



MOUNT WADDINGTON REGIONAL **HOUSING STRATEGY**

2019



ACKNOWLEDGMENTS

The development of the Mount Waddington Regional Housing Strategy was led by the Mount Waddington Regional Health Network and BC Healthy Communities and was supported by the Vancouver Island Health Authority and the Regional District of Mount Waddington.

We would like to acknowledge the following members of the Mount Waddington Health Network and their organizations for their contributions to this project:

BC Healthy Communities Project Team:

Sarah Ravlić, Healthy Community Planner
Sandy Mackay, Healthy Community Planner
Lavleen Sahota, Researcher

TABLE OF CONTENTS

▶ Acknowledgments	2
▶ Table of Contents	3
▶ Executive Summary	5
▶ Key Directions and Recommended Actions	8
Updated Housing Needs Report	9
Funding Guide for Non-Profits & Local Governments	13
Implement Regional Housing Coalition Model	15
Develop Local Government Housing Toolkit	17
Facilitate BCNPHA Ready, Set, Build Training	19
Ongoing Education and Relationship Building for Local Governments and Regional Housing Partners	21
▶ Timeline for Implementation	23
▶ Conclusion	24
▶ Appendices	25

CONTINUED

TABLE OF CONTENTS

▶ Appendix A, Interim Reports	
Document Review	A-1
Stakeholder Engagement and Key Themes	A-14
▶ Appendix B	
Funding Guide for Non-Profits and Local Governments	B-1
▶ Appendix C	
BC Housing Scan of Leading Practices in Affordable Housing	C-1
▶ Appendix D, Foundational Documents	
Terms of Reference, Campbell River and District Coalition to End Homelessness	D-1
Terms of Reference, Comox Valley Coalition to End Homelessness	D-8
Terms of Reference, Leadership Table, Comox Valley Coalition to End Homelessness	D-17
Strategic and Business Plan, Aboriginal Coalition to End Homelessness	D-20

EXECUTIVE SUMMARY

Addressing housing across the Mount Waddington Region is a complicated and exciting challenge for local, regional, and first nations governments, non-profits, and health authorities. Sitting at the intersection of these key partners, the Mount Waddington Health Network is in a position to make recommendations and encourage housing action across the region. This strategy recommends six key projects that can direct the resources of the Health Network and inform collaborative action to address housing deficits across Mount Waddington over the next three years.

The first part of this project included a document scan and demographic analysis to understand current housing legislation and gather existing data sources. In the second phase, the project team conducted a series of key informant interviews with representatives from local governments, non-profits, and local First Nations. Research and engagement highlight key housing challenges across Mount Waddington including:

- Limited housing options for Seniors and Elders
- Challenging housing development conditions
- Limited non-profit capacity
- Insufficient and increasingly expensive rental housing
- Lack of supported housing options
- Poor rental housing conditions

See Appendix A for a complete review of engagement techniques and findings.

In order to resolve these challenges, interviewees identified several solutions, which form the basis of the project team's strategy recommendations:

1. Conduct Regional Housing Needs Report
2. Create Funding Guide for Local Governments and Non-Profits
3. Implement Regional Housing Coalition
4. Develop Local Government Housing Toolkit
5. Facilitate Ready, Set, Build! Training
6. Ongoing Monitoring and Relationship Building

Each strategy recommendation is informed by proven best practices for addressing housing in small communities and respond to new Provincial government regulations and direct requests from housing actors. The approaches highlighted in this document are within the scope of the Mount Waddington Community Health Network and its partners and can hopefully inform collaborative action to address key housing challenges for the next several years.

EXECUTIVE SUMMARY

STRATEGY OVERVIEW

Each strategy recommendation in this report is informed by best practices for addressing housing in smaller communities. Along with a project description, each recommendation includes information that will inform how and when the Waddington Health Network proceeds.

Process

Each strategy recommendation includes a step-by-step guide to implementing the project. Steps are meant to guide and inform, rather than form a rigorous schedule.

