



AGENDA
HEALTH AND HOUSING TASK FORCE

Wednesday, July 22, 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 - 8
Minutes of the Health and Housing Task Force Meeting held in the Boardroom, Service and Resource Centre, 411 Dunsmuir Street, Nanaimo, BC, on Wednesday, 2020-JUN-24, at 3:00 p.m.	
b. Minutes	9 - 10
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-JUL-13, at 8:49 a.m.	
5. PRESENTATIONS:	
a. Kelowna's Journey Home - Partnerships and Implementation	11 - 22
To be introduced by Lisa Bhopalsingh, Manager, Community Planning.	
Sue Wheeler, Social Development Manager, City of Kelowna, and Stephanie Ball, Executive Director, Central Okanagan Journey Home Society, to provide a presentation.	
b. Data Sharing and Integrated Tables - Dr. Alina Turner, CEO HelpSeeker	23 - 28
To be introduced by Lisa Bhopalsingh, Manager, Community Planning.	

6. REPORTS:

- a. **Discussion re: Daytime Resource Centre Expression of Interest** 29 - 32

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

- b. **Nanaimo Rent Bank** 33 - 44

To be introduced by David Stewart, Social Planner.

Purpose: To provide the Health and Housing Task Force with an update regarding the work to establish a rent bank in Nanaimo and request direction to provide funding from the Housing Legacy Reserve to support the proposed rent bank pilot project to be operated by the Nanaimo Region John Howard Society.

Recommendation: That the Health and Housing Task Force recommend that Council provide \$90,603 from the Housing Legacy Reserve funds received through the Online Accommodation Tax (OAP) to the Nanaimo Region John Howard Society in order to operate a local rent bank as a temporary pilot project.

7. OTHER BUSINESS:

- a. **Letter dated 2020-JUN-08 from Bonnie Henry, MD, MPH, FRCPC, Provincial Health Officer, re: Homeless Encampment Health Issues Guidelines in the Context of COVID-19** 45 - 54

The following motion was made during the 2020-JUL-06 Regular Council Meeting:

"It was moved and seconded that Council refer the correspondence from Dr. Bonnie Henry, dated 2020-JUN-08, to the Health and Housing Task Force to make recommendations, if any, to Council."

8. ADJOURNMENT:

MINUTES
HEALTH AND HOUSING TASK FORCE MEETING
BOARDROOM, SERVICE AND RESOURCE CENTRE,
411 DUNSMUIR STREET, NANAIMO, BC
WEDNESDAY, 2020-JUN-24, AT 3:00 P.M.

Present: Councillor D. Bonner, Chair
Councillor E. Hemmens
A. LaHue, A/Director Partnerships and Strategic Initiatives, Strategic Services Branch, Service Delivery Division, Ministry of Social Development and Poverty Reduction (joined electronically)
J. Harrison, Executive Director, Canadian Mental Health Association (joined electronically)
J. McCormick, Executive Director, John Howard Society (joined electronically)
K. Smythe, CEO, Nanaimo Chamber (joined electronically 3:08 p.m.)
L. McHaffie, Service Manager, Service Canada (joined electronically, disconnected 4:00 p.m.)
L. Murphy, Director, Mental Health and Substance Use, Island Health (joined electronically)
E. Manson, Councillor, Snuneymuxw First Nation (joined electronically)
S. Madden, Executive Director, United Way (joined electronically)
Supt. C. Miller, OIC, Nanaimo Detachment RCMP (joined electronically)

Absent: M. McNaughton, BC Housing

Staff: B. Corsan, Director, Community Development
L. Bhopalsingh, Manager, Community Planning
F. Farrokhi, Manager, Communications
D. LaBerge, Manager Bylaw Services
K. Kronstal, Social Planner
D. Stewart, Social Planner (joined electronically)
K. Robertson, Deputy City Clerk
J. Vanderhoef, Recording Secretary

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

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

Councillor Bonner advised the 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. M192.

2. INTRODUCTION OF LATE ITEMS:

- (a) Agenda Item 5(b)(2) Presentation from Jenn Legate, Systems Integration Analyst, Helpseeker, re: Integrated Coordinated Access – Add presentation re: Integrated Coordinated Access 101.

- (b) Reorder Agenda Item 5(a) Confirmation of Health and Housing Task Force Mandate Extension to follow Agenda Item 5(b) Presentations from Dr. Alina Turner, Turner Strategies.

3. APPROVAL OF THE AGENDA:

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

4. ADOPTION OF THE MINUTES:

It was moved and seconded that the Minutes of the Health and Housing Task Force Meeting held in the Boardroom, Service and Resource Centre, 411 Dunsmuir Street, Nanaimo, BC, on Wednesday, 2020-JUN-10, at 3:00 p.m. adopted as circulated. The motion carried unanimously.

5. REPORTS:

- (a) Presentations from Dr. Alina Turner, Turner Strategies

Introduced by Lisa Bhopalsingh, Manager, Community Planning.

1. Update on Project Deliverables/Timeline

Dr. Alina Turner, Turner Strategies, provided a PowerPoint presentation. Highlights included:

- Review of roadmap diagram outlining work plans for the Task Force moving forward
- Restarting the community information and engagement stage that was previously interrupted due to COVID-19
- Design labs being held June - September 2020
- Working group is reviewing the emerging issues and attempting to validate key issues to be addressed
- Moving towards an implementation strategy

K. Smythe joined the meeting electronically at 3:08 p.m.

Task Force discussion took place regarding the following:

- Empowering groups who may already be meeting by providing resources to allow groups to hold meetings within their comfort levels during COVID-19
- Using future design labs to review information received prior to COVID-19

Dr. Alina Turner, Turner Strategies, continued her presentation as follows:

- Identified six large deliverable topics and provided an update on each stage of the topic:
 - Systems Map - completed as part of ongoing work with Helpseeker and United Way to identify ecosystem gaps
 - Strategic Engagement – initial design labs done in March; however, need to complete the rest by September
 - Health and Housing Action Plan - Integrated Needs Assessment completed in April and Financial Modelling completed in May, both documents require finalizing
 - Integrated Funding Strategy - Social Impact Audit work partially completed but still need to meet with Island Health and BC Housing about data and coordinated investment strategies
 - Integrated Coordinated Access – model to streamline process and optimize efforts. Need to get feedback from key stakeholders on this model in upcoming design labs
 - Complex Needs Integrated Services Model – need to target high system users and their needs

Task Force discussion took place regarding the following:

- Clarification on top 50 system users meaning the top 50 members of our community for whom the systems have failed due to acute needs
- Having a conversation regarding the action plan to end homelessness
- Issues related to sharing of personal information

Dr. Alina Turner, Turner Strategies, continued her presentation as follows:

- Next Meetings:
 - July 8th Integrated Coordinated Access Model overview and action plan outline
 - July 22nd Complex Needs Model and community engagement update
 - August - community engagement continued
 - September 9th present draft plan, plan feedback process, discussion regarding implementation and integrated funding strategy
 - September 23rd deliverables finalized, plan launch, transition planning and implementation of roles
 - October - project wrap up and next steps
- The Task Force continuing its role beyond October to help with governance and implementation of the plan

Task Force discussion took place regarding the following:

- Task Force making a recommendation in September to go forward to Council in October
- Timeframe for Council to engage with the Task Force

- Dr. Turner potentially providing a presentation to Council during a Special Council Meeting

L. McHaffie disconnected from the meeting at 4:00 p.m.

2. Presentation from Jenn Legate, Systems Integration Analyst, Helpseeker, re: Integrated Coordinated Access

Dr. Alina Turner, Turner Strategies, provided a PowerPoint presentation. Highlights included:

- Having a narrow scope of work focused on homelessness or a broader scope encompassing other needs within the community
- Feedback from Task Force suggested a more comprehensive response is needed to address: social disorder, addictions, mental health, prevent potential gaps in a social services delivery system and ensure service quality
- Approach must include prevention and not just intervention
- People's needs are layered: basic needs, health and wellness, family and community, safety and security
- Review of ecosystem design and how all of the components and services are connected
- Grand Prairie's "Making Coordinated Access Model" was provided as an example of various need levels and the tiers of support services provided to meet those needs
- Need to leverage capacity for people to find help within the community and consistently navigate their needs
- Grand Prairie leveraged front line workers already in their community by identifying and connecting them, and providing standardized training on how to navigate different service levels
- Discussion is needed around options to centralize or decentralize services
- Need to identify the experts in the community who can provide the top level services
- Identified four integrated coordinated access components:
 - Digital Navigation – web-based information
 - Community Locations – need to identify where the physical locations naturally occur in Nanaimo
 - Integrated Services Tables
 - Systems Navigators – easily identifiable individuals providing information
- Provided an example of an Integrated Coordinated Access (ICA) meeting list used by the City of Grand Prairie where individuals names are not provided but unique IDs are used instead
- It is still necessary to obtain consent from individuals to bring their information forward for review
- Process must conform with the processes and legislation of each organizations involved in the ICA
- Dr. Turner will provide an example of a consent form
- Provided an example of an ICA process:

- Screened for integrated service program
- Prioritized for service
- Assigned lead support worker
- Integrated service delivery
- Outcomes

Task Force discussion took place regarding the following:

- Funding for training of service providers
- Differences between provincial funding in Alberta versus British Columbia
- Option to contract out support training and a community role, or assigning key staff to be responsible
- How other City's have funded training programs
- Regulations in British Columbia are much different from those in Alberta
- Nanaimo can ask provincially mandated organizations like the Ministry of Social Development and Poverty Reduction, Island Health, and BC Housing to leverage needs and requests
- Partners at the table are key to helping coordinate and lead this project
- Budget for other Cities to implement training was approximately \$100,000
- Consultants can't be used for the work on the ground level, that work needs to be done by local teams
- Asking the local community entity to operate the program
- Potential Memorandum of Understanding with provincial service providers
- Design needs to be customized for Nanaimo
- Need to explain complexities to the public to help them understand how things work and why things look different between provinces and other municipalities
- Being solution oriented and open to different models used across Canada
- Need to see some actionable items: media campaign, calling/letters to Members of Parliament, meeting with potential funders
- Missing the child/youth perspective
- Dr. Turner to research the City of Abbotsford's investments in their situation as they recently became the community entity for Reaching Home funds
- A future presentation is planned regarding the City of Kelowna's situation as a comparison to Nanaimo

(b) Confirmation of Health and Housing Task Force Mandate Extension

Introduced by Lisa Bhopalsingh, Manager, Community Planning.

- Review of Task Force timeline to complete mandate
- If the Task Force does not ask for an extension their last meeting is scheduled for July 22nd
- Suggested extending to October

It was moved and seconded that the Health and Housing Task Force recommend that Council extend the mandate of the Health and Housing Task Force to October 30, 2020, in order to allow time to complete the deliverables and bring forward a recommendation to Council. The motion carried unanimously.

Lisa Bhopalsingh, Manager, Community Planning, noted that the next scheduled meeting of the Health and Housing Task Force was July 8th.

