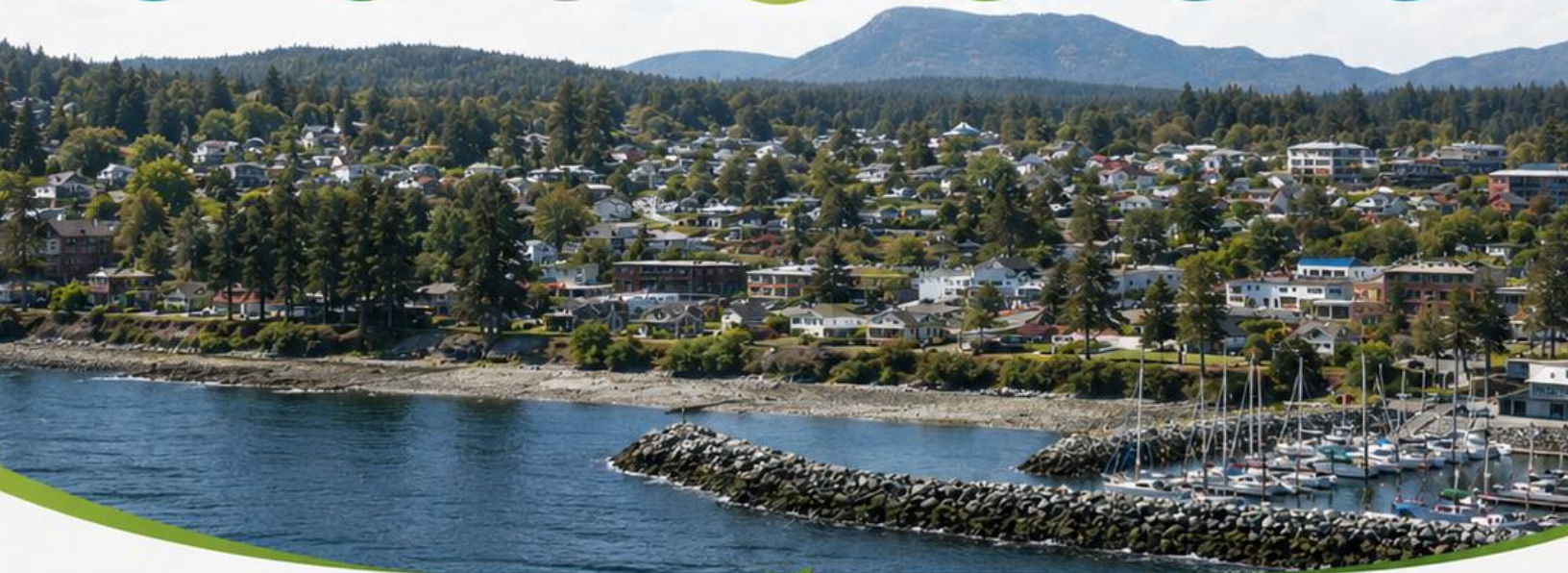


RECOVERY ECOSYSTEM

FEASIBILITY STUDY

Building a connected system for
healing, empowerment, and sustainable recovery.



MARCH 2023 – JUNE 2026



OUR VISION

A community where
everyone has the
opportunity to recover
and thrive.



OUR MISSION

Connect resources,
break barriers, and
empower individuals
on their recovery
journey.



OUR IMPACT

Stronger communities
through collaboration,
compassion, and
sustainable solutions.



OUR PARTNERS

United in purpose.
Stronger together.
Building a better
tomorrow.

Together We Can Drug & Alcohol Recovery & Education Society
T. Cooper, S. Hall & S. Hogarth
Feasibility Study
Version 1 — June 2026

© 2026 Together We Can Drug & Alcohol Recovery & Education Society. All Rights Reserved.

Executive Summary

More than two years ago, a group of concerned philanthropic leaders approached Together We Can (TWC) with a fundamental question: despite the significant public and charitable investments being made to address substance use, mental health, homelessness, and related social challenges, where was the evidence demonstrating measurable community impact?

Over the past decade, governments, healthcare systems, charitable organizations, and community agencies have invested millions of dollars into a variety of initiatives intended to address the ongoing substance use crisis. These efforts have included harm reduction initiatives, safe supply programs, decriminalization and recriminalization policies, housing interventions, treatment programs, recovery services, peer support initiatives, and recovery coaching. While many of these programs have helped individuals, communities across British Columbia (B.C.) continue to experience devastating losses from toxic drug poisonings, increasing mental health challenges, homelessness, public street disorder, and social disconnection.

The consequences extend far beyond those directly affected by substance use. Families, businesses, service providers, healthcare systems, and entire communities have been forced to cope with the impacts of addiction, poverty, untreated mental illness, housing instability, and the growing normalization of crisis conditions. Many community members expressed a sense of frustration and helplessness, believing that despite significant investment, the underlying issues remain unresolved.

In response, TWC embarked on a 12-month community engagement process throughout rural and small-town British Columbia to better understand the realities facing communities and the organizations working on the front lines. What we heard was both heartbreaking and revealing. We encountered stories of individuals being displaced from communities, people living in unsafe conditions, growing social division, and increasing frustration among residents who felt their concerns were not being heard. At the same time, we met extraordinary community leaders, volunteers, and non-profit organizations working tirelessly every day to provide food, shelter, support, and hope to those most in need.

A consistent theme emerged throughout these conversations. Community organizations were often operating with limited resources while facing increasing demand. Many reported spending valuable time pursuing grants and funding opportunities rather than delivering services. Smaller organizations frequently felt excluded from funding decisions, while larger institutions often controlled the majority of available resources. Although every community faced unique challenges, the same concern surfaced repeatedly: funding was not always aligned with community priorities, measurable outcomes, or equitable access to services.

The engagement process also revealed another critical finding: the challenge was not simply a lack of services. Rather, services were often fragmented, disconnected, and difficult to navigate. Organizations wanted to collaborate, but barriers related to funding, communication, data sharing, and organizational silos often prevented meaningful coordination. Individuals seeking help were frequently left to navigate a complex system on their own.

It was from these findings that the concept of the Recovery Ecosystem emerged.

The Recovery Ecosystem is founded on the belief that lasting solutions require coordinated action across all of the social determinants of health, including housing, mental health, substance use services, employment, education, healthcare, community connection, and social support. It is designed to create a neutral, technology-enabled platform that connects service providers, funders, governments, businesses, and community organizations within a shared framework focused on measurable outcomes and community impact.

The purpose of this feasibility study was to determine whether such a model could be successfully implemented in Powell River, BC. Through stakeholder surveys, service-user engagement, youth participation, philanthropic consultation, roundtable discussions, and technology assessment, the study examined community needs, stakeholder readiness, governance considerations, funding opportunities, and technological requirements.

The findings demonstrate a clear need for a more coordinated and accountable system of care. Stakeholders identified significant gaps in housing, mental health services, addiction supports, employment pathways, and system navigation. At the same time, they expressed strong support for collaboration, data sharing, transparent outcome measurement, and innovative approaches to funding and service delivery.

Most importantly, the study demonstrates that a Recovery Ecosystem is a viable solution to many of the social determinants of health challenges facing Powell River. By improving coordination, reducing duplication, strengthening referral pathways, aligning funding with measurable outcomes, and creating a more accessible and person-centered system of support, the Recovery Ecosystem has the potential to improve recovery outcomes while strengthening the overall well-being of the community.

Ultimately, this feasibility study concludes the Recovery Ecosystem Pilot Project is both needed and achievable. While challenges related to governance, funding sustainability, stakeholder engagement, and privacy must be carefully managed, the evidence strongly suggests Powell River possesses the community support, organizational readiness, and technological capacity required to pilot a coordinated recovery ecosystem and create a model that can be replicated in other communities across British Columbia.

Table of Contents

EXECUTIVE SUMMARY	3
1 INTRODUCTION	7
1.1 Methods.....	8
2 SURVEY I: INITIAL COMMUNICATION.....	9
2.1 Key Population Groups Being Served	11
2.2 Service Distribution.....	11
2.3 Survey I Themes	12
2.4 Students (Youth).....	18
3 SURVEY II: CAPTURING DATA FOR ANALYSIS	18
3.1 Power and Influence	19
3.2 Data Sharing	20
3.3 Survey II Themes	21
4 SERVICE USERS	24
4.1 Sociographic Findings	25
4.2 Perceptions of Services.....	25
4.3 Service Gaps Identified	28
5 STAKEHOLDER ENGAGEMENT, ROUND TABLE	29
5.1 Money: Competition for Limited Resources.....	30
5.2 Ego: Maintaining Control of Services and Decision-Making.....	31
5.3 Turf: Fragmentation, Silos, and Ownership of Solutions.....	31
5.4 Why Technology Matters	32

6	THE PHILANTHROPIC COMMUNITY	33
7	TECHNOLOGY DISCOVERY	34
7.1	Exploring an In-House System	35
8	RISK	37
9	FEASIBILITY	40
9.1	Strong Evidence of Community Need	41
9.2	Strong Stakeholder Support.....	41
9.3	Readiness for Data Sharing and System Integration	41
9.4	Existing Leadership Capacity.....	42
9.5	Technology Feasibility Has Been Confirmed	42
9.6	Alignment with Community Priorities.....	42
9.7	Risks Are Known and Manageable.....	42
10	CONCLUSION.....	44
11	INDEX	45

1 Introduction

Communities across B.C. are facing increasing challenges related to mental health, substance use, homelessness, poverty, social isolation, and service accessibility. While many organizations work tirelessly to address these issues, services often operate independently, creating fragmented systems that can be difficult for individuals and families to navigate. As demand for support continues to grow, there is an increasing need for innovative approaches that improve coordination, strengthen collaboration, and maximize the impact of limited resources.

The Recovery Ecosystem Project was developed in response to these challenges. The concept is based on creating a coordinated, community-centered system that connects individuals to the services, supports, and opportunities they need to achieve and sustain recovery. Rather than focusing solely on treatment or crisis intervention, a Recovery Ecosystem recognizes that recovery is influenced by a broad range of social determinants, including housing, employment, education, healthcare, community connection, and access to timely support.

This feasibility study was undertaken to assess the viability of implementing a Recovery Ecosystem Pilot Project in Powell River. The study sought to determine whether there is sufficient community need, stakeholder support, organizational readiness, technological capacity, and funding potential to support the development of a coordinated recovery-oriented model. Particular attention was given to understanding current service gaps, barriers to collaboration, opportunities for data sharing, community priorities, and the potential role of technology in supporting a more integrated system of care.

The study employed a mixed-methods approach that included stakeholder surveys, service-user engagement, youth participation, philanthropic consultation, roundtable discussions, and a technology discovery process. Input was gathered from service providers, community organizations, healthcare representatives, educational partners, individuals with lived and living experience, and other key stakeholders. This approach ensured the findings reflect multiple perspectives and provide a comprehensive understanding of the current recovery landscape.

The results reveal a community with significant strengths, dedicated organizations, and a strong willingness to collaborate. At the same time, the findings highlight persistent challenges related to service navigation, housing availability, mental health supports, addiction services, funding sustainability, and system fragmentation. Stakeholders consistently identified the need for improved coordination, better information sharing, enhanced accountability, and a more person-centered approach to accessing services.

Ultimately, this feasibility study concludes the development of a Recovery Ecosystem in Powell River represents a promising opportunity to strengthen community well-being, improve recovery outcomes, and create a more connected and responsive system of support. While implementation will require careful attention to governance, fund development, stakeholder engagement, and privacy considerations, the evidence gathered throughout this study demonstrates the foundational conditions necessary for a successful pilot project are present.

The findings and recommendations contained in this report are intended to guide future planning, support decision-making, and provide a roadmap for the development of a Recovery Ecosystem that is collaborative, sustainable, and capable of creating measurable improvements in the lives of individuals, families, and the broader community.

1.1 Methods

This feasibility study was designed to assess the viability of a recovery-oriented funding and service delivery model in Powell River, with a focus on community input, system readiness, and technological capacity. A mixed-methods approach was used to gather both quantitative and qualitative data from key stakeholders.

Stakeholder Engagement Surveys

Two structured surveys were developed to capture perspectives from a broad range of stakeholders, including service providers, community organizations, and system partners.

1. Survey 1 focused on understanding current service delivery challenges, gaps in the recovery ecosystem, and perspectives on funding models.
2. Survey 2 explored readiness for a pooled funding approach, outcome tracking (e.g., service utilization), and interest in participating in a coordinated ecosystem model.
3. The service user engagement focused on what the service users have experienced trying to access services.

The three surveys included a combination of Linkert designed statements and open-ended questions, allowing for both measurable insights and contextual feedback. Participants were informed that not all questions may apply and were encouraged to respond “N/A” where appropriate. Each survey was designed to take approximately 5 minutes to complete to maximize participation.

Philanthropic Sector Survey

A targeted survey was distributed to philanthropic partners and funders to assess interest in cause-based funding approaches. This survey explored willingness to contribute to pooled funds, priorities for measurable outcomes, and expectations around transparency and reporting.

