



**AGENDA**  
**SPECIAL MAYOR'S TASK FORCE ON RECOVERY AND RESILIENCE**

Friday, June 5, 2020, 9:00 A.M. - 11:00 A.M.

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

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	<b>Pages</b>
<b>1. CALL THE MEETING TO ORDER:</b>	
<b>2. INTRODUCTION OF LATE ITEMS:</b>	
<b>3. ADOPTION OF AGENDA:</b>	
<b>4. ADOPTION OF MINUTES:</b>	
<b>a. Minutes</b>	<b>1 - 5</b>
Minutes of the Special Mayor's Task Force on Recovery and Resilience Meeting held in the Boardroom, Service and Resource Centre, 411 Dunsmuir Street, Nanaimo, BC, on Thursday, 2020-MAY-14 at 1:00 p.m.	
<b>5. REPORTS:</b>	
<b>a. Council's Strategic Plan</b>	<b>6 - 8</b>
To be introduced by Jake Rudolph, Chief Administrative Officer.	
<b>1. Action Item Update</b>	<b>9 - 11</b>
<b>b. Reimagine Nanaimo</b>	<b>12 - 17</b>
To be introduced by Lisa Bhopalsingh, Manager, Community Planning.	
<b>1. Terms of Reference</b>	<b>18 - 21</b>
<b>2. Land Capacity Review</b>	
<b>3. Population Projections</b>	
<b>4. Community Engagement</b>	
<b>c. Health and Housing Task Force</b>	<b>22 - 25</b>

To be introduced by Lisa Bhopalsingh, Manager, Community Planning.

1. **Health and Housing Task Force Terms of Reference** 26 - 27
2. **Nanaimo Integrated Needs Assessment** 28 - 28

[Note: Link to the Draft Nanaimo Integrated Needs Assessment attached for reference.]

- d. **Economic Development Task Force** 29 - 34

To be introduced by Bill Corsan, Director, Community Development.

1. **Economic Development Task Force Terms of Reference** 35 - 36
2. **Baseline Data**
3. **Business Survey** 37 - 49
4. **Sector Engagement**

**6. PROCEDURAL MOTION:**

That the meeting be closed to the public in order to deal with agenda items under the *Community Charter*:

Section 90(1) A part of the Council meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following:

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

**7. REPORTS: (continued)**

- a. **Positioning and Work Plan** 50 - 52

To be introduced by Shelley Legin, General Manager, Corporate Services.

- b. **Schedule and Next Steps**

**8. OTHER BUSINESS:**

**9. ADJOURNMENT:**

**MINUTES**  
SPECIAL MAYOR'S TASK FORCE ON RECOVERY AND RESILIENCE MEETING  
BOARDROOM, SERVICE AND RESOURCE CENTRE,  
411 DUNSMUIR STREET, NANAIMO, BC  
THURSDAY, 2020-MAY-14, AT 1:00 P.M.

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Present: Mayor Krog, Chair  
Councillor T. Brown  
J. Byrne, Regional Managing Partner, Vancouver Island, MNP  
D. Hais, Board Chair, Nanaimo Port Authority  
S. Madden, Executive Director, United Way  
D. Saucier, President and Vice-Chancellor, Vancouver Island University (joined electronically)  
I. Simpson, Chief Executive Officer, Petroglyph Development Group, Snuneymuxw First Nation

Staff: J. Rudolph, Chief Administrative Officer  
D. Lindsay, General Manager, Development Services  
S. Legin, General Manager, Corporate Services  
K. Robertson, Deputy City Clerk  
S. Snelgrove, Recording Secretary

1. CALL THE SPECIAL MAYOR'S TASK FORCE ON RECOVERY AND RESILIENCE MEETING TO ORDER:

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The Mayor's Task Force on Recovery and Resilience Meeting was called to order at 1:00 p.m.

Mayor Krog announced that the meeting would be held in accordance with the *Community Charter*, "Council Procedure Bylaw 2018 No. 7272" and Ministerial Order No. M083.

2. APPROVAL OF THE AGENDA:

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

3. REPORTS:

(a) Welcome and Introductions

Mayor Krog introduced members of the Task Force and staff

(b) Task Force Terms of Reference

Mayor Krog and Jake Rudolph, Chief Administrative Officer provided the following overview

- All aspects of residents lives have been impacted by the COVID-19 virus

- With the leadership and intelligence found in the Task Force, the group will be able to provide Council with strategic recommendations for creating resiliency regarding challenges the City may face
- The concept for this group is based on the idea that the work will be done by the Task Force and staff will provide support
- The Task Force membership is a broad representation of the community
- The City has fundamental issues around housing and homelessness that can’t and shouldn’t be ignored
- The municipality has received Provincial directives regarding changes in other sectors which are tracked by municipal staff
- Staff and the Mayor have received updates from WorkSafe BC regarding guidelines for various sectors
- Frequently the City is notified of provincial changes at the same time as the general public
- The City has mostly maintained service levels since the shutdown commenced
- A briefing, including a session on capital projects, was provided to Council in early April and financial reports have been presented to Council
- Reference documents that were circulated to the Task Force as part of the agenda included legislation pertaining to municipalities and organizations that represent municipalities such as the:
  - Union of British Columbia Municipalities
  - Federation of Canadian Municipalities
- The City has a strategic plan and will be undertaking a coordinated strategic policy review process
- Two other task forces are underway: Health and Housing Task Force and Economic Development Task Force
- The role and strategic direction of the group needs to be determined

The Task Force reviewed the Terms of Reference. Highlights of the discussion included:

- Determining who will be gathering information and providing a summary of changes each member is observing in their various sectors
- Determining what information should be used when making an assessment on impacts of COVID-19
- Potentially using BC based statistics to make projections for the next 10 months
- Type of information needed to make informed decisions and staff sharing and distributing information to the Task Force
- Receiving an assessment from the largest employers in Nanaimo to provide statistics related to COVID-19 short-term and long-term layoffs
- Receiving statistics from the City such as how many businesses are unable to pay their business licences etc.
- Differences in responses to requests for information and what information is publically or privately shared
- Defining how statistics will be analyzed will help inform the response to future situations
- Anticipating what the world will look like in the future including how organizations and consumer behaviour has shifted. Some shifts will be



permanent and others temporary, and using that to inform the direction of the Task Force

- Decisions may not need to be related to the City’s strategic plan as changes could be bigger than what would fit within those boundaries
- Problems the Task Force may face such as how to determine and ask the right questions in order to get to a point where the Task Force can make solid recommendations
- Moving forward rather than returning to normal as normal was not ideal for some residents
- Figuring out how to thrive in an era of global uncertainty, whether negative or positive
- Being mindful of the principle of what a good City sets out to do and provides for businesses and people
- Pandemic has created a trend of businesses being decentralized from one location

Dale Lindsay, General Manager, Corporate Services, provided an overview of the mandate of the Economic Task Force. Highlights included:

- The Economic Development Task Force met for the first time on 2020-MAY-13 following Council’s decision to put committees on hold during the pandemic
- Council has selected a hybrid model for economic delivery comprised of an in-house and external agency
- The Task Force will determine a governance model and key deliverables for the external agency as well as the new economic development strategy for the City of Nanaimo
- The consultant’s strategy was developed pre-COVID-19 and it is being determined how this will work post COVID-19
- The goal of the task force is to return to Council with an economic development strategy and framework for Council’s endorsement

The Mayor’s Task Force on Recovery and Resilience continued their discussion:

- The Mayor’s Task Force can take a high level approach
- Conversations need to be had around job creation and sustainability
- There may be opportunities to perform better than pre-COVID-19
- Short-term, mid-term and long-term strategies need to be considered:
  - Short-term must be completed first in order to lay the ground work for the future
- The Task Force needs to understand what the community is facing and drive change in their various sectors to be more efficient
- Requesting a recovery piece from the Provincial and Federal governments
- Importance of the City as a whole to provide meaningful employment within the community
- The Task Force needs to understand who is doing what in each industry and if there are opportunities to be leveraged currently to provide a quick response
- How to enhance the level of resiliency for Nanaimo and build on that so when the next emergency takes place, collectively the City is in a better place

- Determining how the Task Force can provide alignment of goals and provide agreed upon pillars to ensure from Council’s perspective all goals have been met
- Clarification regarding timelines for this process
- Hosting a charrette to determine community driven ideas in order to solve issues
- Needing a baseline of information to make decisions from
- Determining the desired end goal and working backwards to determine impediments
- Distinguishing between temporary measures put in place during the next year or two and what permanent shifts will be made

(c) Government Directives/Guidelines

Introduced by Jake Rudolph, Chief Administrative Officer:

- Agenda attachments provided for background information
- City has activated the Emergency Coordination Centre Level II which currently is staffed virtually 24/7 with coordinated calls and meetings
- Official directives from the government are analyzed upon receipt
- Emergency is ongoing

(d) City’s Response to COVID-19

Jake Rudolph, Chief Administrative Officer, advised that the material attached to the agenda was provided as background information.

(e) Sector Discussion

Jake Rudolph, Chief Administrative Officer, advised that the sector list was provided as a guide to stimulate conversation. There are multiple avenues for the Task Force to receive information from sectors that could include receiving feedback from groups at meetings, inviting submissions, or Task Force members providing information.

Task Force discussion took place regarding the following:

- Task Force members are to provide to Mayor Krog, via email, a preliminary list of people who represent various sectors across Nanaimo.
- Options for collecting information include using a blind survey where information provided can’t be attributable to organizations or using the City’s Bang the Table software
- Clarity required regarding organizations speaking on behalf of a membership group or individual businesses
- Determining community health by asking businesses directly rather than sector representatives
- Education sector has access to Statistics Canada data that can be used
- Needing a professional to structure questions in order for information received to be valid
- Each Task Force member preparing their own industry research

(f) Initial List of Reference Documents

Jake Rudolph, Chief Administrative Officer, advised that the reference documentation was provided for the Task Force’s information.

(g) Schedule and Next Steps

Mayor Krog advised that the goal of the Task force is to provide a report, with recommendations, to Council by September 2020.

Next Steps:

- By Friday, 2020-MAY-22 each member to provide the Mayor with a list of names of sector leaders and the sector that could present to the Task Force
- Provide tourism sector statistics for the next meeting
- Consider ways to involve the Economic Development Task Force
- Briefing on the Health and Housing Task Force
- Intersection of the Official Community Plan review engagement process, Economic Development Task Force engagement strategy, and Mayor’s Task Force on Recovery and Resilience engagement
- Provide an update regarding the Official Community Plan review engagement process at the next meeting
- Provide information to the Task Force on demographics, trends, and projections.
- Meetings to be held every two weeks on Fridays from 9:00 a.m. to 11:00 a.m. with the next meeting to be held on 2020-MAY-29

4. ADJOURNMENT:

It was moved and seconded at 3:04 p.m. that the meeting terminate. The motion carried unanimously.

