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.

Overview

- Updated from Validation Labs

- Next Task Force Meeting agenda re Governance/Implementation

- Costs of Systems Planner Org options

- Funders/Systems Coordination Design 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**

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. Explore the potential of an **Indigenous Cultural & Healing Centre** to support off-reserve Indigenous people.
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.

IMPLEMENTATION & GOVERNANCE

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

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.**
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.

COMMUNITY-BASED GOVERNANCE

Stewardship Group

Systems Planner Organization
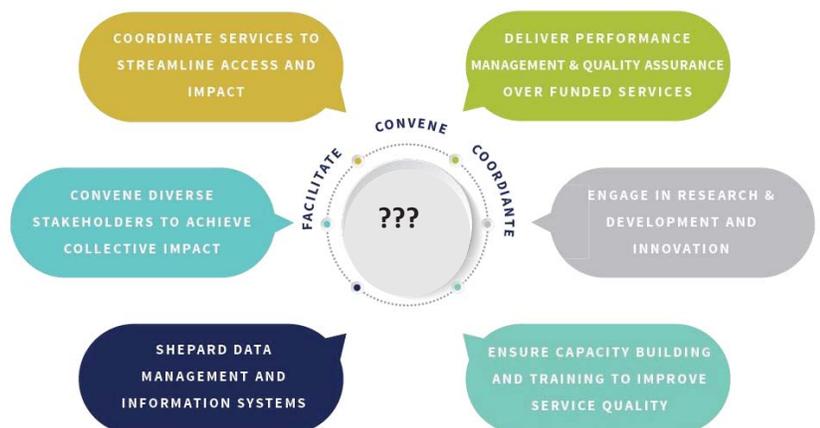
Governance Recommendations

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 b 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 – Ecosy: Coordination
    f. Cost-shared function across ecosystem partners

Assessing Options	Can you do it? Do you want to do it? Do you have capacity to do it?					
Key Systems Planner Org Responsibilities	Nanaimo Homelessness Coalition	United Way	City of Nanaimo	BC Housing	Island Health	Arms- Length Entity (new or existing)
Lead development and implementation of Action Plan						
Design & coordinate local health and housing ecosystem						
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.						

Kelowna – Backbone Systems Planner Org

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

Funding Coordination

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

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.

Capacity Building

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

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
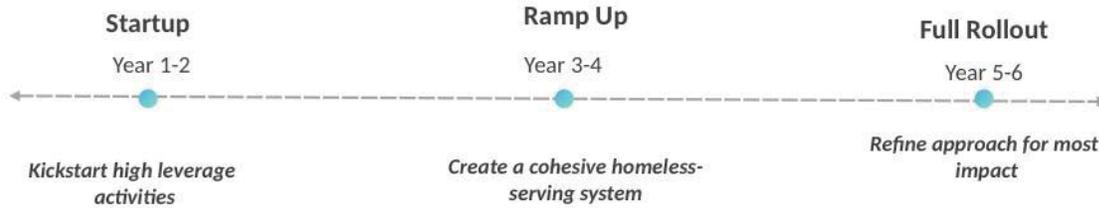Financial and Land Trust Management

Example 1: Kelowna Rollout

Startup	**Ramp Up**	**Full Rollout**
Year 1-2	Year 3-4	Year 5-6
Kickstart high leverage activities	*Create a cohesive homeless-serving system*	*Refine approach for most impact*

ACTIVITIES
- Building relationships
- Knowledge/best practices
- **Housing First** rollout
- **Private sector** relationship on new units
- **Regional Roundtable**
- Advocacy to support Strategy
- **Public awareness** campaign
- **Report to community**

ACTIVITIES
- **Information management system**
- Real-time **reporting** for system performance management
- **Coordinated Access**
- Rollout of **Housing First and Supportive Housing**
- **Capacity building** in sector
- Raise and coordinate **funds**
- Service **quality standards**

ACTIVITIES
- **Continue rollout** of Housing First and Supportive Housing
- **Monitor performance** & make adjustments in real-time
- **Transition planning** with public systems
- Public policy advocacy
- Review Strategy & **recalibrate** towards **prevention** measures pending demand

Kelowna Costs

Ramp Up	Year 1: 2-3FTEs; $300K	Year 3: 4-5FTEs; $600K	Year 5: 6FTE; $900K	*Could be existing organization
City Commitments	$75K	$150K	$150K	

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, 2FTEs)

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

Systems Engagement Options

Who? Key decision makers in statutory entities/ government/ philanthropy

Why? Validate Action Plan recommendations

Initiate discussions re role/ buy-in implementation/ high leverage actions inc.:

- Systems Planner Org
- Ecosystem Governance
- Integrated Coordinated Access
- Funders (Investors) Table
- Health & Housing Action
- Health & Housing Intervention Teams
- Complex Needs Capability Table
- Specialized Housing & Intensive Wraparound Supports

Who are the right orgs & reps?

What's the best timing?

Who should be having the conversations?

OPTIONS			
One-on-One's	Task Force	Individualized Working Sessions	Design Labs

TASK FORCE MEETINGS

MONTH	TOPICS
October	Transition Planning - Implementation Roles (discussion)
	Validation Lab Updates
	Deliverables finalized (update)
November	Plan Launch approach (discussion)
	Project Wrap Up (discussion)
	Transition Plan Rollout

Task Force has Oct. 14-Nov. 6 to review Plan document from strategy lens (about 40 pages) before it goes to design/copyedit & Council.

THIS IS PENDING VALIDATION LAB COMPLETION END OF SEPTEMBER

ROADMAP

Sprint 1: Startup & Research
(Dec. 2019 - Jan. 2020)

Sprint 2: Direction Setting
(Jan. 2020 - Mar. 2020)

Sprint 3: Refining Priorities
(Apr. - May. 2020)

Sprint 4: Implementation Startup
(Apr. - Jun. 2020)
(Jun. - Sep. 2020)

Project Scoping, Research, Needs Assessment

Systems Mapping, Social Impact Audit

Community Information & Engagement

Integrated Funding Strategy, Key Performance Indicators, Accountability Framework

Priorit validation, Implementation Plan

Action steps to keep moving the community forward

		20
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
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

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System Navigation Apps: **HelpSeeker.org**

HELP seeker