Roundtable Discussion

A facilitated roundtable session was conducted with a cross-section of stakeholders, including service providers, funders, and community representatives. The purpose of the discussion was to:

- Validate preliminary findings from the surveys
- Explore opportunities and barriers in greater depth
- Identify shared priorities and potential areas of alignment

The roundtable provided qualitative insights that complemented survey data and helped surface nuanced considerations not captured through surveys alone.

Technology Discovery

A technology scan was undertaken to assess platforms and tools capable of supporting the proposed model. This included reviewing systems that enable:

- Pooled or cause-based funding mechanisms
- Outcome tracking and reporting (e.g., service utilization data)
- Transparent fund distribution and accountability

Particular attention was given to platforms such as Charitable Impact to understand their applicability within the local context.

Stakeholder Discovery

The Recovery Ecosystem stakeholder discovery process compiled a comprehensive list of non-profit organizations in Powell River, as well as organizations located outside the community that provide services to Powell River residents, to support future stakeholder engagement. Stakeholder discovery was the systematic process of identifying, understanding, and engaging the individuals, organizations, and community groups that influenced or were affected by the proposed Recovery Ecosystem. The first phase of stakeholder engagement consisted of a brief, form-based survey designed to identify organizations, service providers, educational institutions, peer-led groups, and community members with an interest in or role supporting recovery in Powell River. The second phase consisted of a follow-up survey that built upon the findings of the initial stakeholder discovery by gathering more detailed information from identified stakeholders regarding community strengths, service integration, recovery supports, collaboration opportunities, and priorities for a future Recovery Ecosystem.

The stakeholder roundtable represented the final phase of engagement and provided an opportunity for collaborative dialogue among stakeholders to validate survey findings, identify shared priorities, explore opportunities for collaboration, and develop recommendations for strengthening the local Recovery Ecosystem. Additionally, the Recovery Ecosystem feasibility study collected data from service users and philanthropic stakeholders to complement the stakeholder engagement process and provide further insight into community needs, lived experiences, service delivery, and opportunities to support the development of a sustainable and community-informed Recovery Ecosystem.

2 Survey I: Initial Communication

Our team began stakeholder engagement with a form-based survey that proved to be an effective and respectful first step in identifying both the socio-demographic landscape of Powell River and the range of organizations and groups that would be relevant for ongoing stakeholder engagement. The survey was sent to 30 potential service providers, the local student counsel, and offered to service users by way of QR code. This approach created a low-barrier entry point for participation, which was particularly important given that many service providers in communities like Powell River are operating at or beyond capacity. By offering a

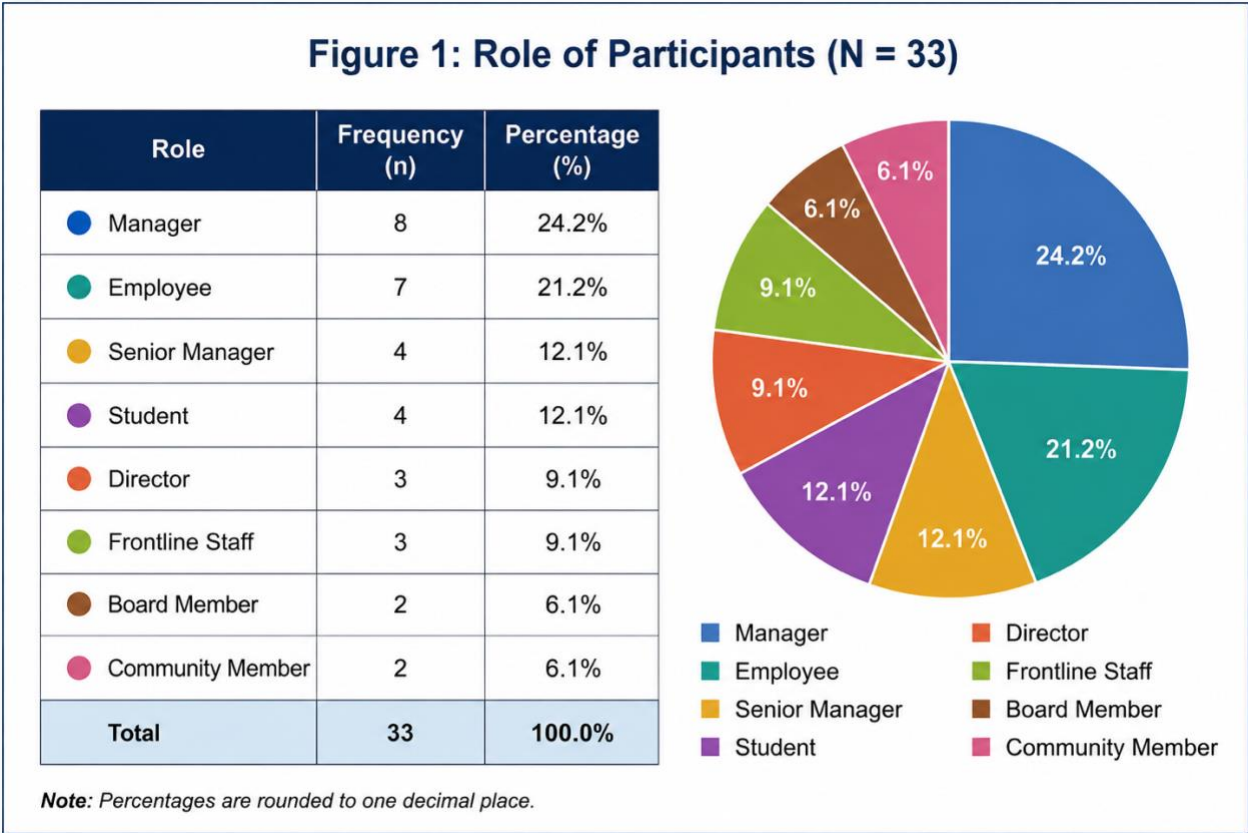
short, flexible survey, organizations were able to contribute on their own time without the pressure of attending meetings, resulting in strong, diverse participation across the sector.

The survey enabled broad and efficient data collection, allowing us to gather consistent and comparable information from a wide range of organizations in a relatively short period. This was critical in developing an initial understanding of the community context, including key population groups being served, service distribution, and socio-demographic considerations relevant to recovery. It also allowed us to identify which organizations are actively supporting priority populations and where there may be gaps in reach or representation. Participation was optional and did not require immediate relationship-building, which helped maintain trust while still generating valuable insights.

Most significantly, the survey served as a screening and prioritization tool for Phase II engagement. It allowed us to identify key stakeholders (including students), service providers, peer-led groups, and organizations serving specific populations, as well as those who expressed interest in further involvement. This ensures the next phase of engagement through interviews, meetings, or workshops are targeted, inclusive, and grounded in the realities of the local ecosystem, ultimately strengthening the feasibility and relevance of the recovery ecosystem model.

Figure 1 illustrates the roles of the 33 individuals who completed the survey. The survey indicated a diverse population of respondents.

Figure 1: Role of Participants



Source: TWC Microsoft Forms Survey Phase I (2026)

2.1 Key Population Groups Being Served

Survey respondents reported serving a broad cross-section of the community, demonstrating the current service system supports individuals across multiple stages of life and varying levels of vulnerability. Figure 2 illustrates the most frequently identified populations.

Figure 2: Indented Populations Served

Population Group	# of Org. that Serve
Adults (19+)	11
Families	8
Youth (13–24)	7
Justice-Involved Individuals	5
People with Substance Use Disorders	5
Persons with Disabilities	5
Indigenous Communities	4
Students	4
LGBTQ2+ Individuals	4
BIPOC Communities	4
Individuals Experiencing Homelessness	4
People with Alcohol Use Disorders	4

Source: TWC Microsoft Forms Survey Phase I (2026)

The findings indicate services are primarily focused on adults, families, and youth, while also supporting populations experiencing complex social, health, and economic challenges. Many organizations reported serving multiple populations simultaneously, reflecting the interconnected nature of issues such as substance use, homelessness, justice involvement, disability, and family well-being.

2.2 Service Distribution

The service landscape in Powell River is highly diverse, with organizations providing supports across prevention, intervention, treatment, housing, education, employment, food security, peer support, healthcare, and community development. While services exist across multiple sectors, stakeholders consistently identified significant gaps in mental health, housing, recovery supports, and employment-related services. This suggests although services are broadly distributed throughout the community, they are not always sufficient to meet demand or provide seamless pathways of care.

The survey also revealed many organizations serve clients with overlapping needs, highlighting the importance of integrated service delivery models and coordinated referral pathways within a Recovery Ecosystem framework.

Socio-Demographic Considerations

The survey findings highlight several important socio-demographic considerations that should inform Recovery Ecosystem planning and service design.

- Indigenous Peoples
- Youth and Students
- Homelessness
- Equity-Deserving Populations
- Substance Users
- Recovery Populations

Consideration

The diversity of populations served suggests that a future Recovery Ecosystem must be designed using an inclusive, person-centered approach that recognizes the unique needs of a diverse population. Services should be culturally responsive, trauma-informed, accessible, and coordinated across sectors to address the complex social determinants that influence recovery outcomes.

2.3 Survey I Themes

The stakeholder engagement survey identified several key themes relevant to the feasibility of developing a Recovery Ecosystem. Respondents consistently highlighted significant gaps in mental health services and housing supports, indicating these are among the most pressing community needs. Organizations reported increasing demand for services while facing challenges related to funding, staffing, and overall capacity, suggesting that existing systems are struggling to meet current needs.

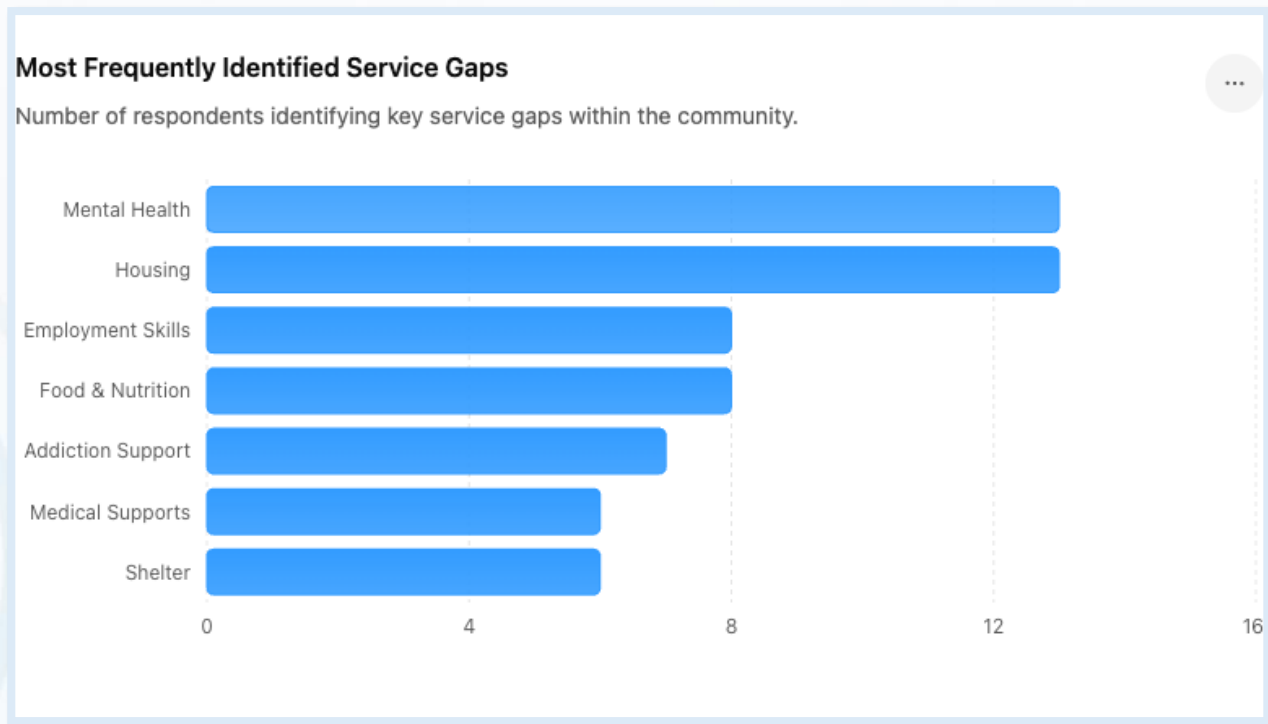
Theme 1: Service Gaps and Unmet Needs

Stakeholders identified mental health services and housing supports as the most significant unmet needs within the community. Respondents also highlighted employment supports, food security, addiction services, and medical care as critical gaps. These findings reinforce the understanding that recovery extends beyond treatment and requires a comprehensive continuum of supports addressing social determinants of health.

Key Finding

Figure 1 illustrates the most frequently identified service gaps in Powell River. Mental health and housing emerged as the highest-priority service gaps, each identified by more than half of respondents.

