



**AGENDA**  
**HEALTH AND HOUSING TASK FORCE**

Wednesday, October 14, 2020, 3:00 P.M. - 5:00 P.M.  
DODD NARROWS ROOM A/B, VANCOUVER ISLAND CONFERENCE CENTRE  
80 COMMERCIAL STREET  
NANAIMO, BC

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	<b>Pages</b>
1. CALL THE MEETING TO ORDER:	
2. INTRODUCTION OF LATE ITEMS:	
3. ADOPTION OF AGENDA:	
4. ADOPTION OF MINUTES:	
a. Minutes	2 - 7
Minutes of the Health and Housing Task Force Meeting held in the Boardroom, Service and Resource Centre, 411 Dunsmuir Street, Nanaimo, BC, on Thursday, 2020-OCT-01, at 3:02 p.m.	
5. PRESENTATIONS:	
a. Dr. Alina Turner, CEO, HelpSeeker, re: Health and Housing Action Plan Overview and Governance Options	8 - 36
To be introduced by Lisa Bhopalsingh, Manager, Community Planning.	
6. OTHER BUSINESS:	
7. ADJOURNMENT:	

**MINUTES**  
HEALTH AND HOUSING TASK FORCE MEETING  
BOARDROOM, SERVICE AND RESOURCE CENTRE,  
411 DUNSMUIR STREET, NANAIMO, BC  
THURSDAY, 2020-OCT-01, AT 3:02 P.M.

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Present: Councillor Bonner, Chair  
Councillor Hemmens (joined electronically)  
Jan Fix, Director Program Delivery, Service Canada (joined electronically 3:35 p.m.)  
Jason Harrison, Executive Director, Canadian Mental Health Association (joined electronically)  
John McCormick, Executive Director, Nanaimo Region John Howard Society (joined electronically)  
Kim Smythe, CEO, Chamber of Commerce (joined electronically)  
Lisa McHaffie, Service Manager, Service Canada (joined electronically)  
Lisa Murphy, Director, Medical Health Services Unit, Island Health (joined electronically)  
Marina White, Health Director, Snuneymuxw First Nation (joined electronically 3:25 p.m.)  
Terra Kaethler, Impact Officer, United Way (joined electronically 3:07 p.m.)

Absent: Anita LaHue, A/Director Partnerships and Strategic Initiatives Strategic Services Branch, Service Delivery Division, Ministry of Social Dev and Poverty Reduction  
Malcolm McNaughton, BC Housing  
Signy Madden, Executive Director, United Way

Staff: D. Lindsay, General Manager, Development Services  
Insp. L. Fletcher, Nanaimo Detachment RCMP (joined electronically)  
B. Corsan, Director, Community Development  
F. Farrokhi, Manager, Communications (joined electronically)  
L. Bhopalsingh, Manager, Community Planning  
D. Stewart, Social Planner  
K. Kronstal, Social Planner  
S. Snelgrove, Deputy Corporate Officer  
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.

2. INTRODUCTION OF LATE ITEMS:

(a) Remove Agenda Items:

- 5(a) Heidi Hartman, Regional Director, Vancouver Island, BC Housing, re: Coordinated Access and Assessment Nanaimo Community Priorities
- 5(c) Signy Madden, Executive Director, United Way, Verbal Update re: Additional Reaching Home COVID Funding

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-SEP-16, at 3:02 p.m. be adopted as circulated. The motion carried unanimously.

5. PRESENTATIONS:

(a) Dr. Alina Turner, CEO HelpSeeker, Verbal Update re: Update on Process

Dr. Alina Turner, CEO HelpSeeker, provided a verbal presentation. Highlights included:

- Proposed next two Task Force meetings be used for governance workshop discussions
- Plan for first workshop would be to discuss the pros and cons of each governance option and then at the second workshop decide on perspectives and review feedback
- Dr. Turner would prepare a draft plan to present to the Task Force for the action plan moving forward

T. Kaethler joined at the meeting electronically at 3:07 p.m.

- Provincial election is hindering this process as some of the organizations involved are not able to participate during the election period

Lisa Bhopalsingh, Manager, Community Planning, noted that the next two scheduled Health and Housing Task Force Meetings are 2020-OCT-14 and 2020-OCT-27.