Expected Resource Allocation

This strategy provides our best estimate for how much each recommendation should cost to implement, based on similar projects in other communities and funding guidelines from Provincial organizations.

Recommended Partners

Multi-sectoral partnership is a foundational tenet of the Mount Waddington Health Network. Embracing that approach, each recommendation includes a list of necessary stakeholders and important partners that should be involved with project implementation.

Helpful Resources

Each recommendation includes a list of potentially helpful resources that can guide and inform implementation moving forward.

For the strategy recommendations that have already been started additional information including a detailed project budget and implementation timeline have been included.

STRATEGY RECOMMENDATIONS AT-A-GLANCE

Strategy Elements		Timeline		Cost
Priority	Recommendation	Start	Complete	Estimated Budget
1	Updated Housing Needs Report	Sept 2019	Sept 2020	\$120,000
2	Funding Guide for Local Governments	May 2019	July 2019	Complete
3	Implement Regional Housing Coalition Model	Aug 2019	Sept 2020	\$10,000
4	Develop Local Government Housing Toolkit	Oct 2020	April 2021	\$15,000
5	Facilitate BCNPHA Ready, Set, Build! Training	Nov 2019	Dec 2019	\$2,000/session
6	Ongoing Education and Relationship Building	Ongoing		Ongoing

EXECUTIVE SUMMARY

PARTNERSHIP OVERVIEW

Each strategy recommendations requires different key partners to ensure successful implementation. We expect the Health Network will continue to expand its list of community partners and develop relationships with new organizations, but existing partnerships are broadly categorized here as either government entities, housing providers, or external partners.

Strategy Elements		Government Partners		
Priority	Recommendation	Local Governments	Regional Governments	First Nations Governments
1	Updated Housing Needs Report	x	x	x
2	Funding Guide for Local Governments	x	x	x
3	Implement Regional Housing Coalition Model	x	x	x
4	Develop Local Government Housing Toolkit	x	x	
5	Facilitate BCNPHA Ready, Set, Build! Training			
6	Ongoing Education and Relationship Building	x	x	x

Strategy Elements		Housing Providers			
Priority	Recommendation	Non-Profit Organizations	For-Profit Housing Providers	Landlords	Realtors
1	Updated Housing Needs Report	x	x	x	x
2	Funding Guide for Local Governments				
3	Implement Regional Housing Coalition Model	x			
4	Develop Local Government Housing Toolkit				
5	Facilitate BCNPHA Ready, Set, Build! Training	x			
6	Ongoing Education and Relationship Building	x	x	x	x

Strategy Elements		External Partners			
Priority	Recommendation	Union of BC Municipalities	BC Housing	Canadian Mortgage and Housing Corporation	External Consultant
1	Updated Housing Needs Report	x	x		x
2	Funding Guide for Local Governments	x	x	x	
3	Implement Regional Housing Coalition Model				
4	Develop Local Government Housing Toolkit		x		x
5	Facilitate BCNPHA Ready, Set, Build! Training				x
6	Ongoing Education and Relationship Building				

KEY DIRECTIONS AND RECOMMENDED ACTIONS



The following six recommended strategy items were informed by best practice research and designed to address housing needs indicated by local housing actors. Each item is within the scope of the work of the Mount Waddington Community Health Network and its partners and can be implemented within a three year period. Each section includes processes to follow, estimated budgets, necessary partners, and helpful resources.