Figure 1: Gaps in Services



Source: TWC Survey Form I (2026)

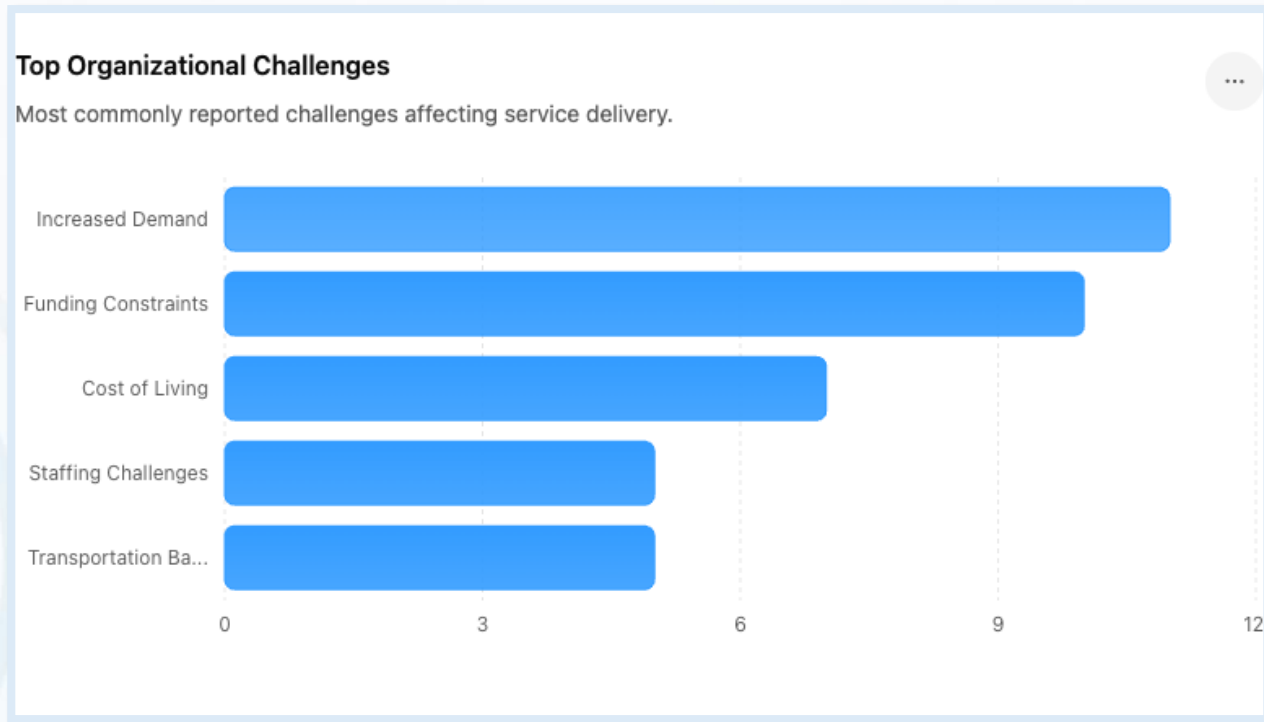
Theme 2: Capacity and System Pressures

Organizations reported significant challenges in responding to increasing community needs. Rising demand, funding limitations, staffing shortages, and increasing operational costs are placing pressure on service providers. Several organizations indicated they are operating at or beyond capacity, creating concerns about long-term sustainability and service accessibility.

Key Finding

Demand for services is growing faster than organizational capacity and available resources. Figure 2 Organizational Challenges indicates the most commonly reported challenges affecting service delivery.

Figure 2: Organizational Challenges



Source: TWC Survey Form I (2026)

The survey revealed growing pressure on organizations across the region. Many respondents reported that demand for services has increased substantially in recent years, while organizational capacity has not kept pace. Funding limitations, staffing shortages, rising operational costs, and transportation barriers were identified as key challenges affecting service delivery. Several organizations described operating at or beyond capacity, raising concerns about the sustainability of current support systems and the ability to respond to future needs.

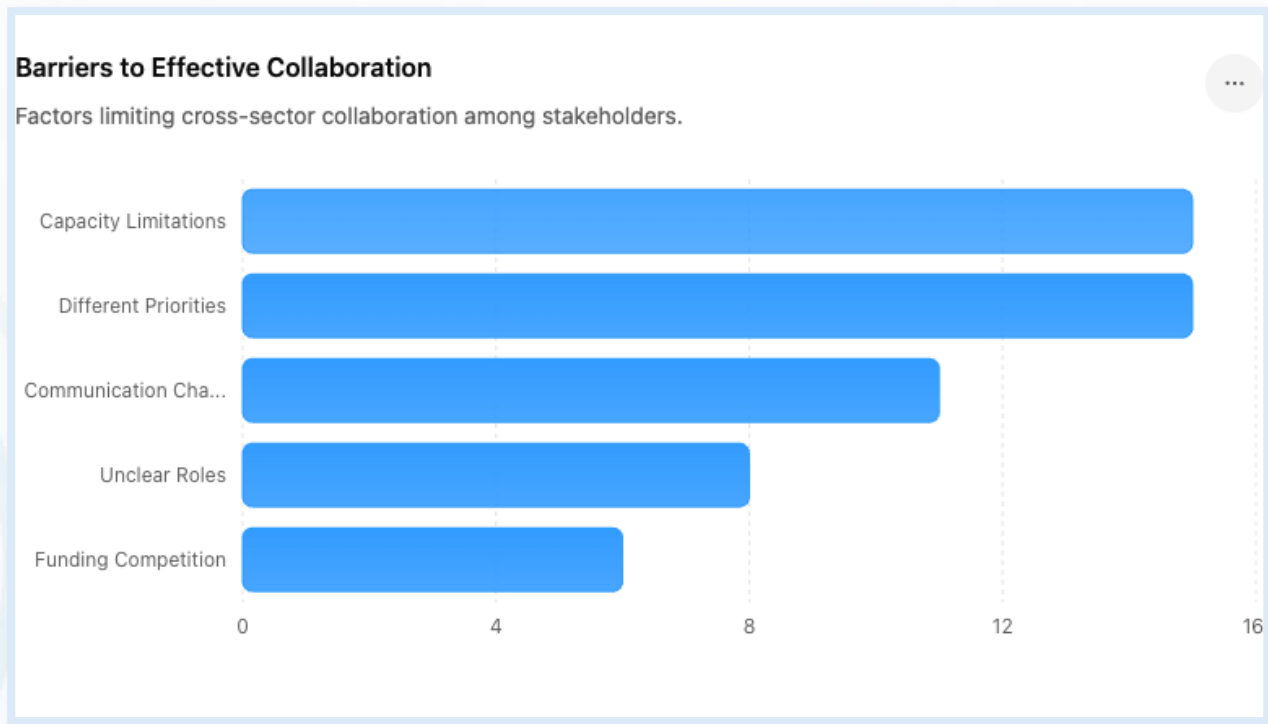
Theme 3: Collaboration and System Coordination

Collaboration is a recognized strength across the region, with most organizations already working alongside other agencies and sectors. However, stakeholders identified several barriers that limit the effectiveness of these partnerships, including capacity limitations, communication challenges, and differing organizational priorities. These findings suggest the need for a more formalized structure to support collaboration and shared planning.

Key Finding

Organizations are willing to collaborate, but system-level barriers reduce the effectiveness of partnerships. Figure 3 illustrates barriers to effective collaboration and the factors limiting cross-sector collaboration across stakeholders.

Figure 3: Barriers to Effective Collaboration



Source: TWC Survey Form I (2026)

Participants pointed out something important: organizations *want* to work together, but the system makes it difficult. That means people can fall through the cracks. The idea behind the Recovery Ecosystem is to fix that by acting like a central hub, kind of like a “one-stop shop”, where people can find help quickly, get matched to the right services, and move through the system smoothly. However for it to work it would need a clear technological strategy to build trust, align funding, and make sure everyone is working toward the same goal: helping people get the support they need, when they need it.

At the same time, while many organizations report that they do collaborate, the survey reveals this collaboration is often inconsistent and hindered by communication gaps, unclear roles, and competition for funding. This indicates the issue is not a lack of willingness to work together, but rather the absence of a structured framework and aligned incentives. Funding itself is seen as a major constraint, with stakeholders noting current models are restrictive and siloed. Together, these insights reinforce the importance of implementing a coordinated ecosystem model that connects services, aligns funding, data, and stakeholder roles to enable true collaboration and better outcomes for individuals and communities.

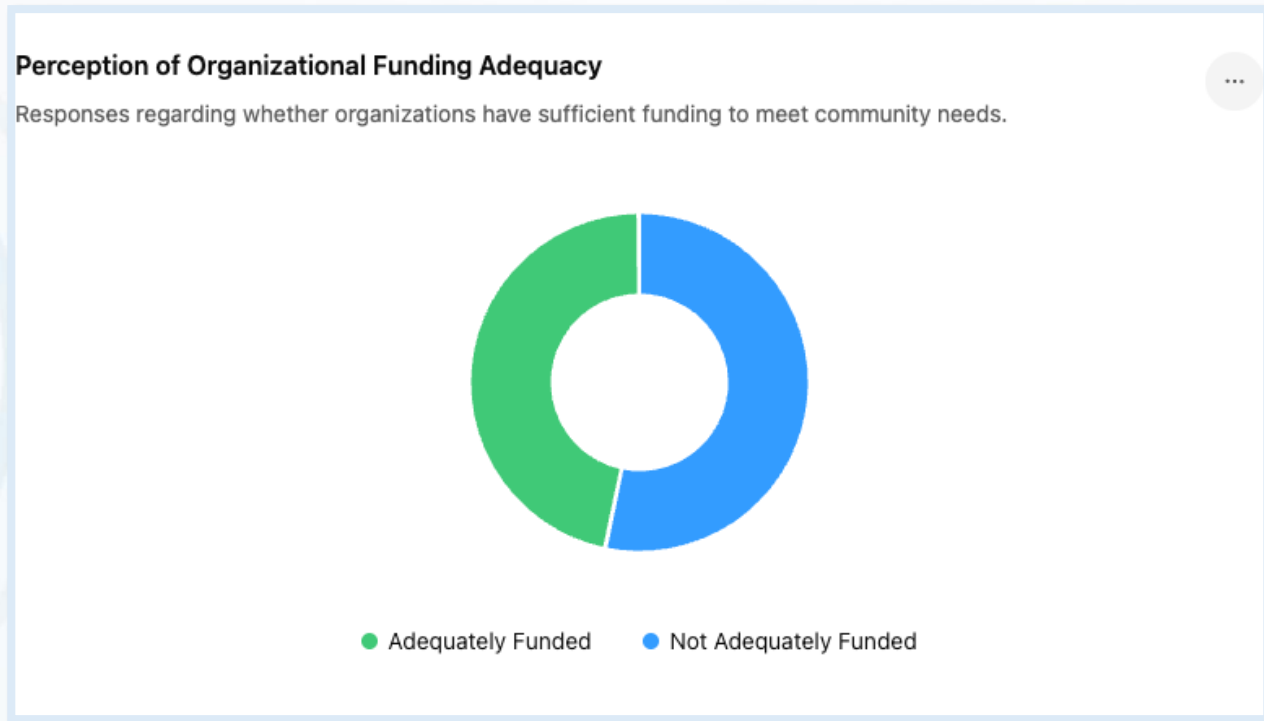
Theme 4: Funding and Sustainability

Financial sustainability emerged as a major concern across sectors. Many organizations reported insufficient funding to meet increasing service demand and maintain staffing levels. Funding challenges were also linked to limitations in innovation, service expansion, and collaborative initiatives. Stakeholders emphasized the need for stable and diversified funding models to support long-term recovery-oriented services.

Key Finding

Funding limitations are affecting the ability of organizations to meet growing community needs. Figure 5 is Perception of Organizational Funding Adequacy; the responses illustrate whether organizations feel they have sufficient funding to meet community needs.

Figure 5: Perception of Organizational Funding Adequacy



Source: TWC Survey Form I (2026)

While some organizations reported having adequate financial resources, many indicated that current funding levels are insufficient to meet growing demand. Funding constraints were cited as one of the most significant challenges facing organizations today and were seen as contributing factors to staffing shortages, service limitations, and reduced opportunities for innovation and collaboration. Stakeholders emphasized the importance of developing sustainable funding strategies that support long-term recovery-focused initiatives and strengthen community capacity.

