



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

Thursday, November 12, 2020, 2:00 P.M. - 4:00 P.M.

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

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Pages

**1. CALL THE MEETING TO ORDER:**

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

**2. INTRODUCTION OF LATE ITEMS:**

**3. ADOPTION OF AGENDA:**

**4. ADOPTION OF MINUTES:**

**a. Minutes**

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Minutes of the Special Health and Housing Task Force Meeting held in the Shaw Auditorium, Vancouver Island Conference Centre, 80 Commercial Street, Nanaimo, BC, on Tuesday 2020-OCT-27, at 3:01 p.m.

**5. PROCEDURAL MOTION:**

That the meeting be closed to the public in order to deal with agenda items under the Community Charter Section 90(1):

(k) negotiations and related discussion respecting the proposed provision of a municipal service that are at their preliminary states and that, in the view of the Council, could reasonably be expected to harm the interests of the municipality if they were held in public; and,

(n) the consideration of whether a Council meeting should be closed under a provision of this subsection or subsection (2).

**6. PRESENTATIONS:**

**a. Lisa Bhopalsingh, Manager, Community Planning, Verbal Update re: Rapid Re-Housing Fund**

**b. Signy Madden, Executive Director, United Way, Verbal Update re: Additional COVID-19 Reaching Home Funding**

- c. Jason Harrison, Executive Director, Canadian Mental Health Association, and John McCormick, Executive Director, Nanaimo Region John Howard Society, Verbal Update re: Winter Warming Centre Options
- d. Jason Harrison, Executive Director, Canadian Mental Health Association, Verbal Update re: Integrated Coordinated Access Coordinator (Contract Awarded)
- e. Dr. Alina Turner, CEO, HelpSeeker, PowerPoint Presentation re: Governance Recommendation

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7. ADJOURNMENT:

**MINUTES**  
**SPECIAL HEALTH AND HOUSING TASK FORCE MEETING**  
**SHAW AUDITORIUM, VANCOUVER ISLAND CONFERENCE CENTRE**  
**80 COMMERCIAL STREET, NANAIMO, BC**  
**TUESDAY, 2020-OCT-27, AT 3:01 P.M.**

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Present: Councillor Bonner, Chair  
Councillor Hemmens  
L. Fletcher, A/OIC, RCMP, Nanaimo Detachment (joined electronically)  
J. Fix, Director Program Delivery, Service Canada (joined electronically)  
J. Harrison, Executive Director, Canadian Mental Health Association (vacated 4:18 p.m.)  
H. Hartman, BC Housing (joined electronically)  
S. Madden, Executive Director, United Way (joined electronically)  
Councillor E. Manson, Snuneymuxw First Nation  
J. McCormick, Executive Director, Nanaimo Region John Howard Society (joined electronically)  
L. McHaffie, Service Manager, Service Canada (joined electronically)  
L. Murphy, Director, Mental Health and Substance Use, Island Health  
K. Smythe, CEO, Chamber of Commerce (joined electronically)  
M. White, Snuneymuxw First Nation

Absent: A. LaHue, A/Director Partnerships and Strategic Initiatives Strategic Services Branch, Service Delivery Division, Ministry of Social Development and Poverty Reduction

Staff: J. Rudolph, Chief Administrative Officer  
B. Corsan, Director, Community Development  
L. Bhopalsingh, Manager, Community Planning  
F. Farrokhi, Manager, Communications (joined electronically)  
K. Kronstal, Social Planner  
S. Snelgrove, Deputy Corporate Officer  
K. Gerard, Recording Secretary

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

The Special Health and Housing Task Force Meeting was called to order at 3:01 p.m.

2. APPROVAL OF THE AGENDA:

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

3. ADOPTION OF THE MINUTES:

It was moved and seconded that the Minutes of the Health and Housing Task Force Meeting held in the Dodd Narrows Room A/B, Vancouver Island Conference Centre, 80 Commercial Street, Nanaimo, BC, on Monday, 2020-OCT-14, at 3:04 p.m. be adopted as circulated. The motion carried unanimously.

4. 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):

- (k) negotiations and related discussion respecting the proposed provision of a municipal service that are at their preliminary states and that, in the view of the Council, could reasonably be expected to harm the interests of the municipality if they were held in public.

