



AGENDA  
SPECIAL COUNCIL MEETING

Monday, December 14, 2020, 1:00 P.M. - 4:00 P.M.  
SHAW AUDITORIUM, VANCOUVER ISLAND CONFERENCE CENTRE  
80 COMMERCIAL STREET, NANAIMO, BC

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Pages

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

[Note: This meeting will be live streamed and video recorded for the public.]

2. **INTRODUCTION OF LATE ITEMS**

3. **APPROVAL OF THE AGENDA:**

4. **ADOPTION OF THE MINUTES**

5. **CONSENT ITEMS:**

a. Special Finance and Audit Committee Meeting 2020-NOV-30

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[Note: A link to the Agenda for the 2020-NOV-30 Special Finance and Audit Committee Meeting is attached for information.]

1. Curbside Collection Post Implementation Review - 2021 Recommendations

[Note: The following recommendation was passed at the 2020-NOV-09 Governance and Priorities Committee Meeting.]

That Council direct Staff to:

1. Create a 0.5 Full Time Equivalent cart administrator position;
2. Incorporate an additional non-collection day in the annual calendar for training; and,
3. Purchase and install an additional on-board computer.

2. Residential Waste Collection Optimization Plan

[Note: The following recommendation was passed at the 2020-NOV-

That Council endorse the Ten-Zone Waste Collection Optimization Plan for implementation in January 2021.

b. Special Finance and Audit Committee Meeting 2020-DEC-04

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[Note: A link to the Agenda for the 2020-DEC-04 Special Finance and Audit Committee is attached for information]

1. Business Cases Not Included in Draft Plan:

That Council add a Corporate Asset Management System to the 2021 – 2025 Financial Plan starting in 2021. Implementation to be funded by \$2.15 million in funding from the Community Works Fund and \$660,900 in funding from the Special Initiatives Reserve. Annual operating costs to be funded from General Revenue.

2. Buyer

That Council add a Buyer position to the 2021 – 2025 Financial Plan effective July 1, 2021.

3. Police Services

That Council add a Digital Forensic Technician position and a Major Case File Specialist position to the 2021 – 2025 Financial Plan effective January 1, 2021.

4. Annual Community Watercourse Restoration Grant

That Council add an Annual Community Watercourse Restoration Grant program to the 2021 – 2025 Financial Plan, to be funded from the Special Initiatives Reserve in 2021 and 2022.

5. Manager, Sustainability

That Council add a Manager, Sustainability, to the 2021 – 2025 Financial Plan effective July 1, 2021 and apply to the BC Hydro Community Energy Manager Offer program to fund a portion of the position.

6. Municipal Enforcement Officers (MEOs) Change of Hours

That Council increase the hours of the Municipal Enforcement Officers from a 35 to a 40-hour workweek in the 2021 – 2025 Financial Plan effective January 1, 2021.

7. Community Clean Team

That Council extend the Community Clean Team pilot to December 31, 2021, to be funded from the Special Initiatives Reserve.

8. Project Engineer

That Council add the position of Project Engineer, to be funded from the Special Initiatives Reserve in 2021 and 2022.

9. Art Gallery Next Phase

That Council allocate \$25,000 in 2021 for the development of a feasibility report on the concept of an Arts Centre and Nanaimo Art Gallery Phase 3 facility project funded from the Strategic Infrastructure Reserve.

10. Start Date of New Positions Delayed

That Council reinstate a January 01, 2021, start date for the following positions, to be funded from the Special Initiatives Reserve:

- a. Manager, Facility Assets
- b. Junior Financial Analyst
- c. Assistant Accountant

11. Reinstate Projects

That Council reinstate the following 2021 projects with funding to be allocated from the Special Initiatives Reserve:

Fire Services: Emergency Pre-Emption Devices **\$ 55,080**  
Integrated Survey Control Monuments **\$5,000**  
Drainage: Infrastructure Condition Assessment Program **\$100,000**  
ENGPW Contingency: Projects **\$50,000**  
ENGPW Contingency: Developer Cost Shares **\$50,000**  
ENGPW Contingency: Transportation Projects **\$50,000**  
Railway Crossing Repairs **\$34,000**  
PW Yard: Paving **\$25,680**  
Bowen Corridor Traffic Signal management Hardware Upgrade **\$250,000**  
Bowen Park Trail way Lighting **\$100,000**  
Civic Facilities: Condition Assessment Program **\$100,000**  
Bleacher Replacement Program – Portable **\$18,360**  
Park Amenities Condition Assessment Program **\$10,000**  
Park Amenities: Investigation/Pre-Design **\$10,000**  
Parks/Facility Accessibility **\$25,000**  
Total **\$883,120**

12. Community Connect Pilot Extension

That Council allocate \$147,000 from the Special Initiatives Reserve to Community Connect to allow for the continuation of an enhanced neighbourhood safety program between January 1, 2021 and June 30, 2021.

13. COVID Internal Order

That Council allocate \$500,000 from the Special Initiatives Reserve to a 2021 COVID Internal Order to cover continuing and potential new costs related to the pandemic.

14. Active Transportation

That Council allocate an additional \$700,000 (for a total of \$1 million) in the 2021 Budget for pedestrian infrastructure and improvements to be funded from the Strategic Infrastructure Reserve.

That Council add the Albert Street Project (from Milton Street to Pine Street) to the 2021 Budget with \$300,000 funded from the Strategic Infrastructure Reserve and \$1 million funded from the Special Initiative Reserve, for project delivery in 2021 - 2022.

15. Other Business

That Council reserve \$400,000 from the Special Initiative Reserve and \$100,000 from the Daytime Resource Centre, to be allocated in the 2021 Budget, for the recommendations coming from the Health and Housing Task Force.

c. Special Finance and Audit Committee Meeting 2020-DEC-09

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[Note: A link to the Agenda for the 2020-DEC-09 Special Finance and Audit Committee Meeting is attached for information]

1. Follow up on 2021-2025 Draft Financial Plan Items

That Council fund the Emergency Medical Responder (EMR) Training from the Strategic Infrastructure Reserve for the years 2021 and 2022.

That Council fund the \$84,000 Parking Reserve shortfall from the Special Initiatives Reserve for the 2021 draft budget.

That Council reduce projected property tax increase by allocating up to \$400,000 of additional funds from the Special Initiatives Reserve for the year 2021 to achieve a target of 2% in General Property Tax increase and 1% in the General Asset Management Reserve.

6. REPORTS:

a. GOVERNANCE AND MANAGEMENT EXCELLENCE:

1. Health and Housing Action Plan Update

11 - 89

To be introduced by Dale Lindsay, General Manager, Development Services.

Presentations:

1. Dr. Alina Turner, CEO, Helpseeker, via Zoom.

*Purpose: To provide the Governance and Priorities Committee with the draft Health and Housing Action Plan from the Health and Housing Task Force in order to obtain feedback on the draft and provide next steps in the process.*

Recommendation: That the Governance and Priorities Committee recommend that Council:

1. extend the mandate of the Health and Housing Task Force until 2021-FEB-28 to allow time for Task Force members to engage their respective organizations on their role in implementing the Health and Housing Action Plan before returning to Council; and

2. direct Staff to return to Council with a final Health and Housing Action Plan for endorsement along with recommendations regarding any additional investment by the City towards implementing the Health and Housing Action Plan.

b. ENVIRONMENTAL RESPONSIBILITY:

c. COMMUNITY WELLNESS/LIVABILITY:

d. REIMAGINE NANAIMO:

1. REIMAGINE NANAIMO and the Doughnut Economics Framework

90 - 102

To be introduced by Dale Lindsay, General Manager, Development Services.

Presentation:

1. Karin Kronstal, Social Planner.

*Purpose: To provide Council with information on the Doughnut Economics framework and respond to Council's motion to amend the Strategic Plan, adopt the framework into REIMAGINE NANAIMO, and to amend the 2021 work plan for the Environment Committee.*

2. REIMAGINE NANAIMO Update

103 - 106

To be introduced by Dale Lindsay, General Manager, Development Services.

Presentation:

1. Karin Kronstal, Social Planner, to provide a PowerPoint presentation and a video entry from the Creative Community Contest for REIMAGINE NANAIMO.

e. ECONOMIC HEALTH:

1. Economic Development Strategy

107 - 186

To be introduced by Dale Lindsay, General Manager, Development Services.

Presentation:

1. Bill Corsan, Director, Community Development.

*Purpose: To provide the Governance and Priorities Committee with the draft Economic Development Strategy prepared by the Economic Development Task Force in order to get feedback on the draft and provide next steps in the process.*

Recommendation: That the Governance and Priorities Committee recommend that Council:

1. extend the mandate of the Economic Development Task Force until 2021-FEB-28 to allow time for the Task Force members to engage their respective organizations on their role in implementing the Economic Development Strategy before returning to Council; and
2. direct Staff to return to Council with a final Economic Development Strategy for endorsement along with recommendations regarding any additional investment by the City towards implementing the Economic Development Strategy.

f. AGENDA PLANNING:

1. Governance and Priorities Committee Agenda Planning

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7. **BYLAWS:**

- a. Amendments to Rates and Charges for Municipal Solid Waste Collection

195 - 199

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

*Purpose: To introduce "Municipal Solid Waste Collection Amendment Bylaw 2020 No. 7128.12" for first, second and third readings.*

Recommendation: That:

1. "Municipal Solid Waste Collection Amendment Bylaw 2020 No. 7128.12" (To update the bylaw to set rates for 2020) pass first reading;
2. "Municipal Solid Waste Collection Amendment Bylaw 2020 No. 7128.12" pass second reading; and,
3. "Municipal Solid Waste Collection Amendment Bylaw 2020 No. 7128.12" pass third reading.

