



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

Friday, June 19, 2020, 10:00 A.M. - 12:00 P.M.  
Board Room, Service and Resource Centre,  
411 Dunsmuir Street, Nanaimo, BC

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**Pages**

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

2. **INTRODUCTION OF LATE ITEMS:**

3. **ADOPTION OF AGENDA:**

4. **ADOPTION OF MINUTES:**

a. **Minutes**

1 - 10

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 Friday, 2020-JUN-05, at 9:00 a.m.

5. **REPORTS:**

a. **Update and Discussion regarding Stakeholder Sessions held 2020-JUN-18**

To be introduced by Jake Rudolph, Chief Administrative Officer.

Bill Corsan, Director, Community Development, to provide the task force with a  
verbal update regarding the Stakeholder Sessions held on 2020-JUN-18.

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; and,

*Community Charter* Section 90(2):

(b) the consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government or the federal government or both, or between a provincial government or the federal government or both and a third party.

**7. OTHER BUSINESS:**

**8. ADJOURNMENT:**

**MINUTES**  
SPECIAL MAYOR'S TASK FORCE ON RECOVERY AND RESILIENCE  
BOARDROOM, SERVICE AND RESOURCE CENTRE,  
411 DUNSMUIR STREET, NANAIMO, BC  
FRIDAY, 2020-JUN-05, AT 9:00 A.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 (joined electronically,  
disconnected 11:12 a.m.)  
I. Simpson, Chief Executive Officer, Petroglyph Development Group,  
Snuneymuxw First Nation

Absent: D. Saucier, President and Vice-Chancellor, Vancouver Island  
University

Staff: J. Rudolph, Chief Administrative Officer  
D. Lindsay, General Manager, Development Services  
S. Legin, General Manager, Corporate Services  
B. Corsan, Director, Community Development  
L. Bhopalsingh, Manager, Community Planning  
S. Snelgrove, Deputy Corporate Officer  
J. Vanderhoef, Recording Secretary

1. CALL THE MEETING TO ORDER:

The Special Mayor's Task Force on Recovery and Resilience Meeting was called to order at 9:03 a.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. M139.

2. INTRODUCTION OF LATE ITEMS:

(a) Agenda Item 6 Procedural Motion - Add - *Community Charter* Section 90(1):

"(a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality; and,

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

3. APPROVAL OF THE AGENDA:

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

4. ADOPTION OF THE MINUTES:

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

5. REPORTS:

(a) Council's Strategic Plan

1. Action Item Update

Introduced by Jake Rudolph, Chief Administrative Officer.

A discussion period ensued. Highlights included the following:

- Clarifying what the Mayor's Task Force on Recovery and Resilience (MTFRR) will focus on
- Reviewing initiatives that are currently underway
- The strategic plan is a reflection of Council's priorities
- Four pillars have been identified in the strategic plan: Governance Excellence, Environmental Responsibility, Economic Health and Livability
- The MTFRR is not bound by the Strategic Plan

(b) Reimagine Nanaimo

1. Terms of Reference

Presentation:

1. Lisa Bhopalsingh, Manager, Community Planning, provided a PowerPoint presentation. Highlights included the following:

- Best practice is to review and update the Official Community Plan (OCP) every 10 years in order to incorporate changes within the City
- Reimagine Nanaimo will go beyond the OCP review and includes:
  - OCP
  - Parks, Recreation and Culture Plan
  - Active and Sustainable Transportation Plan
  - Economic Development Strategy
  - Water Supply Strategic Plan Update
  - Climate Action Plan
- Having a coordinated engagement process to review/implement all of these plans efficiently

- Process for engaging and implementing: gathering ideas, exploring options, refining the plans and finalizing
- Other municipalities have struggled to align plans
- Phases and engagement planned throughout this process
- Staff are currently working with Lanarc Consultants on phase one and adapting plans due to COVID-19
- Council received the public engagement strategy during the May 25<sup>th</sup> Special Council meeting
- School District 68 has agreed to engage students as they are a large part of the population who will inherit these changes
- MTFRR will be receiving feedback at key stages

2. Population Projections

Presentation:

1. Lisa Bhopalsingh, Manager, Community Planning, provided a PowerPoint presentation. Highlights included the following:
  - Population projections: 2% average growth rate over the past decade, expected annual growth rate of 1.1% - 1.7% by 2046
  - Information was gathered pre-COVID-19
  - Consultants have provided low to high range population estimates and expect to stay at the low range due to COVID-19

3. Land Capacity Review

Presentation:

1. Lisa Bhopalsingh, Manager, Community Planning, provided a PowerPoint presentation. Highlights included the following:
  - Land Capacity Review considers how current land base is being used and the anticipated needs going forward
  - Land availability is sufficient if developed in a more efficient way
  - Recent increase in higher density units instead of predominately single family homes
  - Reviewing ways to improve land use in underdeveloped areas
  - Commercial Land: sufficient amount of land to meet demand up to 2041
  - Industrial Land: anticipate challenges finding significant industrial land within the City - under a high growth scenario only 18 years of industrial land supply
  - Institutional: low proportion of vacant land in this area

A discussion period ensued. Highlights included the following:

- Information was collected pre COVID-19
- OCP will transcend future Councils as a master plan of the overall vision for the future
- Other City plans should align with a well thought out OCP

4. Community Engagement

Introduced by Lisa Bhopalsingh, Manager, Community Planning.