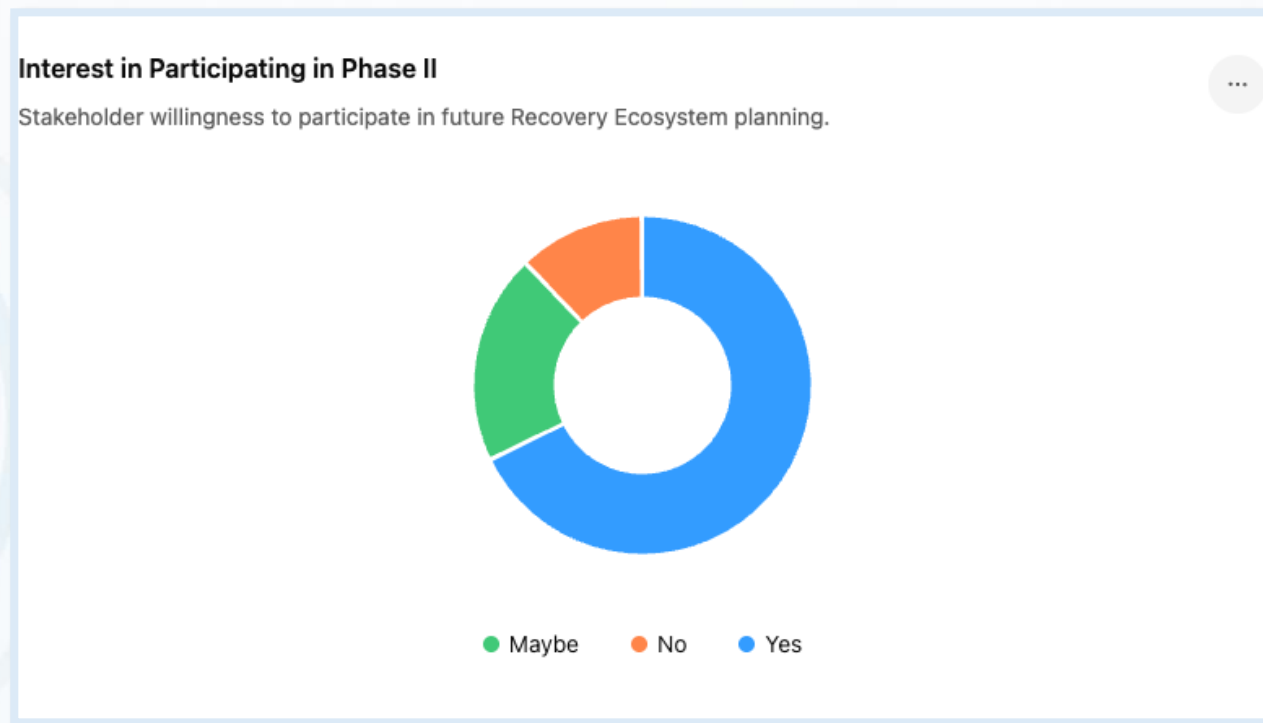
Theme 5: Readiness for Recovery Ecosystem Development

Despite the challenges identified throughout the survey, stakeholders expressed strong interest in participating in future Recovery Ecosystem planning and development. While awareness of the Recovery Ecosystem concept varied, respondents demonstrated a willingness to engage, collaborate, and contribute to the creation of a more coordinated system of care.

Key Finding

There is strong stakeholder support for continued engagement and Recovery Ecosystem development. Figure 6 illustrates Interest in Participating in Phase II and stakeholder willingness to participate in future Recovery Ecosystem planning.

Figure 6: Participation Interest



The survey demonstrated strong interest in continued engagement and participation in the development of a regional Recovery Ecosystem. While awareness of the Recovery Ecosystem concept varied among respondents, the majority expressed a willingness to learn more and contribute to future planning efforts. Nearly seven in ten participants indicated a desire to participate in the next phase of engagement, suggesting broad support for a collaborative approach to strengthening recovery supports across the region

The findings demonstrate a clear need for a coordinated Recovery Ecosystem that addresses service gaps, improves collaboration, strengthens organizational capacity, and supports sustainable funding strategies. Stakeholders have identified both the challenges facing the current system and opportunities for improvement. The strong interest in future participation suggests the region has the foundational support necessary to advance Recovery Ecosystem planning and implementation.

2.4 Students (Youth)

We decided to find some willing students to participate in the study. Students (Youth) experience the system as confusing and difficult to navigate. Many are unsure where to go for help or how to move between services once they enter the system. Unlike professionals, students are often first-time users, so any lack of clarity becomes a barrier. This means that even well-designed services can go unused if the pathway to access them is not simple and intuitive.

Awareness of available services among students is very low, even when supports exist in their community. Responses suggest students often only learn about services through peers rather than formal channels. This indicates a significant gap in outreach and communication, where information is either not reaching students or not being presented in a way that resonates with them. As a result, access is limited not by availability, but by visibility.

Students tend to frame their needs primarily around mental health rather than addiction or recovery. They speak about stress, anxiety, and the need for emotional support, which shows they are seeking help earlier in the cycle. This highlights the importance of prevention as well as designing entry points that reflect how students think about their needs, using language and approaches that feel relevant and non-stigmatizing.

There is a strong desire among youth to be involved in shaping solutions that affect them. Rather than being passive recipients of services, they want to contribute ideas, provide feedback, and help design systems that work for their peers. This suggests meaningful youth engagement should be built into any future model, not as a one-time consultation, but as an ongoing role.

Barriers identified by students are often practical, social and emotional; fear of judgment, stigma, and discomfort in asking for help were common themes. These factors can prevent students from accessing support even when it is available. This underscores the need for approaches that build trust, offer safe and non-judgmental environments, and reduce the perceived risk of seeking help.

Youth also show an expectation for digital, easy-to-use solutions. They are accustomed to platforms that are fast, clear, and accessible on mobile devices, and they carry those expectations into how they view support systems. If services feel outdated, complicated, or slow, students are less likely to engage. This means user experience and design are critical factors in whether a system will be adopted by this group.



3 Survey II: Capturing Data for Analysis

Part II of the survey was designed using Likert-scale questions to capture quantifiable data that could directly inform the feasibility analysis of a recovery ecosystem in Powell River. This phase focused on assessing key system factors, including funding adequacy, collaboration effectiveness, data collection capacity, and overall service integration. By asking participants to rate their level of agreement with targeted statements, we were able to identify patterns and trends across organizations in a structured and comparable way. The goal of this

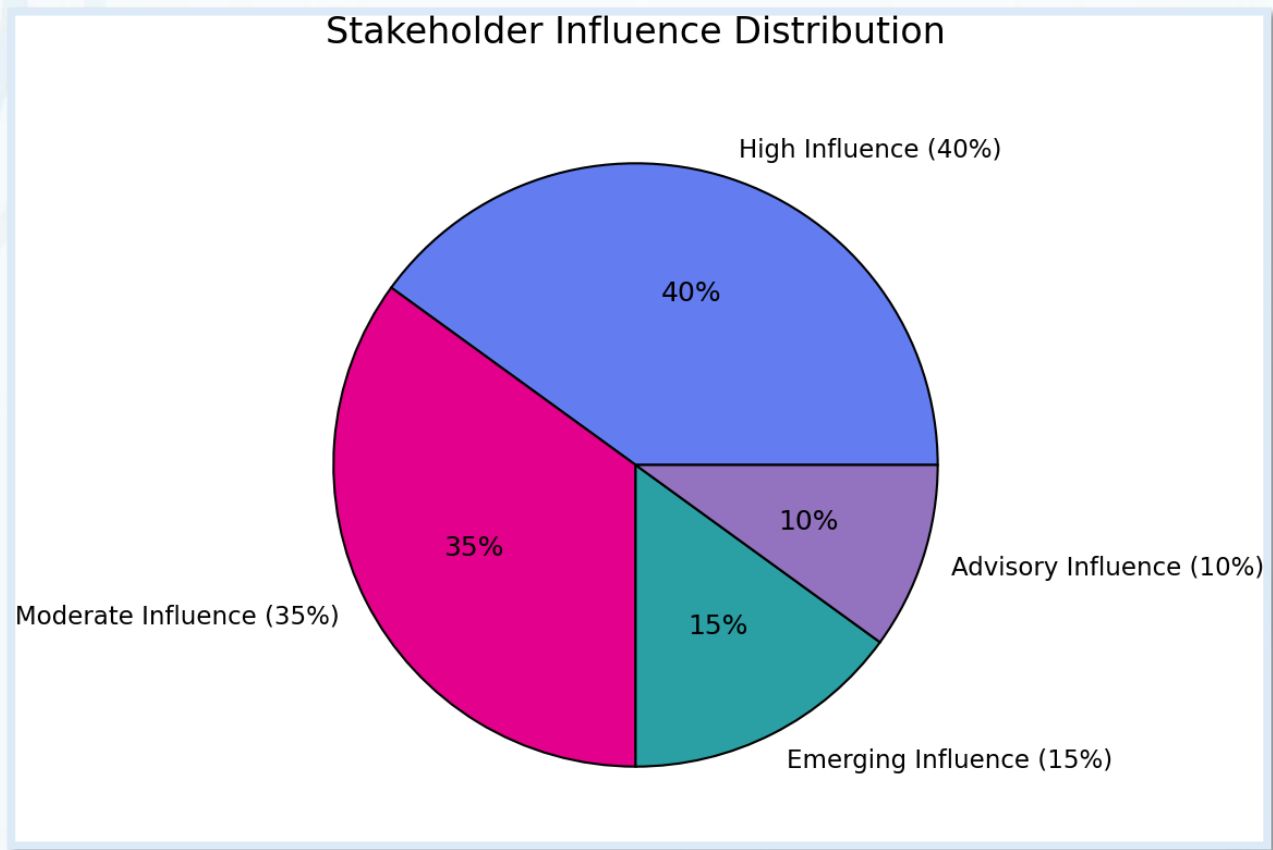
phase was to determine the extent of funding shortfalls, gaps in inter-organizational collaboration, and challenges related to data sharing and system coordination.

Additionally, the survey explored perceptions of how a recovery ecosystem model could strengthen existing services, improve outcomes, and better support individuals in the community. The use of Likert-scale data provided measurable insights that support evidence-based conclusions about whether the development of a recovery ecosystem in Powell River is both needed and feasible.

3.1 Power and Influence

Determining power and influence was important for the study to identify who could shape decisions, allocate resources, drive change, and influence outcomes within the Recovery Ecosystem. Understanding where power resides allows us to engage the right stakeholders, build strategic partnerships, and ensure the pilot project receives the support needed to succeed. Figure 7 is a descriptor of what we learned in the survey.

Figure 7: Power and Influence Findings



Source: Stakeholder Survey II (2026)

The stakeholders identified as having high and moderate levels of power and influence are uniquely positioned to move the Recovery Ecosystem from planning into action through a pilot project. These individuals and organizations possess the relationships, expertise, decision-making authority, and community

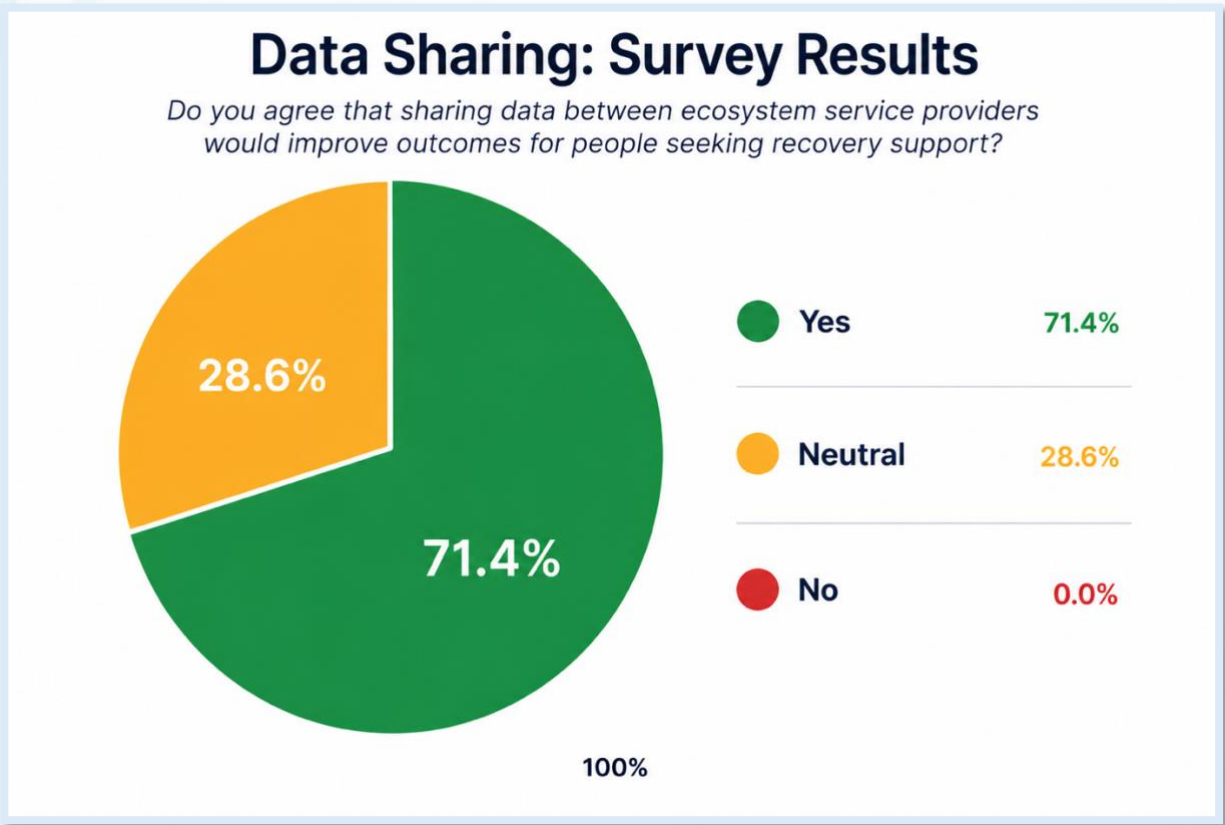
credibility needed to align resources and mobilize collective effort. Their influence can help secure funding, build cross-sector partnerships, remove systemic barriers, and create the governance structure necessary to test the innovative technology as a solution.

