



**MERGED 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:

- a. Add - Correspondence from Honourable Selina Robinson, dated 2020-MAY-21,
re: Community Housing Fund Request for Proposals*

17 - 19

To be introduced by Councillor Hemmens.

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

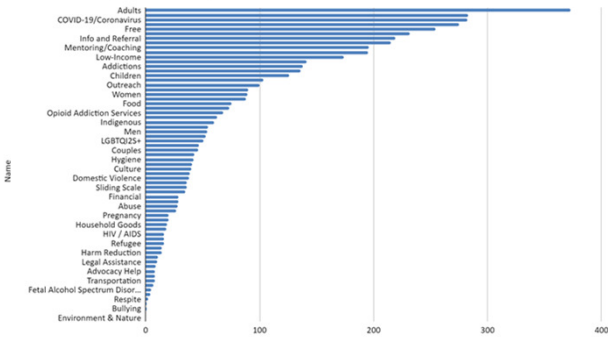
Agenda

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

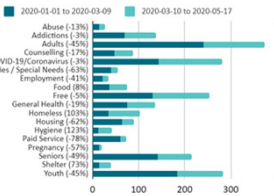
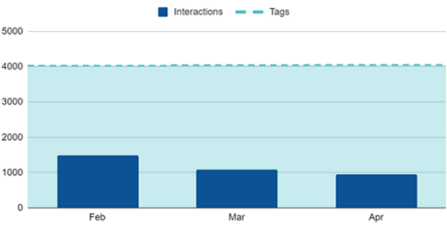
Year to Date - HelpSeeker - Listing Visits

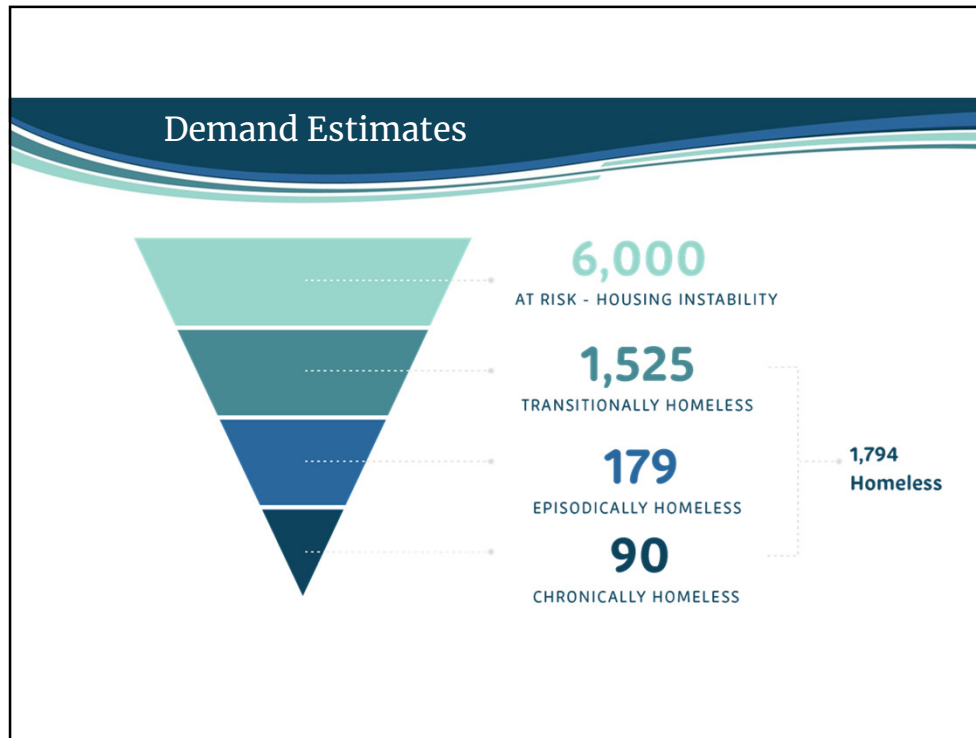


674 Listings + 281 pr
& benefits
115 COVID listings + 1
helplines & benefits
34% of local listings

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

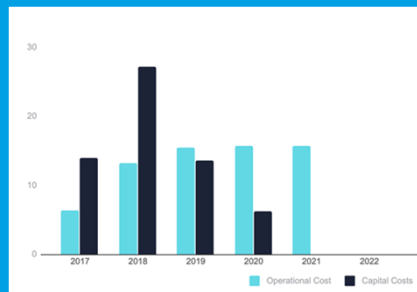
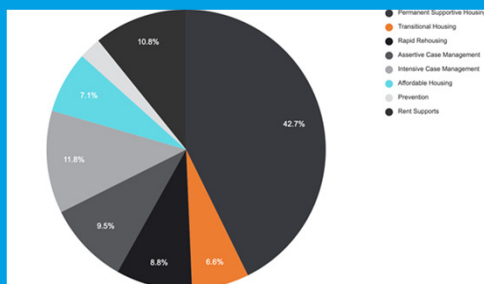


