



ADDENDUM
ECONOMIC DEVELOPMENT TASK FORCE

Wednesday, October 7, 2020, 8:00 A.M. - 10:00 A.M.

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

Pages

5. PRESENTATIONS:

a. Presentation from Dr. Alina Turner, CEO, HelpSeeker

1. *Add Presentation from Dr. Alina Turner, CEO, Helpseeker*

1 - 24

7. REPORTS:

b. *Economic Development Strategy - Draft Vision, Mission and Goals*

25 - 27

To be introduced by Bill Corsan, Director, Community Development

*Purpose: To discuss the Economic Development Strategy - Draft Vision,
Mission and Goals.*



NANAIMO:

BUILDING A PATH FORWARD

HEALTH & HOUSING TASK FORCE
Updates & Transition Planning

Sep. 16, 2020

LAND ACKNOWLEDGEMENT

We would like to begin by acknowledging
that we are on the traditional and unceded territory
of the Coast Salish Peoples,
the traditional territory of the Snuneymuxw First Nation.



BACKGROUND

3

- Nanaimo is committed to action that ensures everyone's health & housing needs are met to enable a vibrant & inclusive community;
- City Council kick-started a community-based process via Task Force to develop a **blueprint for action for the next five years unique to Nanaimo**
- All stakeholders are needed in a **systems change** effort aimed at addressing the **root causes** as well as symptoms related to current health and housing issues

PLAN DEVELOPMENT

4

TIMELINE OF APPROACH & CONSULTATIONS

Research (Dec-Feb)

Integrated Needs
Assessment
Groundwork
Data analysis

Listen (Feb-June)

Design Labs
Stakeholder
Engagement
Social Impact
Audit

Validate (July-Sept)

LivEx Labs
Design Labs
Council/ Key
Stakeholders

Finalize (Oct-Nov)

HHTF review
Design
Council
Approval

Launch (Dec)

Governance
Implementation
Resourcing

NEEDS ASSESSMENT FINDINGS

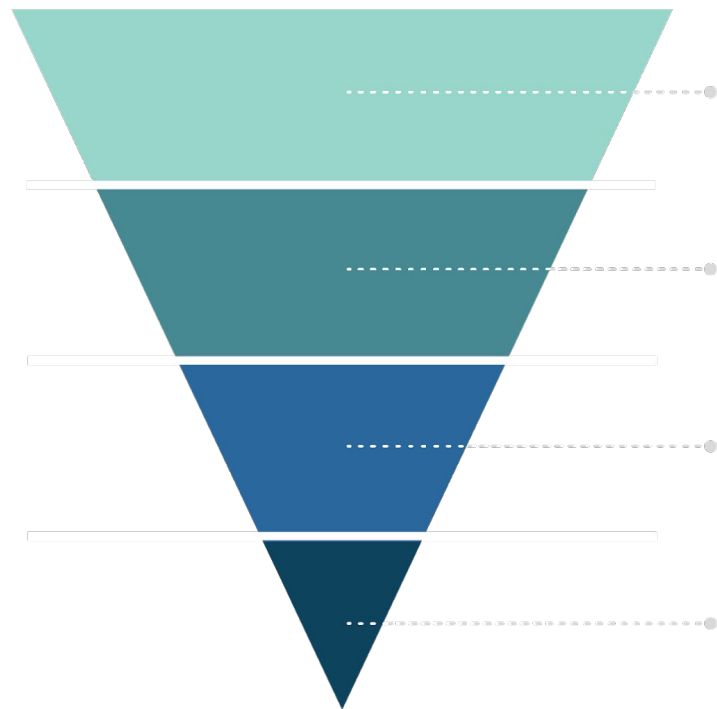
PRIMARY SOCIAL/HEALTH/HOUSING ISSUES

- A growing community = urbanisation pressures
- More seniors
- Poverty and deprivation
- Housing unaffordability
- Renters are struggling
- Food insecurity rates are highest on the island
- Rates of core housing need are increasing
- Homelessness is increasing
- Early Childhood Development indicates higher vulnerabilities
- High school completion below provincial average
- More lone parents
- Lower life expectancy in the LHN
- The Potential Years of Life Lost (PYLL) alcohol and smoking-related deaths are higher than the provincial average
- Opioid and Methamphetamine use
- Demands for police are up
- Domestic violence continues to be a community concern