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CHAIR

CERTIFIED CORRECT:

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CORPORATE OFFICER

## Special Mayor's Task Force on Recovery and Resilience



CITY OF NANAIMO  
THE HARBOUR CITY

## Strategic Plan

**VISION**  
To be a community that is livable, environmentally sustainable and full of opportunity for all generations and walks of life.

**STRATEGIC THEMES**  
Four strategic themes were identified and highlighted by Nanaimo City Council as key areas of focus for the duration of their term in office.

CITY OF NANAIMO  
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## Strategic Plan

**Strategic Plan - Key Priorities Action Items**

	2019	2020	2021	2022
<b>Environmental Responsibility</b>				
• Complete Climate Resiliency Strategy				
• Recognize climate change and the impact on our community through our plans, strategies, bylaws and actions				
• Complete a natural asset inventory and strategy				
• Conduct Downtown Mobility Study				
• Update Community Sustainability Action Plan				
• Work with Regional District of Nanaimo to increase the efficiency and effectiveness of public transit services in the City				
• Work with the Regional District of Nanaimo and other community organizations to develop food security for the region				
<b>Governance Excellence</b>				
• Implement a new model of governance that allows Council to participate in an enhanced decision making process				
• Undertake a review and update Council Policies and Bylaws				
• Continue to work with Sḵweməwə First Nation through the Protocol Agreement Working Group to address issues and topics of mutual interest				
• Enhance stakeholder relations with the Nanaimo Port Authority, School District 68, the Greater Nanaimo Chamber of Commerce and the Regional District of Nanaimo				
• Seek grant funding opportunities from the Federal and Provincial government for capital projects				
• Advocate to the Federal and Provincial governments to take responsibility for mental health, affordable housing and social disorder issues				
• Undertake a review of civic facilities to prioritize and plan for necessary upgrades, expansion and/or replacement				

**Colour Legend:** Green - In Progress   Blue - Ongoing   Purple - Complete   Grey - Not Started

## Strategic Plan



### Strategic Plan - Key Priorities Action Items

	2019	2020	2021	2022
<b>Livability</b>				
• Undertake a coordinated review of the Official Community Plan; Parks, Recreation and Culture Master Plan; and Active Transportation Plan				
• Implement the Affordable Housing Strategy (short term rentals and adaptable housing regulations)				
• Adopt an age-friendly City plan to support Nanaimo being recognized as an Age Friendly British Columbia (AFBC) Community				
• Support arts, culture and recreation as an integral part of everyday life				
• Continue to ensure our facilities and programs are safe and accessible to all peoples in our community				
• Update the Water Supply Strategic Plan				
• Complete and update the Fire Service Delivery Plan				
• Work with the RCMP in setting annual policing priorities and responding to emerging community safety issues				
• Work with the RCMP, Bylaw Services, community and neighbourhood block watch programs to reduce social disorder issues and enhance public safety				
• Support the work and implement the recommendations of the Health and Housing Task Force to address the health and housing crisis in our community				

Colour Legend: Green - In Progress Blue - Ongoing Purple - Complete Gray - Not Started

Strategic Plan - Key Priorities Action Items				
Environmental Responsibility	2019	2020	2021	2022
▪ Complete Climate Resiliency Strategy	Grey	Green		
▪ Recognize climate change and the impact on our community through our plans, strategies, bylaws and actions	Blue	Blue	Blue	Blue
▪ Complete a natural asset inventory and strategy	Grey	Grey	Blue	Blue
▪ Conduct Downtown Mobility Study	Green	Green		
▪ Update Community Sustainability Action Plan	Grey	Green	Green	
▪ Work with Regional District of Nanaimo to increase the efficiency and effectiveness of public transit services in the City	Grey	Blue	Blue	Blue
▪ Work with the Regional District of Nanaimo and other community organizations to develop food security for the region	Grey	Grey	Grey	Grey
Governance Excellence	2019	2020	2021	2022
▪ Implement a new model of governance that allows Council to participate in an enhanced decision making process	Purple			
▪ Undertake a review and update Council Policies and Bylaws	Grey	Green		
▪ Continue to work with Snuneymuxw First Nation through the Protocol Agreement Working Group to address issues and topics of mutual interest	Blue	Blue	Blue	Blue
▪ Enhance stakeholder relations with the Nanaimo Port Authority, School District 68, the Greater Nanaimo Chamber of Commerce and the Regional District of Nanaimo	Blue	Blue	Blue	Blue
▪ Seek grant funding opportunities from the Federal and Provincial government for capital projects	Blue	Blue	Blue	Blue
▪ Advocate to the Federal and Provincial governments to take responsibility for mental health, affordable housing and social disorder issues	Blue	Blue	Blue	Blue
▪ Undertake a review of civic facilities to prioritize and plan for necessary upgrades, expansion and/or replacement	Blue	Blue	Blue	Blue

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Strategic Plan - Key Priorities Action Items				
Livability	2019	2020	2021	2022
▪ Undertake a coordinated review of the Official Community Plan; Parks, Recreation and Culture Master Plan; and Active Transportation Plan				
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▪ Support arts, culture and recreation as an integral part of everyday life				
▪ Continue to ensure our facilities and programs are safe and accessible to all peoples in our community				
▪ Update the Water Supply Strategic Plan				
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▪ Work with the RCMP in setting annual policing priorities and responding to emerging community safety issues				
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▪ Support the work and implement the recommendations of the Health and Housing Task Force to address the health and housing crisis in our community				

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Strategic Plan - Key Priorities Action Items				
Economic Health	2019	2020	2021	2022
▪ Identify and implement the most appropriate economic development model for Nanaimo				
▪ Complete an Economic Development Strategy				
▪ Continue to work with tourism sector (i.e. Nanaimo Hospitality Association, Tourism Nanaimo, Vancouver Island Conference Centre) to increase tourism in Nanaimo				
▪ Complete feasibility work and conceptual design for on-beach options for the Departure Bay Waterfront Walkway				
▪ Construct an interim walkway around One Port Drive				
▪ Develop City property at One Port Drive				
▪ Implement improvements in the downtown core to increase pride of place, stimulate the economy and address public safety concerns				
▪ Council advocate for a fast ferry service, or other forms of transportation improvements, for connectivity				


**Colour Legend:** Green - In Progress Blue - Ongoing Purple - Complete Grey - Not Started



**Reimagine Nanaimo**

**Goals:**


1. Design and implement a coordinated planning and engagement process that informs the review and development of the:
  - Official Community Plan (OCP)
  - Parks, Recreation and Culture Plan (PRCP),
  - Active and Sustainable Transportation Plan (ASTP),
  - Economic Development Strategy (EDS),
  - Water Supply Strategic Plan Update (WSSP)
  - Climate Action Plan (CAP)
2. Develop an updated OCP, PRCP, and ASTP



## Reimagine Nanaimo

### Purpose and objectives:

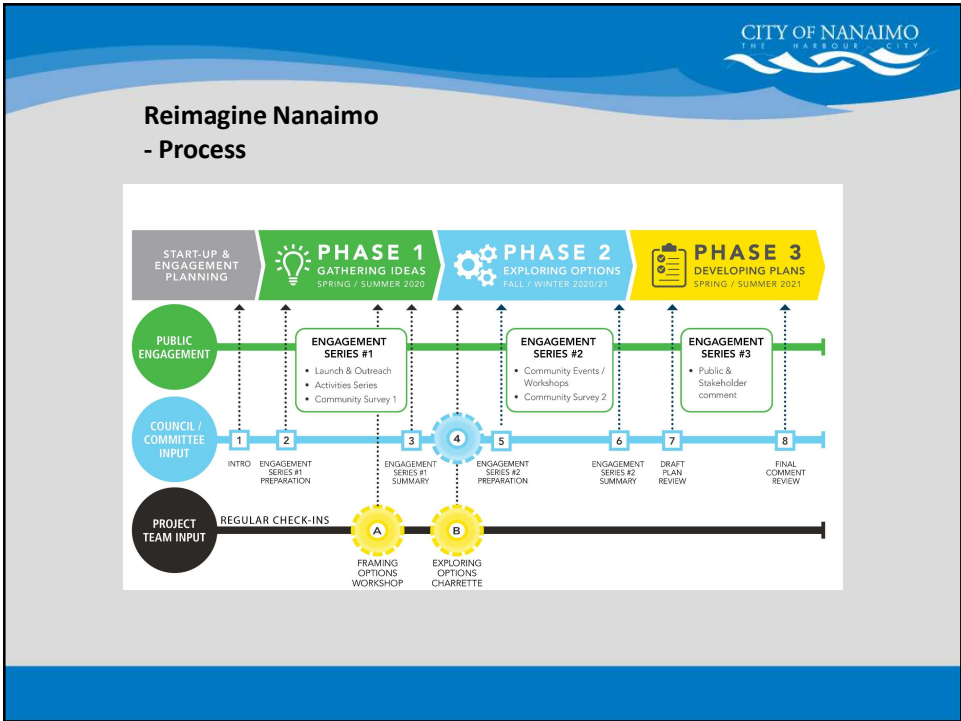
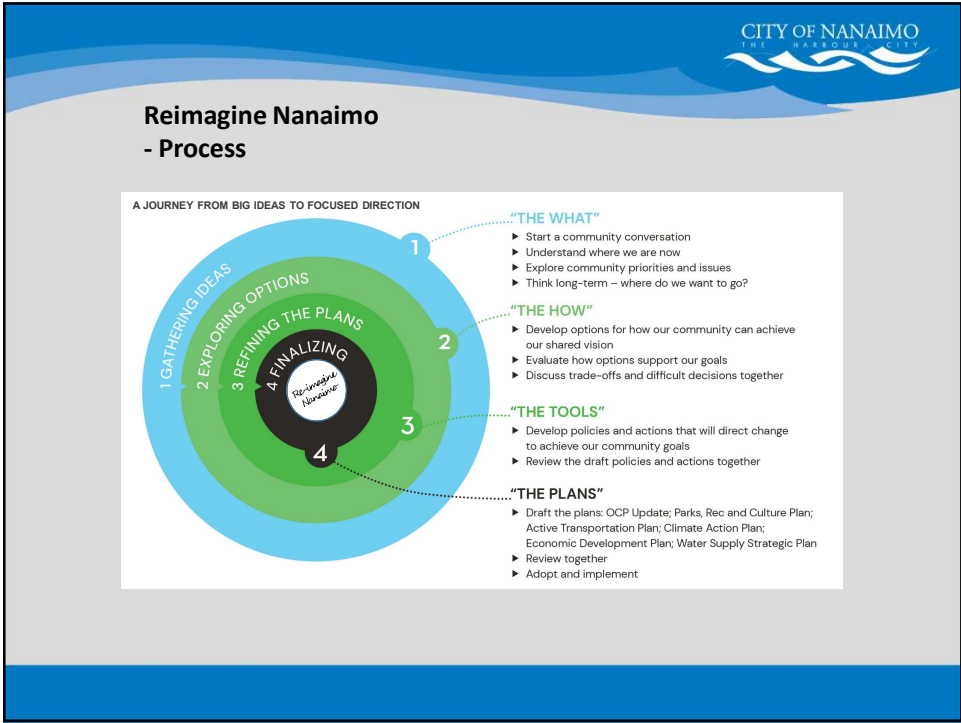
1. Update the OCP to include the significant policy documents created since 2008 (e.g. Transportation Master Plan and Affordable Housing Strategy).
2. Identify future Parks, Recreation, and Culture service delivery and development priorities for the next 10 years, including directives for facility development, service delivery, and parks and open space management.
3. Fill information gaps with data generated through updated population models, land capacity analysis, and needs assessments.
4. Evaluate existing policies and practices (e.g., land use designations for nodes, corridors, and neighbourhoods; steep-slope development permit area guidelines; park acquisition framework; and park classification system).