8. **NOTICE OF MOTION:**

9. **OTHER BUSINESS:**

10. **RISE AND REPORT:**

11. **ADJOURNMENT:**

Please click on the link below to access the 2020-NOV-30 Special Finance and Audit Committee Meeting Agenda

<https://pub-nanaimo.escribemeetings.com/Meeting.aspx?id=141b0df9-4de0-48ac-bf6b-c39ee4e75d28&Agenda=Agenda&lang=English>



Please click on the link below to access the 2020-DEC-04 Special Finance and Audit Committee Meeting Agenda

<https://pub-nanaimo.escribemeetings.com/Meeting.aspx?Id=b19e1bdc-8e31-42de-9757-2cfacab26e9f&Agenda=Agenda&lang=English>

Please click on the link below to access the 2020-DEC-09 Special Finance and Audit Committee Meeting Agenda

<https://pub-nanaimo.escribemeetings.com/Meeting.aspx?Id=02e87692-38c9-49eb-bb06-da073a7a127c&Agenda=Agenda&lang=English>

DATE OF MEETING December 14, 2020

AUTHORED BY KARIN KRONSTAL, SOCIAL PLANNER

**SUBJECT HEALTH AND HOUSING ACTION PLAN UPDATE**

## **OVERVIEW**

### **Purpose of Report**

To provide the Governance and Priorities Committee with the draft Health and Housing Action Plan from the Health and Housing Task Force in order to obtain feedback on the draft and provide next steps in the process.

### **Recommendation**

That the Governance and Priorities Committee recommend that Council:

1. extend the mandate of the Health and Housing Task Force until 2021-FEB-28 to allow time for Task Force members to engage their respective organizations on their role in implementing the Health and Housing Action Plan before returning to Council; and
2. direct Staff to return to Council with a final Health and Housing Action Plan for endorsement along with recommendations regarding any additional investment by the City towards implementing the Health and Housing Action Plan.

## **BACKGROUND**

On 2019-MAY-13, Council approved the creation of a Health and Housing Task Force (the “Task Force”) to address the health and housing crisis in our community. At the same meeting, Council approved a Task Force Terms of Reference and appointed Councillors Bonner and Hemmens as Chair and Alternate Chair (See Attachment A – Health and Housing Task Force Terms of Reference). This report provides an update to Council on the outcome of the work of the Task Force and presents the draft Health and Housing Action Plan (see Attachment B).

At its Special Meeting on 2019-OCT-29, the Task Force worked with a facilitator to identify priorities for the Task Force to focus on for the remainder of its term. The outcome of this meeting was the following recommendation that Council passed at its “In Camera” meeting held 2019-NOV-04:

- “1. That Council direct Staff to hire a contractor until June 2020 with funds re-purposed from the Drop-In Centre to coordinate the activities of the Health and Housing Task Force.*
- 2. Council request Service Canada to engage Turner Strategies to assist the Health and Housing Task Force with its work starting January 2020.”*

Of the \$110,000 budget for this project, \$60,000 was provided by the Nanaimo Homeless Coalition via the Community Entity; \$40,000 was provided by Service Canada, and \$10,000 was provided by the City of Nanaimo. While Dr. Turner was originally scheduled to conclude the

project in July 2020, delays due to COVID-19 extended the timeline by approximately five months. The scope of Dr. Turner's deliverables under this contract included the following:

1. A Health & Housing Action Plan outlining priorities for Nanaimo, targets/gaps/costs to address current and projected vulnerable population needs;
2. Systems Map of 600+ services operating in Nanaimo to understand ecosystem gaps, overlaps and support coordination, and provide help seekers a real-time systems navigation tool (HelpSeeker.org);
3. Strategic engagement to generate key stakeholder buy-in for systems change from end users, service providers, funders/policy makers, and inform public of efforts;
4. Integrated Funding Strategy to create co-investment model among diverse sources to align efforts to maximize impact/performance;
5. Integrated Coordinated Access model to support streamlined process across ecosystem to optimize efforts to prevent and end homelessness; and
6. Complex Needs Integrated Service Model to support housing and wellbeing needs of Nanaimo's 50 highest systems users as a flagship cross-systems initiative.

The delivery of the draft Health and Housing Action Plan (Attachment B) fulfills the first of the deliverables listed above. Dr. Turner's team also completed an Integrated Needs Assessment and Social Impact Audit that supports the recommendations of the Action Plan, which is not included in this report as they are considered supporting documents and their key findings are referenced in the Action Plan.]

## **DISCUSSION**

The proposed Health and Housing Action Plan (the "Action Plan") outlines a series of multi-sectoral investments that would alleviate the current health and housing crisis in our community. One of the primary recommendations that the Action Plan makes is to create a new, arms-length social development entity (a 'Systems Planning Organization' or SPO) tasked with leading implementation of the Action Plan. The Action Plan further recommends creating a 'Council of Champions' made up of diverse sector leaders at the decision-making level who would oversee the SPO and advocate for resources to support community priorities (both within the member organizations and from other funding sources).

The Action Plan proposes the SPO could be incubated within either the City of Nanaimo or the United Way Central & Northern Vancouver Island (the 'United Way'). One consideration is that the United Way already is the Community Entity for the Federal Reaching Home grant funding program, and, therefore, is already playing a coordinating function among the non-profits serving vulnerable populations. According to the Action Plan, the SPO would move out of the host organization and become an independent organization within the first few years of operation.

The Action Plan proposes the cost of creating the SPO (\$3.6M over 5 years) would be split between the various government partners involved in the Task Force as well as the United Way (it should be noted that none of the partners named have actually signed on yet to fund this initiative, as the Action Plan was only recently completed). The Action Plan suggests that by optimizing the resources going into the existing social service system through improved coordination, the return on investment in an SPO could be as high as \$30 for every \$1 spent on

improved coordination. However, this would also be contingent on the willingness and ability of the various organizations working in Nanaimo to shift resources rapidly.

The next step in the process is for the Governance and Priorities Committee to consider the draft Action Plan, ask questions, and suggest any desired changes. When the draft has been reviewed, Staff are recommending the Action Plan be brought to a Regular Council Meeting for consideration of endorsement, along with the proposed options in terms of taking leadership on implementation, including:

1. In partnership with other agencies, provide additional resources to another organization to take on portions of the Action Plan implementation through creation of a new SPO; or
2. Consider taking on the role of SPO, as many of the advocacy/research roles are already being done by City Council and Staff (with additional resources from other sources and in-kind contributions).

There are advantages and disadvantages to each option that the Task Force is still exploring. Regardless of whether the City takes on the SPO role, the Plan recommends the City be one of the organizations represented on a new Council of Champions that will provide overall direction and leadership to the SPO.

The Governance and Priorities Committee is not being asked for a decision today on the question of governance or further investment. Rather, Staff are seeking feedback on the draft Action Plan and direction regarding whether a finalized Action Plan should be brought to a future Regular Council Meeting for endorsement of endorsement along with recommendations regarding any additional investment by the City towards implementing the Action Plan.

Council is also being asked to extend the mandate of the Task Force until 2021-FEB-28. This will allow time for Task Force members to bring the Action Plan back to their respective organizations for consideration of what resources can be allocated or redirected towards its implementation. The Task Force would meet again, if necessary, before the final Health and Housing Action Plan returns to Council.

## **OPTIONS**

1. That the Governance and Priorities Committee recommend that Council:
  1. extend the mandate of the Health and Housing Task Force until 2021-FEB-28 to allow time for Task Force members to engage their respective organizations on their role in implementing the Health and Housing Action Plan before returning to Council; and
  2. direct Staff to return to Council with a final Health and Housing Action Plan for endorsement along with recommendations regarding any additional investment by the City towards implementing the Health and Housing Action Plan.
    - Advantages: This option provides the Governance and Priorities Committee with the opportunity to provide feedback on the Health and Housing Action Plan before consideration of endorsement. It also allows the other Task Force members time to engage their respective organizations in the same manner, and would allow them to meet again as a formal body if required.

- Disadvantages: Requires extending the mandate of the Health and Housing Task Force again. The Governance and Priorities Committee would not be able to make a decision on the Action Plan or the role of the City in implementation today but would have to wait until a future meeting to do so.
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2. That the Governance and Priorities Committee provide alternative direction.

### **SUMMARY POINTS**

- On 2019-MAY-13, Council approved the creation of a Health and Housing Task Force to address the health and housing crisis in our community.
- The Task Force has spent the last year working with a consultant, Dr. Alina Turner, to create a draft Health and Housing Action Plan.
- Staff are seeking feedback on the draft Health and Housing Action Plan before bringing it to a Regular Council Meeting for endorsement with any additional recommendations related to implementation.

### **ATTACHMENTS:**

ATTACHMENT A: Health and Housing Task Force – Terms of Reference

ATTACHMENT B: Draft Health and Housing Action Plan

#### **Submitted by:**

Lisa Bhopalsingh  
Manager, Community Planning

#### **Concurrence by:**

Bill Corsan  
Director, Community Development

Dale Lindsay  
General Manager, Development Services

# ATTACHMENT A



## 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 Committee members should be senior level decision makers for each participating organization.

The voting membership of the Committee will be as follows:

- One-two (1-2) members of Council
- Nine (9) members.

Chair – member of Council

Alternate Chair – member of Council/other Committee 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\*
- 2 – Non-Profit Organization representatives\*\*

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



# DRAFT 2

## Nanaimo Health and Housing Action Plan: Building our Path Forward



Funded in Part by the Government of Canada's  
Reaching Home: Canada's Homelessness Strategy



# Acknowledgements

## *Land Acknowledgement*

We would like to begin by acknowledging that what is now known as Nanaimo is situated on the traditional and unceded territory of the Coast Salish Peoples, the traditional territory of the Snuneymuxw First Nation.