PRIORITY POPULATIONS

- Seniors
- Vulnerable seniors
- Lone parents, singles, seniors living alone
- Renters
- Low income households
- Indigenous peoples
- Newcomers
- Youth
- LGBTQ2S+
- People with disabilities, health issues
- Those facing mental health, addictions
- At-risk student (homeless/precariously housed, pregnancy, health and financial issues, domestic violence)

IMMEDIATE DEMAND ESTIMATES



6,000
AT RISK - HOUSING INSTABILITY

1,525
TRANSITIONALLY HOMELESS

179
EPISODICALLY HOMELESS

90
CHRONICALLY HOMELESS

NOTE:
Point-in-Time -
March 2020 - 425
(one day)

VS Annual Flow
estimated at 1,794
(one year)

1,794
Homeless

COMMUNITY ENGAGEMENT

WHAT DID THE COMMUNITY TELL US?

9 Design Labs - 200 participants

Stakeholder discussions: Task Force, Coalition & key community partners

Validation Labs



Community Engagement

LiveEx

Hidden Homeless

Brain Injury

Food Security

Homelessness

Women

Seniors & Housing Loss

Physical Abilities & Accessibility

Racialized/Multicultural Youth

Racialized/Multicultural Adults

LGBTQ2+

Families

Youth Homelessness

On-Reserve Indigenous

Off-Reserve Indigenous

Stakeholder

Faith/Religion

Volunteer

Domestic Violence & gender

Homelessness

Accessibility & Inclusiveness

Systems Coordination

Housing Spectrum

Green = Complete & submitted

Yellow = Not yet submitted

Red = Cancelled, need a new facilitator

Grey = Have contacts, not yet booked.
Have contacts, not yet booked.

PLAN COMMITMENTS

Truth and Reconciliation

Challenging Discrimination and Stigma

STRATEGIC DIRECTIONS

1. Ecosystem Coordination
2. Leadership & Engagement
3. Prevention
4. Complex needs capability
5. Poverty Reduction
6. Diverse Housing Options

GUIDING PRINCIPLES

FROM WHAT WE HEARD

Together, not against.

Holistic, not siloed.

Systems change, not one-offs.

Root causes, not just symptoms.

Coordinated, not status quo.