## Reimagine Nanaimo

### Purpose and objectives cont'd:

5. Consider combining several plans into one comprehensive document.
6. Include new priorities into the City's strategic policy fabric (e.g., Council's 2019-2022 Strategic Plan, Truth and Reconciliation, diversity and inclusion, climate change, and asset management).
7. Develop an implementation and measurement framework towards the new and updated policy objectives.



**Reimagine Nanaimo: Next Steps**



**ENGAGEMENT**

Phase 1 Engagement getting underway with COVID-19 adaptations

Survey and other engagement materials being drafted

**Opportunity**

Can tailor questions in survey/coordinate research to inform COVID-19 economic recovery

**Reimagine Nanaimo**

**Population Projections - Highlights:**

- The City has grown at an average rate of 2% over the past decade, with an additional 16,000 residents living in the City between 2006-2016.
- The City is expected to grow at an annual rate of 1.1% to 1.7% to reach a population of **126,629 to 141,883 by 2046.**
- The City is expected to continue aging, with the largest population growth rates among the 75 to 84 and 85+ age groups, growing at respective annual rates of 3.6% and 5.2%.

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## Reimagine Nanaimo

### Land Capacity Review - Highlights:

**Residential Land:**

- The City has an estimated 520 ha of vacant and developable land designated for residential use.
- The City is expected to have enough vacant and developable land to support future residential growth by 2046 except in a high-growth, low-density future land demand scenario.
- In a high-growth, low-density scenario, it is estimated that there would be demand for an additional 253 to 607 ha of residential land by 2046.



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## Reimagine Nanaimo

### Land Capacity Review - Highlights:

**Commercial Land:**

- Currently 60ha of vacant and developable land designated for commercial use.
- Estimated demand for an additional 29-38 ha of commercial employment land by 2041.
- The City is expected to have sufficient land designated for commercial use to meet future demand.





**Reimagine Nanaimo**

**Land Capacity Review - Highlights:**

**Industrial Land:**

- The City currently has an estimated 64 ha of developable industrial land, with an additional 10 ha of land currently under construction.
- Under a high-growth scenario, approximately 18 years of industrial supply available.
- Important for the City to create new industrial supply as the amount of vacant industrial land is not expected to fulfill future demand by 2041.

**Institutional Land:**

- The City currently has a total of 202 ha of land zoned to permit institutional uses, only 6 ha is vacant.
- The City is expected to continue experiencing a shortfall in terms of staff and facilities to support its rapidly aging population.



## TERMS OF REFERENCE COORDINATED STRATEGIC POLICY REVIEW (2020-2021) CITY OF NANAIMO

### INTRODUCTION

The City of Nanaimo is initiating a comprehensive update of a number of key strategic planning policy documents in 2020-2021. Central to this undertaking is an update of Nanaimo's 2008 Official Community Plan (OCP), the 2005 Parks, Recreation and Culture Plan (PRCP) and the Active and Sustainable Transportation Plan (ASTP).

Planning and engagement on these plans will be done as part of a broader process that involves coordinating engagement to inform the review of other strategic plans including:

- Economic Development Strategy (EDS);
- Water Supply Strategic Plan Update (WSSP); and
- Sustainability (GHG and Adaptation) Plan (SP).

Coordinating community engagement on these interrelated policy documents is intended to maximize community participation, ensure consistency between the plans, ensure efficient resource use, and avoid public confusion and potential engagement fatigue from multiple overlapping planning processes.

### PURPOSE AND GOALS

The goals of this project are to:

1. Design and implement a coordinated planning and engagement process that informs the review and development of the OCP, PRCP, ASTP, EDS, WSSP and SP.
2. Develop an updated OCP, PRCP, and ASTP for Council consideration by Fall, 2021.

Purpose and objectives of this project are to:

1. Update the OCP to include the significant policy documents created since 2008 (e.g. Transportation Master Plan and Affordable Housing Strategy);
2. Identify future Parks, Recreation, and Culture service delivery and development priorities for the next 10 years, including directives for facility development; service delivery; and parks and open space management;
3. Fill information gaps with data generated through updated population models, land capacity analysis, and needs assessments;
4. Evaluate existing policies and practices (e.g. land use designations for nodes, corridors, and neighbourhoods, steep-slope development permit area guidelines, park acquisition framework, park classification system);
5. Consider combining several plans into one comprehensive document;
6. Include new priorities into the City's strategic policy fabric (e.g. Council's 2019-2022 Strategic Plan, Truth and Reconciliation, diversity and inclusion, climate change, and asset management); and
7. Develop an implementation and measurement framework towards the new and updated policy objectives.



## GUIDING PRINCIPLES

The project will be guided by the following principles endorsed by Council for the strategic policy review process:

- a) Build on successful policies in existing documents;
- b) Incorporate Council's strategic themes identified in the 2019-2022 Strategic Plan: Environmental Responsibility, Governance Excellence, Livability, and Economic Health;
- c) Acknowledge and address the priorities of climate change, Truth and Reconciliation, and sustainable service delivery;
- d) Include robust community engagement in the creation of plans and strategies;
- e) Incorporate a monitoring process to measure and track progress; and
- f) Provide a clear and coordinated vision to guide community-building for the next 25 years.

Any additional guiding principles for the individual plans (OCP, PRCP, ASTP) will be developed/confirmed in the first phase of the review process.

## PLAN AREA CONTEXT

The City of Nanaimo occupies a land mass of about 90.76 km<sup>2</sup> (Statistics Canada, 2016 Census), including approximately 10 square kilometres of parks and open space. Located on the east coast of Vancouver Island on Snuneymuxw and Snaw-Naw-As traditional territory, Nanaimo's growth pattern is linear, stretching approximately 20 km from the Nanaimo River estuary in the south to the District of Lantzville in the north.

About 5 km wide, the city is naturally bounded by the Salish Sea (Strait of Georgia) to the east and mountainous terrain to the west. BC Statistics' January 2018 Sub-Provincial Population Estimates show Nanaimo's 2018 population was at 97,619. This is a 13% increase in population since 2011.

According to the 2016 Census, population growth has been steady at a modest average rate of 1.4% per year between 2001 and 2016 with similar trends anticipated to continue over the next 10 to 15 years.

## PROCESS AND TIMELINE

The following is a projected timeline to complete the various components of the plan process. It is anticipated the process will take approximately 18 months to complete.

<b>Phase</b>	<b>Process</b>	<b>Time Period</b>
1	<b>Starting (Plan Initiation)</b> <ul style="list-style-type: none"> <li><i>Background research completed or underway (current and projected demographic data, land inventory, market analysis, historical information etc.)</i></li> <li><i>Issue Request for Statement of Qualifications for consulting services (engagement and coordination of strategic plans review); negotiation underway with prospective consultants</i></li> <li><i>Internal working group formed and meeting schedule established</i></li> <li><i>Approval of Terms of Reference by Council</i></li> <li><i>Branding of the coordinated strategic plan review process</i></li> </ul>	October 2019 – April 2020

2	<b>Exploring (Issues and Opportunities)</b> <ul style="list-style-type: none"> <li>• <i>Finalize coordinated engagement plan with consultants</i></li> <li>• <i>Public engagement campaign launched</i></li> <li>• <i>Administer statistically valid needs assessment survey</i></li> <li>• <i>Update to Council summarizing 'What We've Learned'</i></li> </ul>	May 2020 - August 2020
3	<b>Visioning (Options and Strategic Directions)</b> <ul style="list-style-type: none"> <li>• <i>Preparation of plan options (including three land use scenarios for Council and community consideration)</i></li> <li>• <i>Public engagement (online and live events) about potential concepts for goals and actions within the plans</i></li> <li>• <i>Update to Council on plans progress and options</i></li> </ul>	September 2020 - March 2021
4	<b>Drafting (Initial Plans and Strategies)</b> <ul style="list-style-type: none"> <li>• <i>Open house / forum (as well as online engagement) to discuss proposed policy changes and new directions</i></li> <li>• <i>Update to Council requesting endorsement of draft documents</i></li> </ul>	April 2021 - July 2021
5	<b>Reviewing (Final Plans and Strategies)</b> <ul style="list-style-type: none"> <li>• <i>Completion of revised draft plans and final draft plans submitted to Council for adoption</i></li> </ul>	Fall 2021

## STEERING COMMITTEE

The Strategic Plan review process will be overseen by the Governance and Priorities Committee comprised of all Council members.

## CITY COMMITTEES

The City of Nanaimo currently has four Committees / Task Forces with mandates that overlap with different aspects of the review process: the Health and Housing Task Force, the Economic Development Task Force, the Environment Committee and the Advisory Committee on Accessibility and Inclusiveness. These groups will be asked to provide a targeted review on any proposed policy changes relevant to their mandate, as well as provided with regular verbal updates on plan progress.

While not a formal City committee, additional engagement with neighbourhood associations may also be achieved through the regular updates to the Nanaimo Neighbourhood Network, and direct engagement with the various neighbourhood associations on top priority issue identification.