The Mount Waddington Regional Housing Strategy includes six key directions and recommended actions:

- 
1. Conduct Regional Housing Needs Report
 2. Create Funding Guide for Local Governments and Non-Profits
 3. Implement Regional Housing Coalition
 4. Develop Local Government Housing Toolkit
 5. Facilitate Ready, Set, Build! Training
 6. Ongoing Monitoring and Relationship Building

PRIORITY

1

UPDATED HOUSING NEEDS REPORT

DESCRIPTION

Through stakeholder engagement, data and document analysis it is clear that an updated Housing Needs Report is needed for the Mount Waddington Regional District. This is a timely strategy component as the Provincial Government mandates that all local governments complete a Housing Need Report within the next three-years (2019 - 2022) and continue to update the report on a five-year cycle. At the same time, the Provincial Government has committed funding to support the completion of these reports. Through this current strategy project an application has been submitted to Union of BC Municipalities (UBCM) through the Mount Waddington Regional District for funding to complete the Housing Needs Report on behalf of all local governments within the region. The Mount Waddington Health Network (MWHN) will be a key partner for the project and is well positioned to assist with local capacity building and engagement. The preliminary budget included in the grant application allocates for MWHN to support capacity building and stakeholder engagement activities. Once completed the Housing Needs Report will be a key supporting document for local governments and organizations to access funding for affordable housing projects.

KEY DIRECTIONS AND RECOMMENDED ACTIONS

UPDATED HOUSING NEEDS REPORT

▶ PROCESS

1. Submit funding application to UBCM by May 31st, 2019. (complete)
2. Funding decision expected by August or September 2019.
3. Develop RFP and hire consultant.
4. Conduct Housing Needs Report
5. Support Capacity Building Activities and Community Engagement
6. Distribute Completed Housing Needs Report

▶ EXPECTED RESOURCE ALLOCATION

In total this project will cost approximately \$120,000 in grant money from UBCM. The full project budget includes allocations for:

- Project management and coordination;
- Qualitative and quantitative data collection, compilation and analysis, including data on current and projected population, household, income, economic, and housing;
- Research
- Community Engagement;
- Production of report with community profiles, including editing, proofing, and design;
- Presentation of report to local councils and regional boards;
- Consultant costs;
- Administration costs;
- Public information costs;
- Training and capacity building for local government staff specific to developing housing needs reports.

If the UBCM grant does not cover the requested \$120,000, alternative project budgets can be created. The minimum cost for a full Regional Housing Needs Report would be approximately \$50,000.

▶ NECESSARY PARTNERS

- All Regional and Local Governments
- First Nations Governments
- Non-Profit Service Organizations
- Housing Non-Profits
- School District
- BC Housing

KEY DIRECTIONS AND RECOMMENDED ACTIONS

UPDATED HOUSING NEEDS REPORT

PROJECT BUDGET

The budget included below was submitted as part of the Regional District of Mount Waddington's application for Housing Needs Report funding to the Union of BC Municipalities in May 2019.

Mount Waddington Regional Housing Needs Report Budget		
	Task	Total
	On-Going Project Management & Communications including Monthly Updates	
	Project Management Subtotal	\$7,500
	Phase 1: Data Collection, Compilation & Analysis	
1	1 Background Document Review	
	2 Quantitative Data Collection	
	3 Need, Demand, and Supply Analysis	
	4 Assessment of Current Housing and Supports	
	5 Gap Analysis	
	6 Synthesis Research and Analysis Summary	
	Deliverable #1 - Research and Analysis Summary	
	Phase 1 Subtotal	\$27,500
	Phase 2: Community Consultation & Public Engagement	
2	1 In-Person Visits to Band Offices and Local Government Offices	
	2 Key Stakeholder Interviews/Focus Groups	
	3 Develop and Distribute Community Survey	
	4 Develop and Distribute Lived Experience Questionnaires	
	5 Host Community Workshop	
	6 Host Regional Forum	
	7 Synthesize Community Engagement Report	
	Deliverable #2 - Community Engagement Report	
	Phase 2 Subtotal	\$30,000
	Phase 3: Needs Report Preparation	
3	1 Prepare Draft Housing Needs Report	
	2 Prepare Draft Action Plan	
	3 Develop Community Profiles	
	4 Present Assessment and Recommendations to Local and Regional Councils	
	5 Community Forum to Share Results and Launch Action Plan	
	Deliverable #3 - Housing Needs Report	
Deliverable #4 - Community Profiles		
	Phase 3 Subtotal	\$15,000
	Phase 4: Capacity Building	
4	1 Capacity Building for Local and Regional Government Staff	
	3 Facilitate Connection to Provincial Housing Entities	
	Deliverable #5 - Housing Needs Preparation Guide for Local and Regional Governments	
	Phase 4 Subtotal	\$20,000
	Total Fees	\$100,000
	Travel and Disbursements	\$15,000
	Design and Printing	\$5,000
	Project Total	\$120,000