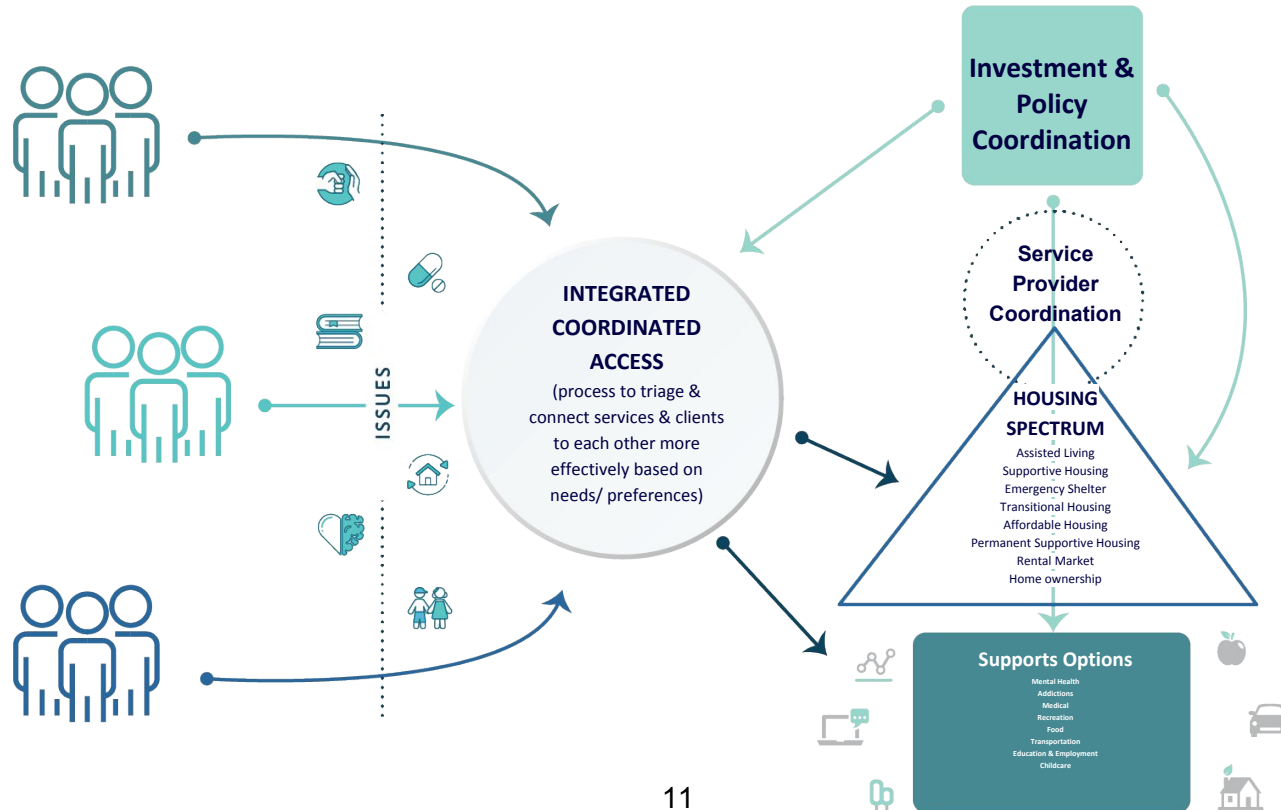
Action, not consultation.

Shared accountability, not sole responsibility.

Leadership, not management.



BUILDING AN ECOSYSTEM APPROACH



COMMITMENT 1 : *TRUTH & RECONCILIATION*

1. **Education** and awareness on Indigenous history and colonialism & connection to social, economic well being disparities among Indigenous people caused by part/current colonial/racist practices.
2. Use **TRC Calls to Action** for decision-making in Plan implementation.
3. **Support local capacity** for Indigenous-led housing and social supports services in partnership with Snuneymuxw First Nation.
4. Support Snuneymuxw First Nation's leadership in exploring potential **Indigenous Cultural & Healing Centre** to support on and off-reserve Indigenous people in Nanaimo in collaboration with Indigenous organizations.
5. Work with Snuneymuxw and Nanaimo Indigenous organizations to develop and rollout **cultural and healing practices** across services and housing programs.
6. Advance and resource **anti-racism & Indigenous culture training** for ecosystem social/housing service providers.
7. Support Indigenous **self-determination** in all funding decisions.
8. Ensure a minimum of 30% **Indigenous representation** on Plan governance and coordination tables.
9. Develop Integrated Coordinated Access with **Indigenous access points, staff** and culturally appropriate assessment.
10. Support programming to address **intergenerational trauma**.
11. **Educate and encourage landlords** to rent to Indigenous people and support cultural practices.


COMMITMENT 2: *CHALLENGING DISCRIMINATION & STIGMA*



1. Develop innovative community engagement and public education strategies and campaigns aimed at promoting understanding regarding **mental health, substance use, crime and safety, racism, and discrimination**.
2. **Removing stigma** and changing negative public perceptions towards those with lived experience of homelessness.
3. **Tailored** service navigation should be available and accessible to diverse groups.
4. **Trauma-informed** and culturally appropriate engagement.