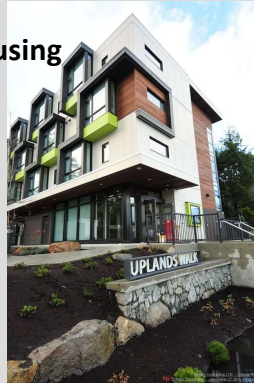
## **PUBLIC CONSULTATION**

Robust public engagement will be a guiding principle for the strategic policy development process. In the initial phase of the process, the project team will develop a coordinated planning and engagement process for the review that achieves the International Association of Public Participation (IAP2) 'Consult' and 'Involve' levels of engagement, while respecting Council's decision-making authority. With the aid of the project consultant, engagement is intended to achieve inclusive and meaningful participation of those typically marginalized and with barriers to participation in traditional planning processes, while remaining broadly thoughtful, interesting, and effective for the general public. The consultation process will also involve engagement with key stakeholders, including those identified at the project outset, and those that may come forward at later points in the consultation process.

## **RESOURCES**

The Community Planning Section of Development Services will be responsible for leading the OCP review project, and the Active and Sustainable Transportation Plan (ASTP) will be overseen by the Transportation Department. The Parks, Recreation and Culture Department will oversee the PRCP review. The coordinated strategic policy review project will be overseen by the City's senior leadership team. In addition, an interdepartmental team of project managers will meet regularly and throughout the process to ensure coordination and avoid duplication of effort.

## Health & Housing Task Force




## Health & Housing Task Force

### Purpose:

To address the health and housing crisis in our community. The task force will be required to:


- Work with the Nanaimo Homelessness Coalition (the "Coalition") to:
  1. Fulfill the Community Plan requirements of the Federal "Reaching Home" (Designated and Aboriginal) funding; and
  2. Determine the optimal governance structure to implement the Nanaimo Action Plan to End Homelessness.



**Health & Housing Task Force**

**Purpose cont'd:**

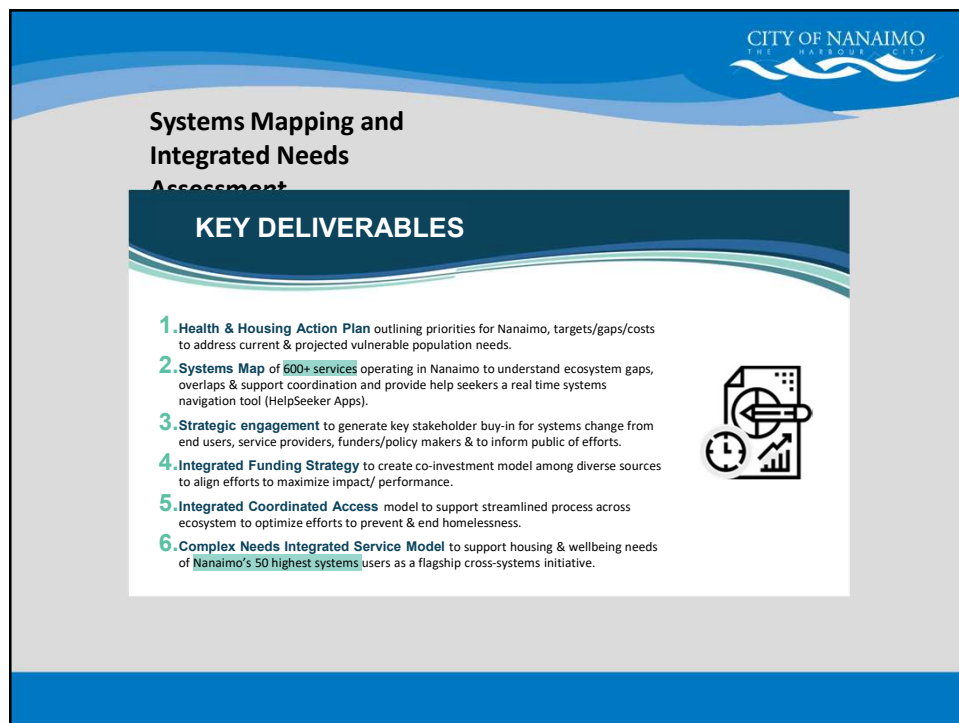
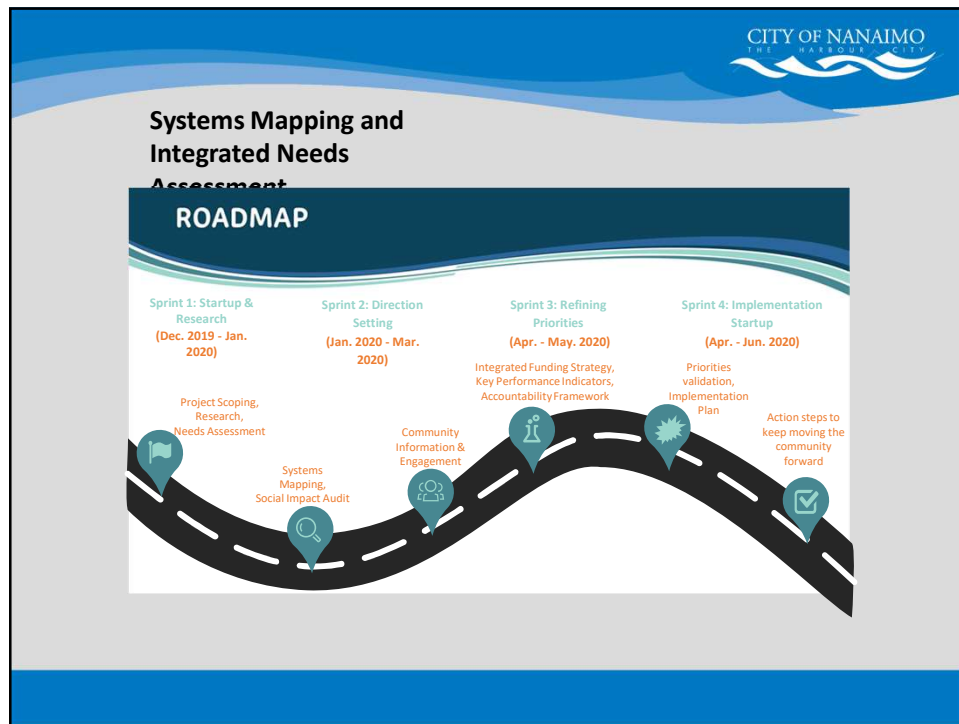
- Oversee the implementation of the Coalition's Action Plan to End Homelessness and Nanaimo's Affordable Housing Strategy
- Provide recommendations to Nanaimo City Council on other issues arising from and giving rise to homelessness in our community (poverty, mental health, substance use disorders)
- Provide status updates on the progress of the taskforce to the Coalition

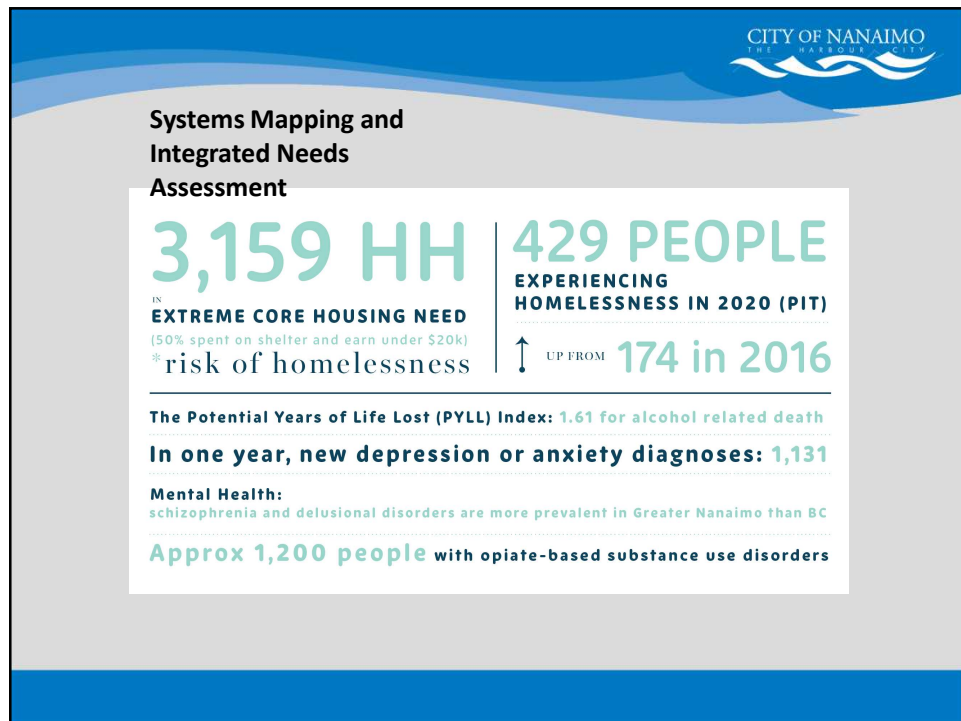
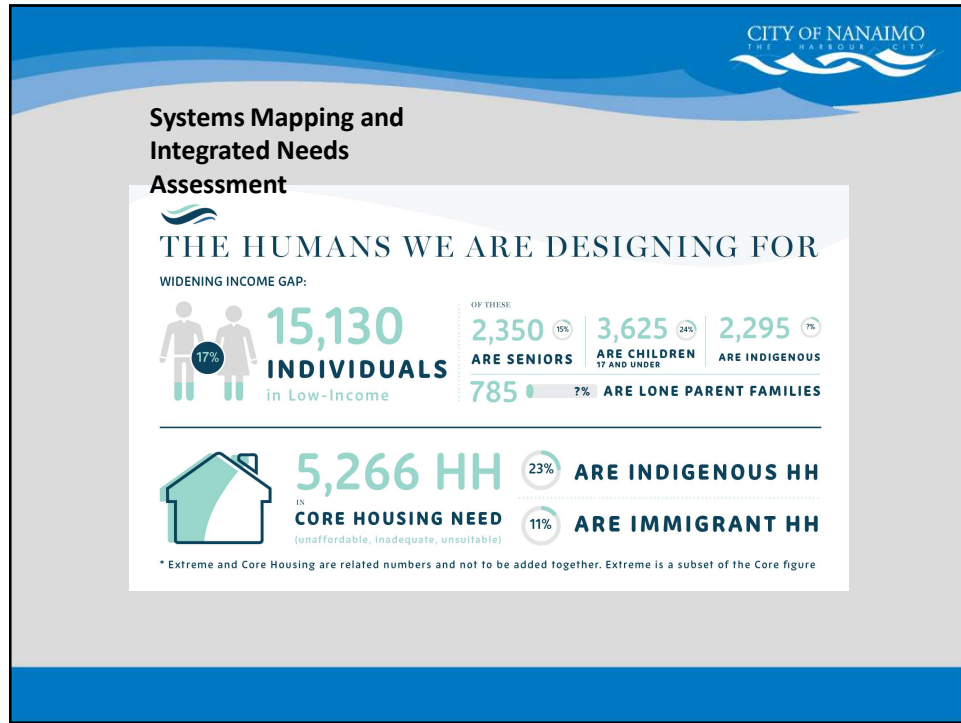


