

MINUTES
SPECIAL ECONOMIC DEVELOPMENT TASK FORCE MEETING
BOARD ROOM, SERVICE AND RESOURCE CENTRE
411 DUNSMUIR STREET, NANAIMO, BC
WEDNESDAY, 2020-OCT-07, AT 8:00 A.M.

Present: Councillor Z. Maartman, Chair
Councillor J. Turley
Councillor D. Bonner (joined electronically)
Councillor E. Hemmens
D. Backhouse, At Large Member (joined electronically at 8:59 a.m.)
C. Carlile, At Large Member (joined electronically)
D. Devana, Nanaimo Airport (joined electronically at 8:03 a.m.)
J. Green, Community Futures (joined electronically)
R. McLay, Vancouver Island University Alternate (joined electronically)
J. Michell, Nanaimo Port Authority Alternate (joined electronically)
B. Moss, At Large Member (joined electronically)
K. Smythe, Nanaimo Chamber of Commerce (joined electronically)
A. Sullivan, At Large Member (joined electronically at 8:52 a.m.)

Absent: C. Beaton, At Large Member
E. Thomas, Snuneymuxw First Nation

Staff: J. Rudolph, Chief Administration Officer
D. Lindsay, General Manager, Development Services
B. Corsan, Director, Community Development
L. Bhopalsingh, Manager, Community Planning
A. Manhas, Economic Development Officer
S. Snelgrove, Deputy Corporate Officer
A. Bandurka, Recording Secretary

1. CALL THE SPECIAL ECONOMIC DEVELOPMENT TASK FORCE MEETING TO ORDER:

The Special Economic Development Task Force Meeting was called to order at 8:01 a.m.

2. INTRODUCTION OF LATE ITEMS:

- (a) Add Agenda Item 5(a) – PowerPoint presentation from Dr. Alina Turner, CEO, Helpseeker.
- (b) Add Agenda Item 7(b) – Economic Development Strategy – Draft Vision, Mission and Goals.

3. ADOPTION OF AGENDA:

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

4. ADOPTION OF MINUTES:

It was moved and seconded that the Minutes of the Special Open Meeting of the Economic Development Task Force held in the Boardroom, Service and Resource Centre, 411 Dunsmuir Street, Nanaimo, BC, on Friday, 2020-SEP-25 at 1:00 p.m. be adopted. The motion carried unanimously.

5. PRESENTATIONS:

(a) Presentation from Dr. Alina Turner, CEO, HelpSeeker

Dr. Alina Turner, CEO, HelpSeeker, provided the Task Force with a PowerPoint presentation titled “Nanaimo: Building a Path Forward – Updates and Transition Planning”. Highlights included:

- Providing the Economic Development Task Force (EDTF) with an overview of what the Health and Housing Task Force (HHTF) has been working on

D. Devana joined the meeting electronically at 8:03 a.m.

- Dr. Turner commenced her assignment with the HHTF in January 2020
- Background research is complete including mapping out each organization's role
- Design Labs took place over the last six months which focused on specific topics and identified issues and proposed solutions
- The Design Labs were interrupted by COVID-19 in March and April, but have recommenced in September and October
- Dr Turner has completed financial modeling and projections of the existing system and modelled the benefits of a coordinated system approach
- A draft HHTF Action Plan has been prepared and is being refined by the Task Force
- When the HHTF Action Plan is complete it will be shared with Council for endorsement
- A key lesson from other communities is that change won't happen without having a 'quarterback' to drive the process in the community and coordinate the various players
- In terms of implementing the action plan, seven options have been brainstormed and the HHTF is currently looking at the pros and cons of the options
- Working with the EDTF is one of the options being considered which would include the EDTF External Agency sharing resources with the HHTF Agency.
- Dr Turner's work helps to better understand the flow into homelessness and what those dynamics are and the options to get out of homelessness
- In terms of the HHTF Action Plan, there are two commitments: Truth and Reconciliation and Challenging Discrimination and Stigma