## Executive Summary

The Health and Housing Task Force was appointed by the City Council to advance the priorities. As we work toward a shared vision — **health and housing for all** — the Health and Housing Action Plan serves as a five-year roadmap for collaboration and bold action.

To build the Plan, the Task Force led a community engagement and research process over the course of 2020 that identified needs and priorities for Nanaimo.

### Key Challenges

- **6,000 people** in Nanaimo are living on the edge of homelessness;
- **1,800 people** experience homelessness over the course of a year;
- About **280 people** are experiencing long term, chronic homelessness.

We have significant gaps in our current capacity to support the housing, health, and social needs of these individuals and families. This has been exacerbated by the **COVID-19 pandemic** — which amplified the already widening income and **housing affordability** gaps — impacts of **systemic racism**, and **health inequities**. This is layered on top of a growing yet aging population, and the **ongoing impacts of colonialism on Indigenous people**.

Beyond this, our current system of care is fragmented and **lacks coordination**, creating gaps and inefficiencies in our social safety net. The results impact all of us: early childhood trauma, social disorder, visible homelessness, social marginalization, etc. lower quality of life and entrench inequities further in our community.

### What if there was a better way?

This Action Plan holds the promise of charting a path forward that can bring everyone better outcomes, while putting resources we are already investing to better use.

Based on the outcomes of feedback received through the community engagement process, the Task Force created a framework for taking action on health and housing, split into two commitments and six priority areas of focus.

### Framework for Action

2 Commitments	6 Priority Areas	80 Actions	Investment Needs
1. Truth & Reconciliation 2. Challenging Discrimination and Stigma	1. Ecosystem Coordination 2. Diverse Housing Options 3. Leadership & Engagement 4. Prevention 5. Complex Needs Capability 6. Poverty Reduction	Each commitment and priority area is followed by specific actions that should be taken to enact that recommendation, timelines for implementation, and tangible methods for measuring progress and success on that action.	2021 Immediate Need - \$18.5M Five-Year Total - \$65.5M

## DRAFT FOR INPUT

The immediate priority and our next steps are to ask Council's support to invite key partners to participate in the Council of Champions, and to identify their roles in implementing these priorities.

The next immediate priority will be to secure an **\$18.5M** strategic investment to house and support **280** people with long-term experiences of homelessness and health needs in 2021.

The estimated investment needed overall totals **\$65.5M** and will support **4,300** people in **635 new program and housing spaces** over the next five years and develop essential **system coordination** functions.

These proposed measures total just **\$40** a day per person helped.  
Compare this to the costs per night in hospital at \$363, or jail at \$144.<sup>1</sup>

Implemented, these actions will:

- **House and support most people experiencing long term homelessness;**
- **Reduce social disorder and rough sleeping;**
- **Make better use of health, justice, and social service resources;**
- **Improve health and housing equity for all; and**
- **Embody Nanaimo's tangible response to the Truth & Reconciliation Calls to Action.**

As the Task Force completes its mandate, the Action Plan will be presented to City Council for their endorsement with a request for support in catalyzing a call to action to key partners, as outlined below.

<b>Immediate Priorities</b>	<b>2021 Funding Needs</b>	<b>Completed By</b>	<b>Key Partners Called to Action</b>
1. Formally <b>call key partners to action</b> to identify areas to support the Action Plan, including capacity to resource funding needs identified.	n/a	<b>Dec. 31, 2021</b>	<b>City of Nanaimo &amp; Snuneymuxw First Nation</b> initiate calls to action to their own organizations and:  BC Housing Island Health First Nations Health Authority United Way Nanaimo Coalition on Homelessness Chamber of Commerce Government of BC <ul style="list-style-type: none"> <li>- Children &amp; Family Development;</li> <li>Education;</li> <li>Health;</li> </ul>
2. Create a <b>Council of Champions</b> to oversee Plan implementation, maintain accountability and focus; its <b>Funders' Table</b> committee will secure the \$18.5M needed for Year 1 rollout.	n/a	<b>Jan. 30, 2021</b>	
3. Support incubation of a <b>Health &amp; Housing Systems Planner</b>	<b>\$0.5M</b> in system coordination to optimize	<b>Jan 30, 2021</b>	

<sup>1</sup> Costs calculated from <http://homelesshub.ca/costofhomelessness>

## DRAFT FOR INPUT

<p><b>Organization</b> to help optimize current approaches and maximize return on investment.</p>	<p>current investments of \$55-60M/yr in the service and housing ecosystem.</p>		<ul style="list-style-type: none"> <li>- Indigenous Relations &amp; Reconciliation;</li> <li>- Mental Health &amp; Addictions;</li> <li>- Municipal Affairs &amp; Housing;</li> <li>- Social Development &amp; Poverty Reduction.</li> </ul> <p>Employment Social Development Canada Health Canada Canada Mortgage and Housing Corporation</p>
<p>4. Expand implementation of the <b>Integrated Coordinated Access</b> model to help with consistent triage of priority clients for the Health &amp; Housing Intervention Teams and supportive housing units, and existing resources.</p>	<p>n/a</p>	<p><b>Feb. 30, 2021</b></p>	
<p>5. Launch <b>Health &amp; Housing Intervention Teams</b> to offer immediate rental subsidies with intensive outreach of wraparound social and health supports to those experiencing highest health and housing complexity/ vulnerability.</p>	<p><b>140 spaces, \$2.7M/yr</b> supports + rent subsidies</p>	<p><b>Feb. 28, 2021</b></p>	
<p>6. Secure <b>Permanent Supportive Housing</b> with onsite wraparound social and health supports for individuals in need of intensive low-barrier housing models.</p>	<p><b>90 units, \$15.3M</b> (and + \$13.5M capital + \$1.8M/yr supports)</p>	<p><b>Jun. 30, 2021</b></p>	

With a framework for action developed, an investment strategy to support it, and a governance and implementation model that creates clear accountability within the system, Nanaimo is ready to move forward with this Action Plan and get to work.

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## List of Acronyms

ACT - Assertive Community Treatment

CMHA - Canadian Mental Health Association

COVID-19 - Coronavirus Disease 2019

HHAP - Health and Housing Action Plan

HHIT - Health and Housing Intervention Team

HHTF - Health and Housing Task Force

ICA - Integrated Coordinated Access

KPI - Key Performance Indicators

LGBTQ2S+ - Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Two-Spirit, and additional sexual or gender identities

LivEx - Lived experience

MHSU - Mental Health & Substance Use

PiT - Point-in-Time Count

RCMP - Royal Canadian Mounted Police

VIHA - Vancouver Island Health Authority



## Introduction

Health and housing are basic needs that should be affordable and accessible to everyone — from our lifelong residents, to members of the community who have newly joined us. As we work toward a shared vision — *health and housing for all* — the Action Plan serves as a five-year roadmap for collaboration and bold action.

Following the launch of the 2018 Action Plan to End Homelessness,<sup>2</sup> Nanaimo City Council appointed a multi-sectoral Health and Housing Task Force (HHTF) to advance the priorities within the plan, through a collaborative approach. The HHTF — composed of key stakeholders at the municipal, regional, provincial and First Nations governments, and community level — embarked on a collective effort to create a Health and Housing Action Plan (HHAP) that takes into consideration the entire health and social sector in our community. The Action Plan sets a bold vision for creating a stronger, more coordinated system to respond to the needs of people facing the most vulnerable circumstances.

## The Health and Housing Task Force

The membership of the Health and Housing Task Force (as of September 2020) includes:

Chair	Alternate Chair
Councillor Don Bonner	Councillor Erin Hemmens
Staff Liaison	
Lisa Bhopalsingh, Manager, Community and Cultural Planning	
Appointees	Alternates
Councillor Don Bonner (Council Rep)	Councillor Erin Hemmens (Alternate Council Rep)
Councillor Emmy Manson (Snuneymuxw First Nation Councillor and Community Wellness Administrator)	Marina White (Snuneymuxw First Nation Health Director)

<sup>2</sup> Nanaimo Homelessness Coalition. 2018. Nanaimo’s Action Plan to End Homelessness 2018-2023. Retrieved from <https://www.nanaimo.ca/docs/social-culture-environment/community-social-service-programs/2018-2023-nanaimo-action-plan-to-end-homelessness-dec-142be203a1b316d6b9fc9ff00001037d2.pdf>

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Supt. C. Miller (Officer-in-Charge, RCMP, Nanaimo Detachment)	Lisa Fletcher (Inspector, Police Services)
Keva Glynn (Executive Director, Mental Health and Substance Use [MHSU], Public Health and Child/Youth Services, Island Health)	Lisa Murphy (Director, MHSU, Island Health)
Malcolm McNaughton (Director Regional Development – Vancouver Island, BC Housing)	Heidi Hartman (Regional Director, BC Housing)
Anita LaHue (Director, Partnerships and Strategic Initiatives, Strategic Services Branch, Province of BC)	
Jan Fix (Director, Program Delivery, Service Canada)	Lisa McHaffie (Service Manager)
<b>At Large Members</b>	<b>Alternates</b>
Kim Smythe (President and CEO, Greater Nanaimo Chamber of Commerce)	
Signy Madden (Executive Director, United Way)	Terra Kaethler (United Way)
John McCormick (Executive Director, John Howard Society)	Virginia Fenton (Managing Executive Director, John Howard Society)
Jason Harrison (Executive Director, Canadian Mental Health Association [CMHA] Mid-Island Branch)	

## Our Journey

The foundation of the Action Plan is built on our community’s willingness to share their input, perspectives, and personal experiences. While a robust data collection and analysis phase provided insights needed to develop an evidence-based framework, it is the contributions of our community that drove the HHTF’s guiding principles that focused and drove this work. This Action Plan not only sets out a path for progress, but it also represents a change in direction and a commitment to not only do more, but to do better together to meet the needs of our community.