**Health & Housing Task Force**

**Purpose cont'd:**

- Determine the connection between the Regional District of Nanaimo affordable housing initiatives and those within the City of Nanaimo
- advocate for additional resources from all levels of government for housing, health, and poverty reduction initiatives
- participate in the creation of a health, housing and homelessness communications strategy
- address other issues as the Task Force sees fit







## **TERMS OF REFERENCE TASK FORCE ON HEALTH AND HOUSING**

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### **PURPOSE:**

To address the health and housing crisis in our community. The task force will be required to:

- Work with the Nanaimo Homelessness Coalition (the “Coalition”) to:
  - fulfill the Community Plan requirements of the Federal “Reaching Home” (Designated and Aboriginal) funding; and,
  - determine the optimal governance structure to implement the Nanaimo Action Plan to End Homelessness.
- Oversee the implementation of the Coalition’s Action Plan to End Homelessness and Nanaimo’s Affordable Housing Strategy;
- provide recommendations to Nanaimo City Council on other issues arising from and giving rise to homelessness in our community (poverty, mental health, substance use disorders);
- provide status updates on the progress of the task force to the Coalition;
- determine the connection between the Regional District of Nanaimo affordable housing initiatives and those within the City of Nanaimo;
- advocate for additional resources from all levels of government for housing, health and poverty reduction initiatives;
- participate in the creation of a health, housing and homelessness communications strategy; and
- address other issues as the task force sees fit.

### **MEMBERSHIP:**

To be most effective the task force members should be senior level decision makers for each participating organization.

The voting membership of the task force will be as follows:

- One-two (1-2) members of Council
- Ten (10) members

Chair – member of Council

Alternate Chair – member of Council/other task force member

1 – Snuneymuxw First Nation representative (Council member or designate)

1 – RCMP senior executive representative



- 1 – VIHA senior executive representative
- 1 – BC Housing senior executive representative
- 1 – Ministry of Social Development and Poverty Reduction senior executive staff representative
- 1 – Service Canada senior executive staff representative
- 1 – Designated “Reaching Home” Community Entity representative\* - and alternate
- 2 – Non-Profit Organization representatives\*\* - and alternate
- 1 – Representative from Business Community\*\*\*

The initial term of appointment shall be for twelve (12) months with a review at the end of term for possible renewal for a further twelve (12) months.

#### **MEETING FREQUENCY:**

The initial task force meeting will be called by the Chair, with the remaining meeting schedule established by the task force.

#### **STAFF SUPPORT:**

The following City Departments will provide support to the Task Force as needed:

- Community Development Staff
- City Clerk
- Other Staff as required

#### **OBSERVERS & COMMUNITY SUPPORTS:**

Non-voting representatives may be invited to attend the meeting specific to topics of shared interest. All regular meetings are open to the public.

\* Community Entity representative to be appointed by Council

\*\* Non-Profit Organization representatives to be appointed by Council


\*\*\* Business Community representative to be appointed by Council

Link to DRAFT Nanaimo Integrated Needs Assessment:

[https://www.nanaimo.ca/docs/your-government/boards-and-committees/nanaimo-ina-june-1-2020-draft-\(002\).pdf](https://www.nanaimo.ca/docs/your-government/boards-and-committees/nanaimo-ina-june-1-2020-draft-(002).pdf)

CITY OF NANAIMO  
THE HARBOUR CITY

**Economic Development  
Task Force**



CITY OF NANAIMO  
THE HARBOUR CITY

**Economic Development  
Task Force: Mandate**

- Prepare an Economic Development Strategy for the City of Nanaimo
- Fully Develop the External Economic Development Agency (Nanaimo Prosperity Agency).

CITY OF NANAIMO  
THE HARBOUR CITY

Economic Development  
Task Force: Work Plan

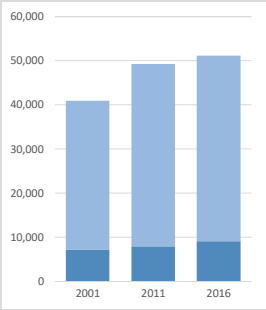
Phase 1 – Current Situation Assessment

- Socio-economic analysis
- Asset map
- Industry analysis
- Trends analysis
- Unique selling proposition
- SWOT analysis
- Performance measurement

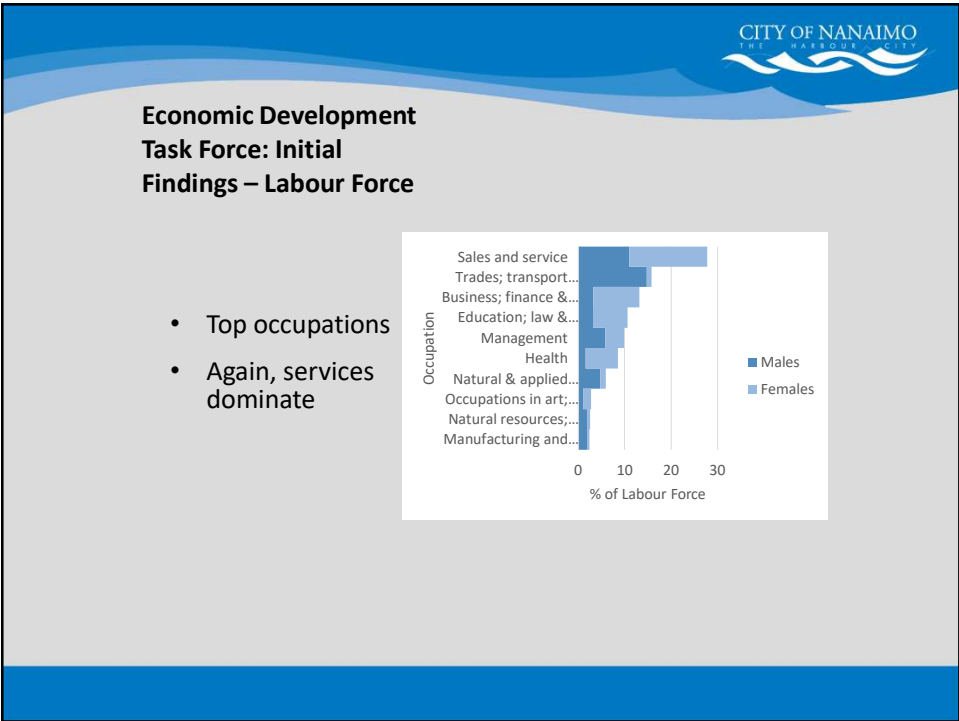
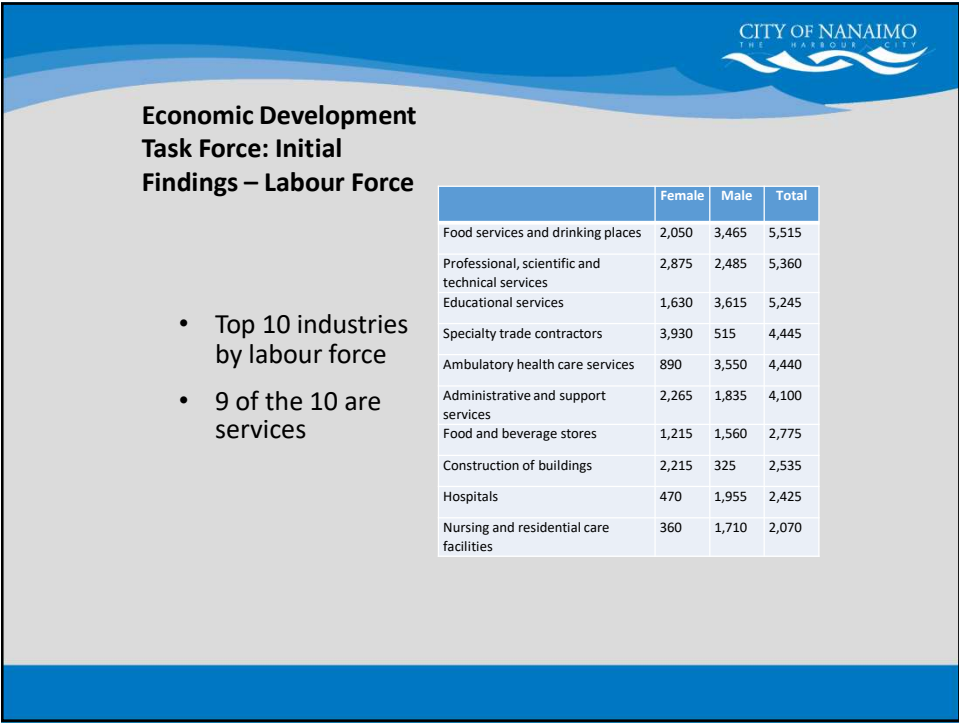
CITY OF NANAIMO  
THE HARBOUR CITY

Economic Development  
Task Force: Initial  
Findings – Labour Force

- Goods versus Services  
Labour Force
- Continued transition to  
services



Year	Goods (Dark Blue)	Services (Light Blue)	Total
2001	~8,000	~32,000	~40,000
2011	~8,000	~42,000	~50,000
2016	~9,000	~42,000	~51,000