By working together, this leadership group can champion a pilot initiative that demonstrates how coordination can help generate the partnerships and momentum required to scale the model into a sustainable ecosystem that benefits the broader community.

3.2 Data Sharing

Data sharing is a crucial component of the success of the proposed pilot project. Survey participants who responded to the data-sharing question demonstrated strong support for greater information sharing across the recovery ecosystem. Figure 8 is the data sharing survey results. The findings suggest a broad recognition that coordinated data sharing can help organizations better understand client needs, reduce service duplication, improve care coordination, and support more informed decision-making.

Figure 8: Data Sharing



Source: Stakeholder Survey II (2026)

86% agreed that data collection and sharing is an important KPI to track the demand for an organization’s services further strengthening the need for a Recovery Ecosystem. The service providers in the Recovery Ecosystem will benefit significantly from tracking demand for services because it provides a clear picture of

where needs exist, where gaps are emerging, and how resources can be allocated most effectively. By monitoring service requests, waitlists, referrals, and unmet needs across housing, treatment, peer support, employment, and other recovery services, stakeholders can identify trends and respond proactively based on evidence rather than assumptions. It also enables the ecosystem to measure whether services are keeping pace with community needs and supports data-driven decision-making that improves access, efficiency, and recovery outcomes.

Overall, the data sharing responses indicated a positive attitude toward developing a shared measurement and information framework as part of a future Recovery Ecosystem pilot project.

3.3 Survey II Themes

We Identified 5 themes:

1. Housing is the foundation of recovery
2. Stigma remains a barrier
3. People need better navigation and coordination
4. Funding gaps and prevention investment matters
5. Trust requires transparency and real time impact

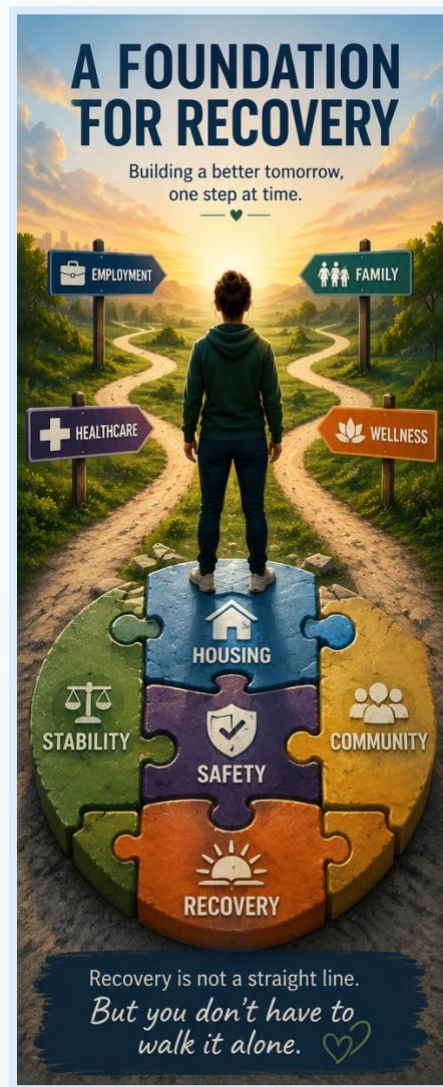
Theme 1: Housing Is the Foundation of Recovery

The respondents agreed (18%) or strongly agreed (76%) that housing availability significantly impacts recovery outcomes. Housing was repeatedly identified as the service whose removal would create the largest gap. Respondents linked recovery success to stable housing, supportive housing, and substance-free housing. 6% of those who responded were neutral on this theme.

Recovery begins with stability

Stakeholders consistently identified housing as one of the most important determinants of recovery success. Without safe, affordable, and supportive housing, individuals struggle to maintain treatment progress, access services, and build healthy routines. This theme indicates that recovery is a full continuum of care that must include treatment and having a place to heal, rebuild, and belong. Communities that invest in housing create the conditions for long-term recovery, reduced crisis intervention, and improved quality of life.

Theme 2: Stigma Remains a Major Barrier





94% of respondents agreed stigma impacts people seeking recovery. The open-ended responses repeatedly cited:

1. Community perception impacts stigma
2. Judgment
3. Shame
4. Misinformation

People cannot access help when they fear being judged.

Respondents repeatedly identified stigma as one of the most damaging forces affecting recovery outcomes. Shame and discrimination discourage individuals from seeking support, increase isolation, and make recovery more difficult.

Creating a recovery-oriented community requires changing public attitudes, amplifying lived experience voices, and building environments where asking for help is seen as a strength and not a weakness.

Theme 3: People Need Better Navigation and Coordination

100% of respondents agreed people struggle to navigate the system. Most respondents agreed care coordination is insufficient. Many respondents indicated uncertainty about where people first seek help.

Recovery systems should be easier to navigate than recovery itself.

Stakeholders described a fragmented ecosystem where people often struggle to understand what services exist, where to go first, and how to move between supports.

Recovery journeys are often interrupted not by lack of motivation, but by complexity. Better coordination, shared information, and integrated pathways could significantly improve outcomes. The goal is not simply more services—it is making services easier to access and navigate across.

Theme 4: Funding Gaps and Prevention Investments Matter

Most respondents strongly agreed more funding is needed for prevention. Respondents identified:

- Lack of funding
- Limited-service availability
- Weak prevention efforts
- Need for coordinated funding models

Funding recovery and prevention is an investment, not an expense.

Stakeholders recognize underfunded services create downstream costs throughout healthcare, justice, housing, and emergency response systems. Participants also emphasized the need for prevention. Investments made early in youth programs, family support, mental health services, and community

connection will reduce future crises and strengthen recovery outcomes. The Recovery Ecosystem will be a coordinated funding strategy that can maximize impact while reducing duplication and service gaps.

Theme 5: Trust Requires Transparency and Real-Time Impact

Respondents indicated greater confidence when:

- They can see results
- Outcomes are measurable
- Funds are tracked transparently
- Real-time data is available
- Stories and testimonials demonstrate impact

People want to see the difference they make.

Stakeholders expressed a strong desire for transparency, accountability, and measurable outcomes. Donors want confidence that resources reach the people who need them and produce meaningful results.

Data alone is not enough. People want both evidence and stories that include numbers that demonstrate impact as well as human experiences that bring those outcomes to life.

Real-time community impact reporting can strengthen trust and increase long-term engagement.

Overall, the key findings of Survey II results indicate stakeholders perceive significant barriers within the current system, particularly long wait times, limited housing options, service fragmentation, and challenges navigating available supports. Stable housing emerged as one of the most critical factors influencing recovery success, while respondents also emphasized the need for greater investment in prevention and early intervention programs. Many participants felt the current system is overly focused on crisis response rather than addressing root causes and reducing future substance use and mental health challenges through proactive community-based strategies.

Figure 9 is a summary of the overall findings of Survey II. The survey highlighted strong support for increased collaboration, coordinated funding, and a more integrated Recovery Ecosystem model. Respondents identified the need for shared referral pathways, improved communication among organizations, and transparent funding approaches that promote accountability and measurable outcomes. Overall, stakeholders agreed that recovery is a community-wide responsibility requiring coordinated efforts across healthcare, housing, social services, education, law enforcement, and nonprofit sectors to create a more effective, sustainable, and person-centered system of support.

Figure 9: Summary of Survey II

Key Findings	Summary of Findings
<i>Access to Services</i>	Long wait times, limited-service availability, and difficulty navigating supports were major concerns.
<i>Housing</i>	Stable and supportive housing was identified as essential for successful long-term recovery outcomes.
<i>Prevention</i>	Strong support existed for increased investment in prevention and early intervention initiatives.
<i>Collaboration</i>	Respondents emphasized the need for stronger coordination and communication among organizations.
<i>Funding</i>	Participants identified funding shortages, fragmentation, and lack of sustainability as major barriers.
<i>Accountability</i>	Stakeholders supported transparent reporting, measurable outcomes, and improved donor confidence systems.
<i>System Navigation</i>	Many individuals struggle to understand and access available services within the current system.
<i>Community Stigma</i>	Stigma surrounding addiction and recovery continues to negatively affect help-seeking and recovery outcomes.

Source: Microsoft Forms Survey II (2026)

In conclusion, the Phase II survey findings demonstrate that while the community possesses significant strengths, commitment, and willingness to collaborate, there are substantial systemic barriers that limit the effectiveness of the current recovery landscape. The results strongly support the feasibility of developing a more coordinated recovery ecosystem that prioritizes collaboration, prevention, housing stability, integrated navigation, and accountability. Moving forward, stakeholders have an opportunity to build a more connected and sustainable system that improves recovery outcomes while strengthening overall community well-being.

4 Service Users

The survey reveals a community that sees social services as critically important but insufficiently accessible. Respondents overwhelmingly describe services as limited and identify long wait times, lack of information, cost, and stigma as major barriers. Mental health services, addiction support, and housing emerge as the most urgent unmet needs.

The findings strongly suggest that an effective Powell River Recovery Ecosystem should prioritize:

- Expanded mental health and addiction services
- Housing and recovery-oriented supports

- Peer-led recovery programs
- Improved service navigation and information sharing
- Reduced wait times
- Anti-stigma initiatives
- Community-based service delivery models rather than solely clinical settings

4.1 Sociographic Findings

The service users appeared to share a strong community awareness of social issues. Respondents consistently identified visible social challenges as a major community concern. The most common concerns about social services/community conditions were:

- Safety in the community
- Open drug use
- Visible homelessness/unhoused populations
- Stigma

These concerns suggest respondents view addiction, homelessness, and public safety as interconnected community issues.

Recovery Awareness: 67% are aware of local substance-use recovery services. However, one-third either are unaware or uncertain, indicating communication gaps.

Key sociographic insight: Social Services are viewed as essential with 96% rated social services as "Extremely Important" for community well-being. The remaining respondent rated them "Somewhat Important." There is near-universal agreement that social services are critical to the health and safety of the community.

4.2 Perceptions of Services

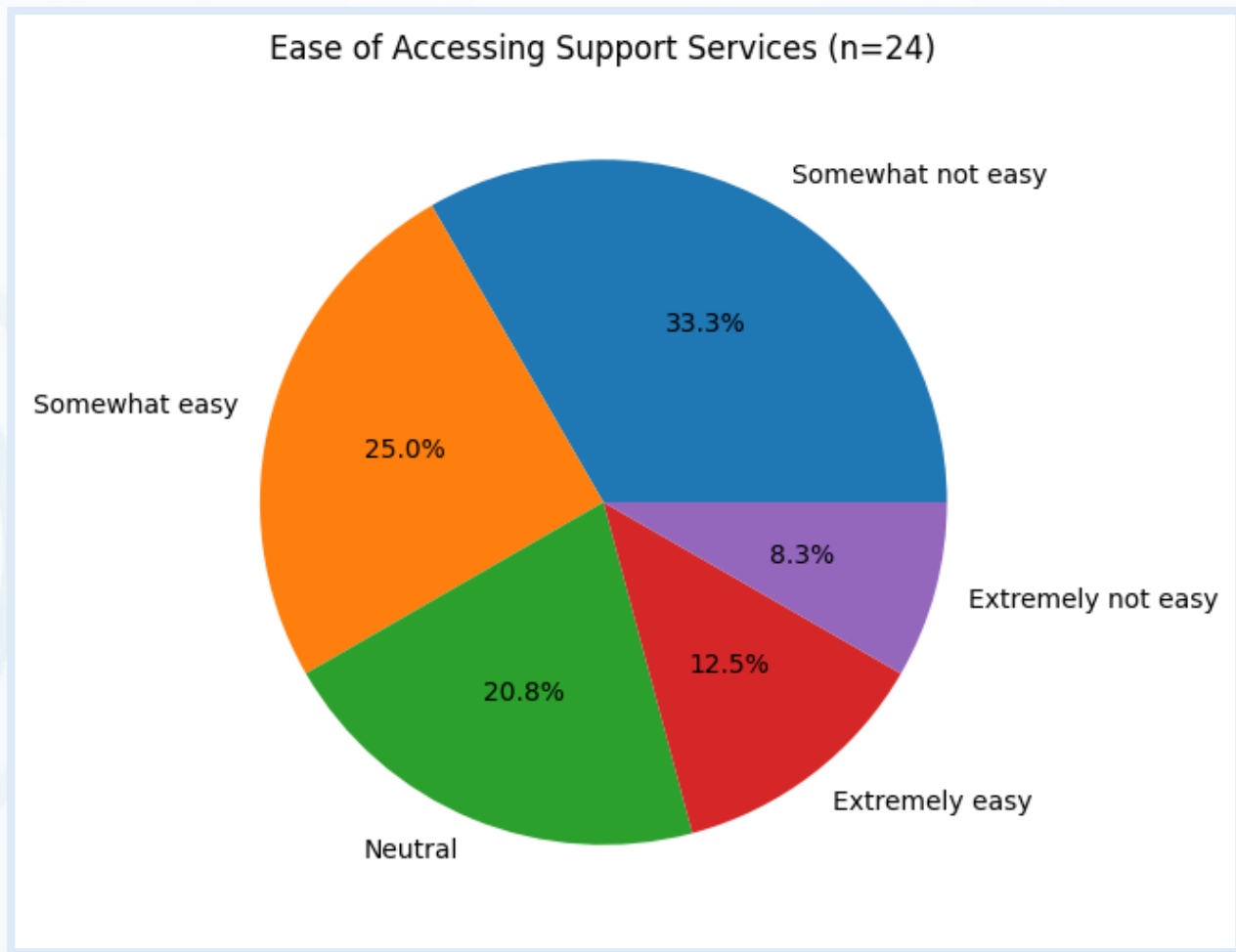
The overall Assessment of service availability the respondents overwhelmingly perceive services as insufficient. 92% described access to services as "Limited" and 8% described services as "Adequate."