KEY DIRECTIONS AND RECOMMENDED ACTIONS

UPDATED HOUSING NEEDS REPORT

TIMELINE

Assuming funding through UBCM, the grant mandates all activities be completed within one year. A full Housing Needs Report is likely to take 6-8 months from beginning to completion. Projected completion Summer/Fall 2020. BC Housing has indicated that they may have new funding opportunities available in Spring 2020 and a completed Housing Needs Report would be advantages at that time.

Mount Waddington Housing Needs Report		Approximate Project Timeline																	
		2019									2020								
Task		May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept	
	On-Going Project Management & Communications																		
	Phase 1: Funding Application																		
1	1 Develop Funding Proposal																		
	2 Solicit Resolutions from Local Governments																		
	3 Solicit Letters of Support																		
	4 Submit Proposal to UBCM																		
	UBCM Funding Decisions																		
	Phase 2: Request for Proposal Design and Consultant Selection																		
2	1 Revise Budget to Align with UBCM Funding																		
	2 Develop RFP with Input from Mount Waddington Health Network																		
	3 Review Policies for Consultant Selection																		
	4 Direct Award Contract or Distribute RFP																		
	5 If Distributing RFP, Review Consultant Proposals																		
	6 Select Consultant																		
	Phase 3: Conduct Housing Needs Report																		
3	1 Data Compilation, Collection, and Analysis																		
	2 Community Consultation and Public Engagement																		
	3 Capacity Building																		
	Phase 4: Distribution of Needs Report																		
4	1 Present Report to Local and Regional Councils and Community																		
	2 Read Report into Record at Local and Regional Councils																		
	3 Distribute Physical Copies to Interested Parties and Make Available Online																		
	4 Act on Recommendations from Report																		

*Timelines are approximate and based on funding decisions. Funding decisions expected in August or September 2019.

On-going Work
Key Event or Deliverable

HELPFUL RESOURCES

- [Strathcona Regional Housing Needs Assessment](#) - Housing Needs Assessment conducted in a similar jurisdiction through a health and equity lens.
- [Ministry of Municipal Affairs and Housing Information Bulletin](#) - Guide to requirements for Housing Needs Reports.
- [Union of BC Municipalities Funding Program](#) - Information on funding for Housing Needs Reports.

PRIORITY

2

FUNDING GUIDE FOR NON-PROFITS AND LOCAL GOVERNMENTS

DESCRIPTION

Navigating different funding opportunities can be very difficult. The processes followed from funding organization to funding organization can also vary. A guide that outlines currently available funding opportunities through the Canadian Mortgage and Housing Corporation and BC Housing, general requirements needed to access each of these funding opportunities and key contact information will be a useful tool that the Mount Waddington Health Network can distribute to its partners. An Available Housing Funding Guide for Non-Profit and Local Governments can be found in Appendix B of this

PROCESS

1. Research available funding sources.
2. Reach out to funders to and compile grant requirements, and best practices for project funding.
3. Invite funders to community meeting to share information.
4. Compile opportunities, practices, and deadlines into single document.
5. Distribute document to partners throughout the region.

KEY DIRECTIONS AND RECOMMENDED ACTIONS

AVAILABLE HOUSING FUNDING GUIDE

▶ EXPECTED RESOURCE ALLOCATION

No additional resources are needed for the creation of this document. However, distributing the resource and facilitating connections with funding organizations will be important if the document is to be activated within the community. BC Housing attended a community meeting on July 10, where they shared key information related to upcoming funding opportunities.