PRIORITY 1 : *ECOSYSTEM COORDINATION*

1. Develop **community-based governance model** for the implementation of the Action Plan & coordination of the Health & Housing Ecosystem inclusive of City, Snuneymuxw, BCH, IH, revisioned Coalition and UW.
2. Advance systems planning efforts through a designated lead **Systems Planner Organization**.
3. Support & resource **dedicated staff** to coordinate Plan activities.
-  4. Develop & implement a community-wide **integrated data management strategy** to drive Plan progress.
5. Advance an Integrated Funding Model in partnership with core funders to support common priorities through the creation of a **Funders Table** to maximize resources and impact.
-  6. Support **service provider coordination** efforts through the revisioned Homelessness Coalition to oversee ICA, Capacity Building, & Complex Needs Action Tables.
-  7. Support continuous improvement & **innovation** activities across the ecosystem.

PRIORITY 2: *LEADERSHIP & ENGAGEMENT*



1. Promote and support community **engagement** to support Plan priorities.

2. Faith community to develop coordinated **Interfaith Action Council**.

3. Support the City to a provincial and federal **advocacy strategy** to support Plan.



4. Track implementation using **real-time** data and monitoring.

5. Support the active role of those with **lived experience** In Plan activities and governance.



6. Support community activities to enhance **wellbeing and belonging** across diverse groups.

PRIORITY 3: *PREVENTION*



1. Increase **awareness** about how to access services for diverse populations. DL
2. Develop and support a **holistic and integrated health and housing spectrum** for wrap-around supports across diverse needs that is person-centred across the prevention continuum.



3. Implement **Integrated Coordinated Access** with enhanced and targeted access for Indigenous people, seniors, families and youth.



- Continue to advance **online systems map** as early intervention, screening and systems navigation using HelpSeeker.



- Digital service navigation & **Systems Navigators**




- **Launch a Navigation Centre and other access sites for Integrated Coordinated Access** in libraries, community centres, and recreation facilities as sites of navigation.



- Leverage **schools & education partners** as navigators & early intervention.

4. Support **brain development and trauma** learning with parents/ caregivers.

PRIORITY 4 : *COMPLEX NEEDS CAPABILITY*

1. Support a whole-of-ecosystem to enhance **complex needs capability** that ensures consistent practices across services and improve outcomes for clients with complex needs, including intergenerational trauma, homelessness, mental health, substance misuse, systems involvement, poverty and discrimination.
2. Operate the **Complex Needs Action Tables** to support people with specific attention to those experiencing homelessness, exploitation and/or violence, vulnerable seniors, youth, mental health and addictions.
3. Create and resource **Health & Housing Intervention Teams** to intervene with complex needs, clients immediately.
4. Ensure access to the most **basic human needs**: clean water, toilets, safe, low barrier spaces
-  5. Create a **Navigation Centre** bringing together diverse key services for the complex needs group along with basic services (showers, food, etc.). It acts as a entry point into the coordinated system: where assessment, intervention can start. Indigenous cultural supports are embedded, trauma -informed, person centred.
6. Leverage **peer networks** to support vulnerable community members as trained Navigators & natural supports.
7. Support Community **Safety Measures**
8. **Service integration** and coordination with Health, child intervention, and justice to support client goals
9. Support the creation & implementation of Community **Addiction & Mental Health Strategy**
10. Explore & encourage **Restorative Justice** models

PRIORITY 5 : *POVERTY REDUCTION*

1. Develop **poverty reduction** strategy.
2. Advocate for policy changes in social assistance, minimum, employment standards, levying of taxes, and tax credit delivery for **income security**.
3. Enhance programs to support citizens with obtaining financial and other benefits they are entitled to, financial literacy education, and encourage businesses to provide a **Living Wage**.
4. Evaluate **transportation** access measures.
5. Increase **financial, employment & training** supports.
6. Support community **economic development**.
 - **Social purpose & social enterprise** support.
7. Explore a **Social Innovation Fund** to advance creative solutions in the ecosystem.
8. Advance **food security measures** to support healthy lifestyles, reduce waste and promote sustainable livelihoods and ecosystems.

