

**MAYOR'S TASK FORCE ON RECOVERY AND RESILIENCE
RECOMMENDATIONS TO COUNCIL**

October 2020

**Building Healthy
Community**

DRAFT

MAYOR'S TASK FORCE ON RECOVERY AND RESILIENCE

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BACKGROUND

The Mayor's Task Force on Recovery and Resilience (Task Force) was struck as a response to the COVID-19 pandemic and its impact on the community. Specifically, to address economic impacts, community resiliency and to provide recommendations for recovery to be considered by the Mayor and Council. At a press conference on May 5, 2020, Mayor Leonard Krog and Councillor Tyler Brown announced the five community leaders joining them on the seven-member Task Force:

- Donna Hais (Board Chair, Nanaimo Port Authority)
- Deb Saucier (President and Vice-Chancellor, Vancouver Island University)
- Ian Simpson (Chief Executive Officer, Petroglyph Development Group, Snuneymuxw First Nation)
- Signy Madden (Executive Director, United Way)
- James Byrne (Regional Managing Partner, Vancouver Island, MNP)

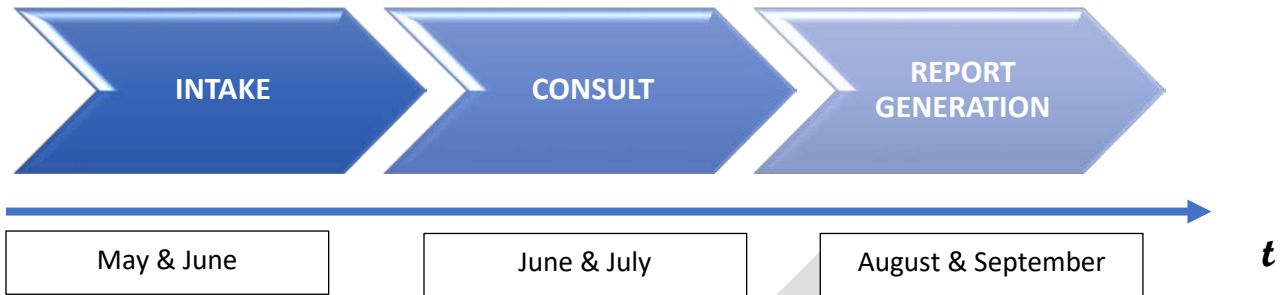
Since, the Task Force has met almost bi-weekly and have considered written submissions, engaged both formally and informally with community leaders and reviewed data and pertinent plans supplied by City staff.

TASK FORCE PURPOSE

The purpose of the Mayor's Task Force on Recovery and Resilience (the "Task Force") is to:

1. Provide strategic recommendations to Council which will inform the forthcoming five-year fiscal plan and align with the current adopted Strategic Plan;
2. Work in collaboration with public bodies, private institutions and community organizations to build local resilience;
3. Work in collaboration with the business community and other community organizations to identify immediate economic recovery strategies for residents, businesses and community organizations;
4. 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
5. Identify and support community driven ideas and solutions to assist in the recovery process, including the design and implementation of activities and programs.

WORK PLAN PHASES



INTAKE Phase:

1. The Task Force invited input from sector representatives.
2. Staff Presentations Received:
 - Council's Approved City Strategic Plan (see Appendix A)
 - Reimagine Nanaimo Project
 - Health & Housing Task Force
 - Economic Development Task Force
3. Survey Results:
 - COVID-related question preliminary results – Economic Strategy Business Survey

FORMAL CONSULT Phase included discussions with:

- John McCormick, John Howard Society
- Deborah Hollins, Nanaimo Family Life
- Crystal Dennison, Nanaimo Ladysmith Schools Foundation
- Dr. Mike Flesher, Emergency Physician, NRGH
- Dave Devana, President and CEO, Nanaimo Airport Commission
- Ian Marr, President and CEO, Port of Nanaimo
- Ian Simpson, Chief Executive Officer, Petroglyph Development Group, SFN
- Dr. Deborah Saucier, President and Vice-Chancellor, VIU
- Daniel Pearce, GM, Transit and Emergency Services, RDN
- Larry Gardner, Manager of Solid Waste, RDN
- Scott Saywell, Superintendent, SD68
- Jennifer Hufnagel, General Manager, Innovation Island
- Graham Truax, Executive Director, Innovation Island

REPORT GENERATION Phase:

- The Task Force members participated in several half-day workshops to generate key themes and actions for presentation to Council for consideration and potential integration with the City's overall plans and financial planning. Aligned with the City Strategic Plan, the recommendations are intended to inform other task force discussions as well. These task forces include the Health & Housing Task Force and the Economic Development Task Force. Recommendations will also be considered in the preparation of the 2021-2025 Financial Plan.