▶ NECESSARY PARTNERS

- All Regional and Local Governments
- First Nations Local Governments
- Non-Profit Housing Providers
- Canadian Mortgage and Housing Corporation
- BC Housing

▶ TIMELINE

Completed as part of this strategy project July 2019 – see Appendix B.

▶ HELPFUL RESOURCES

- [BC Housing Funding Opportunities Webpage](#) - All current funding programs available through BC Housing.
- [Canadian Mortgage and Housing Corporation Developing and Renovating Webpage](#) - Resources for funding new builds, conversions, and renovations.
- [Funding Opportunities Tool for Indigenous Housing](#) - All current funding opportunities open to Indigenous housing providers, organized by province in a downloadable spreadsheet.

PRIORITY

3

IMPLEMENT REGIONAL HOUSING COALITION MODEL

DESCRIPTION

We have seen from other health networks and communities in the province that there is great value in establishing a regional housing collaborative. A housing coalition would be a regional group of partners that meets regularly to focus only on housing action. Non-profits and service providers can work together to draft consistent messaging to local governments and the province, set priorities, share resources and information on funding, and access resources from other communities. Funders have shared that this structure is much more effective for accessing financial support for housing projects as it provides a clear voice for regional action and helps funders connect with housing actors through a single venue.

While the Health Network may want to help host or establish this housing collaborative, best practices from other communities indicate that the eventual establishment of a separate governing committee and arms length structure is more effective. The Housing Coalition must stand alone, separate from a specific organization. Rather than be the primary host of a housing collaborative, the Health Network should sit on a table of partners and contribute resources where it can. However, more attention and a hands-on approach for the initial 6-months to help create momentum and support establishment, would be ideal.

KEY DIRECTIONS AND RECOMMENDED ACTIONS

REGIONAL HOUSING COALITION

▶ PROCESS

1. Invite representatives from the Campbell River Coalition to End Homelessness and Comox Valley Coalition to End Homelessness to speak about their experiences establishing regional housing coalitions. Both have connections to Heath Networks and are addressing similar issues to those identified in this study.
2. Pull together first regional meeting to establish key partners, gauge interest, and establish steering committee.
 - An initial meeting is tentatively scheduled for September 10, 2019
3. Establish steering committee to review Terms of Reference and organizational options.
4. Visit regional Band Offices to share information and extend an invitation to join the Coalition
5. Organize regular meetings and establish website, structure, and terms of references.
 - it has been suggested that meetings be held every 6-weeks beginning September 10, 2019
6. Design communications material, invite new partners, and maintain regular meetings on a set schedule.

▶ EXPECTED RESOURCE ALLOCATION

Limited financial resources required for this strategy element. A small initial commitment to bring up speakers would be ideal, but most of the commitment will be through time spent organizing meetings and securing regular meeting space. Estimated total contribution of \$10,000 if hiring a coalition coordinator.

▶ NECESSARY PARTNERS

- All Regional and Local Governments
- First Nations Governments
- Non-Profit Service Organizations
- Housing Non-Profits
- School District
- BC Housing

▶ TIMELINE

Ideally, resources and momentum from the Housing Needs Report can be leveraged to establish a housing coalition. A suggested implementation timeline would be to align meetings with key Housing Needs Report steps and deliverables. However, depending on the time and resources available, this could also wait until after the findings have been completed. It was indicated at a July 10 community meeting that there is keen interest to begin establishing a coalition almost immediately.