6. ADJOURNMENT:

It was moved and seconded at 4:48 p.m. that the meeting terminate. The motion carried unanimously.

C H A I R

CERTIFIED CORRECT:

CORPORATE OFFICER

MINUTES
SPECIAL HEALTH AND HOUSING TASK FORCE MEETING
BOARDROOM, SERVICE AND RESOURCE CENTRE,
411 DUNSMUIR STREET, NANAIMO, BC
MONDAY, 2020-JUL-13, AT 8:49 A.M.

- Present:** Councillor D. Bonner, Chair
Councillor E. Hemmens
M. McNaughton, BC Housing (joined electronically)
H. Hartman, BC Housing (joined electronically)
L. McHaffie, Service Manager, Service Canada (joined electronically)
K. Smythe, CEO, Chamber of Commerce (joined electronically)
S. Madden, Executive Director, United Way (joined electronically)
E. Manson, Councillor Snuneymuxw First Nation (joined electronically, disconnected 9:42 a.m.)
J. McCormick, Executive Director, John Howard Society (joined electronically)
L. Murphy, Director, Mental Health and Substance Use, Island Health (joined electronically 9:03 a.m.)
Supt. C. Miller, OIC, Nanaimo Detachment RCMP (joined electronically)
- Absent:** A. LaHue, A/Director Partnerships and Strategic Initiatives Strategic Services Branch, Service Delivery Division, Ministry of Social Dev and Poverty Reduction
J. Fix, Director Program Delivery, Service Canada
J. Harrison, Executive Director, Canadian Mental Health Association
K. Glynn, Executive Director, Mental Health and Substance Use, Island Health
- Staff:** J. Rudolph, Chief Administrative Officer
D. Lindsay, General Manager, Development Services
B. Corsan, Director, Community Development
F. Farrokhi, Manager, Communications
D. LaBerge, Manager Bylaw Services
L. Bhopalsingh, Manager, Community Planning
K. Kronstal, Social Planner
D. Stewart, Social Planner
K. Robertson, Deputy City Clerk
J. Vanderhoef, 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 8:49 a.m.

Councillor Bonner advised the Health and Housing Task Force Meeting would be held in accordance with the *Community Charter*, "Council Procedure Bylaw 2018 No. 7272" and Ministerial Order No. M192.

2. APPROVAL OF THE AGENDA:

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

3. 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:

- (e) the acquisition, disposition or expropriation of land or improvements, if the Council considers that disclosure could reasonably be expected to harm the interests of the municipality.

The motion carried unanimously.

4. ADJOURNMENT:

It was moved and seconded at 9:54 a.m. that the meeting adjourn. The motion carried unanimously.

C H A I R

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Presentation Topics

Building the Foundation for Systems Approach

The Game Changers and Examples

Lived Experience Voice

Indigenous Voice

Private Sector

Research Collaborative

Peer Navigators

Interior Health Role

Complex Needs Advocacy Project

Journey **HOME**

Shifting to a Systems Thinking Approach

Collective Impact Framework

Common Agenda

Shared Measurement

Reinforcing Activities

Continuous Communication

Backbone Support

Applying Systems Thinking

Provides shared language promoting common understanding of complex issues - demonstrates extent of interdependence within the system

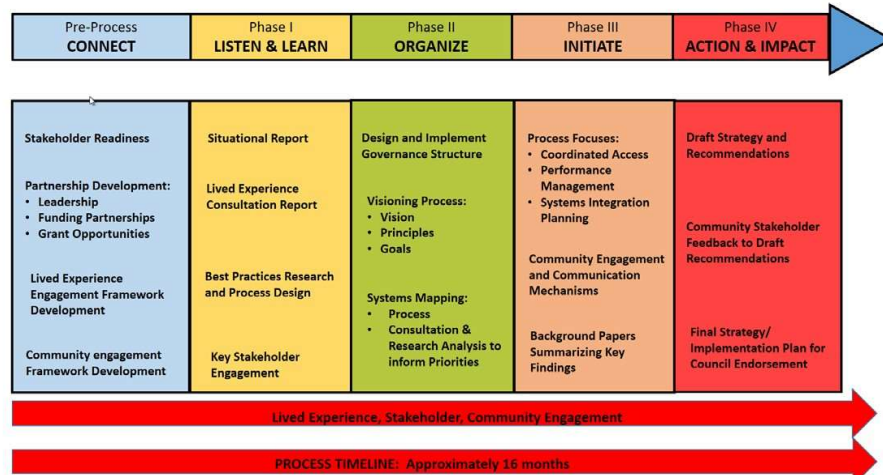
Builds Trust, and recognition of unintended consequences of well intentioned actions

Uncovers root causes of chronic and complex problems allowing ability to establish solid basis for identifying high-leverage system-wide solutions

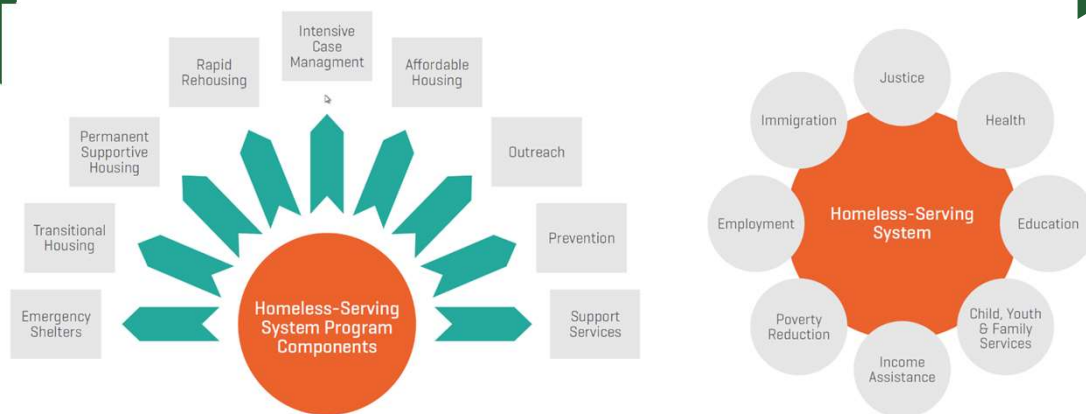
Source: *Systems Thinking for Social Change*,
David Peter Stroh

Journey **HOME**

Embedding Systems Approach through Collective Impact



Building the Foundation for Systems Approach



Source – Borrowed from the St. John's System Planning Framework

Shifting to a Systems Approach

Recognize the Interconnectivity Of Our System

We are greater than the sum of our parts

Recognize – that if we don't accept that every sector has contributed to state of homelessness – we can't move forward

NAME IT, OWN IT, LIVE IT – how have we (our agency/sector) contributed (unintentionally) to the problem, and what can we stop doing immediately to positively impact our efforts to prevent and end homelessness



Think Differently

We are not a housing agency, but we can be a part of the system

Do Things Differently

Without the courage to be part of the solution, we remain part of the problem

What must we stop doing immediately?

Are our decisions and policies based on myths or facts?



JOURNEY HOME

Embodies our Community's Voice

*"We need leadership that
inspires and drives action"*
Design Lab Participant



The intentional approach of bringing new and different perspectives into an open discussion on this complex issue has been a **game changer** for our community.

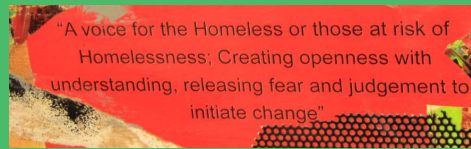
It opened doors we never thought possible with new ideas and access to new resources to create a com drive the action-based strategy.

Journey **HOME**

Journey Home Design Labs Ignited Community Driven Solutions



Lived Experience Circle on Homelessness



Broad Inclusive Participation
Input to Strategy – Planning and Participation
Ongoing input to Planning and Decisions

3 Focus Areas:

Represent Voice of People Living without homes

Journey Home Board
Community Decision Making Tables
Guidance to Service Providers/Community Initiatives
Consultation with People Experiencing Homelessness

Ending Discrimination and Stigma

Peer Empowerment and Mentorship



Systems Change Lens

Foundational
Intentionality
Embedded into Governance from the Beginning
Mechanism to Support Ongoing Focus

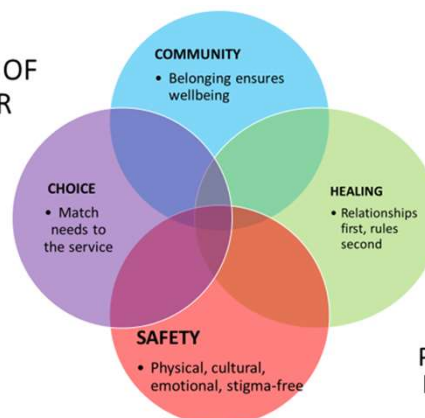
LECoH – Foundation for Community Shelter Design Lab

Conducted 7 Focus Groups

35 people Experiencing Homelessness

- Shelters
- Drop in Programs
- Sheltering Outdoors

THE TYPE OF SHELTER



PEOPLE NEED IN KELOWNA

Reconciliation We are at the Beginning.....

Indigenous Voice

- So Important
- Reconciliation woven through every conversation
- Teaching and Guiding
- Importance of Culturally Informed
- Ensuring that all work has Indigenous voice in development

Journey **HOME**

Just the beginning

Indigenous Voice

- Continuously transforming perspectives
- Indigenous lens changes the way we see problems and solutions
- Very much at the beginning –
- Reconciliation embedded as a key principle in the Strategy
- Working towards an Indigenous Caucus

Journey **HOME**



Journey **HOME**

Research Collaborative

Activated by
Blueprint from
Strategy Design
Lab

Partnership with UBC-O and Okanagan College and
other partners???