Areas referenced included:

1. Mental health
2. Addictions
3. Housing
4. Food security
5. Healthcare
6. Ability to Access Help

Ratings suggest many people struggle to obtain support quickly. Figure 10 depicts the common responses clustered around neutral to negative experiences with a few respondents reporting rapid access to services.

Figure 10: Accessing Social Services



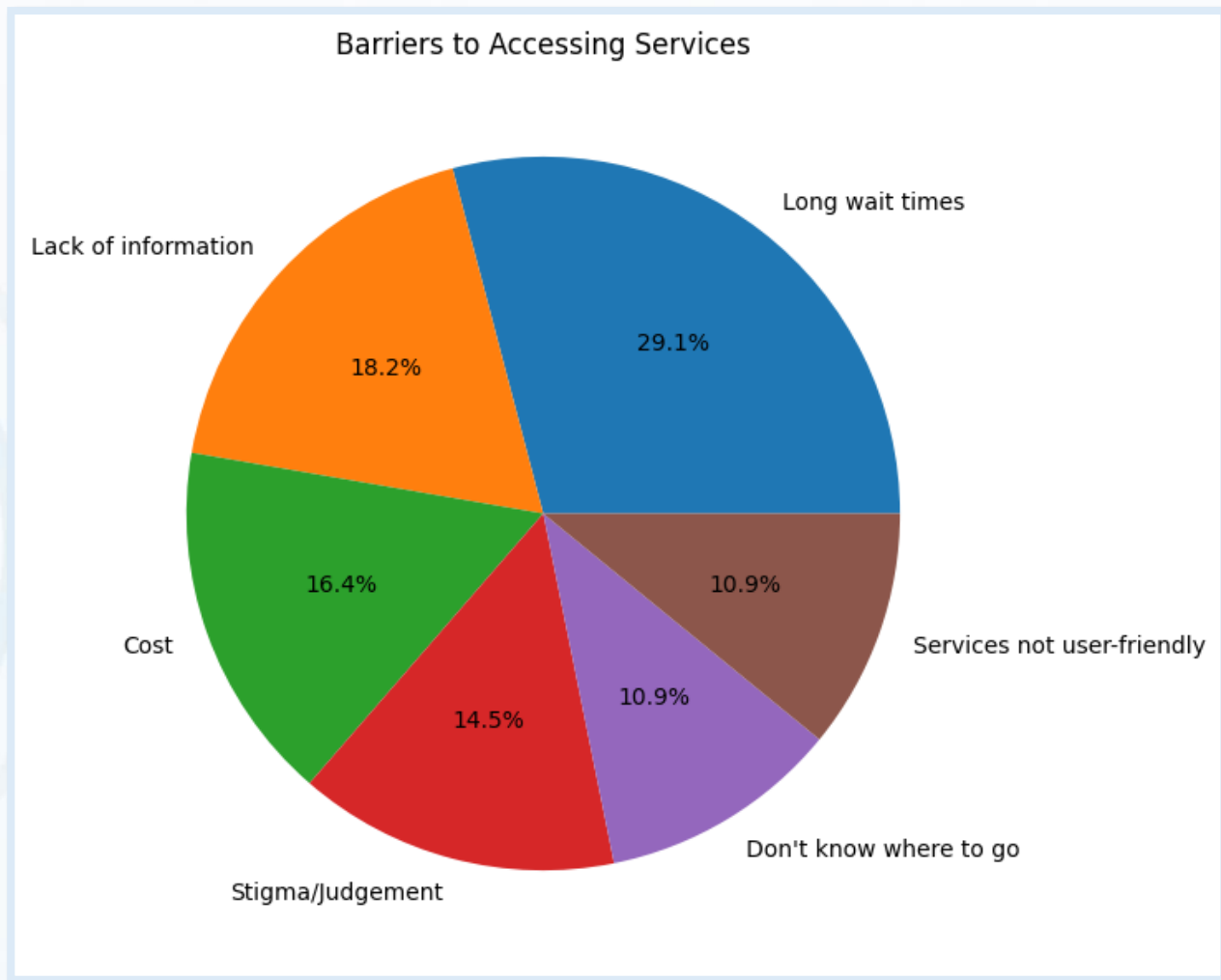
Source: Microsoft Forms Survey Service Users (2026)

The Overall perception is that access exists in Powell River, but navigating services is often difficult and inconsistent. Findings indicate the impact on the community; a particularly concerning finding is that 75% know someone who has died due to a lack of accessible services. This indicates that service accessibility is viewed not merely as an inconvenience but as a life-and-death issue.

Barriers

The respondents identified barriers to access services, the most significant barriers are noted in Figure 11. Note that because respondents could select multiple barriers, the percentages shown in the pie chart represent the proportion of total barrier mentions (55 total mentions), not the percentage of respondents.

Figure 11: Barriers to Accessing Services



Source: Microsoft Forms Survey Service Users (2026)

Key themes

1. System Delays: Long waitlists emerged as the single most common barrier. Respondents also reported:

- Delays in mental health supports
- Delays in addiction treatment
- Difficulty obtaining timely assistance

2. Navigation Challenges: Many respondents struggle to understand:

- What services exist
- How to access them
- Which service is appropriate

This suggests a need for better service coordination and navigation support.

3. Stigma: Stigma remains a significant obstacle:

- People fear judgement.
- Recovery-related stigma continues to discourage help-seeking.

4. Financial Barriers: Cost remains an obstacle even when services exist.

4.3 Service Gaps Identified

Respondents were asked which services are most needed in the community. Figure 12 are seven service gaps presented in the survey with the respondent's answers, again, multiple answers were given for each service.

Figure 12: Top Missing Services

Service Needed	Mentions
Mental health services	20
Addiction/Substance-use support	16
Housing	13
Employment & life-skills support	8
Medical supports	4
Shelter services	3
Peer support	3

Source: Microsoft Forms Survey Service Users (2026)

The identified gaps and be interpreted that the strongest unmet needs relate to:

1. Mental health treatment
2. Addiction and recovery support
3. Stable housing
4. Employment and life-skills development

******The four areas form the core of what service user respondents see as a gap in the local recovery ecosystem. However, service provides top missing services listed housing as number 2 and addiction recovery as number 3. Both service user and service providers listed mental health as the number1 gaps in services.

Communication

The survey findings highlight the importance of strengthening communication and service navigation within the current ecosystem. Respondents reported learning about available services through a variety of channels, including community organizations, friends and peers, recovery groups, healthcare providers, and social media.

While these informal and decentralized networks play an important role in connecting people to support, the findings also reveal significant gaps in awareness and accessibility. Several respondents indicated that they did not know where to find information about available services, suggesting that important resources are not consistently visible or easy to navigate.

This fragmentation can create barriers for individuals seeking support, particularly during times of crisis or early recovery. As a result, the development of a centralized information hub or coordinated navigation system should be considered a key component of the Recovery Ecosystem, helping individuals and families

access timely, accurate, and comprehensive information about available services and supports in the community.

Preferred Service Delivery

The top 4 preferred access points for service delivery were indicated as:

1. Peer-led programs
2. Community centers
3. Clinics/Hospitals
4. Online/virtual

The strongest preference is for peer-led support programs, followed by community-based locations. This suggests people may:

- Trust individuals with lived experience.
- Prefer fewer formal environments.
- Value community connection alongside professional services.

Again, there was a difference in survey results between service users and service providers who indicated the hospital as the #1 preferred access point for services.

The Service User Survey findings demonstrate a clear need for a more coordinated and accessible system of care in Powell River. A Recovery Ecosystem can serve as the central hub that brings together existing services, organizations, and community resources to address these challenges. By improving coordination, communication, and service navigation, the Recovery Ecosystem can help individuals and families more easily access the supports they need. It can also strengthen collaboration among service providers, reduce fragmentation, and create clearer pathways to care.

The findings further support the inclusion centralized information-sharing as key components of the Recovery Ecosystem. By connecting services within a coordinated framework, a Recovery Ecosystem can help create a more responsive, accessible, and recovery-oriented system that better meets the needs of the Powell River community.

5 Stakeholder Engagement, Round Table

In Phase 3, the project team traveled to Powell River to facilitate an in-person stakeholder engagement roundtable aimed at deepening our understanding of the challenges identified in earlier phases and collaboratively exploring potential solutions. The session brought together a diverse group of participants, including service providers, healthcare representatives, Indigenous partners, and community-based organizations, creating a space for open dialogue and shared learning. The discussion focused on the key themes that emerged from the survey data.



Drivers for Technology Based Recovery Ecosystem: Money – Ego – Turf

The stakeholder engagement process revealed that many of the barriers affecting recovery, housing, and mental health services are not solely the result of insufficient resources. Rather, they are rooted in the interconnected challenges of money, ego, and organizational turf, which contribute to fragmentation, duplication, and poor coordination across the system.

The roundtable discussions reinforced that while many organizations and individuals are working hard to support community members, the current system lacks the infrastructure needed to align efforts around common goals and outcomes.

5.1 Money: Competition for Limited Resources

A recurring theme throughout the engagement process was funding instability and competition between organizations. Many service providers reported feeling underfunded while simultaneously competing for the same grants, donations, and government resources. This environment can unintentionally discourage collaboration, as organizations are often required to demonstrate their own impact rather than collective community outcomes.

The result is a fragmented service landscape where resources are distributed across multiple programs that may be addressing similar needs without a coordinated strategy. Stakeholders recognized that a technology-enabled Recovery Ecosystem could support more transparent funding allocation, shared outcome measurement, and coordinated investment decisions that prioritize community impact over organizational survival.

Money: Underinvestment, Resource Scarcity, and Workforce Shortages

Stakeholders identified significant service gaps that are directly linked to resource limitations and chronic underinvestment in the local continuum of care.

Examples included:

- Only one psychiatrist serving the community two days per week.
- A youth psychiatrist available only four days per month.
- No outpatient treatment programs, day treatment programs, or day detox services.
- Limited access to private counsellors and allied health professionals due to workforce shortages.
- A lack of youth prevention programming, including the absence of organizations such as Boys and Girls Clubs and limited attendance at community prevention and education events.
- The highest child poverty rates in the region, creating additional pressures on families and service providers.
- Insufficient investment in long-term prevention and early intervention initiatives.

Stakeholders also questioned how to better support middle-income earners who may have housing and employment but still experience mental health, substance use, and recovery challenges while often falling outside traditional support programs.

These findings suggest that the issue is not simply a lack of services but a lack of coordinated investment. A technology-enabled Recovery Ecosystem could help identify gaps, direct resources where they are most needed, measure outcomes, and support collaborative funding strategies that maximize community impact.

5.2 Ego: Maintaining Control of Services and Decision-Making

Several discussions highlighted concerns regarding the concentration of services and decision-making authority within a limited number of organizations.

Stakeholders noted that:

- Vancouver Coastal Health (VCH) currently provides the majority of publicly funded mental health and substance use services in the community.
- Many residents do not want to access services through the hospital, creating a significant barrier to care.
- There is a recognized need for Recovery Peer Support workers both within the hospital and throughout the community.
- Community members often prefer seeking support from trusted peers or community-based organizations rather than formal institutional systems.
- Many individuals are reluctant to discuss their challenges with law enforcement, indicating a need for alternative pathways to support.

These observations point to a broader challenge: systems often become organized around institutions rather than around the needs and preferences of individuals. A Recovery Ecosystem would create multiple access points into care, allowing people to engage with services through trusted community partners while maintaining connections to clinical supports when needed

5.3 Turf: Fragmentation, Silos, and Ownership of Solutions

Stakeholders repeatedly described challenges arising from organizational boundaries and fragmented service delivery.

Participants observed that:

- Mental health and substance use challenges increased significantly following the closure of the local mill, highlighting the interconnected nature of economic, social, and health systems.
- Modern social factors such as isolation, excessive screen time, social media use, and declining community connection are contributing to mental health and substance use concerns.
- Businesses have an important role to play in recovery and wellness but are often viewed primarily as financial contributors rather than active partners in systems change.
- Existing systems operate independently rather than as part of a coordinated network that shares responsibility for outcomes.