## Vision

*All people in Nanaimo, regardless of their background, situation, or past experiences, are able to navigate & access a full spectrum of health and housing services.*

## Guiding Principles

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**Together, not against** – Our community as a whole is greater than the sum of its parts.

**Holistic, not siloed** – We work together, as a community, taking into account the whole health and wellbeing of those who live here.

**Systems change, not one-offs** – We are committed to solutions while creating long-term change for the future.

**Root causes, not just symptoms** – We act early on things that matter most.

**Coordinated, not status quo** – We will coordinate, unafraid to chart roads not yet travelled.

**Action, not consultation** – We will take action on what we know and what we hear.

**Shared accountability, not sole responsibility** – We acknowledge that no one is solely responsible for creating system change, but that we all have a part to play in our collective success.

**Leadership, not management** – We will create a clear direction and vision for health and housing in our community for others to rally around and build on.

## Approach

To inform the Action Plan, the HHTF, in partnership with HelpSeeker,<sup>3</sup> undertook a number of foundational pieces to better understand the needs of the community, and build off the existing Nanaimo Action Plan on Homelessness 2018-2023 and the City's 2018 Affordable Housing Strategy. Findings and insights from this research are found throughout the Action Plan.

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<sup>3</sup> HelpSeeker is a social innovation company based in Calgary, Alberta. HelpSeeker builds capacity in non-profits, government, and private sector partners to accelerate social impact by leveraging research, community engagement, and creative technologies.

Design Note: Create complementary infographic with titles in bold.

**Integrated Needs Assessment:** A community-wide review of current historical data, partnerships, strategies, and reports to gain a common understanding of trends and issues impacting health, housing, and wellbeing in Nanaimo.

**Community Engagement:** Through several engagement activities throughout 2020, approximately 300 people living in Nanaimo — with diverse experiences and perspectives — contributed their input, ideas, and experiences to shape this plan.

**Social Impact Audit:** A systematic approach to understand how Nanaimo's social safety net is funded, and from where, to understand the capacity of the system and opportunities for efficiency.

**Financial Modelling:** Cost modelling to explore different options for creating a positive impact in housing and health.

**Integrated Funding Strategy:** A collaborative funding model to maximize impact across multiple funders.

**Systems Mapping:** An online directory of community supports and services was created using the HelpSeeker Systems Mapping Platform. Individuals in Nanaimo seeking help can download the free app on their phones to connect to (as of November 12, 2020) over 740 local resources for mental health, substance use, housing, recreation, early childhood support, and more (along with over 50,000 Canada-wide social service resources).

Design Note: Insert graphic and URL for app

## Methodology

The HHTF undertook the initial start-up and research activities in January and February of 2020. In March, with the onset of COVID-19, the development of the plan was slowed to create a safe and inclusive alternative to the community engagement activities previously planned. We created a new engagement process that relied on virtual engagement and small group consultations for those without access to technology. More information about the community participants and the engagement approach can be found below in **Setting the Context**.

Design Note: Create updated and purpose-build graphics.



## Setting the Context

Together, the **Integrated Needs Assessment** and the **Community Engagement** activities paint a picture of health and housing in Nanaimo. While there are clear needs in our community that together we must address — poverty, housing unaffordability, food insecurity, safety, and more — the data we collected also shows a vibrant and passionate community, one that is ready for action. We will use these strengths and assets of our community to focus our efforts on where we can improve.

As the pandemic remains active and ongoing at the time of the publication of this Action Plan, many longer-term consequences of the pandemic remain to be seen. Regardless, the impact of COVID is expected to be extensive, affecting all areas of health and housing, and while new issues may arise, it is also likely that existing inequalities, inequities, and systemic gaps may grow. As we implement this plan over the next five years, we are committed to collecting ongoing inputs and feedback to understand how people in Nanaimo are most affected.

## Needs Assessment

### *A Growing Community*

Design Note: 3 Icons

- Population Approaching 100,000
- Migration and Diversity

- Aging Population

**Approaching 100,000 people:** Nanaimo has seen steady growth and is expected to reach almost 100,000 in population over the next five years.<sup>4</sup> Population pressures associated with urbanization are associated with social challenges, particularly housing affordability/homelessness, population health, poverty, and strains on existing infrastructure.

**Growing population, changing demographics:** The growth in Nanaimo is primarily a result of migration. A large proportion of the population considered “visible minorities” in the community is Chinese, making up nearly 28% of people who identify as visible minorities. As well, approximately 7% of Nanaimo’s population identifies as Indigenous, and this population’s average age is 31.3 years – 13 years younger than the community average. A diversifying population calls for an increased focus on inclusion and equity.<sup>5</sup>

**Aging population:** The proportion of Nanaimo residents aged 65 years of age or older is 23%.<sup>6</sup> Over the next five years, this percentage is expected to rise, placing demands on housing, health services, transportation, and other necessary supports.

**A diversified and stable economy:** Driven by Finance and Insurance, Real Estate, and Professional Scientific Technical and Educational services, Nanaimo’s diversified economy is seeing steady growth after transitioning from a commodity-based economy. Nanaimo continues to experience high unemployment rates, currently at 6.2%.<sup>7</sup>

## Measures of Poverty

### Design Note: 6 Icons

- 17% of Households Low-Income
- Top 5 Most Expensive Housing Markets
- 27% Increase in Rent over 5 Years
- Aging Housing Stock

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<sup>4</sup> Nanaimo Economic Development. (2020). Supplied

<sup>5</sup> Statistics Canada. (2017). Nanaimo, CY [Census subdivision], British Columbia and British Columbia [Province] (table). Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Retrieved from: <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E> (accessed March 12, 2020).

<sup>6</sup> Nanaimo Economic Development. (2020). Supplied

<sup>7</sup> Nanaimo Economic Development. (2020). Supplied

- Food Bank Usage Increasing
- 144% Increase in Homelessness over 4 Years

**Poverty, deprivation and growing inequality:** The largest proportion of households in the community (27%) earned less than \$40,000 per year, while the second largest earned between \$100,000–149,000, signifying a substantial growing income gap and class divide in the community.

In 2015, 17% of Nanaimo households were low-income; of these, 23% were children aged 0-17.<sup>8</sup> Residents in Nanaimo have higher levels of economic dependency and situational vulnerability, according to the Canadian Index of Multiple Deprivation.<sup>9</sup> People with lower income may face compounded poverty in the future as they are less able to contribute to savings and retirement pensions — an important consideration for city planning in the years and decades to come.

**Housing unaffordability:** Nanaimo now ranks in the top five most expensive housing markets in Canada, as well as one of the top 20 least-affordable cities for housing in the world.<sup>10</sup> In December 2019, the MLS® Home Price Index (HPI) benchmark price for single family homes in Nanaimo was \$562,000. This is a 65% increase over five years.<sup>11</sup> Average rent has increased by 27.5% over the same period. Renters living alone, lone parents, Indigenous peoples, and recent immigrants are having higher affordability challenges.

**Housing inadequacy:** An aging housing stock, with many houses needing repairs, is an issue particularly due to the large number of homeowners in the community (67%). This particularly affects the Indigenous population where approximately 36% of homes are in need of major repairs.<sup>12</sup>

**Homelessness increasing:** Looking at the 2016–2020 period, homeless point-in-time counts show an overall increase from 174 to 433 (248%), another factor that will likely continue to be impacted

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<sup>8</sup> Statistics Canada. 2017. Nanaimo, CY [Census subdivision], British Columbia (table). Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017.

<sup>9</sup> Statistics Canada. (2020). The Canadian Index of Multiple Deprivation. Retrieved from: <https://www150.statcan.gc.ca/n1/pub/45-20-0001/452000012019002-eng.htm>

<sup>10</sup> CMHC. (2020). Nanaimo — Average, Median and Price Percentiles for Unabsorbed Homeowner and Condominium Units by Census Subdivision. Retrieved from: <https://www03.cmhc-schl.gc.ca/hmip-pimh/en/TableMapChart/Table?TableId=1.9.2.3&GeographyId=4460&GeographyTypeId=3&DisplayAs=Table&GeographyName=Nanaimo#Single>

<sup>11</sup> VIREB. 2020. Monthly Statistics Package December 2019. [https://www.vireb.com/assets/uploads/12dec\\_19\\_vireb\\_stats\\_package\\_64706.pdf](https://www.vireb.com/assets/uploads/12dec_19_vireb_stats_package_64706.pdf)

<sup>12</sup> CMHC. (2020). Nanaimo (CY) — Historical Period of Construction and Condition of Dwelling. Retrieved from: <https://www03.cmhc-schl.gc.ca/hmip-pimh/en/TableMapChart/Table?TableId=1.9.2.3&GeographyId=4460&GeographyTypeId=3&DisplayAs=Table&GeographyName=Nanaimo#Total>

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significantly by the pandemic due to employment loss, evictions, and housing affordability.<sup>13</sup> Indigenous people were overrepresented at one-third of those enumerated. Of note, 268 (62%) were sleeping rough.