Formed a Research Collaborative to conduct community
participatory research in alignment with Journey Home
Collaborative received funding and began work in 2019

SW1

PEOPLE Lived Experience Society

LECoH Vision of having a PEER MENTOR to be the first person to meet and support anyone needing to access services

Partnership Project for Pilot PEOPLE:

- City, Interior Health, LECoH, Indigenous Partners, and local Community Action Team
- City, Interior Health and CAT invest in pilot
- Indigenous Partners Build Cultural Component
- Urban Matters CCC incubates Social Enterprise
- 2 Cohorts of Graduates – over 50
- Numerous Contracts in 2019
- Key in COVID Response
- Contracts in Place for 2020

PEOPLE
EMPLOYMENT SERVICES

K-uksist (We walk together) Who we are

PEOPLE Lived Experience Society operational 2020

PEOPLE Peers Capacity Building and Peer Navigator Program

3 year Health Canada Grant just announced - \$691,000

People experiencing homelessness face stigma and barriers to healing everyday, PEOPLE Peer Navigators Program is designed to help people access the care and support they need through a connection with Peers that can relate and support them accessing services

Interior Health Role

Leadership

Journey Home Task Force and Transition Team
Systems Leaders
Social Policy Framework

Partner

Peer Navigators Project Investment
COVID Response Plan and Implementation

Commitment to System Redesign

Implementation of Journey Home Strategy
Complex Needs

Journey **HOME**

Complex Needs Advocacy Project

Focused on meeting the housing and health support needs of the regions most housing-vulnerable populations

Regional Focus – Initiated by the City of Kelowna

Partners – Central Okanagan Municipalities, Interior Health, BC Housing, Journey Home Society

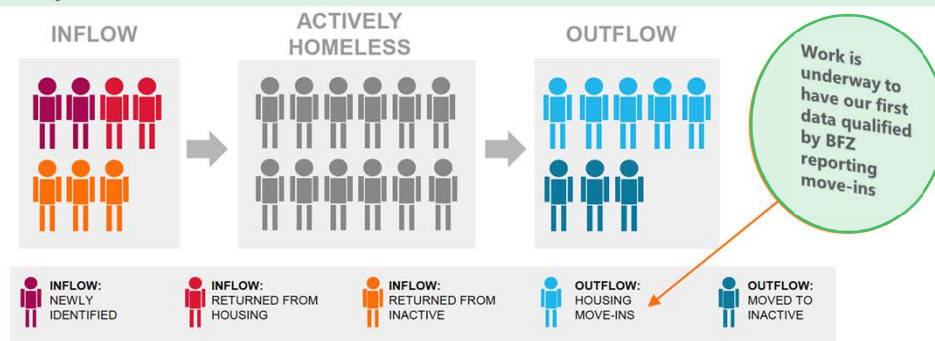
Expected Outcomes:

- Identify Level of Need
- Develop Strategy
- Identify Opportunities (redesign and alignment)
- UBCM Resolution – Advocacy Paper to Inform Discussions

Built for Zero

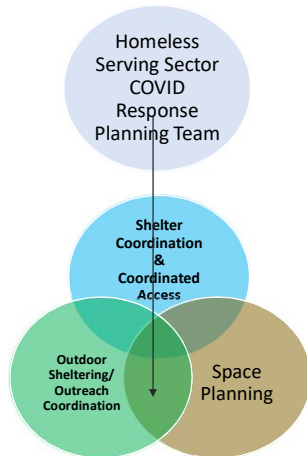
Integrating Data Across Multiple Systems & Organizations

Starting with tracking monthly housing move-ins. As our community builds a real-time, by-name-list, we will track and respond to a more dynamic picture of our entire system.



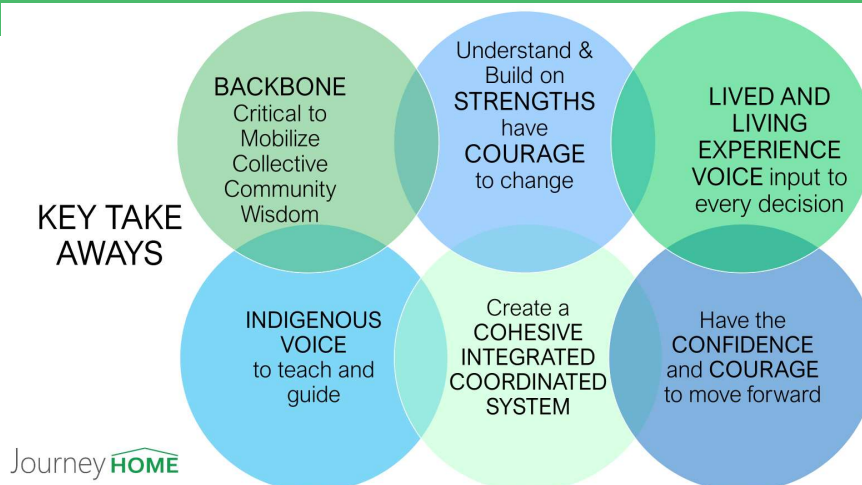
Kelowna COVID-19 Response

Highly Collaborative and Coordinated



Stream and Population Focus	Actions
Stream 1 Population Focus: Current Shelter Population	Enhanced support to sustain shelters Coordinated Access Access to Health Supports/Safe Supply
Stream 2 Population Focus: Shelter Users "at risk" of COVID and more independent with low risk of overdose	Secured spaces with supports for those most at risk of COVID
Stream 3 Population Focus: People who have had COVID contact /have symptoms and need to be isolated	Secured Spaces with basic needs, mentorship, and health supports/safe supply
Stream 4 Population Focus: People who test positive for COVID	Secured Spaces with basic needs, mentorship, and health supports/safe supply COVID Shelter ready to activate
Stream 5 Population Focus: People sheltering outside	Provide access to basic needs/ hygiene Ensure daily wellness checks Access to Health Supports/Safe Supply

Game Changers





Stephanie Ball
Executive Director
Central Okanagan Journey Home Society



Sue Wheeler
Social Development Manager
City of Kelowna



NANAIMO:

BUILDING A PATH FORWARD

TASK FORCE MEETING

Complex Needs & Action Plan

July 22, 2020

Overview

- Social Impact Audit (quick update)
- Community Engagement approach (update)
- Integrated Coordinated Access complex needs (information/Q&A)
- Action Plan Outline (feedback requested)
- Plan Feedback Process (discussion)

Community Engagement (Aug-Sep)

DESIGN LABS

1. Systems Coordination (Alina)
2. Filling Gaps in the Housing Continuum (Alina)
3. Domestic Violence & Gender-Based Responses (Community)
4. Exploitation & Vulnerability (Community)
5. Engaging Faith/Volunteer Community (Community)
6. Food Security (Community)

LIV EX LABS

1. On-Reserve Indigenous x 2 (Lisa)
2. Off-Reserve Indigenous x 2 (Community)
3. Seniors x 2 (Community)
4. Youth x 2 (Community)
5. Diverse Abilities (Community)
6. LGBTQ2S Diverse Communities (Community)
7. Women x 2 (Community)
8. Families x 2 (Community)

LEVERAGING COMMUNITY

LEADERSHIP TO SUPPORT

TEST-DRIVING:

Emerging priorities/ actions

Proposed ICA model

Complex needs approach

Implementation governance roles

DESIGN LAB FOCUS

1. DIGITAL NAVIGATION
2. SYSTEMS NAVIGATORS
3. DESIGNATED LOCATIONS
4. ACTION TABLES:
 - a. Complex needs
 - b. Seniors
 - c. Children, youth & families
 - d. Indigenous



Complex Needs Action Table

TARGET GROUP

50 clients with complex needs who we can do a better job supporting

- **Health** Frequent, &/or escalating EMS and/or Emergency Departments use + Complex comorbidity: co-occurring health, mental health, addiction issues, and/or trauma
- **Justice** Frequent, inappropriate, and/or escalating Police Service interaction and/or admissions to Court Services Section, Remand /Alberta Corrections facilities
- **Housing/ Homelessness** Current or past history of chronic homelessness, long term housing instability

PROCESS

1. **Screened** at entry points (police, CMHA, JH, shelter)
1. **Prioritized** for Service (VAT + Public Systems Use)
1. Assigned **Lead Support Worker**
1. Integrated **Service Plan Delivery**
 1. Health: Clinical supports
 2. CMHA/JH: housing & wraparound supports; navigation
 3. Police: outreach; safety backup
 4. Other services as appropriate (600+ listing) in community for full integration/ stabilization
1. **Outcomes:** Systems Use monitoring & wellbeing improvement

Getting started



1. Establish **Action Table on Complex Needs** with core frontline partners (CMHA, shelter, health, police)
1. **Funder** buy-in: UW, BCH, IH
1. **Action Table lead org/person** designated to coordinate activities
1. **Due diligence** - Terms of Reference; informed consent process; data sharing agreements; org list development; list collation to id top 50; data tracker
1. **Outreach** to top 50; informed consent & engagement
1. **Integrated Service Plan** - case lead for each Top 50; ISP execution & progress monitoring
1. **Review/** refine/ scale

Action Plan Outline

Action Plan Overview

- Designed, branded document (25-30 pages total) with graphics, quotes, pictures
- Targeted at interested community members & stakeholders
- Written in easy to understand language, but adequate to convey approach

Technical Report/Appendices

- Community engagement results
 - ICA model input
 - Complex Needs approach
 - Emerging priorities
- Financial modelling
- Needs Assessment
- Social Impact Audit

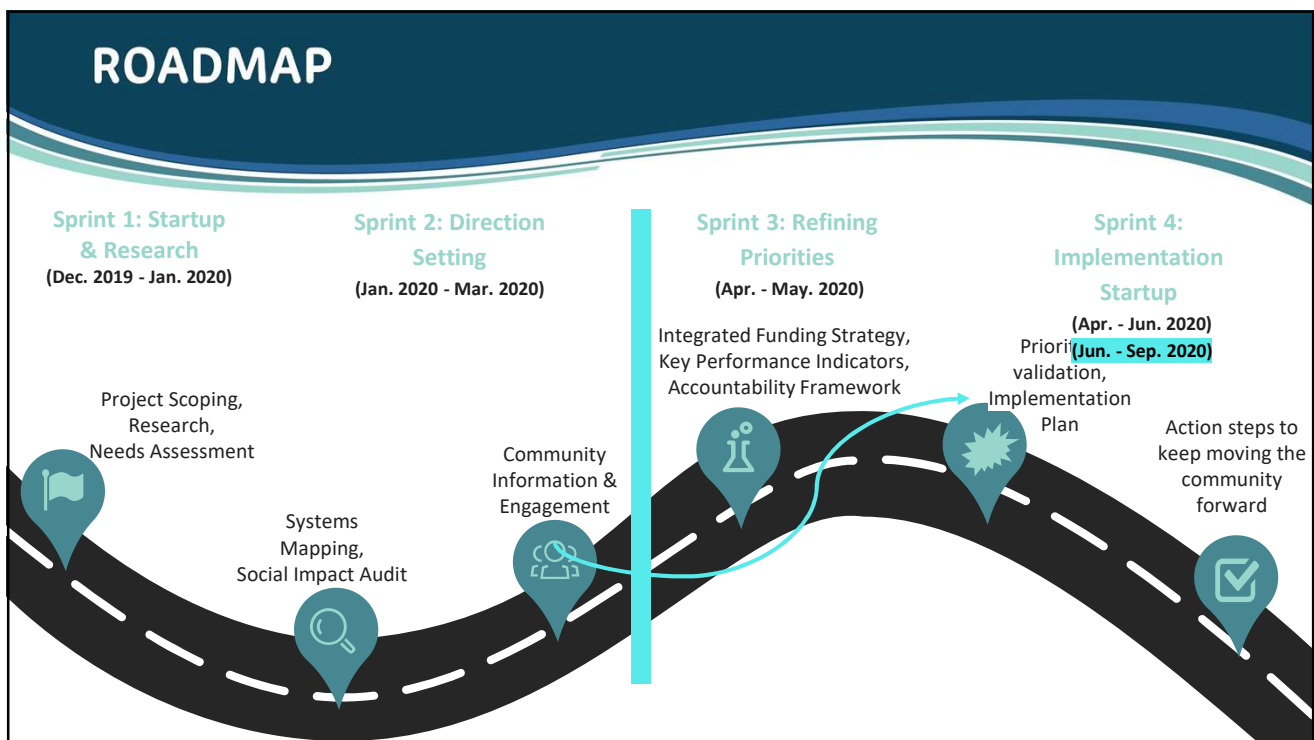
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- State of Health & Housing in Nanaimo
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- Strategies & Key Actions
- Targets & KPIs
- Investment Strategy
- Implementation Approach
- Governance Model
- ICA model & Complex Needs overview
- Key Terms