PRIORITY 6 : *DIVERSE HOUSING OPTIONS*

1. Encourage the City's ongoing implementation of 2018 Affordable Housing Strategy actions for **incentives and enablers** to facilitate affordable housing.
2. Explore opportunities to increase supportive and transitional housing, shelter, **detox, and treatment** beds to meet Plan goals with Island Health, BC Housing, provincial, federal, municipal, private sector and service provider partners.
3. Encourage creation of **homeownership grants/supports** for low income households.
4. Track the **affordable housing pipeline** using technology in real time to enable reporting and public accountability.
5. Explore a **Community Investment Campaign** to drive capital and coordinated builds/investments with community, government and private sector partners.
6. Expand **rent supplement** programs for market units.
7. Establish a formal and informal **landlord engagement strategy**.

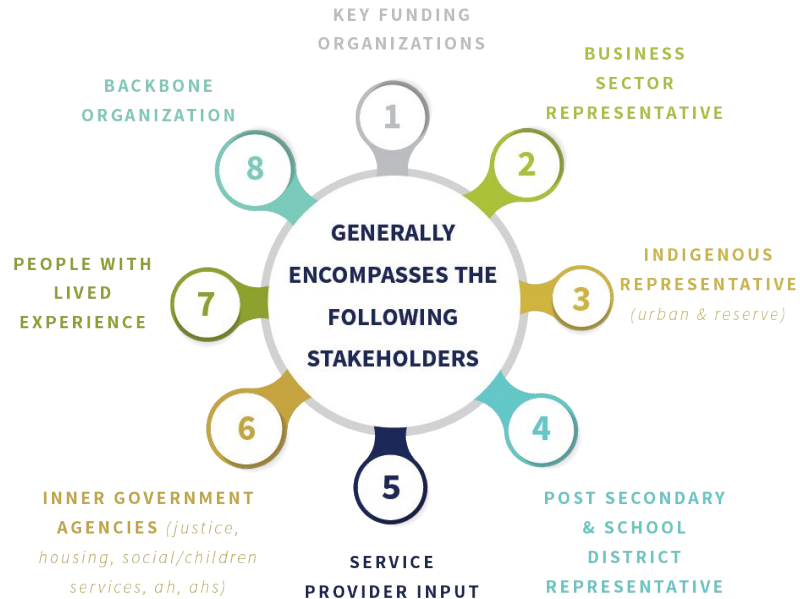
IMPLEMENTATION & GOVERNANCE

What's your role?
Who needs to be involved?