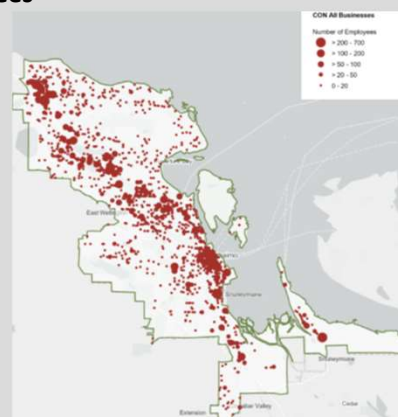


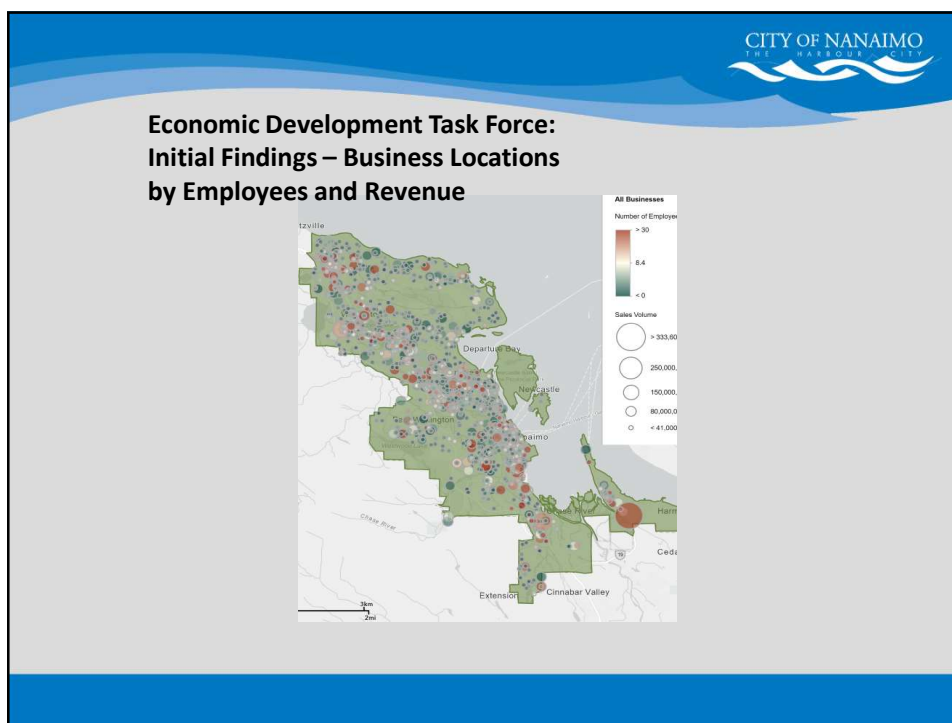
### Economic Development Task Force: Initial Findings – Labour Force

- Industries with high employment concentration in Nanaimo
- Transportation primary and manufacturing dominate
- Oil and gas in an anomaly

	2001	2011	2016
Water transportation	3.96	4.86	3.71
Fishing, hunting and trapping	3.03	2.69	3.58
Leather and allied product manufacturing	-	-	2.13
Pet. & petroleum products merchant wholesalers	0.76	1.83	2.02
Paper manufacturing	1.96	1.73	1.92
Nursing and residential care facilities	1.17	1.67	1.61
Oil and gas extraction	0.48	0.85	1.60
Forestry and logging	1.25	1.51	1.55
Building mat. & garden equip. & supplies dealers	1.25	1.47	1.49
General merchandise stores	1.58	1.28	1.45

### Economic Development Task Force: Initial Findings – Business Locations by Employees

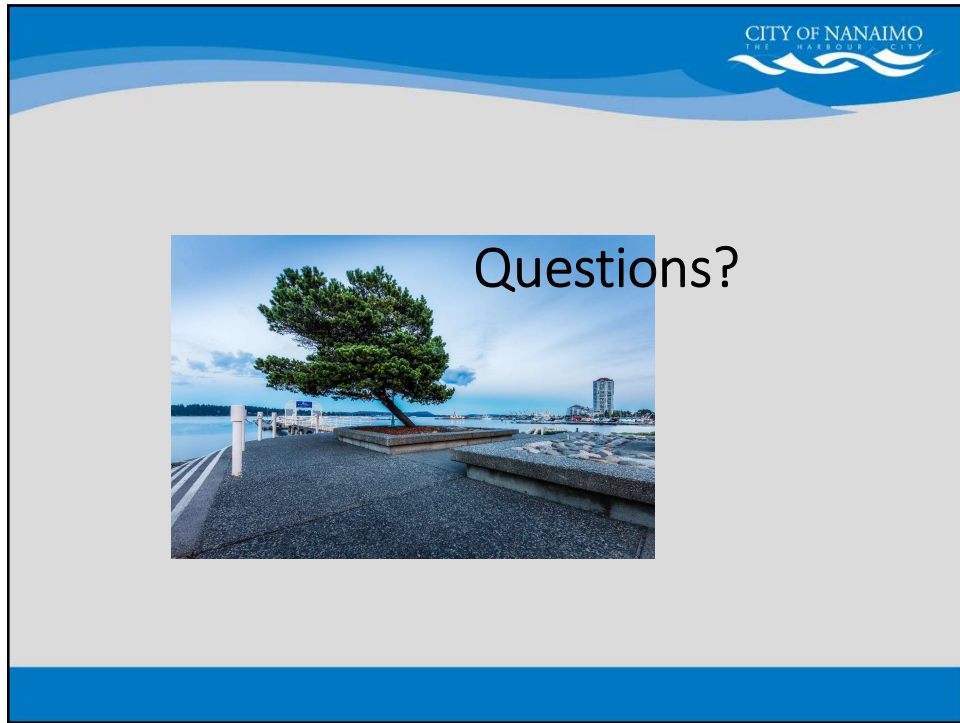




**Economic Development  
Task Force: Consultation**

Phase 1 Consultation:

- Individual interviews
- Community Survey
- Business Survey
- Sector Focus Groups (June 17, 2020)







## **TERMS OF REFERENCE**

### **ECONOMIC DEVELOPMENT TASK FORCE**

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#### **PURPOSE:**

The purpose of the Economic Development Task Force (the “Task Force”) is to oversee the creation of the new Economic Development Strategy and to fully develop the ownership, funding, governance, staffing and other elements of the City-owned Nanaimo Prosperity Agency.

#### **OUTPUTS:**

The following outputs are envisioned from the Task Force by the fall of 2020:

- a) Developing a request for proposal for the Nanaimo Economic Development Strategy;
- b) Evaluating and hiring a consulting firm to complete the Economic Development Strategy;
- c) Overseeing and providing feedback during the Economic Development Strategy process;
- d) Endorsing the final strategy for adoption by Nanaimo City Council;
- e) Investigating and reviewing ownership, funding, governance and staffing options for the Nanaimo Prosperity Agency; and
- f) Recommending to Council a final operating model for the Nanaimo Prosperity Agency.

#### **TERM:**

The Task Force will exist for a limited period of time in correlation to the tasks identified in the Terms of Reference. It is envisioned the work of the Task Force will be finished by the fall of 2020. Upon completion of the mandate, the Task Force will cease.

Council may, at its discretion, extend the length of time or increase the mandate of the Task Force or perhaps develop a Standing Committee to advise on economic development issues.

#### **MEMBERSHIP:**

The membership of the Task Force will be as follows:

A minimum of thirteen (13) members, representation as follows:

- 2 Council members
- 1 Snuneymuxw First Nation
- 1 Vancouver Island University
- 1 Nanaimo Chamber of Commerce
- 1 Nanaimo Port Authority
- 1 Nanaimo Airport
- 1 Community Futures
- 5 leaders from any of the following sectors:
  - Transportation and Warehousing
  - Construction
  - Health Care
  - Tourism
  - Labour Market
  - Recycling
  - Agriculture
  - Not-for-Profit
  - Manufacturing
  - Renewable Energy
  - Education
  - Technology
  - Commercial Real Estate
  - Film
  - Social Services

**ELIGIBILITY:**

- Task Force members should be senior-level decision makers from each of the participating organizations.
- Members of the Task Force shall be appointed on the basis of their availability, business experience, and the expertise which they can bring to the work of the Committee.
- Task Force members will have no conflict of interest with Council or the Task Force and should advise the members when a potential conflict may exist on a specific issue and recuse themselves for the duration of the discussions to which they have declared a conflict of interest; and
- Task Force members will represent knowledge, experience and perspectives of various industry sectors.

**MEETING FREQUENCY:**

The Task Force will meet at least monthly to achieve the outputs in the Terms of Reference and can also meet upon call of the Chair or the request of two Task Force Members.

**STAFF SUPPORT:**

The following City Departments may provide support to the Committee in accordance with the ***City of Nanaimo Committee Operating Guidelines***:

- Community Development
- Legislative Services
- Other Staff as required

**OBSERVERS & COMMUNITY SUPPORTS:**

Non-voting representatives may be invited to attend the meeting specific to topics of shared interest.



## Nanaimo Economic Strategy Business Survey

### Your view of the local business climate

Welcome to this Business Survey, which is being undertaken as part of the City of Nanaimo's Economic Development Strategy. Your interest and participation are greatly appreciated. The City has embarked on the strategy process to provide a future-oriented plan aimed at a sustainable and diversified economy. This survey is an important part of the engagement program, providing collective input and insights that will help inform strategic direction, goals and priorities.

Your response is confidential. No names are collected, and demographic information is aggregated for reporting purposes.

This survey should take approximately 10 minutes to complete. Please strive to answer all the questions.

Please be aware that this survey is happening simultaneously with the Get Involved Nanaimo! initiative. The surveys are separate but aligned so there is a minimum of overlap and maximum of information sharing.

### THANK YOU.

1. How satisfied are you with Nanaimo as a place to do business?

- ☐ Not at all satisfied
- ☐ Somewhat satisfied
- ☐ Satisfied
- ☐ Very satisfied
- ☐ Extremely satisfied

2. What are your greatest concerns about doing business in Nanaimo?

Greatest concern	<input type="text"/>
Second greatest concern	<input type="text"/>
Third greatest concern	<input type="text"/>

3. What issues have most influenced your decision to base your business in the Nanaimo?

Highest importance

Second most important

Third most important



## Nanaimo Economic Strategy Business Survey

### Your view of local economic development

4. Please rank the importance of the following economic development goals for the City.

	Not important	Somewhat important	Important	Very important	Extremely important
Jobs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Incomes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Economic growth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sector diversification	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transitioning to the "new economy"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Population growth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of Life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recovering from Covid-19	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Which business development priorities do you feel are important for Nanaimo?

	Not important	Somewhat important	Important	Very important	Extremely important
Attract new businesses and investors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Help existing businesses expand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assist entrepreneurs and start-ups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attract new residents and labour force	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve local infrastructure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve the local development climate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Please rank the following sectors for their future regional growth potential locally.

	No potential	Some potential	Average potential	Good potential	Excellent potential
Primary industries (agriculture, logging, fishing, mining)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manufacturing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transportation, warehousing and storage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Construction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tourism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Arts, culture, entertainment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Retail and wholesale trade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education (private and public training institutions)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health and public services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Please rank the following for their influence on economic growth and development in Nanaimo.