Task Force discussion took place regarding the following:

- Clarification on what kind of homework the members will be asked to do before and during the workshops – Members will be asked to consider identified roles and then assess those roles as a self assessment of whether they can, want to, or cannot, act in that role
- Players involved in the governance discussion may not be involved in the funding of services and need to identify what organization would be the best backbone entity to lead the operation
- Funding table would be for different investors in the community to become integrated and more effective
- There is a longer path to get to an integrated funding model in this community than in other communities

- Options proposed during previous Health and Housing Task Force Meeting and potential to send an updated copy of that list to members to aid in homework assignment
- Not all members of the Task Force will necessarily be part of the each workshop/design lab
- Identifying members of each organization that are the best people to help work through the workshops/design labs
- Will request feedback on draft action plan in the future; however, Indigenous consultations are still ongoing at this point
- Next Health and Housing Task Force meeting would be scheduled for 2020-NOV-12 to present the Task Force with the draft document with one more meeting scheduled after that to finalize the document
- Potential to proceed with the workshops/design labs without some of the Task Force members due to the provincial election

M. White joined the meeting electronically at 3:25 p.m.

- Need to keep members who cannot currently participate (due to election period) informed and up-to-date so they can join in as soon as they are able

It was moved and seconded that the Health and Housing Task Force amend the agenda to include a verbal update re: Additional Reaching Home COVID Funding. The motion carried unanimously.

(b) Verbal Update re: Additional Reaching Home COVID Funding

Lisa McHaffie, Service Manager, Service Canada, provided a verbal update regarding additional Reaching Home COVID funding. Highlights included:

- 2020-SEP-21 the Federal Government announced an additional \$236.7 million for Reaching Home investments until 2021-MAR-31
- Recognizes that as winter approaches and the pandemic continues it puts increasing pressures on communities to effectively meet the need of their homeless population
- Communities are being encouraged to use the additional funds to extend their emergency COVID-19 measures, reduce shelter overcrowding, secure isolation facilities, invest in activities that promote housing stability, and to undertake activities that prevent future influx into homelessness
- Funding allocations should be known within the next few days and entities will be advised of their funding allocations
- Money expected to flow similar to the previous COVID-19 funding, directly to entities to mobilize quickly
- Communities will be asked to provide an investment plan to outline what they intend to do with the funding
- Not clear yet if there is potential for long term planning into the next fiscal year
- Some communities have spent their COVID-19 funding already and urgently await this additional funding while others have taken long term planning approaches
- Parameters for spending the additional Reaching Home COVID-19 funds

J. Fix joined the meeting electronically at 3:35 p.m.

- Breakdown and distribution of funding to different entities
- Nanaimo previously received just over \$400,000 with about \$200,000 of that allocated towards Indigenous homelessness
- Previous funding was allocated by the end of July 2020
- Breakdown of how previous funding was allocated to various entities, emergency funding and/or grants

6. REPORTS:

(a) Emergency Food and Nutrition Security Strategy

Introduced by Karin Kronstal, Social Planner.

Presentation:

1. Karin Kronstal, Social Planner, provided a PowerPoint presentation. Highlights included:
  - Proposal put forward to create an emergency food group strategy with guidelines and goals
  - Two goals of this project would be to develop a nutritional food security strategy and to look at longer term issues
  - Ongoing involvement of the Parks and Recreation Department
  - Held 14 virtual meetings between April and August 2020 with attendance fluctuating between 8 – 20 attendees
  - Purpose of these meetings was to explore the emerging issues around providing food to vulnerable populations and to share ideas and information about how to strengthen food security in the longer term
  - Work being done by the Food Bank during the pandemic:
    - Distributing more food to agencies
    - Received more donations of food
    - Capacity of food bank has been critical to success of response
  - Distribution of the Good Food Box increased 400% including a new partnership with Nanaimo Aboriginal Centre
  - Good Food Box cost has gone from \$10 pre box to 50% free
  - Meal service at Salvation Army is up approximately 50% and they have stopped charging \$2 per meal
  - Nanaimo Ladysmith School District saw 50% increase in number of students receiving food hampers during COVID-19 school closure
  - Unique factors:
    - Unprecedented financial support from government entities
    - Infectious disease, crisis has longer term time horizon
  - Typical factors:
    - The importance of local food and impact of the global supply chain
    - Emergency has shown the ability of providers to collaborate and share resources

- Food is abundant but storage and dining spaces are limited
- The purchase of food does not fall within the City's mandate but the City can play a role in strengthening capacity and help people prepare, plan and support urban agriculture
- Five goals of the food strategy:
  - Meet basic food needs of vulnerable populations during emergencies
  - Education, support, and promotion in support of food literacy and empowerment
  - Growing, raising and harvesting more food in Nanaimo
  - Expanding local food infrastructure
  - Recognize and support Indigenous food sovereignty
- Nanaimo Food Policy Council would not be only about policy
- Aspects of this strategy would go into the REIMAGINE NANAIMO strategy
- Provided an overview of REIMAGINE NANAIMO
- Recommend moving forward on a Food Security Coalition or Food Policy Council to attempt to improve coordination and identify gaps

