recommended Working Scenario is Scenario 3 – Likely Scenario

Ecosystem Design

Continuing conversation on
implementation, roles & governance




Key Assumptions

-  Start year 2020 – comparing 5 & 10 year timelines
-  Target pop growth at 10% for at risk/transitional; 10% for episodic/chronic
-  Access to current supply is full, given overflow demand
-  Target chronic/episodic at 100%
-  Target at risk/transitional at 10% and 25% rates
-  Focus on new capital vs. reliance on current rent units
-  No new shelters - limited transitional housing
-  Eliminate current backlog over immediate 5yrs
-  Shift resources to prevention over time





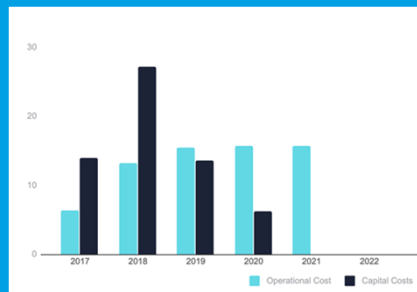
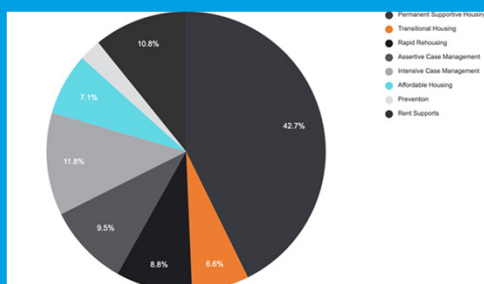



Key Assumptions – Performance & Cost

Program Type	Target Turnover	Target Negative Exit	OpEx/Space/Yr	CapEx/Space
Permanent Supportive Housing	25%	15%	\$20K; \$35K; \$55K	\$175K
Affordable Housing	20%	10%	\$5K	\$125K
Assertive Community Outreach	20%	10%	\$21K	
Intensive Case Management	150%	15%	\$17.5K	
Rapid Rehousing	200%	20%	\$12K	
Diversion	300%	20%	\$5K	
Rent Supports	20%	10%	\$6K	

Scenario 1: Worst Case

\$108M over 5 yrs or \$22M/ year



Supports Needed: \$66M over 5 years to support housing operations and Housing First programming.

Housing Needed: \$42M in capital for 621 new housing spaces

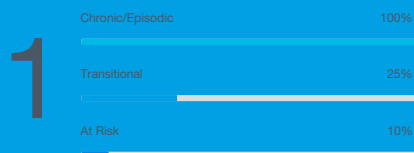
Scenario 1: Worst Case

Spaces created over 5 years

190 - Permanent Supportive Housing
280 - Affordable Housing
86 - Transitional Support Housing

60 - Assertive Community Treatment
100 - Intensive Case Management

110 - Rapid Rehousing
80 - Diversion
300 - Rent Supports



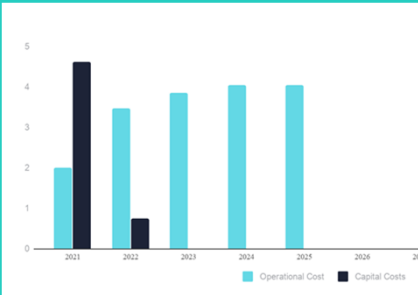
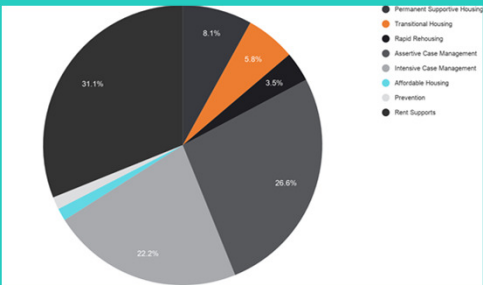
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Assumes heavy capital investment, complemented by rent supports & Housing First in market units.

Assumes all current capacity is 0 - worse case scenario.