▶ HELPFUL RESOURCES

- [Comox Valley Coalition to End Homelessness](#) - Potential coalition model with publicly available terms of reference, minutes, and resources.
- [Campbell River and District Coalition to End Homelessness](#) - Potential coalition model with information about member agencies, projects, and additional resources.
- Appendix D of this document, which includes several examples of Terms of Reference

PRIORITY

4

DEVELOP LOCAL GOVERNMENT HOUSING TOOLKIT

DESCRIPTION

All levels of government are asking what they can do to address housing in their communities. The MWHN should work to create a locally relevant guide that helps governments understand their ability to act in a healthy and equitable way and outline best practices and tools for action. By doing so, this will help to improve local capacity around housing and will give the opportunity to provide a clear health and equity lens to housing policy and provision in the region.

PROCESS

1. Review key themes and issues identified through the strategy engagement process. These will inform the necessary best practices for review.
2. Review best practices in policy and action from other local governments.
3. Share best practices with local governments for initial feedback.
4. Review feedback and compile relevant best practice in to a short well designed toolkit document for local governments. Include specific recommendations for policies, bylaws, and decision-making frameworks to support affordable housing.
5. Distribute to local governments and facilitate discussion (this could be a good role for the housing coalition once established).

KEY DIRECTIONS AND RECOMMENDED ACTIONS

LOCAL GOVERNMENT HOUSING TOOLKIT

▶ EXPECTED RESOURCE ALLOCATION

While similar guides already exist, a locally relevant guide will take time and expertise to create. A comprehensive guide to policy and bylaw options and decision-making frameworks could cost up to \$15,000. A less comprehensive guide compiled from relevant sections of other resources might cost less. To complete this project, the Health Network will likely need to partner with a consultant.

▶ NECESSARY PARTNERS

- All Regional and Local governments
- First Nations Local Government
- Consultant
- Housing Coalition (when established)

▶ TIMELINE

It makes sense to begin this project after the Housing Needs Report is completed and has provided deeper direction on challenges and opportunities in the region. This will give the Mount Waddington Health Network a year to allocate resources and advocate for new project funds. If established, the Health Network may choose to cede responsibility for this project to a housing coalition. We expect the toolkit to take four to six months to complete depending on the level of local government involvement. Expected completion, Summer 2021.

▶ HELPFUL RESOURCES

- [Healthy Housing Action Guide](#) – Resource guide produced by BC Healthy Communities and PlanH that can help inform the content of a locally relevant guide.
- [BC Housing Scan of Leading Practices in Affordable Housing](#) - Scan of affordable housing practices from across BC (found in Appendix C of this document)

PRIORITY

5

FACILITATE READY, SET, BUILD! TRAINING THROUGH BCNPHA

DESCRIPTION

Many non-profits expressed an interest in building their capacity to provide housing, but are confused by the funding and the development process. The BC Non-Profit Housing Association (BCNPHA) Ready, Set, Build! training walks potential housing providers through the development process and builds lasting capacity in communities. The Mount Waddington Health Network should help to facilitate a relationship with BCNPHA and aim to provide training opportunities in the region in 2019/2020.

PROCESS

1. Connect with BCNPHA to develop clear relationship with MWHN.
Contact person: Peer-Daniel Kraus peer-daniel@bcnpha.ca
2. Organize Ready, Set, Build training event by booking space and advertising within the region.
3. Host training event.
4. Continue to share with local partner about on-going learning opportunities with BCNPHA (many webinars are available throughout the year).

READY, SET, BUILD! TRAINING

▶ EXPECTED RESOURCE ALLOCATION

Total cost of the Ready, Set, Build! course is not expected to exceed \$2200. Host organizations are expected to book meeting spaces, provide food to participants, advertise course, arrange for facilitator travel and accommodations, and pay a set facilitator fee of \$750 + GST. In our conversations with BCNPHA, they estimated the base facilitator and travel fees to be approximately \$1500 and were willing to work with the host organization to find informal accommodations that would reduce costs. BCNPHA routinely helps host organizations apply for sponsorship funding through CMHC which could cover most or all of the costs associated with Ready, Set, Build! and would be willing to work with the Health Network to explore funding options.