Task Force discussion took place regarding the following:

- If any gaps have been identified and if there is a sufficient amount of food to meet the need at this time
- Accessibility of meals is a larger issue than availability as food is being provided, but may not be in a location where people can readily access, or may not be in a state that is ready to consume
- Salvation Army, 7/10 Club and the Food Bank have noted that people receiving Canadian Emergency Response Benefit were not accessing services as often
- Mandate of the proposed Food Policy Council including emergency measures for people who are currently hungry and nutrition security
- Food Bank is like the shelter of the food world and in the long term the goal is for no one to need the Food Bank
- Size and contents of the Good Food Box
- Potential for the Food Policy Council to provide input on contents of the food provided and how it can be used more effectively
- Supportive Recovery Housing has found it is challenging to get people to eat nutritious food as they are used to fast food/processed food
- Including support for people to shop for their food
- Noting the growing number of people being housed who are gaining access to secure food in the overall review
- Support being provided for seniors in the community
- Food security is not just about emergency food, but stability of main stream systems for accessing nutritious food
- Opportunity to review food systems and how to store and use food
- Licenced facilities are required to provide meal standards to participants
- Rehabilitation program for mental health and substance use patients where they can learn cooking skills and prepare meals for sale

Karin Kronstal, Social Planner, continued her presentation. Highlights included:

- Next step would be for the proposed recommendation to go to Council potentially 2020-OCT-19
- Food Strategy/Policy would be included in the REIMAGINE NANAIMO review
- There would be a report prepared for Council regarding the steps and potential partnerships to move forward with the Food and Nutrition Strategy and Food Policy Council

It was moved and seconded that the Health and Housing Task Force recommend that Council:

1. endorse the Emergency Food and Nutrition Strategy as formal stakeholder input into the **REIMAGINE** NANAIMO process; and,
2. support the creation of a Nanaimo Food Policy Council as an independent, arms-length body that would continue collaborative work to strengthen the local food system and request that Staff bring forward a report on how the City can facilitate this work.

The motion carried unanimously.

7. ADJOURNMENT:

It was moved and seconded at 4:10 p.m. that the meeting adjourn. The motion carried unanimously.



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CHAIR

CERTIFIED CORRECT:


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CORPORATE OFFICER

Funded in Part by the Government of Canada's  
Reaching Home: Canada's Homelessness Strategy



# NANAIMO:

## BUILDING A PATH FORWARD

**Health & Housing Action Plan  
Overview & Governance Options**

Oct. 14, 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.





# AGENDA

3

- Overview HAAP priorities & process to date
- Implementation governance options
- Backbone Systems Planner Organization
- Options for Systems Planner Organizations
- Homework & next steps

## BACKGROUND & CONTEXT



## BACKGROUND

5

- 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

6

### TIMELINE OF APPROACH & CONSULTATIONS



# COMMUNITY ENGAGEMENT

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## WHAT DID THE COMMUNITY TELL US?

9 Design Labs - 200 participants

Stakeholder discussions: Task Force, Coalition & key  
community partners

Validation Labs underway

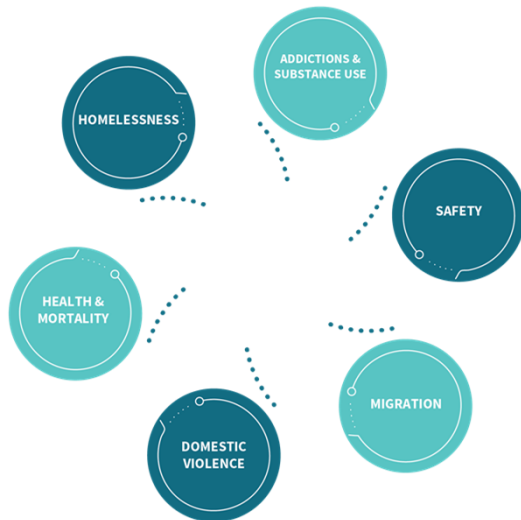


# KEY LEARNINGS & CONCEPTS

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# UNDERSTANDING NEEDS



## PAIN POINT:

### PRE-COVID & POST-COVID:

- Social disorder, addictions, mental health, homelessness,
- Prevent potential gaps in a social services delivery system
- Service quality, efficiency challenges