Scenario 2: Best Case

\$22.7M over 5 yrs or \$4.5M/ year

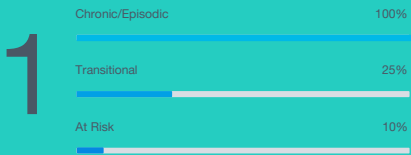
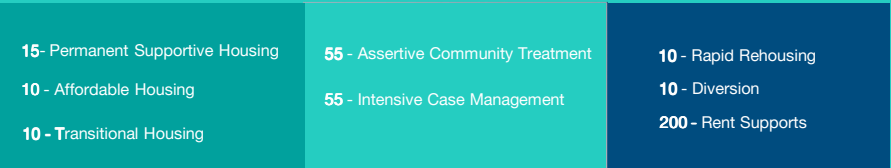


Supports Needed: \$17.3M over 5 years to support housing operations and Housing First programming.

Housing Needed: \$5.3M in capital for 1,297 new housing spaces

Scenario 1: Best Case

Spaces created over 5 years



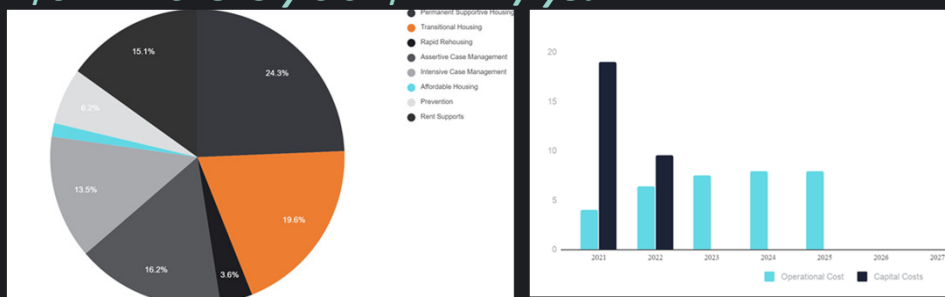
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Assumes heavy investments in rent supports, ACT and ICM.

Assumes all current capacity is accessed.

Scenario 3: Likely Case

\$62.1M over 5 yrs or \$12.4M/ year



Supports Needed: \$33.6M over 5 years to support housing operations and Housing First programming.

Housing Needed: \$28.4M in capital for 846 new housing spaces

Scenario 3: Likely Case

Spaces created over 5 years

90 - Permanent Supportive Housing

20 - Affordable Housing

70 - Transitional Housing

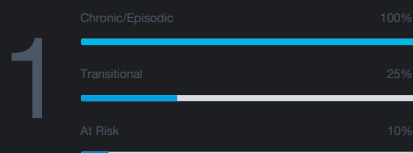
70 - Assertive Community Treatment

70 - Intensive Case Management

20 - Rapid Rehousing

95 - Diversion

200 - Rent Supports



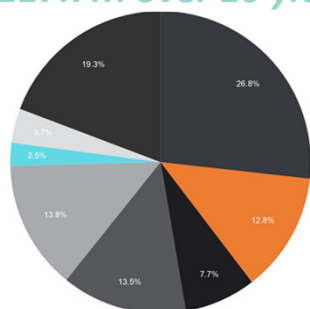
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Assumes similar investments in supports & housing

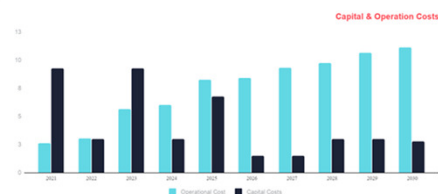
Assumes 50% of current capacity.

Scenario 3.5 Longer Case

\$117.7M over 10 yrs or \$11.8M/ year



- Permanent Supportive Housing
- Transitional Housing
- Rapid Rehousing
- Assertive Case Management
- Intensive Case Management
- Affordable Housing
- Prevention
- Rent Supports



Supports Needed: *\$74.7M over 10 years to support housing operations and Housing First programming.*

Housing Needed: *\$42.9M in capital for 862 new housing spaces*

Scenario 3.5: Longer Case

Spaces created over 10 years

170 - Permanent Supportive Housing

50 - Affordable Housing

60 - Transitional Housing

60 - Assertive Community Treatment

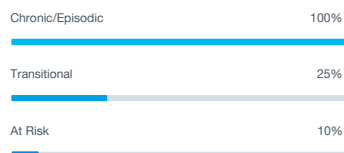
100 - Intensive Case Management

60 - Rapid Rehousing

90 - Diversion

350 - Rent Supports

1



2

Assumes heavy capital investment, complemented by rent supports & Housing First in market units.

Assumes 50% of current capacity.