***Of note, 77% of the respondents in 2020 reported being homeless for six months or more, of the last 12. This is an almost 5% increase from 2018 suggesting that on average the length of time that individuals are experiencing homelessness is increasing.***

**Food insecurity:** One in 25 people (3.8%) are identified in Island Health as food-insecure and food bank usage is increasing. This will likely be exacerbated by the COVID-19 pandemic due to factors such as loss of employment.<sup>14</sup>

## Community Health & Safety

### Design Note: 6 Icons

- Community Wellbeing
- Mental Health
- Alcohol and Smoking-Related Deaths
- Substance use
- Emergency Service Calls
- Interpersonal Violence

**Community Wellbeing:** The Community Wellbeing (CWB) Index measures socio-economic wellbeing for communities across Canada over time. It has four components: education, labour force activity, income, and housing. In 2016, Nanaimo had a score of 81/100, remaining stable from 2011 (80/100).<sup>15</sup>

**Mental Health:** In one year, the number of people in the Nanaimo Local Health Area newly-diagnosed with depression or anxiety was 1,131. These statistics do not capture those individuals who have not sought medical help.<sup>16</sup>

<sup>13</sup> United Way Central and Northern Vancouver Island. 2020. Point-in-Time Count Data, March 2020. Supplied.

<sup>14</sup> Li Na, Dachner Naomi, Tarasuk Valerie, et al. (2016). Priority health equity indicators for British Columbia: Household food insecurity indicator report. Retrieved from: [http://www.bccdc.ca/pop-public-health/Documents/Household%20food%20insecurity%20in%20BC\\_full%20report.pdf](http://www.bccdc.ca/pop-public-health/Documents/Household%20food%20insecurity%20in%20BC_full%20report.pdf)

<sup>15</sup> Government of Canada. 2020. Community Well-Being Index. Retrieved from <https://www.sac-isc.gc.ca/eng/1421245446858/1557321415997>

<sup>16</sup> Island Health. (2019). Greater Nanaimo - 424 Local Health Area Profile. Retrieved from: <https://www.islandhealth.ca/sites/default/files/greater-nanaimo-local-health-area-profile.pdf>



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**Lower life expectancy:** Life expectancy in the Nanaimo Local Health Area is 1.3 years lower than the provincial average. Chronic disease rates for asthma and chronic obstructive pulmonary disorder (COPD) are also higher in our health region.<sup>17</sup>

**The Potential Years of Life Lost (PYLL) Index:** This index estimates the number of years of life 'lost' to early deaths. Alcohol and smoking-related deaths in the Nanaimo Local Health Area are 61% and 26% higher than the provincial average, respectively.<sup>18</sup>

**Drug overdose and emergencies:** There were 30 unintentional illicit drug toxicity deaths in Nanaimo (accidental and undetermined) that occurred between January 1, 2020 and September 30, 2020, inclusive. This is an 11% increase from 2019.<sup>19</sup>

**Demands for police are up:** Crime severity has been steadily increasing over the past five years in Nanaimo (which has a Crime Safety Index of 118), growing at a much faster rate than BC as a whole (CSI = 87.7).<sup>20</sup>

**Interpersonal violence:** Nanaimo RCMP responded to 584 calls in 2019.<sup>21</sup>

## Community Experiences

The Health and Housing Action Plan is based on the real-life experiences, perceptions, and desires of members across the community. To create an equitable community engagement process, the HHTF sought out members of the community who may not regularly have the opportunity to contribute to local planning and decision making, despite the impacts these decisions have on their health and wellbeing.

### Design Labs

Prior to COVID-19, Design Labs, community conversations related to health, housing, and homelessness-related issues in Nanaimo were held in person. In groups of approximately 40, over 200 participants shared their input into the plan including:

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<sup>17</sup> Island Health. (2019). Greater Nanaimo - 424 Local Health Area Profile. Retrieved from:

<https://www.islandhealth.ca/sites/default/files/greater-nanaimo-local-health-area-profile.pdf>

<sup>18</sup> BC Community Health Profile. (2018). Nanaimo. Retrieved from: <http://communityhealth.phsa.ca/HealthProfiles/PdfGenerator/Nanaimo>

<sup>19</sup> BC Coroners Service. 2020. Illicit Drug Toxicity Deaths in BC. Retrieved from

<https://www2.gov.bc.ca/assets/gov/birth-adoption-death-marriage-and-divorce/deaths/coroners-service/statistical/illicit-drug.pdf>

<sup>20</sup> Statistics Canada. (2020). Crime severity index and weighted clearance rates, Canada, provinces, territories and Census Metropolitan Areas. Retrieved from: <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3510018401>

<sup>21</sup> RCMP. (2020). Supplied.

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- Identifying the most pressing issues facing the community;
- Sharing challenges based on their own experiences, or the experience of others; and
- Suggesting community solutions for consideration.

Design Note: Convert to Infographic

### Topics covered

- Business Sector Solutions
- Public Awareness & Education
- Media
- Neighbourhood-based Solutions
- Legal & Justice
- Crime & Safety
- Spirit Of Recovery: Supports for Mental Health and Addictions
- Social Inclusion & Wellbeing
- Employment, Education, and Poverty Reduction

### Results

The Design Labs resulted in extensive initial feedback from the community where several recommendations emerged. A full summary of the results can be found in [Appendix 1](#).

Design Note: Insert Infographic that includes bolded text

1. **Establish a continuum of care** — a connected path of services that supports individuals as their needs change — by enhancing leadership representation from all sectors at community round tables; recruiting stakeholders such as RCMP, community agencies, justice representatives, and health care; implementing better service coordination; hiring people to coordinate the continuum of care; and developing a specialized team of people who can help others navigate the social service system.
2. **Increase supports** for early intervention, mental health, substance use, and supporting housing.
3. **Improve access to health care** by: creating 24-hour outreach and street nurses as well as supportive wet and dry sites; establishing more positions and incentives for social work and psychologists; providing education for health professionals on best practices; intensive case

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management for people who require more support; supporting family and peers to help their loved ones; and leveraging retired health professionals as volunteers.

4. **Include lived experience voices and representation** at decision-making tables and increase youth systems advocacy and coordination.
5. **Engage the community and promote accurate information** by: conducting public wellness events and campaigns; developing community champion networks; celebrating community success; establishing stronger relationships with the media to prevent misinformation.
6. **Make long-term change at a policy level** by: advocating for provincial funding; improving access to health and housing; using both emerging research and local knowledge; and undertaking cost-benefit analyses of supportive programs to create awareness of funding needs and temper public vigilantism.

## Validation Labs

As COVID restrictions eased from August to September 2020, the HHTF undertook a second round of community engagement activities, using a more targeted, small-group approach. Community facilitators, representing diverse experiences and knowledge, were trained to recruit participants and lead virtual or in-person discussions that would inform the plan. Facilitators were each provided with a video outlining the working Health and Housing Action Plan priorities, discussion questions, and note sheets to report back on the participants' ideas and feedback.

### Design Note: Convert to Infographic

Lived experiences, demographics, and topics represented in the labs:

- Racialized/Multicultural adults
- Physical Abilities & Disability
- Food Security
- Women
- Hidden Homeless
- Homeless
- Seniors & Housing Loss
- Brain Injury
- LGBTQ2S+
- Men
- Snuneymuxw First Nation

## Results

Like the Design Labs, consistent themes arose from the Validation Labs, this time with a greater focus on experiences — and the resulting harm — of stigma, discrimination, and exclusion across service use, and in the community generally. Common themes included:

**Design Note: Insert Infographic that includes bolded text**

1. **Put ideas into action** — Participants indicated desire to see action beyond the initial ideas that were presented by the HHTF. Participants expressed a desire to see positive changes related to health, housing, and wellbeing take place, and exactly how those changes would be implemented.

After hearing the overview of the preliminary Action Plan commitments, responses were mixed. In general, participants were supportive of the sentiment and intention of the commitments and glad to be engaged, saying this is “something Nanaimo truly needs.” However, there were some criticisms, largely based on past experiences and worries that action would not be taken. One participant asked, “Why trust the City to ensure this will be followed through? Will my investment in this be worth legitimate effort?” Overall, a common theme was the desire to see action, specificity, and empathy behind the commitments, not just promises that may or may not be fulfilled.

One individual mentioned, “I have seen no change in three years. The City has lost their grip on social justice and human rights. Maybe get someone who is on City Council to experience homelessness, use the present resources to really identify problems, then move on to how to fix it.”

2. **Co-design services with those who use them** — Include people with living and lived experience in the consultation process, design, and implementation of services. Participants asserted the importance of having their voices heard, and creating space for conversations about inclusion and representation in a way that is easy to contribute to meaningfully. It was argued that “people in need” should choose who is in charge, and that “Native people [should sit] in the meeting discussing the action plan and direction it’s heading.”

Participants supported the value of inclusivity, not exclusivity, especially of First Nations communities. Also noted was the importance of finding “champions” of communities to take leadership on these issues. An Interfaith Action Council was also proposed to support this, as volunteers viewed themselves as coordinators, funders, campaign supporters, information providers, and navigators.

3. **Diverse communities need diverse services** — Because Nanaimo is diverse in nature, the needs of the community are also diverse and, as a result, require a wide range of services to meet these needs. Particularly, services are needed to support people with physical and cognitive disabilities, people experiencing homelessness, substance users, the LGBTQ2S+ populations, First Nations, and racialized communities. Participants often feel frustrated that they don’t fit the criteria for certain services, so diverse service options due to age, economic status, family life, or specific needs are in demand.

Service diversity offers users more choice over their support-seeking journey, and reduces discrimination based on stigma, eligibility criteria, or personal experiences. One of many examples given of the need for more diverse services is illustrated in this participant’s quote:

*“Something not working is people being lumped together in housing. Mental Health and Addictions aren’t the only issues. It’s not black and white. We need more types of housing. For example: if you live in the modular housing, the cops hassle you, cab drivers ask for money up front when you say where you are going. At first it just seemed like an experiment. The staff were ignoring drug deals in front of them. They wouldn’t intervene or solve problems between people; they were just ignoring things [...] we got blamed, and it became a place of stigma. We need more leadership and structure[...] we need housing that isn’t so stigmatized and with more options for people, not just mental health and addictions.”*

A lack of options leads to mismatches between users and services, therefore leading to higher risk for those individuals, not just in terms of their health vulnerability, but also in terms of risk becoming a victim of violence, as participants shared stories of people being chased with baseball bats, having their camps burned down, and being targeted as a result of stigma.