## BASIC NEEDS



## HEALTH & WELLNESS



## FAMILY & COMMUNITY



## SAFETY & SECURITY



**People's needs are layered.**

## NEEDS ASSESSMENT FINDINGS

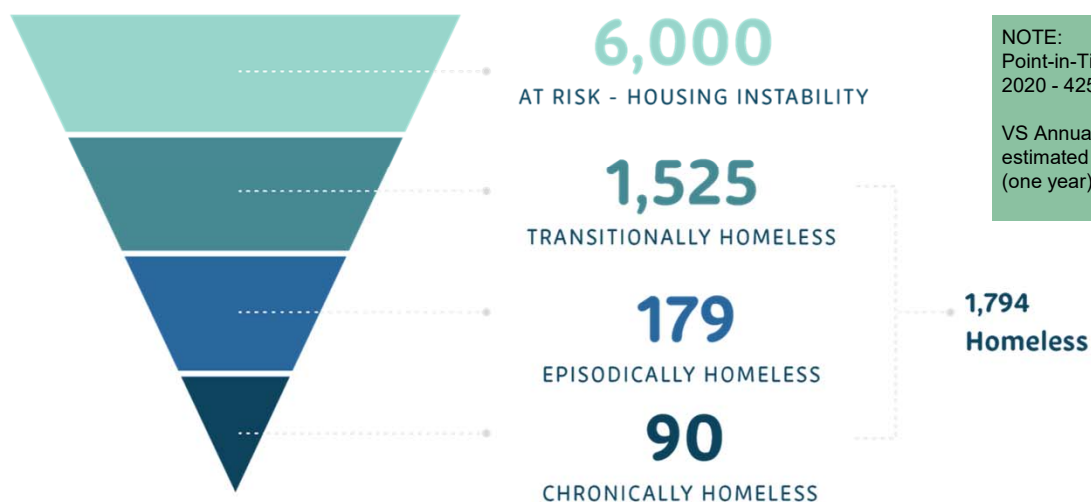
### PRIMARY SOCIAL/HEALTH/HOUSING ISSUES

- 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/precariouly housed, pregnancy, health and financial issues, domestic violence)

## IMMEDIATE DEMAND ESTIMATES

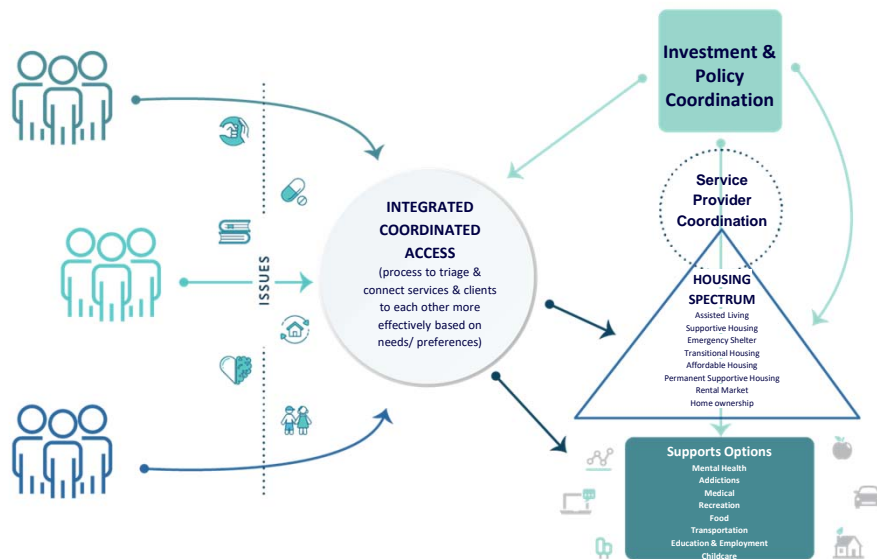


## Developing Options

### Overview of 4 options

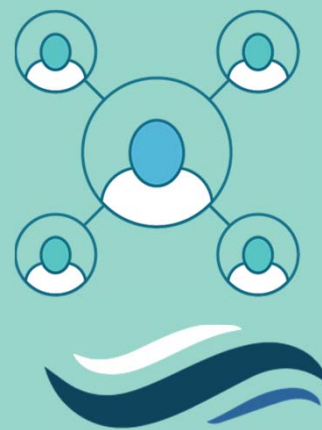
Scenario	Cost/ Year	Total Costs	Total OpX	Total CapX	Targets	#Served	Timespan
Scenario 1 - Worst Case	'5419P	'43;P	'918P	'931P	4/4:3	6/678	8 \ hduw
Scenario 2 - Best Case	'718P	'551:P	'4:16P	'816P	6;8	7/79	8 \ hduw
Scenario 3 - Likely Case	<b>\$12.5M</b>	<b>\$62.7M</b>	<b>\$33.6M</b>	<b>\$28.4M</b>	<b>655</b>	<b>4,308</b>	<b>5 Years</b>
Scenario 3.5 - Longer Case	'441;P	'44:1:P	' :71:P	'751P	4/353	43/574	43 \ hduw

## BUILDING AN ECOSYSTEM APPROACH



# INTEGRATED COORDINATED ACCESS (ICA)

A systematic process by which those looking for support with social, health, or other needs are triaged to appropriate resources.