The motion carried unanimously.

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

The Special Health and Housing Task Force Meeting moved out of In Camera at 5:07 p.m.

5. ADJOURNMENT:

It was moved and seconded at 5:07 p.m. that the meeting adjourn. The motion carried unanimously.

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C H A I R

CERTIFIED CORRECT:

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CORPORATE OFFICER



# PLAN DEVELOPMENT

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## TIMELINE OF APPROACH & CONSULTATIONS



## Governance and Implementation

- Create a **community-based governance model** (an "Accountability Committee") for the implementation of the Action Plan & coordination of the Health & Housing Ecosystem inclusive of City, Snuneymuxw, BCH, IH, revisioned Coalition and UW for oversight of Action Plan; at least 30% Indigenous representation; link to Council but not committee; Collective Impact approach.
- Create a designated lead **Systems Planner Organization** who will lead Plan, implement system coordination efforts
- Create a **Funders Table** to advance an Integrated Funding Model in partnership with core funders to support common priorities and maximize resources and impact.
- Invest in the creation of a **Lived Experience Committee** that involve people with lived experience (eg. disabilities) in the design and ongoing consultation about services and housing.

# GOVERNANCE LAB SUMMARY

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## Participants w/ Roles

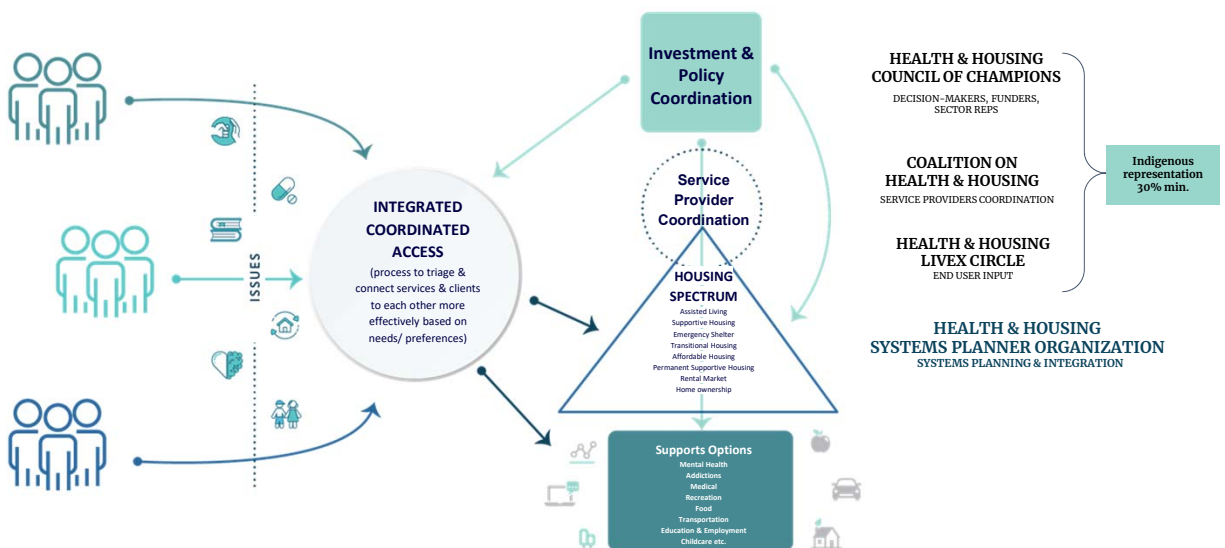
RCMP Nanaimo Detachment  
 Service Canada  
 Nanaimo Homeless Coalition  
 BC Housing  
 United Way of Central & Northern Vancouver Island  
 Snuneymuxw First Nation  
 Chamber of Commerce  
 City of Nanaimo  
 Vancouver Island University  
 First Nations Health Authority  
 Ministry of Children and Family Development  
 Vancouver Island Community Corrections

## Emerging Directions

Preference was to create a **new arms-length social development entity** that could focus on HHAP implementation and coordination guided by a **multi-stakeholder governance table** representing diverse sectors and perspectives at the decision-making levels.