NEXT MEETINGS

MONTH	TOPICS
July 22	Integrated Coordinated Access model overview (information/Q&A) Social Impact Audit (update) Action Plan Outline (feedback requested) Plan Feedback Process (discussion)
August	No meetings Comm Engagement ongoing
Sep 2	Comm Engagement (update) Council input (discussion) Present Draft Plan (overview, feedback requested) Integrated Funding Strategy (overview, feedback requested)

MONTH	TOPICS
Sep 16	Deliverables finalized (update) Plan Launch approach (discussion) Implementation Approach (discussion) Transition Planning - Implementation Roles (discussion)
Oct 1	Project Wrap Up (discussion) Next Steps (discussion)



Systems Map of 600+ services operating in Nanaimo to understand ecosystem gaps, overlaps & support coordination and provide help seekers a real time systems navigation tool (HelpSeeker Apps).	Completed Feb. 2020; ongoing updates	Ongoing updates	11
Strategic engagement to generate key stakeholder buy-in for systems change from end users, service providers, funders/policy makers & to inform public of efforts.	10 Design Labs Task Force mtgs x 12 WG mtgs x 8 Coalition orientation Onsite org mtgs x 11	Jun-Sep 10 Design Labs 10 LivEx Focus Groups Task Force mtgs x 4 WG mtgs x 4 Onsite org mtgs x 11	
Health & Housing Action Plan outlining priorities for Nanaimo, targets/gaps/costs to address current & projected vulnerable population needs	Integrated Needs Assessment Completed - Apr. Financial Modelling Completed - May	Sep - Recommendations Report	
Integrated Funding Strategy to create co-investment model among diverse sources to align efforts to maximize impact/ performance.	Social Impact Audit partially completed Financial modelling completed - May	VIHA/BCH data needed Funders Design Lab - Jun	
Integrated Coordinated Access model to support streamlined process across ecosystem to optimize efforts to prevent & end homelessness.	Ecosystem design completed May ICA Model overview presented	ICA Model engagement Design Labs ICA Model write up	
Complex Needs Integrated Service Model to support housing & wellbeing needs of Nanaimo's 50 as a flagship cross-systems initiative.	Complex needs table overview Jun	Complex Needs model engagement design labs Complex Needs model write up	

Dr. Alina Turner, CEO HelpSeeker

alina@helpseeker.org

403-827-8722

Corporate:

HelpSeeker.co

System Navigation Apps: **HelpSeeker.org**



REQUEST FOR EXPRESSION OF INTEREST –
Daytime Resource Centre in Nanaimo, B.C.

1.0 INTRODUCTION

1.1 Summary

The City of Nanaimo (the 'City') invites qualified proponents to submit Expressions of Interest (EOI) for the provision of daytime resource center services for homeless and street-involved individuals in Nanaimo, B.C. **The EOI may be to support or expand existing services**, or to create a new service. The initial funding for this project is available on a pilot basis, with the potential for renewal. The successful proponent(s) must demonstrate that they have the capacity, experience and partnerships in place to provide service with a high probability of success.

1.2 Background

The term 'daytime resource centre,' as used in this document, refers to a place for people without stable housing to go during the daytime hours in order to access physical and mental health assistance, as well as to be sheltered from the elements. The intended clients include both Nanaimo's homeless population and street-involved individuals, who are not necessarily homeless, but who are exposed to the physical, social, and emotional risks of spending significant time on the street.

Nanaimo's Action Plan to End Homelessness (the 'Action Plan'), as endorsed by Nanaimo Council in 2018, notes that the current system of services for homeless individuals in Nanaimo has an obvious gap in that there is no indoor shelter available during the day. This has a negative impact on both the homeless and/or street-involved and the rest of the community, as individuals with nowhere else to go end up in public and semi-public spaces where they are neither welcome nor comfortable (e.g. business doorways). The Action Plan recommends the creation of a daytime drop-in centre for the homeless and the street-involved. In addition to providing a warm, dry, safe space to go to when the shelters are closed, a resource centre could assist health outreach workers in serving clients whom they might otherwise spend significant time trying to locate.

Nanaimo's *2019-2022 Strategic Plan* identifies a focus area of "being a safe and connected community in which all citizens can live, work, play, create and learn"; this includes our most vulnerable residents. The overall intent is to create a safe space during the daytime gap that currently exists when all other services are closed. The City is seeking proposals that take into consideration the other resources available in the community, and which are complementary to those resources.¹

This could be an expansion of existing programming, a new partnership or an entirely new service centre. Your proposal should explain how your organization's service fits or would fit into the existing network of social service agencies in Nanaimo focused on the homeless and street-involved population.

¹ For example, right now, the 7-10 Club serves breakfast every day of the week except Sundays, and the Unitarian emergency shelter is currently open from 5 PM – 7:30 AM. For a person reliant on those two services, that leaves a gap of seven hours with no consistent services or shelter on six days of the week (and for 10 hours on Sundays). There are some drop-in services offered by various non-profit groups in Nanaimo for their service user groups, such as the Women's Resource Centre and Seniors Connect, but these have limitations (e.g., are only for particular demographics, have limited hours/space, etc.). Salvation Army's New Hope daytime shelter is only for those staying at the shelter.

The City is also seeking to support services that address the current health and social issues in our community, particularly in the downtown core, and alleviate the pressure on other institutions (e.g. the public library).

2.0 PROPOSAL REQUIREMENTS

2.1 Operator Qualifications

Please include the following information in your proposal:

- A profile of the applicant organization including the origins and history as well as a brief description of the proponent's experience with developing and managing social service centres.
- A profile of any additional service provider(s) or government agencies anticipated to be engaged as part of the proposed service, including the origins and history of such organization(s), as well as their envisioned role in the project. Relevant correspondence or agreements confirming participation in proposed or existing services should be attached to the application.
- The organization's mandate and a description of services provided to clients.
- Human resources (numbers and types) currently employed.
- Information should be provided that describes the service provider's capacity to deliver the proposed support services. **This should include information related to the service providers existing capacity to deliver the proposed support services and capacity to leverage additional funds/resources beyond those provided by the City.**
- A copy of the organization's latest annual report and audited financial statements and current list of Board of Directors (if relevant).

2.2 Staffing Model and Scope of Services

A City-supported resource centre must include a core staffing function that would ensure the space is safe for attendees and staff. It must also ensure the area immediately adjacent to the centre is managed with respect to public safety and anti-social activities, and that the building and grounds are well-maintained and functionally operational.

Please identify the number of hours per day and days of the week of the proposed service. **If the requested funding is to expand existing services, clearly state what additional hours will be added.**

Please also outline the proposed staffing model, including the number of staff and their minimum qualifications, as well as the maximum number of clients that can be present at any one time (e.g. staff to client ratio.) If volunteers play a role in the operation of the service, please identify the number of volunteers involved and proposed role(s).

Additional services that may be offered include but are not limited to:

- Health supports, such as wound treatment, foot care, and referrals
- Counselling and advocacy supports
- Housing placement programs and pre-employment skills training
- Support to apply for income assistance
- Clothing program
- Laundry and/or personal hygiene facilities
- Meal program/snacks
- Social/recreational programming

Please identify the number of clients that could be serviced under your proposed model. Please also outline any information on existing or proposed partnerships with government and/or non-profit organizations that ensure a well-balanced, supportive environment complementary to existing services.

2.3 Location

Please identify your **current or proposed location for the service**, include the following information:

- Ownership/availability (is it under your tenure or would need to be secured?)
- Appropriate zoning
- Building code classification (i.e., approved for assembly use) and accessibility
- Capacity/occupancy load
- Proximity to other social services/downtown
- Facility amenities (e.g., showers/bathroom)
- Availability of outdoor/courtyard space, including options for temporary storage
- Potential or current impact on neighbourhood
- Potential or current impact on other building tenants (depending on location)

Please note that locations with outdoor amenity space may be given preference.

2.4 Budget

Please provide a budget breakdown for the proposed resource centre, including (but not limited to) the following components:

- Staff wages and benefits
- Administration
- Rent and utilities
- Operations
- Food/supplies
- Start-up costs (if applicable)

Please advise of any additional sources of funding and/or in-kind supports committed to the proposed or existing service, as will be considered as part of the evaluation of project viability.

2.5 Timeline

Funding for a daytime resource centre is available for on a 9-month pilot basis for the period of November 1, 2019 until June 30, 2020. At the 6-month mark, there will be project evaluation and a staff will make a recommendation to City Council as to whether to continue funding.

3.0 EVALUATION

Proposals will be reviewed by a team of City staff. Successful proponents will be notified of next steps. Please note that the secondary application stage may require:

- Additional information on proposed programming and program delivery; and
- A site visit.

The final decision on funding allocation will be made by City Council with a recommendation from staff.

DATE OF MEETING July 22, 2020

AUTHORED BY DAVID STEWART, SOCIAL PLANNER

SUBJECT NANAIMO RENT BANK

OVERVIEW

Purpose of Report

To provide the Health and Housing Task Force with an update regarding the work to establish a rent bank in Nanaimo and request direction to provide funding from the Housing Legacy Reserve to support the proposed rent bank pilot project to be operated by the Nanaimo Region John Howard Society.

Recommendation

That the Health and Housing Task Force recommend that Council provide \$90,603 from the Housing Legacy Reserve funds received through the Online Accommodation Tax (OAP) to the Nanaimo Region John Howard Society in order to operate a local rent bank as a temporary pilot project.

BACKGROUND

Supporting the development of a rent bank is included as a critical objective within the City's Affordable Housing Strategy (adopted 2018). Rent banks serve specific populations with a known need for short-term financial assistance to keep them housed. Most individuals who receive a rent bank loan do not qualify for traditional loans from banks, due to a poor credit score, unstable work, and/or not having collateral (meaning something to guarantee the loan). Typically, the goal of rent bank loans is to ensure households are able to stay in their homes during a time of temporary crisis; they often have high repayment rates and are successful at preventing homelessness.

City staff have been working with BC Rent Bank and the Nanaimo Homeless Coalition (NHC) to establish a local rent bank in the Nanaimo area. BC Rent Bank was established by the Vancity Foundation in partnership with the Province of BC to support existing rent banks and new rent banks throughout the province. On 2020-JUL-02, NHC selected the Nanaimo Region John Howard Society as the lead applicant for the Nanaimo Regional Rent Bank (NRRB). The John Howard Society and the City then submitted a joint application expression of interest (EOI) in joining the BC Rent Bank network. BC Rent Bank will contact the successful applicants on 2020-JUL-14, with the second full proposal launching 2020-JUL-22. Staff will provide a verbal update regarding the status of the EOI application. The final decision will be made on 2020-SEP-18 with rent banks expected to launch on 2020-OCT-01.