▶ NECESSARY PARTNERS

- BC Non-Profit Housing Society
- Local non-profits interested in developing housing
- Local governments interested in facilitating non-profit housing development

▶ TIMELINE

Ideally, this training could be timed with the release of the updated Housing Needs Report to not only capitalize on momentum from the findings, but also generate interest in Report recommendations. The training is not expensive and could even be offered more than once, in the Fall of 2019 and 2020.

▶ HELPFUL RESOURCES

- [Ready, Set, Build! Webpage](#) - Information on the course.
- [BC Non-Profit Housing Association Education Calender](#) - All events being hosted by BCNPHA, many of which could be useful for local housing actors.

“Thank you very much for bringing this valuable workshop to our attention. Four of us attended. It was incredibly informative and indeed will be key to our success. The networking too was fabulous!

- **Gordon Patterson**, North Island Seniors Housing Foundation
after attending Ready. Set. Build in Campbell River

PRIORITY

6

ONGOING EDUCATION AND RELATIONSHIP BUILDING FOR LOCAL GOVERNMENTS AND REGIONAL HOUSING PARTNERS

DESCRIPTION

The Mount Waddington Health Network holds a unique position in the North Island. It has long-standing relationships with both governments, health authorities, and the service sector and can operate at a regional scale. Maintaining that position will be key to keeping decision-makers accountable to the recommendations of this and other reports and promoting collaborative action to address housing. The Health Network can also monitor the housing situation and suggest new studies or host new funding moving forward. Housing is not a problem that can be “solved”. The Health Network will need to promote ongoing education and relationship building long-term to address housing.

PROCESS

1. Maintain consistent connections with governments and service providers across the region and promote ongoing collaboration around housing.
2. Develop succinct presentation and one-page summary of the key contributions and focus areas of the Health Network for new councilors and interested organizations that highlights housing work.
3. Monitor housing across the region and maintain a presence on advisory committees related to housing at the regional and local level.
4. Undertake new studies and strategies as appropriate.
5. Volunteer to hold and administer funding for new housing work.
6. Revisit this strategy in three to five years.