Key Assumptions – Performance & Cost

| 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

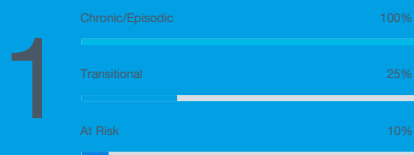
Scenario 1: Worst Case

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



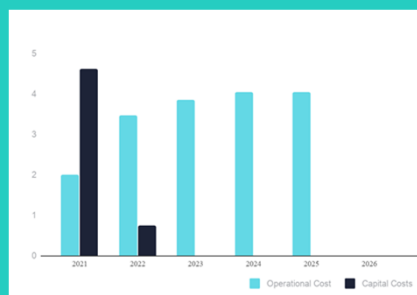
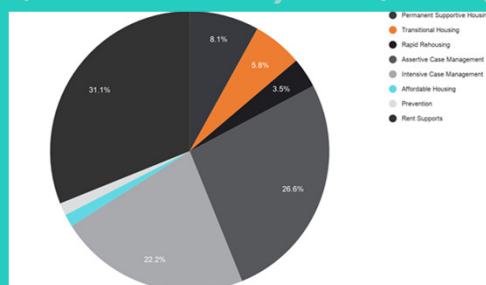
2

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

15 - Permanent Supportive Housing

10 - Affordable Housing

10 - Transitional Housing

55 - Assertive Community Treatment

55 - Intensive Case Management

10 - Rapid Rehousing

10 - Diversion

200 - Rent Supports



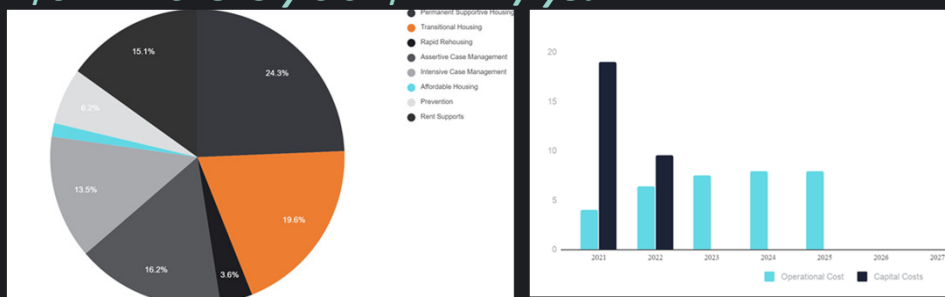
2

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

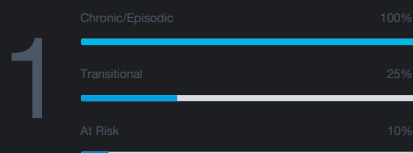
70 - Assertive Community Treatment

70 - Intensive Case Management

20 - Rapid Rehousing

95 - Diversion

200 - Rent Supports



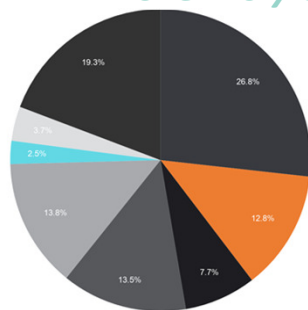
2

Assumes similar investments in supports & housing

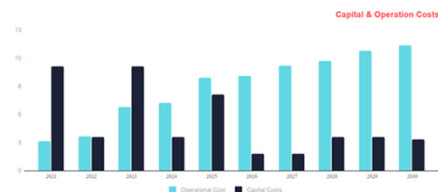
Assumes 50% of current capacity.

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

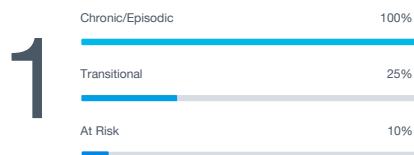
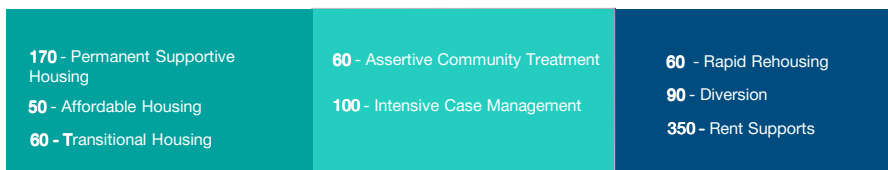


Supports Needed: *\$74.7M over 10 years to support housing operations and Housing First programming.*

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

Scenario 3.5: Longer Case

Spaces created over 10 years



2

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

Assumes 50% of current capacity.



May 21, 2020

Ref: 254635

Dear Local Government Leader:

During these uncertain times, it is clearer than ever that safe, secure, appropriate, and affordable housing is critical for all British Columbians.