DISCUSSION

The NRRB would initially operate as a one-year pilot project. The rent bank will be managed by a lead agency (the John Howard Society has been identified for Nanaimo) with support from a Board of Directors and a Loan Evaluation Committee. If successful, the rent bank will continue on a sustainable long-term basis. Staff may then request Housing Legacy Funds continue to be directed towards the NRRB to support ongoing operation costs and loan capital requirements. In addition, Staff will look for other revenue streams.

If the NRRB is selected as a member of the BC Rent Bank network as the lead agency the John Howard Society will receive some seed and operating funding, mentorship and in-kind support from BC Rent Bank. Available seed funding from BC Rent bank cannot exceed 80% of projected first annual operating costs. Details regarding the extent of the operating funds have not yet been made available; however, BC Rent Bank has noted that “operating funds fill gaps that have been left after lead agencies and partners bring their resources together; other investors are needed to support the ongoing costs of operating a rent bank.” Other sustainable funding will be required to support the NRRB.

Online Accommodation Platform Funding

In 2018, the Province of British Columbia extended the Municipal and Regional District Tax (MRDT) that is applied to hotels, motels and resorts, to include an Online Accommodation Platform (OAP) tax. The MRDT includes up to 3% tax on the purchase of accommodation within select regions on behalf of municipalities, regional districts or eligible entities. The City pays all funds to the Nanaimo Hospitality Association, except for the portion collected through OAP from online accommodation providers (short-term rental platforms). The revenue collected through OAP is directed to the Housing Legacy Reserve Fund.

The Housing Legacy Reserve Fund was established in 2005 for “use as a resource for municipal support to affordable housing initiatives.” Between December 2018 and December 2019, the City received \$90,603 OAP funding toward the Housing Legacy Reserve.

Based on a review of existing rent bank budgets and discussion with BC Rent Bank, the proposed \$90,604 with anticipated additional funding from BC Rent Bank will be sufficient to establish an effective rent bank for the Nanaimo region. While the rent bank may ultimately have a regional focus, Housing Legacy Reserve funds will be used only to support Nanaimo residents.

OPTIONS

1. That the Health and Housing Task Force recommend that Council provide \$90,603 from the Housing Legacy Reserve funds received through the Online Accommodation Tax (OAP) to the Nanaimo Region John Howard Society in order to operate a local rent bank as a temporary pilot project.
 - The advantages of this option: The proposed rent bank and funding request supports the implementation of Section 5.7 of the Affordable Housing Strategy - Support the Development of a Rent Bank Program. The rent bank will help Nanaimo and area residents stay in their homes during a temporary financial crisis.

- The disadvantages of this option: The proposal requires Staff and financial resources which could be otherwise directed to other housing priorities.
 - Financial Implications: The requested \$90,603 from the Housing Legacy Fund is equivalent to the contribution the City received through our share of the OAP funds with the calendar year. The amount represents approximately 3% of the existing Housing Legacy Fund balance of over \$2.6 million.
2. That the Health and Housing Task Force recommend that Council not provide \$90,603 from the Housing Legacy Reserve funds received through the Online Accommodation Tax (OAP) to the Nanaimo Region John Howard Society in order to operate a local rent bank as a temporary pilot project.
- The advantages of this option: The funding would remain available for other future housing priorities.
 - The disadvantages of this option: BC Rent Bank requires local rent bank operators to provide proof of other funding sources. If the City is unable to provide funding, the John Howard Society will not be able to secure funding and support from BC Rent Bank. The City would miss an opportunity to fulfill a key goal of the Affordable Housing Strategy and help Nanaimo citizens avoid homelessness. Nanaimo residents would continue to have to rely on traditional lending providers only when facing a temporary financial crisis. Those unable to find traditional financing may risk homelessness or be forced to rely upon predatory lending practices.
 - Financial Implications: The requested \$90,603 will remain in the Housing Legacy Reserve and be available for other supportive or affordable housing opportunities.
3. That the Health and Housing Task Force provide alternate direction. |

SUMMARY POINTS

- Supporting the development of a rent bank is included as an objective within the City's Affordable Housing Strategy.
- With support from City staff and the Nanaimo Homeless Coalition, the Nanaimo Region John Howard Society submitted an expression of interest application to BC Rent Bank for in-kind and financial support to support a Nanaimo rent bank.
- Staff are recommending that funding directed to the Housing Legacy Reserve through the Online Accommodation Platform (OAP) tax be used to provide the additional funding required to support the rent bank.

ATTACHMENTS:

ATTACHMENT A: BC Rent Bank Expression of Interest: Guide for Expression of Interest
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Submitted by:

Lisa Bhopalsingh
Manager, Community Planning

Concurrence by:

Laura Mercer
Director, Finance

Bill Corsan
Director, Community Development

Dale Lindsay
General Manager, Development Services



BC Rent Bank EXPRESSION OF INTEREST Guide for Expression of Interest

We thank Foundry (www.foundrybc.ca) for giving permission to repurpose their EOI template and guide in support of this call.

Thank you for your interest in joining the BC Rent Bank Network and for your interest in offering rent bank services in your community as a BC Rent Bank Partner.

In December 2018, the Provincial Rental Housing Task Force, led by the premier's advisor on residential tenancy, MLA Spencer Chandra Herbert, along with MLA's Adam Olsen and Ronna-Rae Leonard, released 23 recommendations to the premier, including recommendation #4, provincial funding for rent banks.

BC Rent Bank is the title of the project established by Vancity Community Foundation in response to that recommendation and the funding provided by the Province of BC. The project dates are April 1, 2019 – March 31, 2022. The funding from the Provincial Government was given as a one-time financial contribution and there is no financial commitment beyond March 31, 2022. Therefore, a sustainable growth plan must address issues of sustainability. The funding allocated by the Province will be used to support existing rent banks and to help establish a province-wide rent bank system.

As of April 1, 2020, BC Rent Bank is now in year two of the three (3) year pilot project! During the first year, we learned many valuable lessons from the existing rent banks and from the expansion of two new rent bank sites. This year, we want to continue to test and learn from our Lead Agencies what successful expansion might look like and use this information to inform the development of the larger rent bank system.

We have created this guide to provide you with more information about our expansion process, as well as information about BC Rent Bank and the role we play in establishing a provincial rent bank system.

As of June 8, 2020, BC Rent Bank is announcing a call for an Expression of Interest (EOI) from communities across British Columbia interested in joining the BC Rent Bank network. **This EOI is the first phase of a two-phase expansion process that will identify and begin operations as four (4) new rent bank sites across BC by March 2021.**

In this "Test" Phase, BC Rent Bank will seek to establish four (4) new rent banks. Two (2) of these sites will serve populations of 50 000 people or less; and, two (2) sites will serve populations of 50 000 and greater.

It should be noted that we anticipate that there will be additional phases to the expansion of rent bank services in the Province of BC. We trust that lessons learned through this phase of the project will direct and inform future decisions about expansion and ultimately the development of a larger provincial system.

Questions?

Communities are invited to submit questions regarding the EOI and 2020-2021 Expansion Process through our email: info@bcrentbank.ca

Definitions:

- **BC Rent Bank:** Inclusive term for the overall provincial initiative
- **BC Rent Bank Lead Agency:** A not-for-profit organization or agency identified to lead the establishment, opening and operations of a BC Rent Bank project in their community.
- **BC Rent Bank Network:** The group of organizations/agencies currently partnering to deliver rent bank services in their communities.
- **BC Rent Bank Partners:** Official partners of BC Rent Bank who are operating rent bank services within a designated catchment area within the Province of BC. These partners are listed on our website at www.bcrentbank.ca/locations

SECTION 1: ABOUT THE 2020-2021 EXPANSION PROCESS

BC Rent Bank has learned many valuable lessons during our first year of operation, and specifically, during the COVID19 crisis. We had anticipated launching an EOI process much earlier, but due to the impacts of COVID19 we delayed this process for several months. We feel we are in a much better position now to support onboarding new Lead Agencies. The information and experiences we have gained during this time have been influential to our approach and our understanding of the expansion of services that we anticipate will ultimately serve the development of a provincial rent bank system, which is our mandate.

We are excited to launch the 2020-2021 BC Rent Bank Expansion Process. Our goal is to make this expansion process as fair, transparent and inclusive as possible, while also ensuring that any new Lead Agencies identified through this process are successful in launching and operating their rent bank project.

In Year One of the pilot project (April 1, 2019 – March 31, 2020) we learned many valuable lessons from the existing rent banks in BC. Their knowledge and expertise as collaborative partners are helping to shape and form the development of the larger BC Rent Bank system. With their support, we saw the establishment of two new rent banks during Year One, bringing the total number of rent banks in BC by the end of March 31, 2020 to ten (10).

Eligibility

Not-for-profit organizations/agencies with experience in providing housing services or working with vulnerable populations needing to maintain their housing, including First Nations, Metis, and Urban Indigenous service-providers, are eligible to express interest.

We will **not accept applications** from organizations or agencies that propose offering rent bank services where BC Rent Bank already has the following Partners:

Location	BC Rent Bank Partner	Area(s) Served
Abbotsford	Mennonite Central Committee	Abbotsford, Agassiz, Chilliwack, Harrison, Hope, Mission
Columbia - Shuswap	Kamloops District & Elizabeth Fry Society	Regional District (Salmon Arm and Area)
Coquitlam	SHARE Community Resources Society	Anmore, Belcarra, Coquitlam, Port Coquitlam, Port Moody
New Westminster	Purpose Society	New Westminster
North Vancouver	Harvest Project	North Vancouver (District and City), West Vancouver
North Okanagan	Kamloops District & Elizabeth Fry Society	Regional District (Vernon and Area)
Prince George	Aboriginal Business Development Center	Prince George
Richmond	CHIMO Community Services	Richmond
Sechelt	Sunshine Coast Community Resource Society	Sunshine Coast
Surrey	Sources Community Resource Society	Delta, Langley, Surrey, White Rock
Thompson-Nicola	Kamloops District & Elizabeth Fry Society	Regional District (Kamloops and Area)
Vancouver	Vancouver Rent Bank (NICCSS)	Vancouver

Existing Lead Agencies within the BC Rent Bank network are eligible to express their interest for a second rent bank project site, provided the second project site serves a distinct catchment of low to moderate income earners that is different from those served by their existing project. To avoid conflict of interests, existing Lead Agencies submitting an EOI must recuse themselves from participating in any aspect of the network's involvement in the expansion process.

Organizations that intend to serve larger populations, such as regional districts, are advised to define a distinct catchment area and include in their submission a listing of each municipality to be served.