Key Findings

Stakeholders emphasized that businesses, healthcare providers, non-profits, educational institutions, unions, and government agencies must work together to address root causes rather than operating within organizational silos.

Prominent community stakeholders identified included major unions such as BCGEU, HEU, BCNU, and CUPE, representing a significant opportunity for coordinated workforce engagement, prevention initiatives, and recovery supports.

A technology-enabled Recovery Ecosystem would help overcome turf-related barriers by creating a shared platform for referrals, communication, service coordination, data sharing, and outcome measurement. Organizations would maintain their independence while participating in a collaborative network focused on community-wide recovery outcomes.

5.4 Why Technology Matters

Technology alone cannot solve issues related to money, ego, or turf. However, it can provide the infrastructure necessary to address them.

A technology-based Recovery Ecosystem could:

- Create a centralized entry point for individuals seeking help.
- Reduce dependence on hospitals as the primary access point for services.
- Support peer-led and community-based pathways into care.
- Improve coordination between healthcare, housing, social services, employers, schools, and community organizations.
- Enable real-time data collection to identify service gaps and monitor outcomes.
- Support collaborative funding models and transparent resource allocation.
- Reduce duplication while increasing accountability and trust.

The roundtable findings suggest that the community's greatest challenge is not a lack of caring organizations or committed professionals. Rather, it is the absence of a coordinated system that connects existing resources, aligns stakeholders around shared outcomes, and provides individuals with timely access to the supports they need.

The most concerning aspect of the discussion was the apparent attempt by the Island Health representative to shape and control the narrative. The representative described quathet General Hospital as having an extensive mental health and addictions system, citing psychiatric services, community case management and support programs, and concurrent disorders services. She also expressed concern that the Recovery Ecosystem Project could affect an existing wait list that is currently approximately one month long.

However, despite highlighting the availability of these services, the representative acknowledged that access is largely limited to individuals receiving social assistance, excluding a significant portion of those who may need support.

The representative further suggested that the Recovery Ecosystem Project could be used to raise capital for hospital construction, raising broader concerns about health-care funding and the adequacy of support from

the Ministry of Health. The discussion left the impression that established institutions, despite having greater access to resources, may be focused on protecting their existing roles and funding streams.

This dynamic must change as collaboration will better serve the needs of our communities.

Key Findings

Ultimately, the Recovery Ecosystem is not about replacing existing organizations. It is about creating a neutral, technology-enabled platform that allows organizations, businesses, funders, governments, unions, and community members to work together more effectively, reducing the influence of money, ego, and turf on decision-making while improving recovery outcomes across the community.

However, despite highlighting the availability of these services, the representative acknowledged that access is largely limited to individuals receiving social assistance, excluding a significant portion of those who may need support.

The representative further suggested that the Recovery Ecosystem Project could be used to raise capital for hospital construction, raising broader concerns about health-care funding and the adequacy of support from the Ministry of Health. The discussion left the impression that established institutions, despite having greater access to resources, may be focused on protecting their existing roles and funding streams. This dynamic must change if we are to prioritize collaboration and better serve the needs of our communities.

6 The Philanthropic Community

The information collected reveals a clear message from philanthropic leaders: they want to invest in solutions that create measurable, long-term impact. Respondents overwhelmingly support a more connected recovery ecosystem where service providers share data, collaborate effectively, and use evidence-based strategies to improve outcomes for individuals, families, and communities.

A key finding is the strong belief that prevention is one of the most powerful investments philanthropies can make. Participants agreed that funding prevention efforts today can reduce the significant social and economic costs associated with addiction, homelessness, incarceration, and other downstream challenges in the future.

Transparency and accountability emerged as critical drivers of donor confidence. Respondents indicated they are far more likely to contribute when they can clearly see where their dollars are going and understand the tangible results their investments are producing. Real-time reporting, measurable outcomes, and clear impact metrics were viewed as essential tools for strengthening trust and increasing philanthropic engagement.

The survey also highlighted support for an expert-led advisory structure to identify service gaps, guide resource allocation, and ensure funding is directed where it can make the greatest difference.

The overarching goal of the Recovery Ecosystem is to be a responsible steward of the resources entrusted to the Social Services Improvement Cause Fund. By aligning funding with measurable outcomes, community needs, and evidence-based solutions, the Ecosystem seeks to maximize the impact of every philanthropic dollar invested.

It is important to note that philanthropic input for this survey was limited. Only four individuals completed the survey, supplemented by two verbal conversations with members of the philanthropic community. While the feedback provides valuable insights and identifies several areas of alignment, additional engagement with donors and philanthropic leaders will be necessary to validate these findings and ensure future strategies reflect a broader range of perspectives.

There was broad support for the idea of an expert advisory board to help identify service gaps and guide solutions. When asked what would increase confidence in donating, respondents highlighted measurable outcomes, transparency about where funds are directed, and evidence that donations create meaningful community impact.

Overall, the responses point to a growing interest in a recovery ecosystem that is collaborative, data-driven, transparent, and prevention-focused—an approach that not only improves lives but also strengthens confidence that philanthropic investments are creating meaningful and lasting community impact.

7 Technology Discovery

A technology discovery process was conducted to assess the feasibility of implementing a digital platform capable of supporting a coordinated recovery ecosystem model. This included a review of existing tools and platforms that enable integrated service delivery, outcome tracking, and activity-based funding.

Attention was given to solutions built on Salesforce, as demonstrated through collaboration with Passion Fruit Partners, who specialize in nonprofit system design and implementation. The review explored how a configurable platform could support key functions such as case management, service referrals, outcome tracking, and stakeholder coordination.

The assessment identified several core capabilities required to operationalize the model, including:

- Centralized data management for individuals, service providers, and system partners
- Case management tools to track referrals, services delivered, and recovery outcomes
- Activity-based payment tracking to enable fair and transparent funding distribution
- Reporting and dashboard functionality to measure impact and return on investment
- Secure data-sharing and privacy controls to support multi-agency collaboration

In addition, the discovery process examined the potential for integrated communication tools (e.g., SMS notifications), automated workflows, and provider-facing portals to improve coordination and timeliness of service delivery.

Strengths

Leveraging Salesforce provides a highly flexible and scalable platform capable of supporting a coordinated, outcome-driven ecosystem. Its strength lies in its ability to centralize data across multiple stakeholders enabling real-time visibility into service delivery, client journeys, and system performance. This is particularly valuable in a recovery ecosystem where coordination across providers is essential.

Through Passion Fruit Partners' specialization in nonprofit implementations, the platform can be configured to align closely with sector needs. This includes built-in capabilities for case management, referral tracking, outcome measurement, and activity-based payments. The system can also support automated workflows, reduce administrative burden and enable more timely service delivery.

Salesforce offers long-term scalability. As the model evolves, additional functionality such as integrations, expanded reporting, or new service modules can be layered onto the system without requiring a full rebuild.

Considerations

Despite these strengths, there are important considerations associated with this approach.

First, implementation requires a significant upfront investment of time, resources, and funding. Configuring the system to meet the specific needs of a recovery ecosystem is a complex process that involves stakeholder input, system design, testing, and training.

Second, while Salesforce is highly flexible, it is not a turnkey solution. Ongoing administration, maintenance, and user support are required to ensure the system remains effective and up to date. The Recovery Ecosystem will need to prepare to invest in internal capacity or continued external support.

Integration with external systems, particularly payment processing platforms, may require additional development and is not always included in initial implementation scopes. This can impact timelines and overall cost.

7.1 Exploring an In-House System

TCW Recovery Ecosystem is considering developing an in-house technology solution. One of the primary advantages of an in-house system is the ability to design technology that is fully aligned with the unique needs of the recovery ecosystem. Unlike off-the-shelf platforms, a custom-built solution can be purpose-built to reflect specific service pathways, funding models (e.g., activity-based payments), and outcome tracking requirements.

Full Control Over Data and System Evolution

An in-house system provides complete ownership over data, architecture, and system evolution. This allows us to:

- Adapt quickly to changing community needs or policy environments
- Modify workflows, reporting, and funding models without vendor constraints
- Ensure data governance aligns fully with community expectations and regulatory requirements

This level of control can be particularly important in a recovery ecosystem where privacy, trust, and cultural considerations (e.g., OCAP principles) are critical. An in-house platform could be designed to provide a more intuitive and cohesive experience for:

- Service providers
- System navigators
- Individuals accessing services

This could include unified dashboards, real-time updates, and simplified workflows tailored to each user group.

Long-Term Cost and Sustainability Considerations

While upfront development costs for an in-house system can be significant, there may be long-term financial advantages by avoiding ongoing licensing fees and reducing reliance on external vendors. Over time, the system becomes a proprietary asset that can evolve alongside the organization.

Building internally also creates opportunities for innovation. The pilot project can implement new approaches to funding, service coordination, and outcome measurement without being limited by existing platform constraints. This flexibility can support continuous improvement and position the model as a leader in the sector.

Key Considerations

Despite these advantages, developing an in-house system also introduces complexity:

- Requires significant technical expertise and ongoing development capacity
- Longer time to implement compared to configuring an existing platform
- Higher upfront risk if requirements are not fully defined
- Ongoing responsibility for maintenance, security, and upgrades

The ability to strategically contract and develop external partnerships, while working in close collaboration with our in-house systems administration team and technical experts, positions an in-house system as a strong and viable option. Leveraging our internal expertise alongside trusted partners allows for a tailored, flexible solution that aligns closely with our operational needs, and should be given serious consideration.

Key Findings

The technology discovery process confirmed that a digital platform can effectively support a coordinated recovery ecosystem model by enabling centralized data management, service tracking, outcome measurement, and transparent funding distribution. Platforms such as Salesforce demonstrate strong capability in delivering these functions, offering scalability, robust reporting, secure data sharing, and tools that improve coordination across multiple stakeholders. These systems can reduce administrative burden, enhance real-time visibility, and support timelier and outcome-driven service delivery.

At the same time, the analysis highlighted important considerations, including the need for significant upfront investment, ongoing system administration, integration with external tools, and strong data governance practices. As a result, there is a clear opportunity to pursue a balanced technology approach by leveraging existing platforms where appropriate while also exploring an in-house solution that aligns more closely with community needs, values, and long-term sustainability goals.

There are also considerations related to user adoption. Transitioning to a centralized digital platform requires change management, training, and consistent engagement from service providers to ensure accurate and timely data entry.

Finally, data governance and privacy must be carefully managed, particularly in a multi-agency environment involving sensitive client information. While Salesforce provides strong tools for this, clear policies and oversight are essential.

8 Risk

Based on the feasibility study, a Recovery Ecosystem Technology Platform in Powell River appears feasible but carries several strategic, operational, governance, and technology risks that must be managed carefully. The stakeholder data suggests strong demand for the platform, but implementation risk is moderate-to-high if governance and adoption issues are not addressed. Figure 13 is an description of the key risks.

Figure 13: Risk Framework

Risk Area	Risk Level	Impact	Likelihood
Stakeholder Adoption	High	High	High
Data Sharing & Privacy	High	High	Medium
Funding Sustainability	High	High	High
Technology Development	Medium	High	Medium
Organizational Turf/Ego	High	High	High
Change Management	High	Medium	High
Governance Structure	High	High	Medium
User Engagement	Medium	Medium	Medium
Cybersecurity	Medium	High	Medium
Community Trust	Medium	High	Medium

Source: Developed for this report (2026)

1. Strategic Risk: Stakeholder Adoption: Risk Level: **High**

The study consistently identifies fragmentation, communication gaps, unclear roles, and funding competition as barriers to collaboration. Organizations support collaboration in principle but struggle in practice.

Risks

- Organizations may resist sharing client information.
- Agencies may view the platform as competition.

- Different priorities may reduce participation.

Risk Mitigation

- Establish neutral governance.

- Start with voluntary participation.
- Focus on referral coordination before full data integration.

2. Funding Sustainability Risk: Risk Level: **High**

Funding constraints were repeatedly identified as one of the largest barriers facing service providers.

Risks

- Pilot funding secured but operational funding unavailable.
- Platform becomes dependent on one funder.
- Long-term maintenance costs underestimated.

Mitigation

- Multi-year funding agreements.
- Diversified funding:
 - Foundations
 - Government grants
 - Community donors
 - Corporate sponsors
- Activity-based funding model.

3. Data Governance & Privacy Risk: Risk Level: **High**

The platform requires cross-agency information sharing and outcome tracking. Stakeholders strongly support data sharing, but sensitive health and recovery information creates substantial privacy obligations.

Risks

- PIPA/FIPPA compliance issues.
- Unauthorized access.
- Indigenous data sovereignty concerns.
- Loss of public trust.

Mitigation

- Privacy Impact Assessment.
- Consent-based data sharing.
- Role-based permissions.
- Indigenous governance alignment and OCAP principles.

4. Technology Risk: Risk Level: **Medium**

The study identifies two technology paths:

1. Salesforce ecosystem
2. Custom in-house system

Both have advantages and risks.

- Licensing costs.
- Vendor dependence.
- Configuration complexity.