EDUCATION AND RELATIONSHIP BUILDING

▶ EXPECTED RESOURCE ALLOCATION

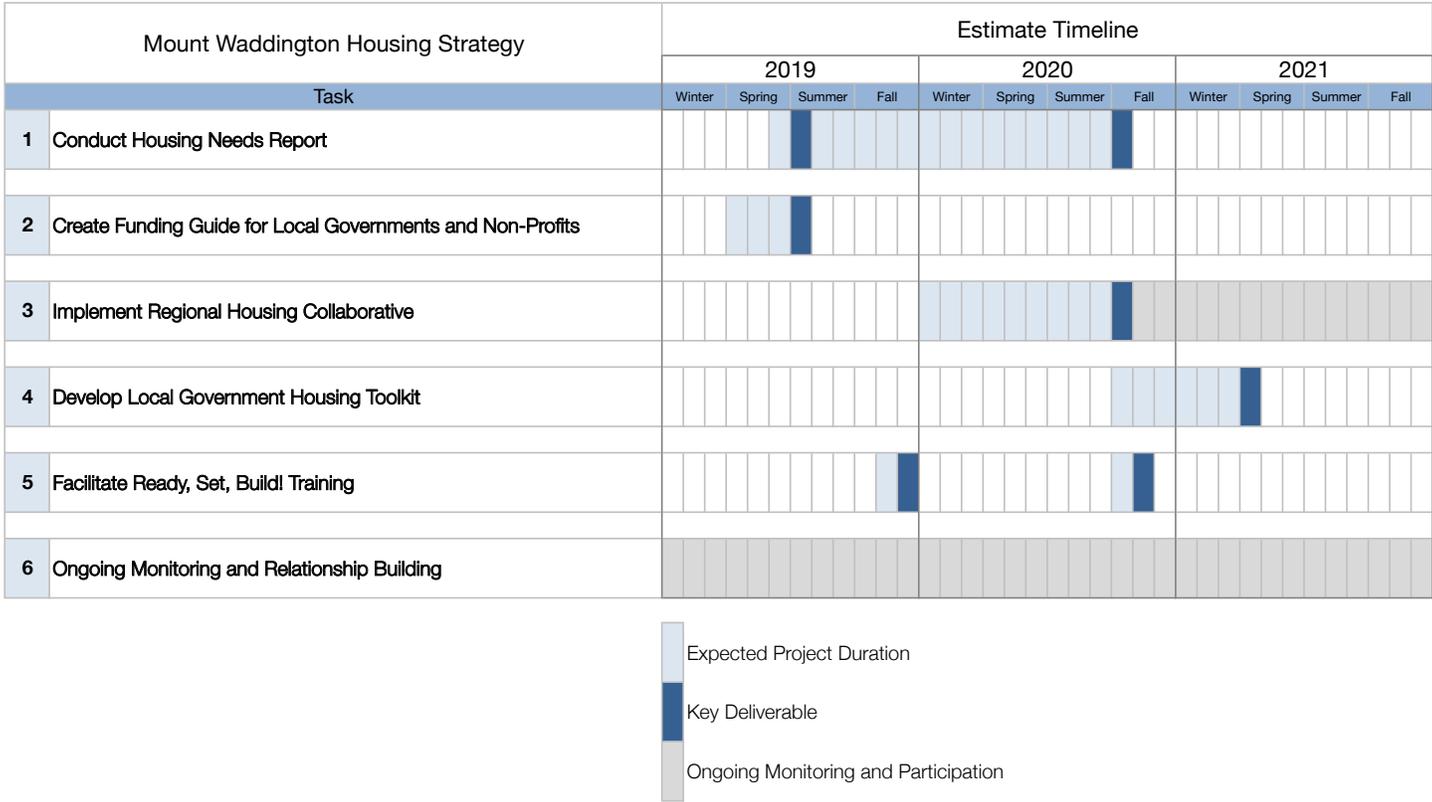
Ongoing monitoring of housing should be made part of the Health Network's annual budget. A coalition may be able to take on this responsibility as well, in which case the Health Network may want to consider contributions to its operation.

▶ NECESSARY PARTNERS

The Mount Waddington Health Network has already done a remarkable job of bringing together regional partners who can impact housing in the North Island. As government representatives and non-profit administrations change it will be important to maintain the organization's commitment to multi-sectoral action and the social determinants of health. Be aware of new partners in your region and continually reach out to any new organizations or important actors. If not already developed, it may be useful to prepare a succinct presentation and one-page summary of the key contributions and focus areas of the Health Network for new councilors and interested organizations that highlights housing work.

TIMELINE FOR IMPLEMENTATION

As priorities and funding opportunities develop this timeline may change. However, research into best practices and knowledge of consulting workplans indicates that all strategy items could be accomplished within the next three years. The timeline here should be integrated into the Mount Waddington Health Network’s broader operational or strategic plan and budgeting documents.



CONCLUSION

This strategy recommends six key items which work to support the Mount Waddington Health Network and its partners to address housing need in the region over the next three-years. Many of the strategy items included within are focussed on local capacity building and aim to provide a strong foundation for collaboration and action. The Mount Waddington Health Network is excellently positioned to make recommendations and encourage housing action across the region, with this strategy being a fundamental step towards further addressing housing deficits and capitalizing on exciting opportunities.

Each strategy recommendation is informed by proven best practices for addressing housing in small communities and responds to new Provincial government regulations and direct requests from local housing actors. We hope that the resources provided within this strategy, the guiding frameworks, timelines and descriptions, will be utilized by stakeholders throughout the Mount Waddington Region. There are currently unprecedented opportunities for positive action to create health and equitable housing opportunities in this province. The Mount Waddington Regional Health Network is leading a promising path forward.