## CORE ICA COMPONENTS

1. **DIGITAL NAVIGATION** through HelpSeeker apps/website freely accessible to anyone, anywhere
2. **COMMUNITY LOCATIONS** physical locations where the community can access supports and systems navigators
3. **INTEGRATED SERVICE TABLES** to coordinate complex needs care among key service providers/ public systems
4. **SYSTEMS NAVIGATORS** trained and mobilized to provide in-person support at key access sites across the community



# DIGITAL NAVIGATION

LEVERAGING ALL SOCIAL SERVICES IN THE COMMUNITY TO ENSURE  
PREVENTION AND EARLY INTERVENTION SUPPORT IS ACCESSIBLE FOR ALL

**THE MAJORITY OF INDIVIDUALS IN NEED  
SEEK OUT NATURAL SUPPORTS AND/OR  
WEB-BASED INFORMATION WHEN  
STRUGGLING**

A consolidated and consistent method to find  
web-based information is required to implement  
ICA and coordinate effectively



Level 1



Level 2



Level 3

## By-Names-Lists

List of people who need  
homeless supports who  
need to be matched w.  
Referral to housing  
programs

Feds focused on  
homeless pops, but exists  
in lots of sectors outside:  
health, children's  
services, immigration,  
safety, etc.

Can be leveraged for  
multi-system work - see  
example from Lethbridge,  
Edmonton, Abbotsford,  
etc.

	A	B	C	D	F	J	L	N	P	R	T	V	X	Z
1	ICA Unique ID	ICA Consent Obtained	Date Screened	Submitted to ICA	Top User 1 month total	LPS 1 mo pre	SCS 1 mo pre	Intox 1 mo pre	Shelter 1 mo pre	DOT 1 mo pre	Jail 1 mo pre	EMS 1 mo pre	Comm Para 1 mo pre	Hosp 1 mo pre
22	ED78	N	01/22/2020	ARCHES	212	0	212							
23	DC89	N	01/22/2020	ARCHES	210	0	210							
24	S878	N	02/01/2020	ARCHES	203		203							
25	CD95	N	01/22/2020	ARCHES	200	0	200							
26	MB70	N	02/01/2020	ARCHES, DOT	200	0	195			5				
27	DG87	N	01/22/2020	ARCHES, LPS	199	3	196							
28	DO84	N	01/22/2020	ARCHES	195	0	195							
29	ME84	N	02/01/2020	ARCHES	194		194							
30	DE65	N (expired)	01/22/2020	ARCHES, DOT	188	0	182			6				
31	SM72	N	02/01/2020	ARCHES, LPS	181	1	180							
32	MG75	Y	02/01/2020	ARCHES	150	0	150							
33	CS91	Y (both)	01/22/2020	DOT, AH	96	5		85		6				
34	MG74	Y	02/01/2020	ARCHES	82	0	82							
35	ML95	Y	02/04/2020	AH, LPS	79	4		75						
36	JC92	Y	02/04/2020	AH, LPS	56	4		52						
37	JW87	Y	02/04/2020	AH, LPS	56	6		50						
38	DB67	Y (CMHA)	01/22/2020	DOT, AH, LPS	53	4		42		7				
39	JA62	Y	01/22/2020	DOT, AH, LPS	53	7		36		10				
40	BC90	Y	01/14/2020	DOT, AH, LPS	47	6		36		5				



## RESPONDING TO LAYERED NEEDS

### TARGET POPULATIONS

- **Health** Frequent, &/or escalating EMS and/or Emergency Departments use + Complex comorbidity: co-occurring health, mental health, addiction issues, and/or trauma
- **Child intervention** Frequent, &/or escalating involvement
- **Education** Frequent absenteeism, &/or escalating behaviour challenges
- **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** for ISP at entry points (EMS, LPS, ER, SCS, Shelter, DOT)
1. **Prioritized** for Service (LOCUS, SPDAT, Safety Risk, Substance/ SCS Use; Public Systems Use)
  1. Assigned **Lead Support Worker**
  1. Integrated **Service Plan Delivery**
    1. AHS: Clinical supports
    2. City programs: housing & wraparound supports; navigation
    3. Police: outreach; safety backup
    4. Other services as appropriate (1,400+ programs) in community for full integration/ stabilization
1. **Outcomes:** Systems Use monitoring

## 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<sup>1</sup>



## 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/enterprise**.
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**.