I am writing today to share with you that we will be opening the next Request for Proposals (RFP) for the Community Housing Fund, working with our partners to deliver more homes for the people of B.C.

The Community Housing Fund helps to create affordable rental homes for middle and low-income British Columbians. The fund supports projects that are a mixed-income model, with 20% of the housing in each building for low-income households, 50% rent geared to income (housing income limit) and 30% for moderate income households (up to \$74,000). Proponents must be a non-profit housing society, Indigenous housing society, First Nation, housing co-operative or municipality, which want to develop and operate rental housing projects for individuals, seniors and families with low to moderate incomes.

BC Housing will issue the Request for Proposals on May 27, 2020, and it will be open until mid-January 2021, giving proponents time to prepare their submissions. While the RFP will be open until mid-January, BC Housing will proceed with pre-allocation to successful proponents as early as September 2020. For more information, please visit <https://www.bchousing.org/projects-partners/funding-opportunities>.

These homes are the next step in our 10-year housing plan. In just over two years we've already made great progress together, providing thousands of secure homes to families, individuals and seniors in communities across the province through our housing programs:

- **Community Housing Fund** will provide close to \$1.9 billion over 10 years to build and operate 14,350 affordable new rental homes for seniors, families, low-income and middle-income earners. As of December 31, 2019, 5,200 units are complete or in progress.
- **Indigenous Housing Fund** will provide \$550 million over 10 years to build and operate 1,750 units of social housing for projects for Indigenous peoples both on and off Nation. As of December 31, 2019, 1,165 units are complete or in progress.

.../2

Women's Transition Housing Fund will provide \$734 million over 10 years to build 1,500 new supportive homes for women and children fleeing violence, including transition houses, safe homes, second-stage and long-term housing. As of December 31, 2019, 679 units are complete or in progress.

- **Programs for supportive housing** will provide \$1.4 billion over 10 years to build and operate 4,900 units of supportive housing for those who are experiencing homelessness or at risk of homelessness. As of December 31, 2019, 3,072 units are complete or in progress.
- **HousingHub**, a new branch of BC Housing, promotes, facilitates and coordinates housing partnerships to create affordable homes. As of December 31, 2019, 2,800 units are complete or in progress.

In addition to the Community Housing Fund RFP, there are other ongoing opportunities available to partner with BC Housing:

- **Building BC funds:** BC Housing welcomes discussions with partners interested in developing new housing through the Supportive Housing Fund and the Women's Transition Housing Fund. Visit <https://www.bchousing.org/partner-services> to learn more or contact your local Director of Regional Development (contact list below).
- **Major Repairs for Existing Social Housing:** The Province is providing \$1.1 billion over 10 years to non-profit housing providers and housing co-operatives to support capital projects that maintain or benefit an existing social housing building's condition or improve the building's seismic or fire safety, as well as for projects focused on energy performance. Visit <https://www.bchousing.org/partner-services/asset-management-redevelopment/capital-planning-repairs> to learn more about eligibility criteria and how to apply or speak with your local Regional Non-Profit Portfolio Manager.
- **HousingHub** was established to seek innovative partnerships with local housing organizations, community land trusts, Indigenous groups, faith-based groups, charities, the development community, financial institutions and other industries to create affordable rental housing and homeownership options for middle-income British Columbians. As a centre for housing expertise and collaboration, affordable housing will be developed through the HousingHub either through new construction or through the redevelopment of existing sites. Partners bring suitable land, equity and/or the catalyst for development. The HousingHub can provide:

.../3

- Expertise and assistance in the planning and development process
- Access to pre-development funding
- Low-cost financing
- Project coordination advice
- A place for organizations to collaborate

To learn more, visit: www.bchousing.org/partner-services/housinghub

There are many ways that municipalities can help to partner with BC Housing, such as providing city-owned land, waving Development Costs Charges and prioritizing affordable housing projects in the development approvals process. We also hope that you will help share these opportunities to partner with BC Housing with organizations in your area.

If you are interested in providing housing but are unsure of how to connect with non-profit housing operators, BC Housing or the [BC Non-Profit Housing Association](#) can help you identify housing non-profits in your region.

If your government or a stakeholder in your community has a housing proposal of any kind, please contact your local Director of Regional Development for more information:

| Region | Director of Regional Development | Email |
|-----------------------------------|----------------------------------|--|
| Interior Region | Danna Locke | dlocke@bchousing.org |
| Northern Region | Amy Wong | awong@bchousing.org |
| Vancouver Coastal & Fraser Region | Naomi Brunemeyer | nbrunemeyer@bchousing.org |
| | James Forsyth | jforsyth@bchousing.org |
| Vancouver Island | Malcolm McNaughton | mmcnaughton@bchousing.org |
| HousingHub | Raymond Kwong | rk Wong@bchousing.org |

Thank you for all you are doing to bring more affordable housing to your community.

Sincerely,



Selina Robinson
Minister