A discussion period ensued. Highlights included the following:

- Nanaimo is a growing community with many entrepreneurs moving here from the lower mainland
- Reviewing plans simultaneously reduces the likelihood of conflicts between documents
- Suspect the statistics provided by consultants are low and expect to see an increase in Nanaimo’s population due to COVID-19 - the low number of COVID-19 cases makes Nanaimo seem like a safe place
- It was noted that data provided by the School District and Island Health references a larger geographic area than the City of Nanaimo’s jurisdiction
- Ensuring Vancouver Island University (VIU) and Island Health have been included in data collection/engagement
- Positioning the municipality strategically as the centre for the islands core services
- Being in sync across departments, the City, other municipalities and Snuneymuxw First Nation

(c) Health and Housing Task Force

1. Health and Housing Task Force Terms of Reference

Presentation:

1. Lisa Bhopalsingh, Manager, Community Planning, provided a PowerPoint presentation. Highlights included the following:
  - The Health and Housing Task Force (HHTF) was established in 2019 with the purpose of bringing together partners who have a role in housing the homeless
  - Nanaimo was previously a leader in health and housing, but is currently experiencing a housing shortage and an opioid crisis
  - Nanaimo is a designated community within the Federal “Reaching Home” funding program
  - Nanaimo working to implement “Nanaimo Action Plan to End Homelessness”
  - HHTF works with the Homeless Coalition and provides recommendations to Council

- HHTF in collaboration with Turner Strategies has prepared an integrated needs assessment to map resources/programs within the community, the effectiveness of these programs, potential to coordinate programs, and if they will meet future demands
- HHTF began design labs in March but had to cancel due to COVID-19
- HHTF is currently moving design labs to a virtual process
- HHTF aiming to refine priorities by July
- Analysis needed to address the spectrum of supports available for people at risk of becoming homeless before they arrive on the streets

2. Nanaimo Integrated Needs Assessment

Presentation:

1. Lisa Bhopalsingh, Manager, Community Planning, provided a PowerPoint presentation. Highlights included the following:

- The integrated service model will support housing and well being needs
- Data regarding individuals with low-incomes and core housing needs was collected pre COVID-19
- Needs Assessment will look at the needs of 50 individuals for whom the system has failed to see what the HHTF can learn and to determine different ways to target challenges in the community
- 1 in 4 children in Nanaimo are living in poverty
- Of the 5,266 people listed in need of core housing 3,159 are in extreme need, spending more than 50% of their income on shelter and at risk of becoming homeless
- 2020 point-in-time count has increased by 174 homeless compared with 2016 and is considered an under estimate
- Mental health and substance use disorders are more prevalent in Nanaimo than other BC communities

A discussion period ensued. Highlights included the following:

- Municipalities reinventing their role in curating and driving solutions on the social end of the spectrum to address the most vulnerable in the community
- Municipalities that take on more active roles are receiving more Federal and Provincial funding
- The public looks to the City for direction on how to engage issues of homelessness

(d) Economic Development Task Force

1. Economic Development Task Force Terms of Reference

Presentation:

1. Bill Corsan, Director, Community Development, provided a PowerPoint presentation. Highlights included the following:
  - Nanaimo Economic Development Corporation wrapped up in 2017
  - 2019 review of environmental sustainability
  - Economic Development Task Force recommended development of an in-house Nanaimo Prosperity Agency
  - Need for a new Economic Development Strategy

2. Baseline Data

Presentation:

1. Bill Corsan, Director, Community Development, provided a PowerPoint presentation. Highlights included the following:
  - Economic Development Task Force working with Lions Gate Consulting to create an economic development strategy – currently in phase one
  - Provided data regarding Nanaimo’s labour force:
    - Food services and education make up a majority of the top industries in Nanaimo with 9 of the top 10 industries being service providers
    - Top 10 occupations are similar to the top 10 industries in Nanaimo
  - Consultants will provide a full report on the state of Nanaimo’s economy to the Economic Development Task Force in approximately one month

3. Business Survey

Presentation:

1. Bill Corsan, Director, Community Development, provided a PowerPoint presentation. Highlights included the following:
  - Need for coordinated engagement
  - Economic development being integrated into the OCP
  - Consultant has prepared a survey with some COVID-19 questions included - aim to distribute to sector leaders next week



4. Sector Engagement

Presentation:

1. Bill Corsan, Director, Community Development, provided a PowerPoint presentation. Highlights included the following:
  - Sector focus groups scheduled for:
    - June 17<sup>th</sup>: review of current situation in Nanaimo - two hour sessions to be conducted by the consultant
    - June 18<sup>th</sup>: scenario planning workshop and planning for economic recovery
  - Future outreach and engagement planned with the business community