Custom System Risks

- Longer development time.
- Cost overruns.

Salesforce Risks

- Technical staffing requirements.
- Security responsibility.

Recommendation

For a pilot:

- Salesforce or another proven platform is lower risk.
- Build custom modules only after validating the model.

5. Organizational Turf Risk: Risk Level: **Very High**

This is arguably the largest risk identified in the study.

Stakeholders repeatedly identified "money, ego, and turf" as key barriers. Organizations compete for funding and may seek to maintain control over services.

Risks

- Large institutions dominate decisions.
- Smaller organizations disengage.
- Platform perceived as owned by one organization.

Mitigation

- Independent governance board.
- Shared decision-making model.
- Transparent outcome reporting.

6. Community Adoption Risk: Risk Level: **Medium**

Students and service users identified major navigation problems and expressed a preference for simple digital solutions.

Risks

- Platform too complex.
- Poor mobile experience.
- Low awareness.

Mitigation

- Mobile-first design.
- Peer-led onboarding.
- Single-entry navigation portal.

7. Operational Risk: Risk Level: **Medium-High**

Many organizations report operating at or beyond capacity.

Risks

- Staff lack time for data entry.
- Inconsistent use of platform.
- Poor data quality.

Mitigation

- Automate workflows.
- Minimize administrative burden.
- Fund dedicated ecosystem coordinators.

8. Change Management Risk: Risk Level: **High**

The study specifically notes training, engagement, and change management requirements.

Risks

- Resistance to new processes.
- Technology fatigue.
- Incomplete implementation.
- Pilot with 3–5 organizations.
- Demonstrate quick wins.
- Create champion organizations.

Mitigation

Figure 13 is an overall risk rating for the Recovery Ecosystem project in Powell River.

Figure 13: Overall Risk Rating

Category	Rating
Technical Feasibility	High
Community Need	Very High
Stakeholder Support	High
Financial Risk	High
Governance Risk	High
Adoption Risk	High
Overall Feasibility	Moderate-High

Source: Developed for this report (2026)

Key Findings

The feasibility study demonstrates a strong need for a coordinated Recovery Ecosystem in Powell River. Stakeholders identified significant service gaps in mental health, housing, addiction support, and system navigation, while also expressing strong support for collaboration, data sharing, and ecosystem development.

The greatest risks are not technological. The primary risks are:

1. Governance and ownership.
2. Sustainable funding.
3. Organizational resistance ("money, ego, and turf").
4. Privacy and data-sharing compliance.
5. Long-term stakeholder engagement.

If these governance and organizational risks are managed effectively, I would assess the project as:

Overall Feasibility: 7.5–8.5 / 10 (Good Candidate for Pilot Implementation)

with a recommendation to begin with a limited pilot involving a small group of willing organizations, shared governance, and a proven technology platform before investing in a full custom solution.

9 Feasibility

The Recovery Ecosystem Pilot Project is Highly Feasible and Positioned for Success

The feasibility study demonstrates that a Recovery Ecosystem Pilot Project is both necessary and achievable within the Powell River region. Findings from service providers, community stakeholders, service users, youth, and philanthropic leaders consistently point to the same conclusion: the community possesses the organizations, expertise, and willingness required to improve recovery outcomes, but lacks the coordinated infrastructure needed to connect existing resources into a unified system.

The proposed Recovery Ecosystem does not require the creation of an entirely new service network. Rather, it builds upon existing community assets by creating a coordinated framework that improves navigation, communication, referrals, data sharing, and funding alignment across organizations. This significantly reduces implementation risk while maximizing the impact of current investments.

9.1 Strong Evidence of Community Need

The study identified substantial service gaps in mental health, housing, addiction support, employment services, and system navigation. Service providers consistently reported increasing demand while operating at or beyond capacity. Service users described long wait times, difficulty navigating available supports, lack of information, and stigma as major barriers to accessing care.

Particularly compelling is the finding that 100% of respondents agreed that people struggle to navigate the current system. Stakeholders repeatedly described a fragmented landscape where individuals often do not know where to seek help, how to access services, or how to move between programs. These findings demonstrate a clear need for a centralized coordination mechanism that can simplify access and improve service integration.

9.2 Strong Stakeholder Support

One of the strongest indicators of feasibility is the high level of stakeholder support for continued Recovery Ecosystem development. Nearly seven out of ten surveys, participants expressed interest in participating in future planning activities, demonstrating a broad willingness to collaborate on solutions.

Organizations across sectors acknowledged that collaboration already exists but identified communication gaps, funding competition, unclear roles, and capacity limitations as barriers preventing more effective partnerships. Importantly, the study found that stakeholders do not oppose collaboration; rather, they lack a structured system that enables it. This distinction is critical because it suggests the Recovery Ecosystem is addressing an operational problem rather than attempting to change stakeholder values or priorities.

9.3 Readiness for Data Sharing and System Integration

The pilot project's success depends on information sharing and coordinated service delivery. The study found strong support for these concepts. More than 70% of respondents agreed that data

sharing would improve outcomes, while 86% identified data collection and sharing as an important performance indicator for understanding service demand and improving decision-making.

This demonstrates a level of organizational readiness that is often absent in early-stage collaborative initiatives. Stakeholders recognize the value of shared measurement, coordinated referrals, and system-wide visibility, creating a strong foundation for pilot implementation.

9.4 Existing Leadership Capacity

The Power and Influence analysis identified a significant group of stakeholders with high and moderate levels of influence who are capable of championing implementation. These organizations and individuals possess the authority, relationships, expertise, and credibility necessary to mobilize resources, secure partnerships, and support governance development. The presence of influential stakeholders willing to participate substantially increases the likelihood of successful pilot implementation and future scaling.

9.5 Technology Feasibility Has Been Confirmed

The technology discovery process concluded that both commercial and custom-built solutions are capable of supporting the Recovery Ecosystem model. Existing platforms such as Salesforce already offer many of the required functions, including case management, referral tracking, outcome measurement, activity-based funding, secure data sharing, and performance reporting.

Because proven technology solutions already exist, the pilot does not require significant research and development before implementation. This reduces technical risk and allows the project to focus on validating the ecosystem model itself.

9.6 Alignment with Community Priorities

The Recovery Ecosystem directly addresses the five dominant themes identified throughout the study:

- Housing is foundational to recovery.
- Stigma remains a major barrier.
- People need better navigation and coordination.
- Prevention investment is critical.
- Trust requires transparency and measurable outcomes.

The pilot project is specifically designed to address each of these priorities through integrated service coordination, improved navigation pathways, outcome measurement, transparent reporting, and collaborative funding approaches.

9.7 Risks Are Known and Manageable

While the study identifies risks related to governance, stakeholder adoption, funding sustainability, privacy, and organizational resistance, these risks are organizational rather than technological. Importantly, the feasibility study also outlines practical mitigation strategies including:

- Independent governance structures.
- Shared decision-making models.
- Consent-based data sharing.
- Pilot implementation with a small group of willing organizations.
- Multi-year diversified funding strategies.
- Mobile-first user-centered design.
- Dedicated ecosystem coordination roles.

Because these risks have been clearly identified and mitigation strategies have already been proposed, they do not represent barriers to implementation but rather factors requiring deliberate management during the pilot phase. This argument is grounded directly in the study's conclusion that the project has an overall feasibility rating of 7.5–8.5 out of 10 and is a good candidate for pilot implementation, provided governance and stakeholder engagement are managed effectively. The study did not arrive at that number through a formal quantitative scoring model. Instead, the overall feasibility rating was a qualitative assessment informed by the evidence gathered across the stakeholder surveys, service user surveys, youth engagement, roundtable discussions, philanthropic feedback, technology review, and risk analysis. Figure 14 is how the feasibility assessment was determined by rating derived from evaluation fire core dimension of the project readiness

Figure 14: Project Readiness*

Criteria	Weight	Score	Weighted Score
Community Need	25%	10/10	2.50
Stakeholder Support	20%	8/10	1.60
Technology Readiness	15%	8/10	1.20
Funding Viability	15%	6/10	0.90
Governance Readiness	10%	7/10	0.70
Data Sharing Readiness	10%	8/10	0.80
Organizational Capacity	5%	6/10	0.30

Source: Developed for this report (2026)

Total = 8.0/10

*This figure is a transparent rationale for the feasibility score that is a score linked directly to the evidence collected during the study rather than being a professional judgment alone.

10 Conclusion

The evidence collected throughout this feasibility study provides strong support for proceeding with a Recovery Ecosystem Pilot Project in Powell River. The findings demonstrate not only a significant community need, but also broad stakeholder support, readiness for collaboration, willingness to participate in data sharing, and access to technology capable of supporting implementation.

More importantly, the study has demonstrated that the challenges facing Powell River are rooted in the social determinants of health. Stakeholders consistently identified housing instability, mental health service gaps, substance use challenges, unemployment, poverty, social isolation, stigma, and difficulties navigating services as key barriers to individual and community well-being. Service providers, service users, youth, and philanthropic stakeholders all recognized that these issues are interconnected and cannot be effectively addressed through isolated programs or siloed service delivery models.

The Recovery Ecosystem has proven to be a viable solution because it directly addresses these underlying determinants by creating a coordinated framework that connects housing, healthcare, mental health services, addiction recovery supports, employment and life-skills development, education, peer support, and community resources. Rather than creating new services, the model strengthens the effectiveness of existing services by improving access, coordination, communication, accountability, and referral pathways across sectors.

The feasibility study further demonstrated that organizations are willing to collaborate, that stakeholders support greater data sharing and outcome measurement, and that the community recognizes the need for a more integrated and person-centered system of care. The strong support for prevention, housing stability, coordinated navigation, transparency, and measurable outcomes aligns directly with the core principles of the Recovery Ecosystem model.

Most importantly, the pilot does not seek to replace existing organizations or services. It seeks to connect them. By creating a neutral, technology-enabled platform that improves coordination, navigation, transparency, accountability, and resource alignment, the Recovery Ecosystem has the potential to transform a fragmented collection of services into a comprehensive continuum of care that addresses both recovery and the broader social determinants of health.

Given the demonstrated community need, strong stakeholder engagement, technological readiness, and manageable implementation risks, the Recovery Ecosystem Pilot Project represents a highly feasible opportunity to improve recovery outcomes, strengthen community well-being, address the root causes of social and health inequities, and establish a scalable model for coordinated social service delivery in Powell River.

11 Index

Addiction Treatment.....	28
Addictions.....	26
Barriers.....	3, 7, 8, 14, 20, 24, 25, 27, 30, 31, 33, 39, 40, 41, 43, 45, 46
Collaborate.....	3, 7, 14, 15, 16, 25, 34, 43, 46
Connection.....	4, 7, 23, 30, 33
Coordination.....	3, 4, 7, 19, 20, 22, 23, 25, 28, 30, 31, 33, 35, 36, 37, 38, 39, 43, 44, 45, 46
Crises.....	23
Discovery.....	9, 35
Diversified.....	16, 45
Diversity.....	12
Engagement.....	3, 4, 7, 8, 9, 10, 12, 17, 18, 24, 30, 31, 33, 35, 38, 42, 45, 46
Evidence.....	6, 43
Feasibility.....	4, 7, 8, 9, 10, 12, 19, 25, 35, 38, 42, 43, 45, 46
Findings.....	4, 7, 8, 9, 11, 12, 14, 17, 20, 24, 25, 29, 30, 32, 33, 35, 43, 46
Healthcare.....	3, 4, 7, 11, 23, 24, 29, 30, 33, 46
Housing.....	3, 4, 7, 11, 12, 21, 22, 23, 24, 25, 29, 31, 32, 33, 42, 43, 46
Impact.....	3, 4, 7, 22, 23, 24, 27, 31, 32, 34, 35, 36, 43
Justice.....	11, 23
Key Finding.....	12, 13, 14, 16, 17
KPI.....	21
Measurable.....	3, 4, 8, 19, 23, 24, 25, 34, 35, 44, 46
Mental Health.....	12, 25, 26, 29, 32
Mental Health Supports.....	7, 28
Participation.....	4, 7, 8, 9, 17, 39
Philanthropic.....	3, 4, 7, 8, 9, 34, 35, 43, 45, 46
Pilot.....	4, 7, 40, 42, 43, 45, 46
Real-Time Data.....	24
Results.....	7, 20, 23, 24, 25, 30, 35
Risk.....	6, 38, 39, 40, 41, 42
Social Determinants.....	4, 7, 12, 46
Stakeholder.....	4, 7, 9, 12, 15, 17, 30, 31, 35, 36, 38, 42, 43, 45, 46
Stigma.....	18, 22, 23, 25, 26, 29, 43, 46
Study.....	4, 7, 8, 9, 18, 19, 38, 39, 40, 41, 42, 43, 44, 45, 46
Survey.....	8, 9, 10, 11, 12, 14, 15, 16, 17, 19, 20, 24, 25, 29, 30, 35, 43
Testimonials.....	24
TWC.....	3, 10, 11, 13, 14, 15, 16
Waitlists.....	21, 28
Youth.....	4, 7, 11, 18, 23, 31, 43, 45, 46