4. **Stigma creates exclusion** — Stigma and prejudice, which stem from discrimination and narratives that dehumanize certain groups of people, prevent some people from accessing services. Housing, mental health services, financial services, food banks, and many other services are difficult enough to approach due to stigma, but stigma also plays a role in how easily people can use those services as people are often denied service due to pre-conceptions based on their appearance.

Comments were made that the HHAP needs to “get rid of judgement and stigma... understand what low-income housing really is,” and that leadership needs to “step up and get educated about the issues. If they want to know, get down there and ask!” Adding to the reasons why stigma needs to be broken down, participants argued, “everyone deserves a second chance, or a tenth chance, we need opportunities to prove ourselves and change. Hopelessness turns into complacency.” Reducing stigma also improves patient-centred care as patients won’t be “lumped into a group,” when they are in need of treatment or other support.

5. **Education and prevention** — Spanning across all of the themes listed above is education and prevention. Education in this context refers primarily to equipping the public with the knowledge and resources they need to respond either directly to health and housing issues, or by finding resources to support them. Identifying issues early, understanding the root cause of the issues, and navigating open resources and service systems are skill sets that all community members should have. Education can also be a tool in reducing stigma against people in need of support, especially regarding stigmatized topics such as mental health, addictions, and homelessness. This also extends to education on historical injustices based on ableism, racism, colonialism, patriarchy, xenophobia, and oppression. Finally, people deserve to be educated on their rights and the resources available to them, particularly regarding their health, finances, access to information, housing, and basic human rights.

While these themes are not a full summary for understanding the full scope of stories and data collected, their recurrence suggests that they carry a higher priority for the participants who were

engaged (see [Appendix 2](#) for a full summary of the results). The feedback from participants in the Validation Labs was used to revise and rework the initial recommendations and actions put forward in this Action Plan.

# Our Health and Housing Action Plan

While the community engagement activities revealed a number of needs, areas for improvement, and potential solutions, the clearest, most resounding message was: there is a need to take action — fast and incremental steps forward towards a healthier and more vibrant Nanaimo. With this in mind, the HHTF presents a vision for the future, an implementation model for positive impact, and an action framework driven by empathy, understanding, and clear measures of progress.

The Health and Housing Action Plan is a collective commitment to active and equitable leadership, co-creation, and bold action. While the Action Plan sets our course today, the community and the diverse voices within will serve to guide us throughout these next five years. As a living plan, the HHAP requires ongoing fine tuning to adapt to changing contexts; as such, its implementation will influence the sequencing and prioritization of actions on a go-forward basis.

## Governance

To advance the targets within this Action Plan, a well-defined governance structure, with clear roles and responsibilities, is required — a sentiment that was conveyed strongly during the community engagement phase.

As part of the development of this plan, the HHTF, along with funders and system-level stakeholders, were brought together to discuss their respective roles in the execution of the proposed Health and Housing Action Plan. Specifically, stakeholders discussed the creation of a longer-term governance model and coordination entity to support implementation, as well as various tables and subcommittees designated to specific tasks and areas of attention.

Lived experience and Indigenous participation in this governance model are mandatory in order for it to achieve decision-making authority within the community — not only on the top oversight committee, but extending to all subcommittees and tables as well within the larger governance structures.

## Health & Housing System Planner Organization

To support the coordination of diverse activities, community stakeholders consulted preferred **the creation of a new, arms-length social development entity, to serve as the Health & Housing Systems Planner Organization (SPO)** that could focus on Plan implementation guided by the Council of Champions. The Systems Planner Organization would support/encourage the coordination of funding among key investors (IH, BCH, CMHC, etc) via the Funders Table, within the respective accountabilities and responsibilities of these partners. In other words, the funders would be brought together and supported in strategic/coordinated investments; the SPO would not distribute available funding.

An independent, dedicated entity allows exclusive focus on the Action Plan with the greatest flexibility to coordinate funding and resources across the community. While the development of a new entity requires time, financial and resource investment, and infrastructure development, the focused mandate creates greater accountability and potential for positive impact. Further financial modelling and cost analysis can be found below in **Investment Strategy**.

To support rapid action and minimize funding disruptions, the entity will be incubated for a one-to-two year period within the United Way Central & Northern Vancouver Island or the City of Nanaimo, with the goal over time of making it a standalone entity.

In addition, the recommendations on governance included a number of other key elements:

Design Note: Convert to infographic to **show governance pieces only** [without ICA / System View]





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- A **Health & Housing Council of Champions** to act as a strategic multi-stakeholder governance table representing diverse sectors and perspectives at the decision-making level;
- A revamped **Coalition on Health & Housing** (previously the Nanaimo Homeless Coalition) to support service provider coordination at the delivery levels advancing common priorities;
- **Health & Housing Lived Experience (LivEx) Circles** that involve people with lived experiences in the health and housing support system in the design and ongoing consultation about services and housing;
- A **Health & Housing Systems Planner Organization** to support Plan implementation activities and ecosystem coordination efforts; and
- The **Funders' Table** which will advance the Integrated Funding Model in partnership with core funders to support common priorities and maximize resources and impact.

In accordance with the commitment to Reconciliation, a target of 51%+ of members at these tables should be Indigenous peoples. The Snuneymuxw First Nation must have a seat at the table at the Council of Champions, the Coalition, and the Funders' Table, recognizing that the lands on which Nanaimo exists are traditional and unceded territories.

### Health & Housing Council of Champions

A foundational component of the Action Plan's governance is the **Health and Housing Council of Champions (HHCC)**. The Council of Champions will build on the existing HHTF, but will broaden its membership to include:

#### Design Note: Convert to infographic

- BC Housing
- Chamber of Commerce
- City of Nanaimo
- Nanaimo Homeless Coalition
- Corrections - Vancouver Island  
Community Corrections
- First Nations Health Authority
- Ministry of Children & Family  
Development
- RCMP Nanaimo Detachment
- Service Canada
- Snuneymuxw First Nation
- United Way of Central & Northern  
Vancouver Island

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- Vancouver Island University

The Council of Champions will maintain a formal link to the City Council, but not as a committee of Council, and will be accountable to all stakeholders involved in the Plan.

The Council Champions will represent their organizations, providing leadership to the overall mission and direction of the Action Plan. The partnering organizations will sign agreements to ensure collective commitment to implementation and governance roles, so all organizations work cohesively, not competitively, to ensure a realization of the shared vision. Fundamental to the success of the plan is the Council Champions role in collecting ongoing feedback from the community, and revising the plan based on new and changing community needs.

### *A Coordinated Ecosystem*

Beyond governance, the successful implementation of the Health and Housing Action Plan is built on the transformation of our existing system, to better meet the needs of those it serves. Throughout community engagement, we heard that a better integrated, more streamlined service system is required to support people experiencing or at risk of homelessness, facing adverse mental health outcomes, and/or substance use.

In response to this need, the Health and Housing Action Plan leverages a nationally emerging approach to coordination and navigation of social services called Integrated Coordinated Access (ICA). ICA creates common languages, tools, and processes across the social service sector for service providers, agencies, and most importantly, people seeking help to collaborate efficiently and effectively.

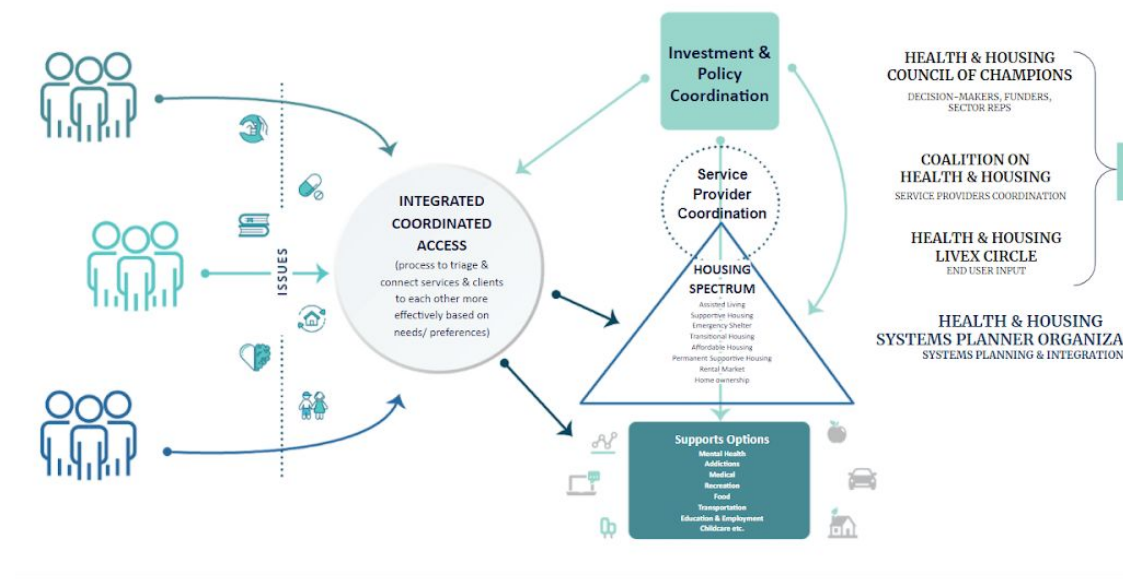
A well-developed ICA system helps individuals to navigate the services they need on their own, with the support of service providers, or both. ICA creates multiple doors, or access points, into the social service sector. As a result, people seeking help can access the support they need at any point in the system — there is no “wrong door,” location or phone number; there are mechanisms in place for individuals to be referred to the right place.