A discussion period ensued. Highlights included the following:

- The City providing incentives or opportunities to encourage companies to move to Nanaimo due to the decentralization of businesses related to COVID-19
- Focus of the Economic Development Task Force will be drawing new businesses to Nanaimo
- Preparing a document outlining the advantages of businesses moving to Nanaimo
- Identifying sectors that are a focus and providing incentives for those sectors to grow
- Encouraging the local economy and increasing the manufacturing of local goods
- Caution against focusing on local market and removing ourselves from the larger economy following COVID-19
- Creating partnerships with local large businesses to encourage loyalty within the community through investing in each other
- Sustainable procurement program is underway
  - Consultant engaged to put sustainable procurement policy in place that addresses social, environmental and ethical procurement
- Being competitive with other municipalities
- Non-profit sectors being part of the economy and which non-profits are at risk of closing due to lack of funding
- Some local non-profits are expanding their foot print on Vancouver Island and serving from a regional perspective
- Encouraging the concept of Nanaimo as a regional hub and geographic centre to consolidate projects and funding opportunities

6. PROCEDURAL MOTION:

It was moved and seconded that the meeting be closed to the public in order to deal with agenda items under the *Community Charter*:

Section 90(1) 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:

- (a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality; and,
- (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; and,
- (n) the consideration of whether a Council meeting should be closed under a provision of this subsection or subsection (2).

The motion carried unanimously.

The Special Mayor’s Task Force on Recovery and Resilience moved “In Camera” at 10:23 a.m.  
The Special Mayor’s Task Force on Recovery and Resilience moved out of “In Camera” at 10:40 a.m.

5. REPORTS: (continued)

(e) Positioning and Work Plan

Presentation:

1. Shelley Legin, General Manager, Corporate Services, provided a PowerPoint presentation. Highlights included the following:
  - The goal of the MTFRR is to provide overarching framework for moving forward
  - The MTFRR will:
    - Provide recommendations to Council that will inform the fiscal plan and build local resilience
    - Collaborate with public bodies and community organizations
  - Provide guidance to the business community for immediate recovery and long term recovery
  - Identify and support community driven ideas and solutions to assist the recovery process
  - Overall planning framework would have all plans flowing into the Financial Plan which would inform all other plans
  - The MTFRR influencing all other plans: Re-Imagine Nanaimo, HHTF, Economic Development Task Force
  - Work plan time frames:
    - May - June: continue with intake of information being collected
    - June - July: move on to consult and contact list of identified key stakeholder
    - August - September: prepare report with 5-10 point plan to be shared with the entire planning framework
  - Drafting questions and testing these on a small number of key sector groups before expanding to broader groups/community
  - Keeping in mind the timeline to inform other plans

A discussion period ensued. Highlights included the following:

- How can the MTFRR collaborate with work already underway and build on it
- Other groups are working at operational level with specific tasks and the MTFRR are being asked to look at items from a governance perspective to provide over arching governance
- Expectations from the community for the MTFRR to provide solutions following the COVID-19 pandemic
- 20/80 rule ensuring 20% of recommendations have an 80% impact on the immediate issue and the rest are long-term focused
- Mindfully managing the expectation that people want immediate issues addressed
- Gauging how COVID-19 has impacted the economic sector, non-profit sector and how many jobs have been lost
- The Chamber of Commerce is collecting information regarding the state of non-profit organizations
- Economic Development Task Force survey being adjusted to include non-profit organization feedback
- What are expectations in terms of unemployment and how does that affect the need for social services
- Using both surveys and interviews for feedback provides more confidence in the accuracy of the information being collected
- MTFRR members being invited to the Economic Development Task Force workshops
- Providing direction to Staff regarding process for the next MTFRR meeting
- Draft Nanaimo Integrated Needs Assessment document outlined the subject of need within our community
- MTFRR members providing suggestions for potential survey/interview questions via email
- Suggested providing an email outlining the purpose of the MTFRR and asking for feedback from sector groups on how they can support the MTFRR

(f) Schedule and Next Steps

Introduced by Jake Rudolph, Chief Administrative Officer.

- Schedule the next meeting in two weeks
- Send request for feedback via letter to sector leaders
- Potentially receiving confidential information/opinions if people provide feedback
- Create a list of individuals who may want to contribute and explain the level of detail required
- Schedule the next meeting as a closed meeting to review any confidential information provided from sector leaders
- Request that the MTFRR receive a verbal update following the June 17<sup>th</sup> Economic Development Task Force focus group meeting

- Including the June 17<sup>th</sup> focus group minutes on the next MTFRR agenda and invite MTFRR members to attend the focus group meeting

It was noted that Staff would send a request for feedback via letter to sector leaders.

S. Madden disconnected at 11:12 a.m.

7. ADJOURNMENT:

It was moved and seconded at 11:14 a.m. that the meeting terminate. The motion carried unanimously.

CERTIFIED CORRECT:

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CHAIR

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CORPORATE OFFICER