Ineligibility

For profit-organizations and post-secondary institutions are ineligible to submit an EOI but may partner with local community agencies submitting an EOI.

Key Dates

Monday, June 8, 2020	Launch of the EOI phase
Friday, July 3, 2020	EOI submissions are due by 4:00 pm PST. No late submissions will be accepted.
Tuesday, July 14, 2020	All participating organizations are informed of outcomes of the EOI evaluation process; shortlisted organizations contacted
Thursday July 16, 2020	Full Proposal process launches
Thursday September 3, 2020	Proposal submission are due by 4:00 PST. More details to come.
Friday September 18, 2020	Final Decisions made and communicated
Thursday October 1, 2020	Proposed start date of new rent bank sites

Process Overview

There will be two phases to the 2020-2021 expansion process:

Phase 1: Expression of Interest

From Monday, June 8, 2020 to Friday, July 3, 2020, BC Rent Bank will accept EOI submissions from agencies across BC interested in launching and operating a rent bank.

BC Rent Bank will accept an EOI submission from a community partnership or coalition, allowing for up to four (4) partners to be listed, but with the understanding that if shortlisted, the requirement will be for a single lead organization to submit the full proposal. Letters of support are not required at the EOI phase.

BC Rent Bank will invite four (4) groups from the EOI phase to participate in the Full Proposal submission. **We will award two invitations based on EOIs that propose serving a catchment area with a population size of less than 50 000 people and two invitations for EOIs that indicate serving a catchment area of a population size greater than 50 000.**

If your submission does not move forward, BC Rent Bank is interested in remaining in contact with you, as it is anticipated that additional partnership opportunities will arise. If you are successful, BC Rent Bank will send you information to support your preparation for the Full Proposal submission.

Phase 2: Full Proposal Submission

Between July 16, 2020 and September 3, 2020, BC Rent Bank will be receiving Full Proposal Submissions by organizations or partnerships who were invited to the process.

The focus of the Full Proposal will be to assess the Lead Agency's readiness to successfully open and operate a rent bank. The proposal will include more detailed information around the Lead Agency's capacity to open and operate a rent bank, and this will include letters of support from partners. This phase will include interviews and reference checks.

Fuller details around the proposal will be offered to those that have been identified as moving forward to this phase.

Funding

Funding will be provided to the Lead Agency that has successfully moved through the EOI phase and to the Full Proposal phase.

BC Rent Bank acknowledges that a Lead Agency will require a larger financial investment in the startup phase of a rent bank project as they build relationships with diverse investors that will support the rent bank in subsequent years. A reminder that the project end date is March 31, 2022.

The resources required to open a rent bank include:

1. Existing, in-kind contributions by Lead Agencies and partners
2. One time – Seed Funding costs to help establish a new rent bank
3. Ongoing annual operations costs (which may include contributions towards staffing, loan capital or administrative costs)

In-kind Contributions

In-kind resources include the existing staffing and resources that you and your partners will commit in order to complete your rent bank service model. These contributions could include resources to cover staffing costs, loan capital or administrative costs. Lead Agencies should expect to contribute 20% of their projected budget in their first year of operation.

Seed Funding (2020-2021)

The funding provided by the Province of BC is Seed Funding that is to be used in the establishment of a Provincial Rent Bank system. The total Seed Funding awarded will vary depending on several factors. They will include, but are not limited to, the location of the rent bank, the proposed model of service delivery, the proposed population being served, and consideration will be given to key housing statistics such as % of renters, and % of renters spending 30% or more on housing.

Seed Funding is a one-time contribution and will be granted to a rent bank during its first year of operation. Seed funding can be used to cover expenses related to staff salary and benefits, loan capital, and administrative costs. Seed funding will not exceed 80% of the projected first annual costs to operate a rent bank.

Operating Funds (April 1, 2021-March 31, 2022)

Lead Agencies will receive funds to support the operation of their rent bank. These funds will be awarded based on continued participation in the network, ability to provide accurate and timely reporting, demonstration of other funding supports, and demonstration of strong policies and procedures that support the ongoing work of providing a rent bank project.

This will be the last year of the pilot project, and as such, operating funds fill gaps that have been left after Lead Agencies and partners bring their resources together. Other investors are needed to support the ongoing costs of operating a rent bank and there must be funding diversity.

Budgets are developed in collaboration with BC Rent Bank and are approved by BC Rent Bank Loan Review Committee. Operating funds are often directed toward staffing costs, loan capital and administrative costs associated with operating the project. More details will be available on funding proposals.

Other Resources

Beyond financial contributions there are several key resources that BC Rent Bank offers Lead Agencies.

Mentorship Support

BC Rent Bank has developed a mentorship component where onboarding rent banks will be matched with an existing rent bank to receive training on administering a rent bank program. Lead Agencies should understand they will be asked to participate in this component of the program as part of their orientation and on-boarding as a new rent bank.

A Network of Support

We work in collaboration with ten rent bank partners. We are intentional about creating a network that is open handed with each other, offering resources, experience and information that strengthens the work that we do together. BC Rent Bank regularly schedules meetings where the network gathers (virtually or in person) and it is anticipated that a Lead Agency will participate in these gatherings.

Database and Client Management System

Lead Agencies should be aware that BC Rent Bank is currently working on a larger database and client management system. It is anticipated that this system will include an online pre-assessment that will help in determining eligibility for a rent bank loan. On the backend, the system will create a client file that will be used by the rent bank staff person to keep case notes and track the progress of loan application. Lead Agencies should understand they will be required to use this system as part of being part of the rent bank network.

Timelines

Lead agencies which are awarded Seed Funding for the start of up a rent bank in their community will need time to hire staff and become operational. It is anticipated that the official start date of new rent banks will begin on **October 1, 2020**.

SECTION 2: ABOUT BC RENT BANK

Our Beginning

On December 2018, the Provincial Rental Housing Task Force, led by the premier's advisor on residential tenancy, MLA Spencer Chandra Herbert, along with MLA's Adam Olsen and Ronna-Rae Leonard, released 23 recommendations to the premier, including recommendation #4, to implement a B.C. wide rent bank system for people living on low incomes.

BC Rent Bank is the title of the project established by Vancity Community Foundation in response to that recommendation and the funding provided by the Province of BC. The funding will be used to support existing rent banks and to help establish a province-wide rent bank system. This funding cannot be used to replace existing funding or replace financial contributions already committed to operate a rent bank. The long-term goal is that regardless of where you live in the province you can be supported to help maintain your housing.

BC Rent Bank is guided by an advisory Steering Committee made up of key stakeholders from the housing sector. These members include Lu'ma Native Housing, Immigrant Services Society of BC (ISSofBC), BC Housing, LandlordBC, Vancity Community Foundation, Vancity Credit Union, the Province of BC (Office of Homelessness), Union of BC Municipalities, a rent bank participant, and two rotating members of the existing Rent Bank Network.

Role of BC Rent Bank

Our posture is one of learning and listening. We acknowledge that while we lead the discussion and work on the development of a provincial rent bank system, we rely heavily on community partners and stakeholders in helping to provide feedback on the development of the Project. As such we seek collaborative partners, and our relationship with rent banks is built on values of reciprocity and mutuality.

BC Rent Bank supports the development, operations and evaluation of rent bank partners. We intentionally foster a community of learning across the network of rent bank providers through training, mentorship, and ongoing support. The project has one staff, the Project Lead, who is responsible formally to VCF and informally to the Steering Committee.

Role of BC Rent Bank Partners

BC Rent Bank currently works with ten Rent Bank Partners who provide services to the Sunshine Coast, a large portion of Metro Vancouver, the Fraser Valley, Columbia Shuswap, North Okanagan, Thompson -Nicola, and Prince George. To find out more information please check out www.bcrentbank.ca/locations.

Currently, each Rent Bank Partner is a not-for-profit organization that is accountable to their own Board of Directors. Each Partner is responsible for the operations of their rent bank and for ensuring that the community and regional needs are reflected in the model of service delivery. The activities being provided by each Partner includes the administration of rent bank loans but also includes the provision of supplemental and referral services such as advocacy, landlord mediation, financial literacy, or debt counseling.

While BC Rent Bank acknowledges that this is the current system, it is open to, and seeking of, new models of working in the future in what will be the development of a provincial rent bank system.

Partnerships

Strong partnerships are essential to the BC Rent Bank project as we seek to test and develop a model for a provincial rent bank system. Lead Agencies will need to collaborate with local government, not-for-profits, the development community, the business sector, and other investment partners in helping to create a sustainable rent bank. While there is an acknowledgement that BC Rent Bank can provide seed funding and operating funds, the project will not be able to sustain the ongoing financial support that will be needed to operate a local

rent bank. Lead Agencies must be rooted and supported through local community partnerships. To thrive, there needs to be a focus on intentional and collaborative working relationships.

Lead Agencies are encouraged to develop a cross-sector planning team. More information can be found on page 8 of the Vancity Rent Bank Toolkit (<https://bcrentbank.ca/get-started/>). It is common that many of these planning team members then become members of a voluntary loan review committee that meets regularly to review applications and approve loans.

We acknowledge that building successful partnerships take time and as such we encourage this work on establishing, building and sustaining partnership right away.



CLIFF 1167347

June 8, 2020

Sent via email

Dear Mayors and Chairs, Regional Districts and Chief Administrative Officers:

Re: Homeless Encampment Health Issues Guidelines in the Context of COVID-19

I am writing to provide guidance to local governments regarding health issues in homeless encampments in light of the COVID-19 pandemic.

The transmission of the SARS-CoV-2 virus, the coronavirus which causes COVID-19, is a serious threat to life, health, wellbeing and society. One key tactic to prevent transmission of the virus is to promote physical distancing of people from one another, to prevent droplet and personal contact transmission. This is why I have recommended people limit in-person contact with others, limit gatherings to small groups, minimize travel and stay home if ill during the current state of emergency.

Unfortunately, many people in our communities do not have a home in which to practice physical distancing or to self-isolate if ill or exposed to a person with COVID-19. Also, for many vulnerable people, personal safety can depend on being near others or in groups. This is especially true for vulnerable women and people at risk of overdose.

The COVID-19 pandemic, and the measures we have taken to reduce transmission have also had unintended consequences for vulnerable people. Many of the public resources and services that help people with vulnerabilities and people experiencing homelessness have closed or have significantly reduced services – including public washrooms, which may be the only access some people have to running water and sanitation. People with vulnerabilities in many communities have reduced access to safe shelter, food, income, communications, addictions, health, mental health and social services. This lack of services may lead to an increase in the number and size of homeless encampments as people attempt to shelter in place, pool resources and congregate near available services.

While the Provincial and Federal governments have provided substantial resources to help vulnerable people through these difficult times, not everyone will have access and many resources are temporary – such as additional shelter spaces.

...|2

Local governments have an important role to play to support people experiencing homelessness to reduce health risks and to improve access to essential services, supplies and supports. The attached guidelines (including links to key resources) are focused on actions local governments can take to support people in encampments in general and during the COVID-19 pandemic emergency, including COVID-19 specific infection prevention and best practices for fire safety and sanitation.