## YOUR TURN 1

### Rapid Feedback: Emerging Priorities

- Overall impressions (love it, leave it, needs work, etc).
- What resonates
- What seems missing
- Are right values are reflected



# IMPLEMENTATION & GOVERNANCE

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

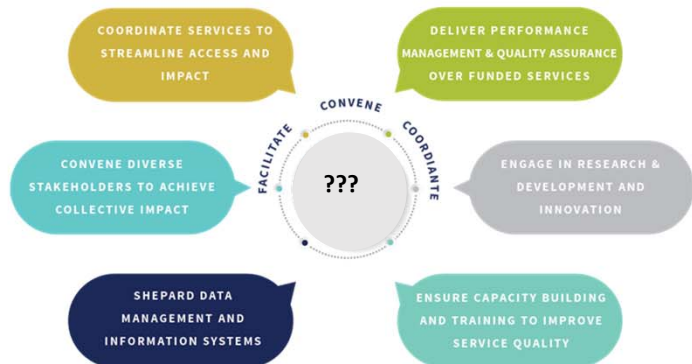


## COMMUNITY-BASED GOVERNANCE

### 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 of 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 ecosystem partners



## Kelowna - Backbone Systems Planner Org

### Funding Coordination

Able to bring partners together to coordinate investment in highest impact activities; ensure complementary approach.

### Capacity Building

Brings up collective IQ of community, services, developers, researchers, etc. to develop and implement innovative measures & best practices.

**Neutral org with focus on & accountability for JH Strategy implementation.**

### Homeless System Planning

Enhances system-level coordination for services providers to support the Plan goals, regardless of funding source. Can coordinate with diverse departments, governments, donors, etc.

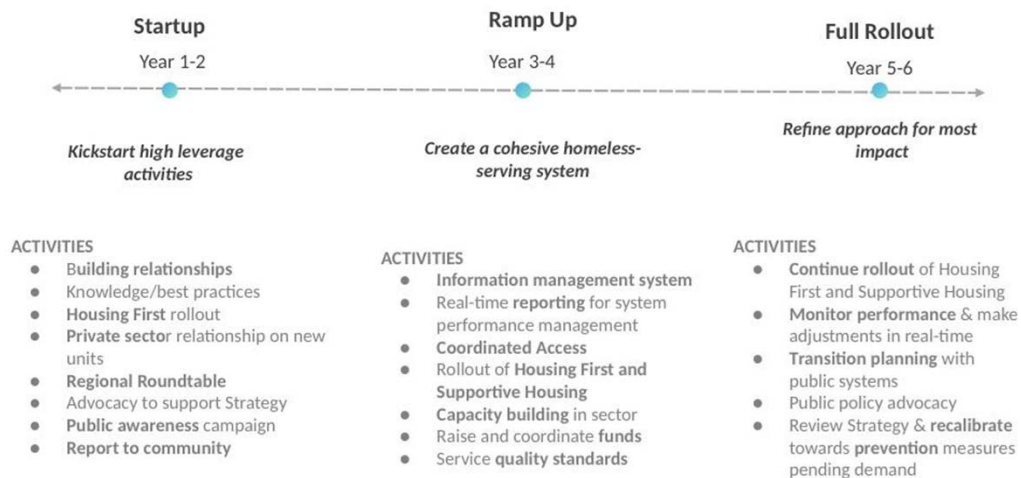
### Leadership & Accountability

Reports to community, stakeholder engagement research & continuous improvement, policy advocacy to keep homelessness a priority, knowledge dissemination.

### Partnerships & Innovation

Builds partnerships across sectors to support Strategy goals.  
Social finance innovation  
Financial and Land Trust Management

## Example 1: Kelowna Rollout



## Kelowna Costs



Assumes in-kind office space.  
Does not account for any reallocations of positions already in community.