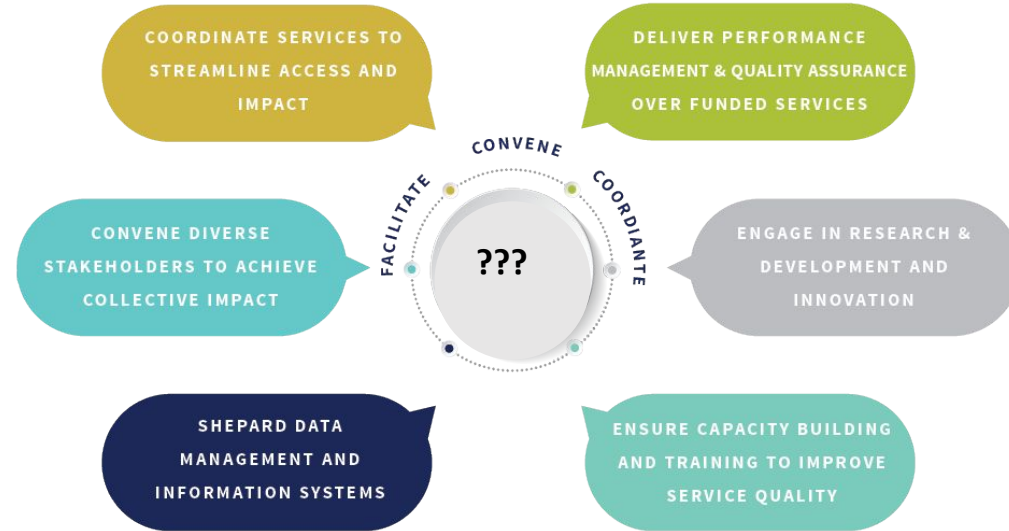


COMMUNITY-BASED GOVERNANCE

Stewardship Group



Systems Planner Organization



Governance Recommendations

1. Revamp Health & Housing Task Force as Stewardship Group for Action Plan implementation oversight

- a. Consider keeping formal link to Council, but ensure it does not serve solely as a committee of Council
- b. Review/revise terms of reference to ensure a Collective Impact approach – must be owned by broader community and represent all key stakeholders
- c. Develop clear links to other implementation activities
- d. Key role in ensuring partners sign on/ do their parts as part of Plan
- e. Transparency back to broader community – united front ok key leaders/ partners

Governance Recommendations

2. Support the selection of a **lead systems planner organization** to support coordination of Nanaimo's health & housing ecosystem and Action Plan implementation

- a. Locally embedded, Nanaimo-focused entity
- b. Able to pull diverse stakeholders to the table and move them forward using Collective Impact approach
- c. Access to resources/influence to affect change
- d. Key role in ensuring partners do their parts as part of Plan
- e. Supports major coordination activities outlined in Plan - esp. Priority 1 - Ecosystem Coordination
- f. Cost-shared function across ²³ecosystem partners

Dr. Alina Turner, CEO HelpSeeker

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HelpSeeker.co

System Navigation Apps:

HelpSeeker.org



Nanaimo Economic Development Strategy

Confidential DRAFT Not for Public Distribution

Draft Vision, Mission and Goals for Report 2 of 2:

Strategic Plan

Prepared by Lions Gate Consulting Inc.

Prepared for City of Nanaimo

October 5, 2020

3 Strategy Direction

3.1 Organizational Context

TBD

3.2 Vision

Nanaimo is a city of choice, a vibrant, globally connected gathering place at the forefront of innovation and investment in economic and community development.

3.3 Mission

Nanaimo will establish a hybrid agency to deliver this strategy.

Its mission is to leverage the city's strategic assets, grow a sustainable economy and enhance the exceptional quality of life, by providing leadership, a culture of collaboration and resources for growing investment and innovative practices in economic and community development.

3.4 Focus Areas

The Strategy has six focus areas that comprise economic, human and social capital that will catalyze business and investment activity throughout the community. Economic capital are core assets such as infrastructure and land that are the primary tools the municipality controls in serving its residents, visitors and businesses. Human Capital embraces skills and talent development, while Social Capital includes partnerships in community development such as housing and health. Business Development targets retention, expansion and entrepreneurship as pathways to growing productive capacity of the local economy. Innovation and Technology includes initiatives that exploit Nanaimo's existing base of technology companies as well as leverage technology as a primary source of economic investment and activity. Finally, Place Making and Attraction is concerned with refining the community's brand so it can move on to promoting itself to the entrepreneurs, investors and innovators who will drive growth in the future.



3.5 Goals

The following goals were identified based on stakeholder feedback from the focus groups (June 2020), community and business surveys (June-September 2020) and the planning workshop (September 2020). The goals touch on fundamental outcomes including jobs, household incomes, business development, human development and community development. The goals support and reinforce the Focus Areas and provide guideposts for performance measurement.

1. A positive local business climate that welcomes sustainable development.
2. New investments in economic activity that generate jobs and good household incomes for residents and their families.
3. A diverse economic base that best utilizes the community's resources while embracing the cutting-edge technologies of the future.
4. A growing, skilled and talented workforce.
5. An enterprising environment for social and community development.

		Goals				
Focus Areas	Primary The Focus Area directly supports and contributes to goal achievement	Business Climate	Investment	Diversity	Skills & Talent	Social Enterprise
	Secondary The Focus Area indirectly supports and contributes to goal attainment					
	Economic Capital	🎯	🎯	🎯	▲	▲
	Human Capital			▲	🎯	▲
	Social Capital			▲	🎯	🎯
	Business Development	▲	🎯	🎯		▲
	Innovation & Technology		▲	🎯	🎯	▲
	Place Making & Attraction		🎯	▲	🎯	