- The HHTF Action Plan has six Strategic Directions: Ecosystem Coordination, Leadership and Engagement, Prevention, Complex Needs Capability, Poverty Reduction and Diverse Housing Options
- Ecosystem Coordination: there are approximately 600 programs and services in Nanaimo and they aren't necessarily coordinated or have strategic framework together, this includes the system 'quarterback' idea
- Leadership and Engagement: develop a strategy to lobby government and develop a community engagement strategy to build awareness around the action plan
- Prevention: how to target people who have experiences of risk or vulnerability and intervening early
- Complex Needs Capability: concerns with downtown, public safety and the ability to respond to the complex needs of the vulnerable
- Poverty Reduction: cross over with economic stabilization with low income groups
- Diverse Housing Options: how to support the development of housing that is affordable and provides options for people at all income levels
- Working Principles speak to what was heard from the community and what makes this work with Nanaimo as well
- Work was completed on the ecosystem approach and how we can better connect the dots between the 600 programs and organizations and ensure that all people that need support can access it and how to coordinate the 'back system' infrastructure
- Looked at what type of governance the action plan would entail and what the implementation and 'quarterback' role would look like
- Two joint concepts were thought of:
 - Stewardship Group: strategic level with key stakeholders in the community and representing different sectors and other key funding organizations, community based governance to ensure the action plan is on track, has access to power holders that control the funding into the community, key players
 - Systems Planner Organization: ability to coordinate services and looking at the performance metrics at a system level, engaging in research development and innovation, capacity building and training to improve delivery and quality of services, staying ahead of trends, system information management
- Governance Recommendations:
 - Revamp HHTF as the Stewardship Group for Action Plan implementation oversight
 - Support the coordination of a Nanaimo-focused Ecosystem and action plan implementation
- In terms of governance and implementing the HHTF Action Plan, the delivery options are based around two concepts expand the role of an existing entity or create a new arms-length entity
- From those two concepts, there are five potential 'quarterback' options: Nanaimo Homelessness Coalition, United Way, City of Nanaimo, BC Housing or Island Health
- Sixth option was presented as a new Social Development agency to coordinate the partners

- Possible seventh option was brought forward as an Economic and Social Development Agency which would include integration with the Economic Development Agency
- HHTF is holding Design Labs in October to discuss governance and delivery options. From those discussions a recommendation will be made to Council

Task Force discussion took place regarding:

- Concerns over conflicts between the goals of the HHTF and EDTF
- If the EDTF is not interested in collaboration, then that option can be removed from the HHTF governance options
- Sharing resources may benefit both groups and encourage the interaction between the two areas as they are mutually dependent

A. Sullivan joined electronically at 8:52 a.m.

- Two distinct large bodies of work and will require different skill sets at the stewardship and staff level
- Two specific areas where there are synergies between the two bodies: work force development and poverty reduction

E. Hemmens vacated the Boardroom at 8:53 a.m.

6. REPORTS:

(a) Economic Development Projects

Introduced by Bill Corsan, Director, Community Development.

Bill Corsan, Director, Community Development, discussed potential key economic development projects to be included in the Economic Development Strategy for the External Agency.

Task Force discussion took place regarding potential projects:

- Focus logistics and warehousing at Duke Point to take advantage of existing investments by the Nanaimo Port Authority, Seaspan and Harmac
- Passenger ferry from downtown Nanaimo to Vancouver
- The idea of the coordinated 'ask' and including a mechanism for partners to meet quarterly to discuss projects
- Development of industrial lands elsewhere in the City to support employment
- Support of initiatives around the health and housing situation

D. Backhouse joined electronically at 8:59 a.m.

- Investigate potential of black fibre in Nanaimo, particularly in the downtown core
- Coordination of data and resources between partners
- Work force development and readiness

- Waterfront development including the waterfront walkway, Newcastle Channel and Port Drive
- Focus on Port Drive and the Petroglyph Development Group properties
- Expansion of cargo related services at Nanaimo Airport and Nanaimo Port Authority

(b) Economic Development Strategy – Draft Vision, Mission and Goals

Introduced by Bill Corsan, Director, Community Development

Bill Corsan, Director, Community Development, presented Task Force members with the Draft Vision, Mission and Goals of the Economic Development Strategy. Highlights included:

- Received the 'high level' piece of the strategy with the draft vision, mission and goals for the Economic Development Strategy
- Six themes within the draft:
 - Economic Capital
 - Human Capital
 - Social Capital
 - Business Development
 - Innovation and Technology
 - Place Making and Attraction
- Included five goals:
 - Business Climate
 - Investment
 - Diversity
 - Skills and Talent
 - Social Enterprise

Task Force discussion took place regarding initial feedback:

- Several Councillors and Task Force members have been learning about the 'donut' economy
- The donut economy ensures there isn't an overreach and the economy doesn't damage the natural resources and that the economy provides all aspects of human happiness and care, the Economic Development Strategy should be aligned with this vision
- The Economic Development Strategy should be inclusive for all
- Change Section 3.2 to read: Nanaimo is 'THE' city of choice, instead of Nanaimo is a city of choice
- Strategy needs to have economic and social metrics match up

J. Rudolph entered the Boardroom at 9:10 a.m.

- Economic Development Strategy should tie in similar goals that exist in the EDTF and HHTF
- The next meeting will include the motion from HHTF regarding discussion related to coordination between EDTF and HHTF

- The Economic Development Strategy hasn't included socio-economics of organizations and groups and engaging the not-for-profits in the community and have overlooked the sector in the strategy
- City of Nanaimo Business license bylaw is being updated and will require a business license for non-profit organizations
- Community Development should be included within strategy to align with the HHTF strategy
- No mention of the environment in the draft vision
- Not-for-profit sector is a large part of the economy
- Sharing data with the not-for-profit sector would be a positive from a combined agency

7. ADJOURNMENT:

It was moved and seconded at 9:23 a.m. that the meeting terminate. The motion carried unanimously.

CHAIR

CERTIFIED CORRECT:

CORPORATE OFFICER