Month  
1-2

Transition Committee made up of JH members selected to support Backbone Organization set-up  
Secure in-kind support for start-up: City staff secondments for transition period (Jun-Dec, 2 FTEs)

Month  
3-4

Raise funding to hire CEO & Communications Staff, Lived Experience Coordinator, administration costs  
Secure office space - in kind

Month  
5-6

Set up Governance Board of Directors  
Hire CEO & Communications staff  
Formalize partnerships with A Way Home Kelowna, Lived Experience Circle, Community Advisory Board on Homelessness

Assessing Options	<ol style="list-style-type: none"> <li>How does this fit with your current role?</li> <li>Can you do it?</li> <li>Do you want to do it?</li> <li>Do you have the capacity to do it?</li> </ol>						
	Expand role of existing entity - dedicated staff/ budget needed					New arms length entity - dedicated staff/ budget needed	
Key Systems Planner Org Responsibilities	1 Nanaimo Homelessness Coalition	2 United Way	3 City of Nanaimo	4 BC Housing	5 Island Health	6 Social Dev Agency	7 Economic & Social Dev Agency
Lead development and implementation of Action Plan							
Design & coordinate local health and housing ecosystem							
Provide ICA oversight							
Develop and implement Information System							
Engage key stakeholders, including people with lived experience, throughout Plan activities;							
Manage and coordinate diverse funding streams towards common Action Plan objectives and local needs;							
Ensure comprehensive performance management, service standards, quality assurance and investment monitoring;							
Advance innovative, evidence-based supports and housing approaches tailored to local contexts;							
Support best practice learnings for agencies, policy makers, and peers by sharing learnings, providing technical assistance and training;							
Champion health and housing issues locally, provincially and nationally.							

## YOUR TURN 2

### Rapid Feedback: Governance & Implementation

- What resonates/ What seems missing
- Overall impressions (love it, leave it, needs work, etc).

### Closing & Homework

- Overview of next steps
- Explain homework



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Nanaimo Health and Housing Action Plan

# Governance Options Selection Process & Design Lab Overview

September 2020

## What work has been done so far?

The City of Nanaimo's Council-led Health and Housing Task Force, the City of Nanaimo, Nanaimo Homeless Coalition, Service Canada, and United Way Central & Northern Vancouver, have partnered to advance a systems approach, including developing a 5-year Health and Housing Action Plan (HHAP).

This builds off a series of Design Labs that occurred March 2020, and a comprehensive needs assessment of social and health issues in Nanaimo. From this initial research and community consultation, a draft HHAP has been developed.

## What is the purpose of this conversation?

As a part of this work, the Task Force has developed a draft of the HHAP and are seeking community validation of the direction of the strategy as well as potential solutions to address gaps in the strategy. There are about 20 such validation labs underway until the end of September with key stakeholder groups including service providers, lived experience, volunteer and faith sector groups.

Now that the Task Force has developed a draft HHAP, they recognize the need to make sure key systems-level entities and decision-making stakeholders are briefed and on board with the direction of the work and have an opportunity to connect on key outstanding questions around HHAP implementation governance. Specifically, the Task Force has recognized the need to identify an existing or new organization to act as the lead implementing body for the HHAP, once finalized.

To this end, several options for existing and new organizations have been identified. To this end, you are identified as a key stakeholders in a decision making role to engage in a series of 2 2-hour sessions to help shape next steps for the HHAP's implementation. Based on your insights, the Task Force will make a final recommendation to Council on what entity is best positioned to act as the lead Systems Planner Organization for the HHAP.

To ensure adequate time for internal conversations you may need to have ahead of discussions, we are scheduling two sessions over the course of October:

### **Session 1: Foundations**

**Date: October 14**

- Overview HAAP priorities & process to date
- Proposed role of the Systems Planner Organization
- Provide an overview of implementation governance proposed
- Present key options for Systems Planner Organizations for consideration

***HOMEWORK:** Each entity identified as a potential option to act as Systems Planner Organization will complete a **worksheet** on their interest in this role, capacity and resources needed to deliver it effectively.*

**Session 2: Recommendations**

**Date: October 28**

- Report back from each potential Systems Planner Organization on internal review;
- Discussion of risks, strengths & implications of diverse options;
- Summary of recommendations to Task Force on top choice/s for Systems Planner Organization.

Based on your recommendations and insights at these sessions, the Task Force will make a final recommendation to Council and reflect this in the HHAP report.

## **Preparation Materials**

We will be circulating a number of materials ahead of the session as homework including:

- Briefing on emerging priorities & consultations to date;
- Integrated Needs Assessment on key social issues in Nanaimo;
- Self-assessment sheet for organizations that can be options for Systems Planner Org role

We encourage you to have internal conversations with respect to the topics so that right people from your organisation are able to attend/inform the discussion.