Design Note: Infographic to illustrate design analogy.

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An ICA system also integrates already-existing coordination mechanisms in a community, such as case conference groups, Situation Tables, and housing allocation tables to allow for more streamlined coordination across the social safety net. Referral, prioritization and coordination mechanisms allow for cross sector teams to work collaboratively and seamlessly across the community.

## Integrated Coordinated Access in Nanaimo



Design Note: Modify the graphic above to include:

- Leveraging digital access** — consistent tools and processes to find the right referral, up-to-date information on service providers, and self-navigation resources;
- Supported navigation** — a network of community navigators who are certified experts in information and referral services for a diverse range of needs and populations; and
- System-level oversight** — integrating with existing governance mechanisms and using technology to collect system-wide data to make fast improvements.

## Benefits of ICA in Nanaimo

- Members of the community can access the range of services available to meet their needs, rather than just those they 'happen' to know about;

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- It provides everyone looking for/providing help a level playing field of information about what's available and how to access it;
- It will help service providers to better collaborate through consistent processes, regardless of sector or issue focus (addictions, mental health, community safety, housing, etc.);
- It will provides us with a better understanding of where we collaborate well, and where there are opportunities to do better;
- It creates more accurate referrals and program placements that meet individuals' needs and their unique situations;
- Through data collection and continuous improvement, we can better understand diverse needs and strengths and ensure everyone's needs are being met equally.

### *Integrated Investment Strategy*

This section outlines a proposed co-investment model for the Funders' Table's consideration as a means of integrating and mutually leveraging diverse sources to align efforts to maximize impact and performance.

#### **Funders' Table**

The Funders' Table committee of the Council of Champions should bring together key investors in the Nanaimo health and housing ecosystem to coordinate funding, performance management, and quality assurance. Members should include, but not be limited to:

- City of Nanaimo
- Snuneymuxw First Nation
- BC Housing
- Island Health
- United Way
- First Nations Health Authority
- Provincial ministries including:
  - Children & Family Development;
  - Education;
  - Health;

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- Indigenous Relations & Reconciliation;
- Mental Health & Addictions;
- Municipal Affairs & Housing;
- Social Development & Poverty Reduction.
- Employment Social Development Canada
- Health Canada
- Canada Mortgage and Housing Corporation
- Private Sector
- Chamber of Commerce

To this, we will outline the financial modelling approach undertaken to develop immediate and longer term priorities for investment. This begins with an overview of immediate demand among those experiencing homelessness as an extreme manifestation of health and housing needs.

### Estimating Investment Needs

#### At Risk of Homelessness

We estimate that at least **6,000 people in Nanaimo are living on the edge of homelessness**. These are individuals and families where more than 50% of their total income is spent on housing and where household income is under \$30,000 annually.

When there's an imbalance between income and housing costs, there is a higher risk of being susceptible to falling into homelessness.

#### Transitional Homelessness

**1,345 people are estimated to be experiencing transitional homelessness** every year in our community. These are people who move in and out of homelessness quickly, experiencing very few episodes of homelessness throughout their lives.

Often these people do not face homelessness for very long as there are many preventative and diversionary supports available to help them — such as rent subsidies, social services, and affordable housing.

People are most likely to fall into homelessness because of high housing costs, health issues, family breakdown, loss of a job, etc. They are the easiest to help recover because they're able to tap into social and community supports and their own resources.

### Episodic Homelessness

Based on projections from data collected around shelter use, there are **270 people in Nanaimo** who are estimated to experience episodic homelessness during the course of the year. They are not always found in shelters as they could be couch surfing, staying with a friend, sleeping in a vehicle after fleeing unsafe living conditions, or other 'hidden homelessness' situations.

Generally, people who are episodically homeless are harder to help, but there is still some resilience as they can access more services and support. As in the case of other people in need of support, they have diverse needs related to their social and economic wellbeing. They may be experiencing domestic violence, mental health and substance-use challenges, coupled with unstable housing and low income.



### Chronic Homelessness

This is the smallest group, but also the group for whom our current approaches and systems need to do a better job. There are an **estimated 180 people who could be experiencing chronic homelessness** in Nanaimo. This group of people are consistently stuck in homelessness as it's often persistent throughout their lifetime.

Unfortunately, compounding experiences of trauma, addictions and health challenges, coupled with discrimination and system involvement make exiting homelessness challenging though absolutely achievable through housing, medical, and social supports. This is a win for individuals, our community

and our public systems. This accounts for people who are likely experiencing homelessness and not accessing emergency shelter.

### **Financial Modelling Approach**

Now that we understand the unmet demand in Nanaimo, we can scope our response. A key principle of developing a systems approach accounts for the dynamics and changes in this population and adjusts estimations of need accordingly. Therefore, this point-in-time analysis will need to be continuously updated as the HHAP gets implemented.

Using learnings from studies and reports from other Canadian jurisdictions, we developed a costs model that helps us gain insight into system needs. The underlying dynamics are impacted by shifts in the economy impacting lower-income populations as well as public policy at the federal and provincial levels in particular. For instance, COVID will impact poverty rates related to core housing needs and homelessness risk; thus, poverty reduction measures can mitigate homelessness risk. Alternatively, sustained economic downturn can result in new groups entering the at-risk of homelessness group, leading to increased rates.

Various scenarios were modelled in which we served all who may be experiencing chronic and episodic homelessness and varying figures from the transitionally homeless and at-risk pools. The current scenarios act as a means of addressing the immediate backlog of chronically homeless individuals while still moving into prevention and diversion for all groups — though the current measures assume only a percent of those at-risk would be served through these new measures. The scenarios also assume programs will leverage already existing units in the non-market and private market.

Accordingly, we mapped out three main scenarios with the same focus on supporting 90% of those experiencing chronic, 75% episodic homelessness, 25% of those experiencing transitional homelessness, and 10% of those experiencing homelessness risk.

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5-Year Scenarios	Cost/ Year	Total Costs	Total Operational Costs	Total Capital Costs	Targets	#Served	Assumptions
<b>Scenario 1 - Worst Case</b>	\$20M	\$99M	\$9.5M	\$51.2M	1,170	3,345	No coordination of current capacity; heavy capital investment, rent supports in market units.
<b>Scenario 2 - Best Case</b>	\$4.5M	\$22.7M	\$17.3M	\$5.3M	385	4,946	Maximum coordination of current capacity; heavy reliance on rent supports in market units.
<b>Scenario 3 - Likely Case</b>	\$12.4M	\$62.1M	\$33.6M	\$28.4M	635	4,308	Partial coordination of current capacity; heavy capital investment, rent supports in market units.

The key differences between the three scenarios refer to ability of coordination measures proposed in the plan to be implemented successfully. In Scenario 1, we are assuming that none of the thousand units of supportive housing spaces and program supports currently operating in the system are optimized with the proposed performance measures and brought into the Integrated Coordinated Access process. In Scenario 2, we are assuming all of them are brought in and optimized. The 2nd Scenario, assumes about half of these spaces are optimized with placements coming through the ICA process.

**The above analysis reinforces the need to prioritize ecosystem coordination. Assuming the likely Scenario 3 is realized, the impact on the numbers served would be significantly better than in the case of no coordination with a much lower need for funding.**

In this scenario, there would still be a need to increase current system capacity to meet this pent up demand and ensure optimal utilization and performance of services and housing. The table below summarizes these assumptions made in this example.

**Funding Goal 1: Secure \$12.4M/year to enhance ecosystem capacity to support 4,300 people in 635 new spaces over the next 5 years.**



<b>Program Type</b>	<b># Net New Spaces</b>	<b>#Avg #Intakes /r</b>	<b>Target Turnover</b>	<b>Target Negative Exit</b>	<b>Operational Costs/ Space/Yr</b>
<b>Permanent Supportive Housing</b>	90	257	25%	15%	\$20K
<b>Affordable Housing</b>	20	349	25%	15%	\$5K
<b>Transitional Housing</b>	70	216	25%	15%	\$20K
<b>Assertive Community Treatment</b>	70	110	25%	15%	\$21K
<b>Intensive Case Management</b>	70	312	150%	15%	\$17.5K
<b>Rapid Re-housing</b>	20	148	200%	20%	\$12K
<b>Prevention Supports</b>	95	863	300%	20%	\$5K
<b>Rent Supports</b>	200	332	25%	15%	\$12K
<b>Total</b>	635 spaces created 4,300 people served				

The proposed investments focus on measurable impact on visible and costly forms of homelessness with some prevention work as a means of leveraging existing resources and housing units. By no means is this approach the silver bullet to all homelessness; if implemented, however, it will make a visible dent in the current backlog and enable us to move increasingly upstream into greater housing stabilization longer term and improved health overall.

### **Ecosystem Coordination**

As the scenarios suggest, achieving optimal results will require a concerted effort and commitment to ecosystem coordination. To this end, an initial estimate for the Systems Planner Organization function sits at \$500K for startup and scales to \$1M by Year 5 as a standalone, arms-length entity.

**Funding Goal 2: Enhance ecosystem coordination to support HHAP implementation with a \$3.6M investment over 5 years, starting with \$500K in Year 1.**

Year 1	Year 2	Year 3	Year 4	Year 5	Total 5 Years
\$500K	\$500K	\$700K	\$900K	\$1M	\$3.6M
3FTE + Ops Costs	3FTE + Ops Costs	5 FTE + Ops Costs	7FTE + Ops Costs	9FTE + Ops Costs	

While the investment is not insignificant, the potential return on investment can be as high as \$30:\$1 — or the difference between \$4.5M and \$20M spent to hit Plan targets enabled through optimizing the existing resources in the ecosystem estimated at \$55M-\$60M a year invested in social and community housing.