These guidelines also consider how local governments can help support and reduce health and safety risks for vulnerable groups through discretion in bylaw enforcement, provision of outreach and supports and by partnering to provide harm reduction, mental health and addictions services.

Thank you for the very important role you play in helping to control the pandemic and unintended consequences that ensue. If you have any questions, concerns or suggestions please let me know.

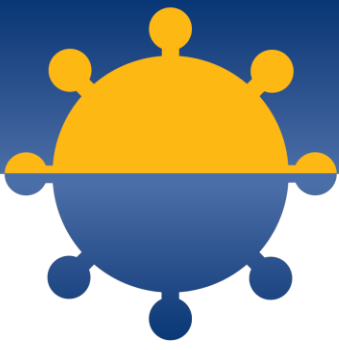
Sincerely,



Bonnie Henry
MD, MPH, FRCPC
Provincial Health Officer

Enclosure: Response to Homeless Encampment Health Issues in the Context of COVID-19:
Guidelines and Best Practices

Cc Honourable Selina Robinson, Minister of Municipal Affairs and Housing
 Kaye Krishna, Deputy Minister of Municipal Affairs & Housing
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Response to Homeless Encampment Health Issues in the Context of COVID-19:

Guidelines and Best Practices

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Introduction

The COVID-19 pandemic and the opioid overdose crisis are both active public health emergencies that threaten to severely and disproportionately impact the health and welfare of vulnerable people experiencing homelessness, including those in encampments.

COVID-19 pandemic response measures have helped reduce transmission of the virus but have also led to a reduction in necessary supports available to people experiencing homelessness through closures of public washrooms (with access to running water and sanitation), loss of housing, closed or reduced shelter spaces, limited access to food, outreach services, day programs, harm reduction, health and income services. In some communities, people are clustering together and setting up encampments around the few services that are open and for personal safety. It is also challenging for people sheltering in encampments to follow public health guidance to prevent COVID-19 virus transmission, such as practicing physical distancing or self-isolating should they be exposed to COVID-19 or exhibit symptoms.

These guidelines are intended to aid local governments and local organizations in responding to the health risks to people sheltering in homeless encampments. Included are select best practices, as well as issues and mitigation strategies related to some health risks in homeless encampments. These guidelines draw from, and supplement, public health guidance from the Office of the Provincial Health Officer, and encampment response best practices from the Ministry of Municipal Affairs and Housing.

It is important to note there are additional resources regarding the opioid overdose crisis through the Ministry of Health, Ministry of Mental Health and Addictions and local authorities, to ensure continuity and expansion of harm reduction services and health supports.

Provincial context

The Province takes a Housing First approach to homelessness and encampments, prioritizing access to supports and safe and secure housing. There are hundreds of people sheltering in encampments across the province – in tents, vehicles, RVs and structures, and in small and large groups in both urban and rural settings. The Province has a key role in responding to homelessness and encampments and does so through partnerships with local governments, non-profits, Indigenous and community organizations. For the purpose of these guidelines, the following principles apply:

- Safe and secure shelter and housing, with sanitation facilities, are preferable to people living in encampments;



- While encampments, or tent cities, can offer vulnerable people a sense of community and security, they are not a suitable or desirable form of long-term housing but may be temporarily necessary to provide shelter when other options are not available;
- Encampments and public homelessness are key points of contact for providers to offer people the housing, shelter and support options they need.

Best Practices: Encampment prevention and response is best served through a collaborative and coordinated multi-sectoral approach. This includes all levels of government, land management and social service ministries, agencies and legal services. A timely and coordinated response to an encampment ensures people can be connected to housing and support services and stay safe and healthy during their time in an encampment.

Legal and Human Rights Considerations: People experiencing homelessness in encampments and public spaces have legal rights, including rights under the *Canadian Charter of Rights and Freedoms* (the “Charter”) and under BC’s *Human Rights Code*. Some people are physically, mentally, or emotionally vulnerable and, as such, should always be provided with supportive, informative, non-judgemental and culturally-sensitive assistance.

People experiencing homelessness have rights like all citizens, including privacy, safety, property, the right to live without threat, harassment, and fear of violence and the right to not be libeled. Public communications should be developed carefully to ensure that these rights are protected even as a local governments seek to explain their objectives and approach.

Communications and Engagement: In all cases, it is good practice to engage with people who are vulnerable, experiencing homelessness and to avoid stigmatizing or stereotypes. Consider developing an advisory board inclusive of encampment representatives for decision-making. Encampment leaders, peers and advocate groups can be key to helping communicate with people in encampments. However, they are not always connected to all residents so consider multiple communications avenues and formats. People experiencing homelessness in encampments may not have access to phones or internet and may work in the day and need shelter at night – this makes it important to try to connect in person, rather than just by written or other non-personal contact.

Encampment Health and Safety Risks: There is strong scientific evidence supporting numerous associations between homelessness and poor health such as mental illness, substance use disorder, poor nutrition, skin conditions, diabetes, higher exposure to violence and exposure to weather-related incidents in extreme heat, cold, wind and rain. Also, people experiencing homelessness can face barriers to accessing the health system – leading to further health challenges (see endnotes).

In general, people in encampments face many risks to their health and safety – which include overdose, violence, sexual exploitation, fire, and sanitation risks and barriers. Those requiring addictions and mental health support, youth, women, and Indigenous Peoples, all of whom represent a disproportionate percentage of people experiencing homelessness, are especially vulnerable.

Decreased services and increased encampment population due to the COVID-19 pandemic emergency response is increasing these risks. In the event of documented or suspected disease transmission (such as COVID-19) in the encampment, swift public health action to identify and mitigate the source should be taken and should be directed by regional health authorities.



Issues and Strategies

The following are key issues related to homeless encampments which may be present or exacerbated in the current context of COVID-19 pandemic response measures and the related mitigation strategies:

Sanitation and Health: Inability to access water, food, sanitation and waste management all create a cumulative risk for the development of disease and the potential for outbreaks of gastrointestinal or respiratory diseases (such as COVID-19) at the camp.

- Ensure access to running water and soap on-site or at a nearby public facility where people can use toilets, wash their hands, store and sanitize food and belongings. Water supply is highly variable across encampments. Provision of safe drinking water mitigates communicable disease and dehydration risks.
- Common areas should have routine cleaning and disinfection to prevent the spread of infectious diseases. Proper steps for cleaning and disinfecting are important to take into consideration for the prevention of food borne illness or other communicable diseases. Health authorities can advise on appropriate cleaning protocols.
- Health authorities can advise on the number of toilets and hand-washing stations to be made available, their location, access and maintenance, as well as where grey water is to be disposed of to maintain sanitation and help prevent disease outbreaks. Consider the following mitigation strategies to ensure the ability for hand-washing with soap and water/sanitizer, cleaning surfaces, and advising wearing a mask if experiencing symptoms:
 - Re-opening any closed public washrooms and/or facilities (ex. Community centre or library washrooms)
 - Providing portable toilets, hand-washing stations and/or showers – including grey water station – spaced at a distance
 - Setting up a food storage, preparation and distribution hub, with cleaning materials
 - Providing adequate waste management and containers. Lack of proper waste containers and clearance strategy, including organic waste and standing or grey water, may result in accumulation of waste, attracting rodents or other pests, which may increase the chances of vector-borne disease (see endnotes).
 - Ensuring easy access for emergency responders

COVID-19 Specific Prevention:

Information to share with campers includes (see handouts included for suggested resources):

- Alerts about overdose incidents and occurrence of COVID-19 spread in their area
- Physical distancing recommendations
- Hand hygiene instructions and information where people can go for attending to personal hygiene needs, cough etiquette instructions, and advice not to share personal items
- How to recognize the symptoms of COVID-19, what to do if they are sick, and how to access testing resources
- What to do if their friends, family, or community members are sick
- How to access resources so that they can isolate themselves if they have symptoms
- Updated information on where to find food, water, hygiene facilities, regular healthcare, and behavioral health resources if there have been local closures or changes

Fire and safety: Fire safety is a common concern in homeless encampments, as people use or store flammables in or near tents, use candles, propane heaters and cook with fire often in enclosed spaces. These dangers increase in hot, dry



weather when forest fires are a concern. With the increase in encampments during the COVID-10 pandemic, the following fire safety information is provided to help guide fire inspectors in assessing the existence and severity of fire hazards in encampments:

- Check for adequate separation around and between the tents (two metres is recommended) and 12-feet-by-12-feet of space per person
- If tarps are used to cover the tents, ensure that they are non-flammable, secured, and do not to cover more than one tent
- Ensure unimpeded egress from each tent is maintained to a clear path of egress from the tent out of the encampment to a safe area
- Check the overall encampment area for clutter that could impede egress or contribute to the rapid spread of fire
- Remind occupants of the dangers of flame or combustion in and around tents, specifically that:
 - Open flame units should not be used inside the tents for heating, lighting or cooking (i.e.: candles, propane stoves, propane heaters)
 - Flammable liquids or compressed gas should not be stored inside tents
 - Candles, matches or open flames of any kind should not be used in or near a tent
 - Lamps, heaters or stoves should not be refueled inside a tent
 - All lanterns should be extinguished or turn off before going to sleep, and battery powered lanterns should be used whenever possible
 - Cooking should not be done inside a tent, occupants are encouraged to have a central cooking area with adequate safety measures and clearance from combustibles
 - Smoking should not occur in tents
- Ensure any open fires are downwind and have adequate separation from a tent or combustibles and be sure to fully extinguish fires before leaving a campsite or before retiring for the night (no open fires is optimal)
- Ensure adequate clearance around generators from combustibles + adequate air circulation to avoid carbon monoxide buildup in or near your tent.

Consider the following mitigation strategies:

- Check what your local fire bylaws cover and the powers to act listed under the bylaw. This may allow quicker enforcement options to deal with problems that are identified.
- Establish communication with the campers and develop a rapport.
- Explain the hazards to campers and why they represent a danger to life safety.
- Work with the occupants to find ways to safely address the hazards.
- If unsuccessful, contact the local fire chief.
 - Identify and explain the situation and risk.
 - Discuss the use powers of inspection under the *Fire Services Act* to inspect.
 - Work with occupants to address hazards
 - If necessary, issue an order under the Act to deal with the hazards (see section 21 and 22). Note: this is not an order under the fire code.



- If you need advice or assistance, contact your local Fire Service Advisor from the Office of the Fire Commissioner.

Vulnerable groups and safety: *Are there noticeable imminent social or physical safety concerns to people?*

- Determine if the encampment site is physically safe for the people there. Consider proximity to roads or sidewalk with busy traffic. Consider presence and proximity of unsafe structures that could collapse or large trees or building materials that could fly off or fall and cause harm to a person.
- Assess the encampment for the presence of any distinct vulnerable groups, such as children, youth, women at-risk of violence, Indigenous people, seniors, LGBTQ2S, persons with physical, mental or developmental disabilities, opioid users – and determine and engage appropriate Ministry intervention and need immediately (such as an alert to Ministry of Children and Families Development).
- Where imminent risks are present, in collaboration with service providers, local police and fire departments, and provincial agencies, and if appropriate enforce existing bylaws and policies to ensure safety measures can be achieved.