	Very important	Moderately important	Neutral	Not important
Transportation infrastructure (port, rail, air, road)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communications infrastructure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Utilities like energy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workforce development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to capital	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to business support services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Occupancy or construction costs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regulatory climate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to innovation and research capacity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of Life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments



## Nanaimo Economic Strategy Business Survey

### Impact on Your Business from COVID-19 Pandemic

8. Up until the Covid-19 pandemic (February 2020), how had the health of your business changed from 5 years ago?

- ☐ Business was up significantly (up 15% or more)
- ☐ Business was up modestly (up 5 to 15%)
- ☐ Business was about the same (up or down 5% or less)
- ☐ Business was down modestly (down 5 to 15%)
- ☐ Business was down significantly (down 15% or more)

9. Between March 2020 and June 2020, how has the COVID-19 pandemic impacted your business?

- ☐ Have been able to operate at near normal business levels
- ☐ Have continued to operate at a moderately reduced business levels (sales reduced 10% to 25%)
- ☐ Have continued to operate at significantly reduced business levels (sales reduced 25% to 50%)
- ☐ Have continued to operate at dramatically reduced business levels (sales reduced more than 50%)
- ☐ Have had to close completely since March (no sales)
- ☐ Have seen operations increase (sales increased above normal)

10. How has your workforce been impacted by the COVID-19 pandemic?

- ☐ No impacted to my workforce
- ☐ Have laid off between 5% and 20% of staff
- ☐ Have laid off between 20% and 40% of staff
- ☐ Have laid off between 40% and 60% of staff
- ☐ Have laid off between 60% and 80% of staff
- ☐ Have laid off between 80% and 100% of staff
- ☐ Have added to my workforce



11. Do you feel your business activity will recover in 2021 to the same level you experienced prior to the COVID-19 pandemic crisis?

- ☐ Yes
- ☐ No
- ☐ Not sure

12. How do you see the health of your business changing in the next 5 years (by 2025)? Please assess your answer assuming there is a reasonable recovery from Covid-19 in the next 6 months.

- ☐ Business will be up significantly (up 15% or more)
- ☐ Business will be up modestly (up 5 to 15%)
- ☐ Business will be about the same (up or down 5% or less)
- ☐ Business will be down modestly (down 5 to 15%)
- ☐ Business will be down significantly (down 15% or more)
- ☐ I feel Covid-19 has created so much uncertainty I cannot confidently answer this question

13. Please tell us about any other impacts, issues or concerns you have for your business regarding COVID-19.



## Nanaimo Economic Strategy Business Survey

### About your company

14. What best describes the sector that your business operates in?

- ☐ Primary (e.g. agriculture, fishing, logging, mining)
- ☐ Utilities
- ☐ Manufacturing
- ☐ Transportation and warehousing
- ☐ Trade services
- ☐ Personal and business services
- ☐ Tourism
- ☐ Public services (i.e., health, education, government administration)
- ☐ Other (please specify)

15. How many employees do you employ full time (i.e., all year round)?

- ☐ 0 to 3 employees
- ☐ 4 to 6 employees
- ☐ 7 to 10 employees
- ☐ 11 to 20 employees
- ☐ 21 to 40 employees
- ☐ 41 to 75 employees
- ☐ 76 to 100 employees
- ☐ more than 100 employees

16. How many employees do you employ part time or seasonally?

- ☐ 0 to 3 employees
- ☐ 4 to 6 employees
- ☐ 7 to 10 employees
- ☐ 11 to 20 employees
- ☐ 21 to 40 employees
- ☐ 41 to 75 employees
- ☐ 76 to 100 employees
- ☐ more than 100 employees

17. How many years has your business been in the Nanaimo?

- ☐ Less than 1 year
- ☐ 1 to 5 years
- ☐ 6 to 10 years
- ☐ 11 to 15 years
- ☐ 16 to 20 years
- ☐ 21 to 26 years
- ☐ more than 26 years

18. Please tell us of any other issues, concerns or opportunities you may have about economic development in Nanaimo.

# CANADIAN CHAMBER/STATCAN MAJOR SURVEY ON BUSINESS CONDITIONS AMID COVID-19 SHOWS ECONOMIC CLOCK IS TICKING

**OTTAWA – April 29, 2020 –** The **Canadian Survey on Business Conditions (CSBC)**, a joint effort between Statistics Canada and the Canadian Chamber of Commerce, provides the most detailed insight yet into the impact of COVID-19 on Canadian businesses.

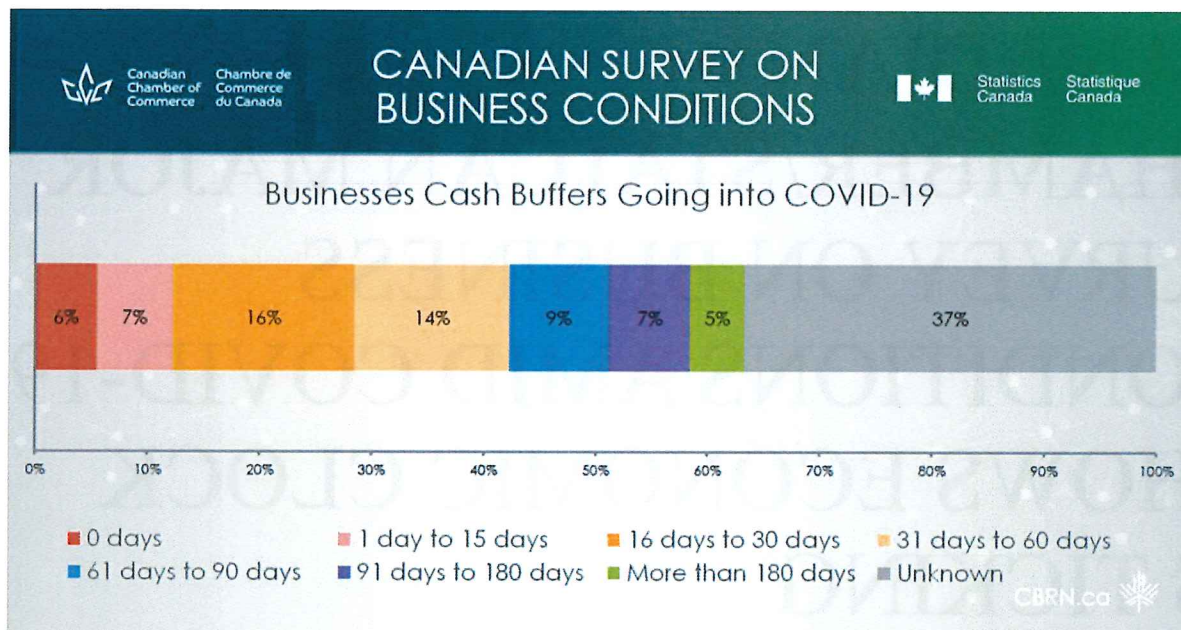
“The survey is Canada’s first comprehensive view into how our businesses are adapting, managing or, sadly, failing as the COVID-19 shutdown continues. Insights from more than 13,000 businesses bring into focus the time pressures businesses face to avoid closing their doors permanently. At the same time, the survey also shows how quickly the businesses that can be adapting to social distancing and preparing for the re-opening of the economy. The survey will provide critical information for governments as they develop and deliver their programs,” said Trevin Stratton, Chief Economist at the Canadian Chamber.

“Today’s official release of the data collected from thousands of Canadian business owners represents the innovative and unprecedented solutions needed to address the impacts of the COVID-19 pandemic. The unique partnership and collaboration between our two organizations demonstrates what can be achieved when organizations work together to provide the insights needed to navigate the way forward. Through this collaboration we have advanced our collective ability to better understand the issues and challenges faced by Canadian businesses. Today’s results will provide an accurate picture of true impacts of the COVID-19 pandemic on the Canadian economy and will enable the best decisions at public and private sector tables across the country,” – Anil Arora, Chief Statistician of Canada.

**Select findings examining the urgency of business stabilization include:**

**How much of a cash buffer did businesses have going into COVID-19**

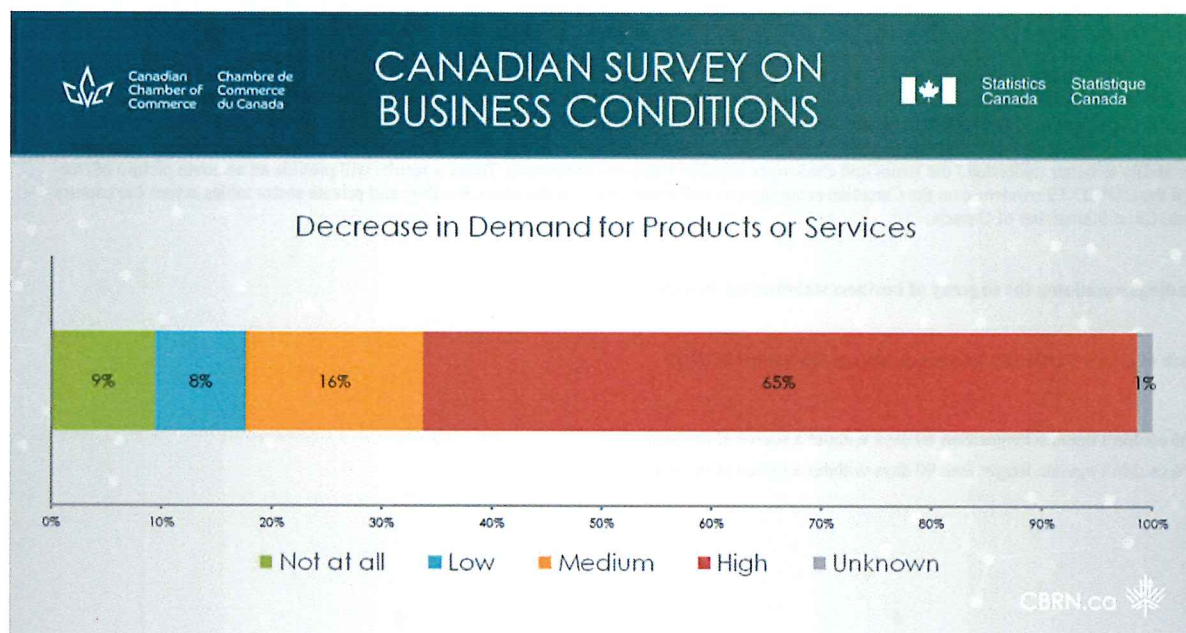
- 42.2% couldn’t operate longer than 60 days without a source of revenue
- 51.1% couldn’t operate longer than 90 days without a source of revenue



*How much of a cash buffer did businesses have going into COVID-19 (Canadian Chamber of Commerce)*

#### Extent to which businesses have experienced a decrease in demand

- 80.9% have experienced a medium to high drop in demand for services or products