A NOTE ON SCOPE: Many of the pandemic impacts have reverberated throughout our most vulnerable populations and our important small business contingent. These impacts need to be addressed collectively by a multitude of agencies and levels of government. For example, the homelessness crisis in Nanaimo is a complex matter affected by many factors. As a municipality, the City of Nanaimo's responsibility is limited by legislation and resources, thus, the City continues to advocate to the provincial and federal government for their commitment and support in the areas that fall under their mandate such as addressing the opioid crisis, addictions, mental health and housing affordability. The City demonstrates a commitment to working with several partners, including all levels of government, to each take a leadership role and address the responsibilities and services that fall under their jurisdiction. Many small and medium sized businesses are in the hoteling, hospitality and tourism industries and have been particularly hard hit. It should be noted that the provincial government announced targeted financial support on September 17 for these industries and for small businesses experiencing persistently steep revenue drops.

RECOMMENDATIONS

The Mayor's Task Force on Recovery and Resilience provides a thoughtful list of recommendations that addresses a cross section of issues and opportunities with a view to strengthening the community during and post-pandemic. We have not generated all of the answers. The following recommendations are key, have the potential for lasting impact on resilience, growth and livability for our City and we are honored to have them considered. The chart describes the major themes and corresponding actions, as well as, alignment with the City's Strategic Plan.

The themes and recommendations are not listed in priority order and should be considered within the context of overall effort and activities already underway, and the resource capacity and capability to execute in the short-term and longer-term. The Task Force anticipates that each action will resonate with certain stakeholder groups and will be subject to additional due diligence and consideration of merit.

DEFINITIONS & ASSUMPTIONS:

Role of the City: The Mayor's Task Force on Recovery and Resilience has defined the accountability of the City to be that of a curator with responsibilities of coordinating and facilitating, and not being restricted to funding and resourcing of noted items. Broad objectives of the recommendations provided by the Mayor's Task Force were of three types;

- 1) adding to the scope of the City's responsibility,
- 2) providing context and support for the priorities of existing City mandates, and,
- 3) taking an existing initiative within the City's plan and **changing the mandate and direction.**

Guiding Principles:

1. Mayor and Council have established a working process with Snuneymuxw and Snaw-Naw-As First Nations, and all underlying recommendations and action items of the Mayor's Task Force are inclusive and dependant on support and participation of Snuneymuxw and Snaw-Naw-As First Nations. The Mayor's Task Force stresses the importance to **address and prioritize the City's role in implementing the *Truth & Reconciliation Commission of Canada Calls to Action and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)*** for both First Nations and Urban Indigenous.
2. Mayor and Council led by Mayor Krog has made significant progress in the interactions and working relations with Snuneymuxw and Snaw-Naw-As First Nations. The recommendations of the Mayor's Task Force are positioned to model and celebrate the new relations and engagement that the City has taken with regards to Truth & Reconciliation with the local indigenous communities. **(REVISIT)**

RECOVERY Recommendations

MAJOR THEME	ACTION	ALIGNMENT WITH CITY'S STRATEGIC PLAN
<p>Nanaimo BUILDS (Civic enthusiasm for the assets, opportunities and community currently in Nanaimo and a willingness to grow and build on it).</p> <p><i>"Be a Nanaimo builder!"</i></p>	<p>1. Nanaimo citizen-directed campaign to instill enthusiasm for the natural and built assets, opportunities for education, recreation, culture, businesses and the sense of the existing vibrant community and community support for those most vulnerable.</p>	<p>Livability</p> <p>Economic Health</p>
<p>Mayor's Nanaimo Leaders Table –to provide input on issues and opportunities</p>	<p>2. Immediately establish a Mayor's Nanaimo Leaders Table to:</p> <ul style="list-style-type: none"> a) Provide input on major issues and opportunities facing the City. b) Build collaboration among key entities. c) Establish a working group/youth council consisting of representatives from SD68, VIU, venture and technology incubators, youth services, cultural organizations and major employers to develop a plan to address youth (18-34 years) attraction and retention. d) Consolidate all findings and recommendations from the various task forces and committees into an Integrated Planning Framework to leverage synergies and collective impact. e) Identified members to include: <ul style="list-style-type: none"> a. Youth appointee b. To define members (NEXT MEETING) 	<p>Livability</p> <p>Economic Health</p> <p>Environmental Responsibility</p>