## Session 1 Activities

Suggested Time	Activity	Outcomes
5 mins	<b>Welcome</b> <ul style="list-style-type: none"> <li>Land Acknowledgement</li> <li>Introductions</li> <li>Agenda and goals</li> </ul>	Get group familiar with each other and comfortable
5 mins	<b>About the Project</b> <ul style="list-style-type: none"> <li>Why this project exists</li> <li>What work has been done so far</li> </ul>	Provide context
20 min	<b>HHAP Emerging Priorities</b> <ul style="list-style-type: none"> <li>Overview of findings</li> <li>Key Strategies</li> </ul>	Provide context
30 mins	<b>Rapid Feedback: Priorities</b> <ul style="list-style-type: none"> <li>What resonates <ul style="list-style-type: none"> <li>What seems missing</li> <li>If the correct values are reflected in the plan</li> </ul> </li> <li>Write overall impressions (love it, leave it, needs work, etc).</li> <li>Repeat for each priority area until each one is covered.</li> </ul>	Ensure the whole plan is covered
15 min	<b>Implementation &amp; Governance Options</b> <ul style="list-style-type: none"> <li>Proposed role of the Systems Planner Organization</li> <li>Provide an overview of implementation governance proposed</li> <li>Present key options for Systems Planner Organizations for consideration</li> </ul>	Provide context
30 mins	<b>Rapid Feedback: Governance &amp; Implementation</b> <ul style="list-style-type: none"> <li>What resonates/ What seems missing</li> <li>Overall impressions (love it, leave it, needs work, etc).</li> </ul>	Understand perspectives on the issue
15 mins	<b>Closing &amp; Homework</b> <ul style="list-style-type: none"> <li>Overview of next steps</li> <li>Explain homework</li> </ul>	Closing & clarification on next steps

## Session 2 Activities

Suggested Time	Activity	Outcomes
5 mins	<b>Welcome</b> <ul style="list-style-type: none"> <li>• Land Acknowledgement</li> <li>• Introductions</li> <li>• Agenda and goals</li> </ul>	Get group familiar with each other and comfortable
10 mins	<b>Recap</b> <ul style="list-style-type: none"> <li>• Why we're here</li> <li>• Objectives of session to make recommendation to Task Force on Systems Planner Option/s</li> <li>• What work has been done so far</li> </ul>	Provide context
60 min	<b>Report Back Roundtable</b> <ul style="list-style-type: none"> <li>• Overview from each Systems Planner Org option rep on homework results</li> <li>• Clarifications from other participants as needed</li> </ul>	Reporting back on homework
30 mins	<b>Refining Recommendations</b> <ul style="list-style-type: none"> <li>• Emerging top choices for Task Force consideration</li> <li>• Pros/Cons// Risks/ Implications discussion</li> </ul>	Ensure the whole plan is covered
10 mins	<b>Closing &amp; Next Steps</b> <ul style="list-style-type: none"> <li>• Overview of next steps</li> <li>• Interest in continuing systems-level conversations on funding alignment</li> </ul>	Closing & clarification on next steps



# Homework: Exploring Systems Planner Organization Options

Prior to the Lab, please look through and fill out your org's boxes - marking a check-mark for each time you answer Yes to the following 4 questions.

Assessing Options	<ol style="list-style-type: none"> <li>How does this fit with your current role?</li> <li>Can you do it?</li> <li>Do you want to do it?</li> <li>Do you have the capacity to do it?</li> </ol>						
	Expand role of existing entity - dedicated staff/ budget needed					New arms length entity - dedicated staff/ budget needed	
Key Systems Planner Org Responsibilities	1 Nanaimo Homelessness Coalition	2 United Way	3 City of Nanaimo	4 BC Housing	5 Island Health	6 Social Dev Agency	7 Economic & Social Dev Agency
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Design & coordinate local health and housing ecosystem							
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Engage key stakeholders, including people with lived experience, throughout Plan activities;							
Manage and coordinate diverse funding streams towards common Action Plan objectives and local needs;							
Ensure comprehensive performance management, service standards, quality assurance and investment monitoring;							
Advance innovative, evidence-based supports and housing approaches tailored to local contexts;							

Support best practice learnings for agencies, policy makers, and peers by sharing learnings, providing technical assistance and training;							
Champion health and housing issues locally, provincially and nationally.							

# Session 1 – HHAP Emerging Priorities Rapid Feedback Table

Keep a note of participants' first impressions of the plan overview and 8 priority areas.

	Questions & Comments	Overall Impression
Overview & Commitments		
Ecosystem Coordination		
Leadership & Engagement		
Prevention		
Complex Needs Capability		
Poverty Reduction		
Commitments (Stakeholders Only)		
What's your role? How would you like to be involved?		