To support rapid scaling and minimize funding and timing concerns, the entity's function should be incubated in the **United Way or City of Nanaimo** with the goal over time to spin off independently.

## A SYSTEMS APPROACH



# Assessing Options

	1. Arms-length Soc Dev Unit Incubated w UW	2. Arms-length Soc Dev Unit Incubated w City	3. Independent Arms-length Soc Dev Non-Profit Org
Pros	<ul style="list-style-type: none"> <li>Fast startup, lower initial costs</li> <li>Built in infrastructure</li> <li>Aligned w RH &amp; UW funding oversight roles</li> <li>Supports ICA rollout via UW</li> <li>Aligned with UW role in community (relationship mgt, fundraising, business sector connection, gov relations)</li> <li>Maintains arms length from gov</li> </ul>	<ul style="list-style-type: none"> <li>Fast startup, lower initial costs</li> <li>Built in infrastructure</li> <li>Aligned w city's broader social planning role</li> <li>Potential to support alignment across City dept (land dev, econ dev, rec &amp; culture)</li> <li>Brings City further into leadership role</li> <li>Ability to bring key decision makers to table</li> <li>Council oversight</li> </ul>	<ul style="list-style-type: none"> <li>Focus on HHAP exclusively</li> <li>Supports ICA rollout via UW</li> <li>Maintains arms length from gov</li> <li>Ability to fundraise / coordinate resources across systems w/ no org bias</li> </ul>
Risk	<ul style="list-style-type: none"> <li>Divided focus</li> <li>Assumes UW org risks</li> <li>Risks perception funds coming away from direct service</li> <li>Regional mandate dilution</li> </ul>	<ul style="list-style-type: none"> <li>Divided focus; lost in City priorities</li> <li>Cumbersome administration/ process</li> <li>Risks perception funds coming away from direct service</li> <li>City political process involvement</li> </ul>	<ul style="list-style-type: none"> <li>Highest risk perception funds coming away from direct service</li> <li>No built in infrastructure</li> <li>May not be able to bring decision makers to table</li> </ul>
Startup Costs	<b>\$470K</b> <b>\$300K</b> - 3FTE - 1 Executive Lead; 1 Perf Manager; 1 Systems Planner <b>\$100K</b> Communications/ Info management <b>\$70K</b> Office/ Admin Infrastructure (In kind?)	<b>\$500K</b> <b>\$320K</b> - 3FTE - 1 Executive Lead; 1 Perf Manager; 1 Systems Planner <b>\$100K</b> Communications/ Info management (In kind?) <b>\$80K</b> Office/ Admin Infrastructure (In kind?)	<b>\$535K</b> <b>\$300K</b> - 3FTE - 1 Executive Lead; 1 Perf Manager; 1 Systems Planner <b>\$100K</b> Communications/ Info management <b>\$65K</b> Legal/ nonprofit set up <b>\$70K</b> Office/ Admin Infrastructure
Potential Impact/ KPIs	% services w ICA participation % services w complex needs capability % service w cultural safety/ competency standards # clients housed # units/spaces created \$ capital/operations funding brought into Nanaimo	% health & housing funding coordinated through Funders Table % end users satisfied with service % increase in self-reported wellbeing pre/post intervention change in public systems use pre/during/post service	# long term shelter users/ unsheltered/ PITT enumerated % Indigenous service end users vs presenting need # end users accessing service through ICA process

## Value Proposition

\$500K investment in Systems Planner Org function - spin-off potential ROI of \$30:\$1

Can be the difference between \$4.5M and \$20M spend to hit Plan targets

Potential to leverage & optimize \$55M-\$60M in community & social service charity revenues/ year & maximize \$400M+/ year in broader ecosystem to support health & housing.

Scenario	Cost/ Year	Total Costs	Total OpX	Total CapX	Targets Spaces	#Served	Timespan
Scenario 1 - Worst Case	\$19.7M	\$98.7M	\$47.5M	\$51.2M	985	4,258	5 Years
Scenario 2 - Best Case	\$4.5M	\$22.7M	\$17.3M	\$5.3M	385	4,946	5 Years
Scenario 3 - Likely Case	\$12.5M	\$62.7M	\$33.6M	\$28.4M	655	4,308	5 Years