MAJOR THEME	ACTION	ALIGNMENT WITH CITY'S STRATEGIC PLAN
<p>Prioritize STRATEGIC Investing</p>	<p>3. Create a process/criterion to prioritize the strategic investment recognizing Nanaimo as the Heart of the island “north of the Malahat” to develop the best means to improve the economic and social position of the City. Specific focus to be given to the following projects:</p> <ul style="list-style-type: none"> a. Sites in downtown node: City to take a proactive role to address sites in the downtown node to enhance the appeal. b. Logistics hub for the Port: Promote the Nanaimo Port as a logistical hub for goods and services for the mid-Island. c. Tertiary hospital: liaise with community interest groups to advocate for mid-Island public health services and a tertiary hospital. d. VIU connectedness (physical and digital): Connect VIU to downtown with transit and fiber connectivity for strategic development. e. Waterfront assets: Accelerate investment in waterfront assets to attract tourists and enhance livability, including the Departure Bay walkway. f. Build a transit exchange now and accelerate the required negotiations of stakeholders and find the funding required to make this happen. The increased accessibility of City transit will have direct impact on marginalized citizens. g. Technology readiness: create digital infrastructure necessary to support expansion and attraction of technology-based businesses. 	<p>Livability</p> <p>Economic Health</p> <p>Environmental Responsibility</p>

RESILIENCE Recommendations

MAJOR THEME	ACTION	ALIGNMENT WITH CITY'S STRATEGIC PLAN
Reconciliation & Anti-racism	1. Publicly launch an anti-racism awareness program that promotes diversity and inclusivity .	Livability Economic Health Governance Excellence
Preparing for Future "Events"	2. Prioritize the emergency preparedness and resiliency measures with appropriate actions and level and accessibility to funding necessary to address any future events that trigger a state of emergency. Key focus to be given to: <ul style="list-style-type: none"> a. Establishing personal protective equipment (PP&E) stores. b. Wastewater monitoring and surveillance implementation. c. Identification of alternative location for emergency services other than hospital. d. Ensure the plans are available to cover all potential scenarios including a multiplicity of emergencies occurring simultaneously. 	Governance Excellence
Support for Small Business	3. Support elimination of Provincial Speculation and Vacancy Tax for Nanaimo. 4. Work with the Small Business community to leverage lessons learned through the following: <ul style="list-style-type: none"> a. Form strategic partnerships with small business organizations to create educational pieces on sustainability. b. Look at current taxation methods to look for creative opportunities to 	

	<p>address social and homeless concerns (i.e. hotel tax revenues).</p> <p>c. The federal response of providing a CERB hasn't worked fully. It has been a disincentive within the workforce. The programs need to be more thoughtful. Lessons learned to be identified and documented and provided to senior government for programs that are sustainable and economically viable.</p> <p>5. Develop transportation and digital infrastructure strategy to help sustain small business.</p>	
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APPENDIX A

City's 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

- Environmental responsibility
- Governance Excellence
- Livability
- Economic Health

Environmental Responsibility

COUNCIL PRIORITY

“We will protect and enhance Nanaimo’s natural environment by looking after the community’s biological diversity and adapt the way we live, work, recreate and move.”

KEY FOCUS AREAS

1. Take a leadership role and focus on our environmental impact and climate change contributions in our decision making and regional participation
2. Ensure our community and transportation planning are multi-modal designed to encourage active and public transportation

Governance Excellence

COUNCIL PRIORITY

“We will develop a culture of excellence around governance, management and cost-effective service delivery.”

KEY FOCUS AREAS

3. Ensure we are structured and resourced for innovative, expeditious and high quality decision making and action
4. Focus on targeted advocacy with other levels of government to support our strategic goals and long-term interests as well as the health and safety of those in our community

Livability

COUNCIL PRIORITY

“We will proactively plan for Nanaimo’s growth and focus on community infrastructure to support an inclusive, healthy, safe and desirable place to live.”

KEY FOCUS AREAS

5. Support the provision of affordable and accessible housing for all our community needs
6. Proactively address social disorder issues, enhance public safety and advocate for support to ensure our community is a safe place for all people to live, work, play, create and learn
7. Improve opportunities for active transportation in order to encourage a healthy, connected and environmentally responsible community

Economic Health

COUNCIL PRIORITY

“We create a vibrant culture of innovation, stewardship and partnership to encourage a diverse and healthy economy now and into the future.”

KEY FOCUS AREAS

8. Have Downtown recognized as a livable and desirable heart of our community
9. Focus on business retention and expansion; and, position Nanaimo as the best place to grow a business with a focus on businesses that align with our strategic direction
10. Continue to increase opportunities for residents to access our waterfront and natural environment

ITEMS CONSIDERED:

1. **Connect VIU to downtown** with transit and a corridor for retail and commercial services. Create a VIU anchor downtown by supporting the addition of VIU presence in the downtown.
2. The presented list of recommendations recognized that a number of key programs and initiatives are already in progress or are being implemented. The list presented excluded a number of ideas as they were already described within the intake session.