Upholding the rights of Indigenous Peoples and considerations for cultural safety:

Indigenous peoples are strong and resilient and have diverse and unique ways of being. Indigenous self-determination is a fundamental key to wellness. Canadian colonial practices and policies have inflicted historical and contemporary harm on Indigenous peoples. Due to ongoing systemic power imbalances and a lack of cultural competency, safety, and humility, many Indigenous Peoples mistrust Canadian institutions and agencies due to historical and ongoing colonial abuses including Indian Residential Schools, Indian Hospitals, Sixties Scoop policies, the child welfare system, the justice system, and violence against Indigenous women and girls. Racism and prejudice also contribute to inequitable healthcare and health disparities and outcomes. Where possible and appropriate, to support the well-being of Indigenous camp members, agencies should reach out to local Friendship Centres, Métis Associations, or other outreach centres to facilitate the connection to cultural and spiritual supports. While various agencies may be able to provide different services, Indigenous Agencies may:

- Help encampment residents access culturally safe, holistic health services that they need to improve or maintain their health
- Advocate on an encampment resident's behalf within the health system, including the mental health system
- Provide assistance accessing First Nations Health Authority benefits and funding for services
- Provide culturally safe education on health issues and concerns
- Connect residents with community resources and benefits
- Provide homelessness prevention and/or outreach programs

Bylaws and Discretion: Physical distancing is an important way to prevent the spread of COVID-19 among people and throughout communities. However, following the public health guidance to promote physical distancing, such as staying home, limiting outings and travel, is not feasible for people without a home and who depend on public resources. Also, many of the resources and services that help people experiencing homelessness, including safe shelter, food, sanitation, financial, communications, addictions, health, mental health and social supports, have closed or significantly reduced services.



Local governments can help support people experiencing homelessness to reduce health risks and to improve access to essential services, supplies and supports. This may include looking at any bylaws that require people experiencing homelessness to move or leave safe shelter, be that a park or vehicle. Clearing or moving encampments without providing shelter or housing immediately can cause people to disperse throughout the community and break connections with service providers. This increases the potential for infectious disease spread and may lead to isolation, which also poses health and safety risks to vulnerable people.

Local governments should consider short-term policy adjustments to the enforcement of local bylaws regarding overnight sheltering or camping in public parks or elsewhere, as well as overnight parking bylaws that prevent people from parking in vehicles or RVs overnight on public streets. In some cases, and in some locations, it may not be advisable or possible to relax bylaw enforcement, namely if there are immediate health and safety concerns, or if people are camping in spaces that are not safe for camping or sheltering, such as sidewalks or boulevards, and some parks.

A community approach, considered in collaboration with your regional health authority, local services providers and law enforcement can help determine where and when short-term policy adjustments to bylaw enforcement can be most helpful, and support service delivery, without resulting in unintended consequences, like the entrenchment of unsafe encampments.

Outreach and Supports: Housing, health and social supports are the first step in provincial encampment response. However, the COVID-19 pandemic emergency has impacted the ability and capacity of government and non-profit organizations to provide expanded outreach services to all encampments. There may be additional shelter, housing, income, addictions and health supports for vulnerable people at this time – as part of the pandemic emergency response measures.

- The Ministry of Municipal Affairs and Housing helps coordinate cross-ministry responses and information for complex homeless encampments.
- BC Housing provides operational homelessness and encampment responses, include outreach, housing, shelter, provisions and site management.
- The Ministry of Social Development and Poverty Reduction provides community-based outreach income and social supports through Community Integration Specialists.
- The Ministry of Health, through health authorities, may provide clinical and health outreach supports to people in encampments, information on the prevention and response to communicable disease risks, and overdose prevention services.

Mental Health and Addictions: Access to harm reduction supplies and services have been impacted in some communities due to staffing and supply pressures related to the COVID-19 pandemic emergency. This includes access to overdose prevention sites, managed alcohol programs and harm reduction supplies. People who use drugs may also not be accessing or visiting service because of virus transmission fears. Using drugs alone puts people at a greater risk of opioid overdose harms and death.

- Assess what services have been impacted in your community and consider working with government, the health authority and local service providers to maintain services, provide outreach or mobile services.



Additional Resources

COVID-19 Resources: Resources to help communities respond to homelessness during the present pandemic include:

- BC Centre for Disease Control (BCCDC): [Prioritized screen and testing for vulnerable people through local health authorities](#)
- BC Housing press release: [New sheltering spaces and outreach](#)
- Ministry of Social Development and Poverty Reduction [Financial Assistance](#) webpage
- Provincial Health Officer/BCCDC: [Guidelines for social service providers \(homelessness\)](#)
- [Extended supports for youth in care](#)
- Factsheet for Unsheltered People:
http://www.bccdc.ca/Health-Info-Site/Documents/COVID19_FactsheetForUnsheltered.pdf
- SDPR COVID-19 Support for Income & Disability Assistance:
<https://www2.gov.bc.ca/gov/content/family-social-supports/income-assistance/on-assistance/covid>

Harm Reduction, Overdose Emergency and Safer Supply Resources

- BCCDC Harm Reduction Services: <http://www.bccdc.ca/our-services/programs/harm-reduction>
- BC Overdose Prevention and Response in BC:
<https://www2.gov.bc.ca/gov/content/overdose?keyword=overdose>
- Safer Supply and other substance use issues, BC Centre on Substance Use: <https://www.bccsu.ca/covid-19/>
- BCCDC Harm Reduction and Overdose Control Factsheet:
<http://www.bccdc.ca/Health-Info-Site/Documents/COVID19-harm-reduction.pdf>

References to Guidelines in Other Jurisdictions

Canada:

- Toronto Public Health: COVID-19 Interim Guidance for Homelessness Service Settings:
<https://www.toronto.ca/wp-content/uploads/2020/03/8ee3-Interim-Guidance-for-Homelessness-Service-Settings-Providers.pdf>
- Homeless Hub: COVID-19 Response Framework for People Experiencing Homelessness :
<https://www.homelesshub.ca/sites/default/files/attachments/HPD-Doc-CHN3CovidPlanningRevisedwithHealthRecos-20200320%20%282%29.pdf>
- Youth Homelessness COVID-19 Resources:
<https://www.homelessnesslearninghub.ca/courses/youth-homelessness-covid-19-resources>
- COVID-19 and Persons Experiencing Homelessness or Vulnerable Housing:
<https://caep.ca/wp-content/uploads/2020/03/COVID-19-and-homelessness-CAEP-updated-0321-1.pdf>
- Webinar: COVID 19 Response for Unsheltered Homeless People:
<https://www.youtube.com/watch?v=QgJDOPTZs&feature=youtu.be>

United States:

- Centers for Disease Control and Prevention. (2020). Website – *People Experiencing Homelessness and COVID-19: Interim Guidance on people experiencing unsheltered homelessness.*
<https://www.cdc.gov/coronavirus/2019-ncov/community/homeless-shelters/unsheltered-homelessness.html>
- Homeless Hub COVID-19 Wiki – Encampments
<https://sites.google.com/a/community.solutions/homeless-hub-covid-19-wiki/home/encampments>
- State of California. (2020). *Recommended strategic approaches for COVID-19 response for individuals experiencing homelessness.*



<https://www.cdph.ca.gov/Programs/CID/DCDC/CDPH%20Document%20Library/COVID-19/Protocols-Homeless-Pop.pdf>

- Street Medicine Institute. (2020). *Street medicine practice during the COVID19 pandemic*. <https://ccalac.org/wordpress/wp-content/uploads/COVID-19-Street-Medicine-Guidance-3-20.pdf>
- US Department of Housing and Urban Development. (2020). *Infectious Disease Toolkit for Continuums of Care: Preventing & Managing the Spread of Infectious Disease within Encampments*. <https://files.hudexchange.info/resources/documents/Infectious-Disease-Toolkit-for-CoCs-Preventing-and-Managing-the-Spread-of-Infectious-Disease-within-Encampments.pdf>
- US Department of Housing and Urban Development. (2020). *Protecting health and well-being of people encampments during an infectious disease outbreak*. <https://files.hudexchange.info/resources/documents/COVID-19-Essential-Services-for-Encampments-During-an-Infectious-Disease-Outbreak.pdf>

Europe and the United Kingdom:

- Favas, C. (2020). *Guidance for the prevention of COVID-19 infections among high-risk individuals in camps and camp-like settings*. <https://www.lshtm.ac.uk/sites/default/files/2020-04/Guidance%20for%20the%20prevention%20of%20COVID-19%20infections%20among%20high-risk%20individuals%20in%20camps%20and%20camp-like%20settings.pdf>

Endnotes

¹ For evidence on the association between homelessness and health outcomes, see:

- Public Health Ontario (2019). Evidence Brief: Homelessness and Health Outcomes: What are the Associations? <https://www.publichealthontario.ca/-/media/documents/eb-homelessness-health.pdf?la=en>
- Canadian Population Health Initiative of the Canadian Institute for Health Information, Mental Health, Mental Illness, and Homelessness in Canada (2009). In: Hulchanski, J. David; Campsie, Philippa; Chau, Shirley; Hwang, Stephen; Paradis, Emily (eds.) *Finding Home: Policy Options for Addressing Homelessness in Canada* (e-book), Chapter 2.3. Toronto: Cities Centre, University of Toronto. www.homelesshub.ca/FindingHome
- Hwang, S. W., & Bugeja, A. L. (2000). Barriers to appropriate diabetes management among homeless people in Toronto. *CMAJ*, 163(2), 161-165.
- Cusack, L., van Loon, A., Kralik, D., Arbon, P., & Gilbert, S. (2013). Extreme weather-related health needs of people who are homeless. *Australian Journal of Primary Health*, 19(3), 250-255.
- Lubik, AA, McKee, G, Chen, T, Kosatsky, T (2017). Municipal Heat Response Planning in British Columbia, Canada. *BC Centre for Disease Control*. Vancouver, Canada.
- Stares, J, Kosatsky, T (2015). Hypothermia as a cause of death in British Columbia, 1998-2010: a descriptive assessment. *CMAJ*. <http://cmajopen.ca/content/3/4/E352.full>

¹ On waste management and disease, see:

- World Health Organization (2006). Overview of greywater management: Health Considerations. <http://applications.emro.who.int/dsaf/dsa1203.pdf>
- McVea, DC, et al. (2018). Exposure to Rats and Rat-Associated *Leptospira* and *Bartonella* Species Among People Who Use Drugs in an Impoverished, Inner-City Neighborhood of Vancouver, Canada. *Vector Borne Zoonotic Disease*; 18. <https://www.ncbi.nlm.nih.gov/pubmed/29298408>