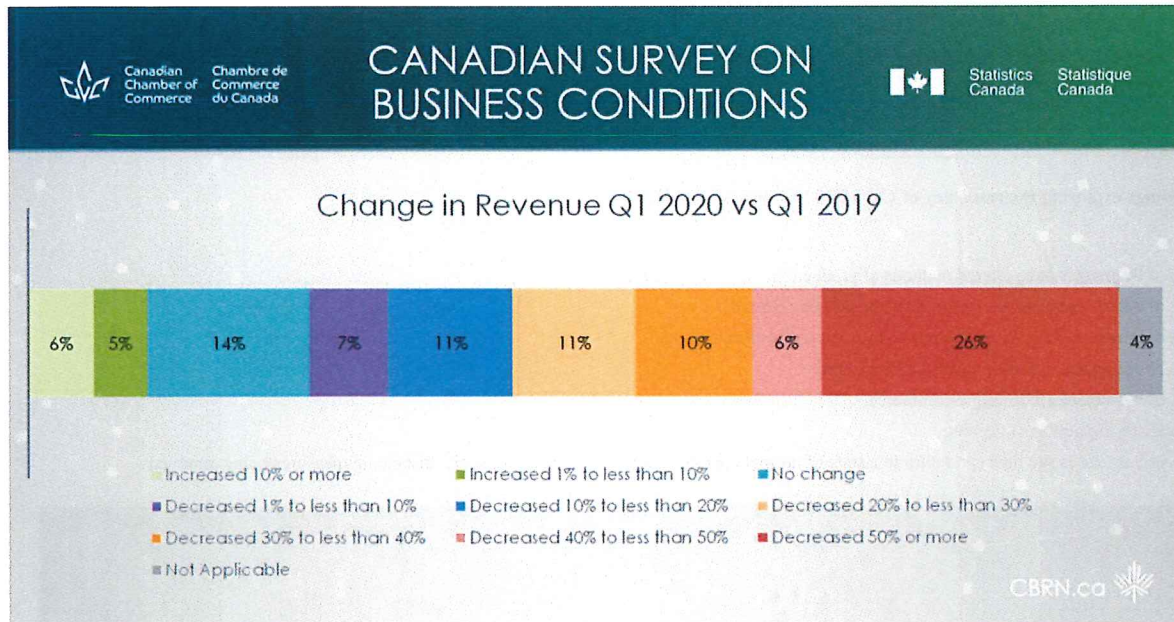
*Extent to which businesses have experienced a decrease in demand (Canadian Chamber of Commerce)*

#### Change in business revenue in Q1 2020 compared to Q1 2019

- 10.5% experienced an increase in revenue
- 14.3% saw no change in revenue
- 17.9% experienced a decrease in revenue of up to 20%



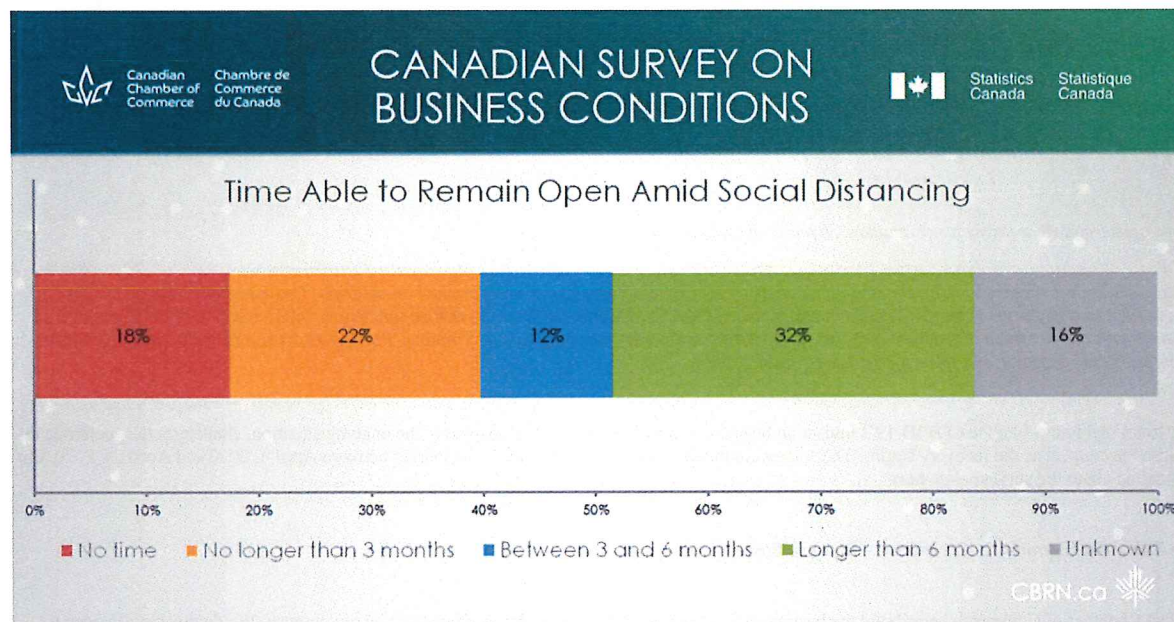
- 53.5% experienced a decrease in revenue of over 20%



*Change in business revenue in Q1 2020 compared to Q1 2019 (Canadian Chamber of Commerce)*

#### Length of time businesses can remain partially or fully open amid social distancing measures

- 17.5% say no amount of time amid social distancing
- 22.2% say they could open for no longer than 3 months amid social distancing
- 11.9% say they could open between 3 and 6 months amid social distancing
- Only 32.1% say they could remain open longer than 6 months amid social distancing



*Length of time businesses can remain partially or fully open amid social distancing measures (Canadian Chamber of Commerce)*

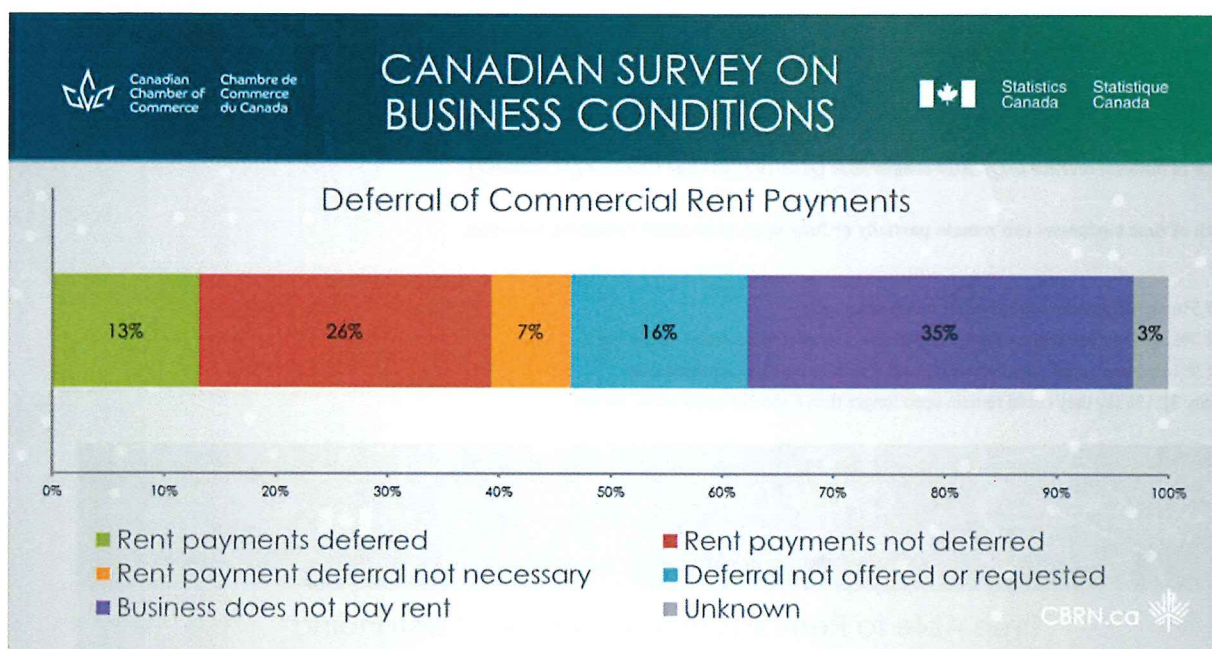
#### Staffing decisions taken as a result of the COVID-19 pandemic

- 38.1% have reduced staff hours or shifts
- 40.5% have laid off staff

“The data clearly shows clearly thousands of businesses are quickly approaching permanent closures. We are now six weeks into the shutdown, which is too late for many, but countless companies can still be saved if we move fast enough to help them. Policy measures like the wage subsidy and the Canada Emergency Business Account will certainly help many businesses, but we’re on the clock to get money into the hands of all businesses that need support,” added Stratton.

**Select findings exploring the resiliency of Canadian businesses include:**

- 17.9% of businesses have altered methods of production
- 35.4% of businesses have altered products or services offered
- 45.4% of businesses are using new methods to interact with customers
- 44.5% of businesses are testing working from home
- 11.6% of businesses are testing e-commerce
- 10.6% are trying new staff training
- 62.3% of businesses say they can return to a state of normal operations within one month of social distancing measures being removed




*Deferral of Commercial Rent Payments (Canadian Chamber of Commerce)*

“Many businesses are proving resilient in adapting to the crisis by altering products, services and production methods. The data shows a large increase in e-commerce, as well as many firms testing working at home practices. Most businesses can return to normal operations within one month of the removal of social distancing measures, which is promising, but the largest firms report a longer lag time of 1-3 months. Policy makers should keep these numbers in mind as they consider reopening and recovery measures,” said Stratton.

The CBSC examined issues like the COVID-19’s impact on businesses, how businesses have adapted to the ongoing situation, challenges they continue to face and those they expect as the recovery begins. The survey compiled 13,037 responses and was in market between April 4, 2020 and April 24, 2020. For more information about the survey, click [here](#).


**About the Canadian Chamber of Commerce – *Because Business Matters***

The Canadian Chamber of Commerce helps build the businesses that support our families, our communities and our country. We do this by influencing government policy, by providing essential business services and by connecting businesses to information they can use, to opportunities for growth and to a network of local chambers, businesses, decision-makers and peers from across the country, in every sector of the economy and at all levels of government, as well as internationally. We are unapologetic in our support for business and the vital role it plays in building and sustaining our great nation.



# Special Mayor's Task Force on Recovery and Resilience

## *Positioning and Work Plan*



### PURPOSE:

- ❑ **Provide strategic recommendations to Council** which will inform the forthcoming five year fiscal plan and align with the current adopted Strategic Plan;
- ❑ Work in collaboration with public bodies, private institutions and community organizations to **build local resilience**;
- ❑ Work in collaboration with the business community and other community organizations to identify **immediate economic recovery strategies** for residents, businesses and community organizations;
- ❑ Develop a plan for the coordination and implementation of **recovery and relief efforts** to support the community through the COVID-19 pandemic and its recovery process; and
- ❑ **Identify and support community driven ideas and solutions to assist in the recovery process**, including the design and implementation of activities and programs.