Longer term, this model can expand coordination to maximize \$400M+/year in the broader social safety net to support health and housing invested through public institutions in health, educational, justice, and social services.

**KPIs to Track Impact**

By enhancing ecosystem coordination, and focusing on an investment strategy with high return on social investment, we can achieve the following impact on homelessness in our community by 2025:

**Design Note: Convert to infographic**

100% of people experiencing chronic/episodic homelessness have access to appropriate housing.

Services, supports, and interventions provided to at least 20% of people at risk of homelessness.

100% of people who seek support from service providers in the Integrated Coordinated Access System are connected to the help they need.

The number of people returning to homelessness after receiving housing help is reduced by 15% (from funded programs).

While assessing impact will be an ongoing activity for the Systems Planner Organization, the list below outlines proposed indicators to monitor at the outset of implementation. Within the

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Framework for Action, there are additional outcomes for consideration and/or implementation over time based on emerging priorities and needs.

<ul style="list-style-type: none"><li>● % services with ICA participation</li><li>● % services w/ complex needs capability</li><li>● % service w/ cultural safety/competency standards</li><li>● # clients housed</li><li>● # units/spaces created</li><li>● \$ capital/operations funding brought into Nanaimo</li></ul>	<ul style="list-style-type: none"><li>● % health and housing funding coordinated through Funders' Table</li><li>● % end users satisfied with service</li><li>● % increase in self-reported wellbeing pre/post-intervention</li><li>● change in public systems use pre/during/post-service</li></ul>	<ul style="list-style-type: none"><li>● # long term shelter users/unsheltered/PIT enumerated</li><li>● % Indigenous service end users vs. presenting need</li><li>● # end users accessing service through ICA process</li></ul>
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## Framework for Action

Based on the outcomes of feedback received through the community engagement process, the HHTF created an eight-part framework for taking action on health and housing, split into **two commitments** and **six priority areas** of focus:

### Two Commitments

1. Truth & Reconciliation
2. Challenging Discrimination & Stigma

### Six Priority Areas

1. System Coordination
2. Diverse Housing Options
3. Leadership & Engagement
4. Prevention

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5. Complex Needs Capability
6. Poverty Reduction

Each commitment and priority area is followed by recommendations based on a combination of data analysis and community feedback, specific actions that should be taken to enact that recommendation, timelines for implementation, and tangible methods for measuring progress and success on that action.

Commitment #1 Truth & Reconciliation		
1. Use the <b>Truth &amp; Reconciliation Commission’s Calls to Action</b> to guide the implementation of the Plan.		
ACTION	INITIATION	PROGRESS MEASURES
1.1. Support Snuneymuxw and local First Nations to hold <b>a ceremony</b> with the Council of Champions and Plan tables to kick off the work.	Immediate	<ul style="list-style-type: none"> <li>● First Nations’ Elders and Knowledge Keepers identified to validate work identified;</li> <li>● Reconciliation started in Ceremony to ensure an ethical way forward.</li> </ul>
1.2. With leadership from the Snuneymuxw First Nation and the surrounding local First Nations, <b>identify the Calls to Action</b> that the Action Plan should connect to and advance.	Y1	<ul style="list-style-type: none"> <li>● Council of Champions convened;</li> <li>● Calls to Action connected to the Action Plan validated by Indigenous service users and service providers;</li> <li>● Framework for Action updated with clear progress measures identified.</li> </ul>
2. Indigenous <b>participation, leadership, and self-determination</b> across all aspects of Plan governance, implementation, and data collection.		
ACTION	INITIATION	PROGRESS MEASURES
2.1. Target <b>51%+ Indigenous representation</b> on Plan governance and coordination tables.  Examples: 2.1.1. Health and Housing Council of	Immediate	<ul style="list-style-type: none"> <li>● 51% +representation achieved;</li> <li>● Additional measures of diversity across age, gender, sexual orientation, economic experience, experiences of service use, etc. represented.</li> </ul>

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<p>Champions</p> <p>2.1.2. Coalition on Health &amp; Housing</p> <p>2.1.3. Funders’ Table</p> <p>2.1.4. CAA Placement Table</p> <p>2.1.5. Complex Needs Action Table</p>		
<p>2.2. Support Indigenous <b>self-determination</b> in all <b>funding decisions</b>.</p>	<p>Immediate</p>	<ul style="list-style-type: none"> <li>● Funding processes and evaluation markers co-designed by Indigenous people, for Indigenous people, with inclusion of Indigenous methodologies;</li> <li>● Indigenous LivEx input provided to Funders’ Table to inform funding decisions;</li> <li>● Indigenous organizations successfully secure funding to meet the needs of Indigenous and non-Indigenous members of the community;</li> <li>● Funding parity commitments are set and met that address the unique needs of Indigenous people and diverse groups;</li> <li>● Funding equity transparency reports are published to show the proportion of funds being used to support Indigenous people and diverse groups have been met.</li> </ul>
<p>2.3. Support <b>local capacity</b> for <b>Indigenous-led housing and social support services</b> in partnership with Snuneymuxw First Nation.</p>	<p>Y1</p>	<ul style="list-style-type: none"> <li>● Gaps in existing services identified; needs of Indigenous service users identified;</li> <li>● Housing and service models developed, or scaled, rooted in the Coast Salish Snawayalth;</li> <li>● Funding secured;</li> <li>● Programs executed;</li> <li>● Training programs developed for Indigenous and non-Indigenous service providers;</li> <li>● Indigenous evaluation frameworks developed.</li> </ul>

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3. Improve quality of and access to <b>culturally-competent service provision.</b>		
ACTION	INITIATION	PROGRESS MEASURES
<p>3.1. Create <b>access points</b> within the <b>Integrated Coordinated Access</b> system that meet the needs of Indigenous people, with staff that are Indigenous or culturally-competent, and can deliver appropriate assessment and referral, where needed. <i>[See Prevention 1.1]</i></p>	Y1	<ul style="list-style-type: none"> <li>● Existing access points identified;</li> <li>● Navigator training conducted, as per ICA implementation plan;</li> <li>● Positive community and client outcomes [TBD]:               <ul style="list-style-type: none"> <li>○ # Indigenous end users accessing service through ICA;</li> <li>○ % of Indigenous service users vs. presenting need;</li> <li>○ % of Indigenous end users satisfied with service;</li> <li>○ # of access points providing culturally-competent services to Indigenous end users.</li> </ul> </li> </ul>
<p>3.2. Support Snuneymuxw First Nation's leadership in exploring potential <b>Indigenous Cultural &amp; Healing Centre</b> to support on- and off-reserve Indigenous people in Nanaimo in collaboration with Indigenous organizations.</p>	Y2	<ul style="list-style-type: none"> <li>● Needs assessment and feasibility study conducted;</li> <li>● Operational plan developed;</li> <li>● Funding secured;</li> <li>● Positive community and client outcomes [TBD]:               <ul style="list-style-type: none"> <li>○ # of service users</li> <li>○ # of Indigenous people connected to services</li> <li>○ Reported increases in feelings of belonging and wellbeing.</li> </ul> </li> </ul>
<p>3.3. Work with Snuneymuxw and Nanaimo Indigenous organizations to develop and roll out <b>cultural and healing practices</b> across services and housing programs.</p>	Y1	<ul style="list-style-type: none"> <li>● Gaps in existing programming identified;</li> <li>● Programming added and enhanced to meet the needs of Indigenous people seeking services;</li> <li>● Funding secured;</li> <li>● Positive community outcomes [TBD]:               <ul style="list-style-type: none"> <li>○ # of new training modules developed</li> <li>○ # of programs developed</li> <li>○ # of clients connected to cultural</li> </ul> </li> </ul>

		and healing practices
3.4. Support programming to address <b>intergenerational trauma.</b>	Y1	<ul style="list-style-type: none"> <li>● Gaps in existing programming identified;</li> <li>● Programming added and enhanced to meet the needs of Indigenous people seeking services;</li> <li>● Funding secured;</li> <li>● Positive community outcomes [TBD]:                             <ul style="list-style-type: none"> <li>○ # of new training modules developed</li> <li>○ # of programs developed</li> <li>○ # of clients connected to cultural and healing practices</li> </ul> </li> </ul>
4. Improve <b>community cohesion</b> and <b>Indigenous belonging</b> through education and awareness of Indigenous <b>culture and strengths</b> , and the impact of <b>colonialism</b> and <b>racism.</b>		
ACTION	INITIATION	PROGRESS MEASURE
4.1. Introduce <b>education and awareness</b> on <b>Indigenous history and colonialism</b> , and connection to social and economic disparities among Indigenous people caused by past and current colonialism and racism.	Y1	<ul style="list-style-type: none"> <li>● Target audiences selected (schools, workplaces, landlords, general public, etc.);</li> <li>● RFP executed to develop a public awareness campaign(s) that reaches the target audience, and that is designed with local community context;</li> <li>● Positive community outcomes [TBD]:                             <ul style="list-style-type: none"> <li>○ Increased awareness of Indigenous history and colonialism;</li> <li>○ Reported increase in feelings of belonging and safety.</li> </ul> </li> </ul>
4.2. Advance and resource <b>anti-racism and Indigenous cultural training</b> for housing and social service providers.	Y1	<ul style="list-style-type: none"> <li>● RFP executed to develop training for housing and social service providers on strength-based approaches, cultural practices, anti-racism, anti-bias, and intergenerational trauma;</li> <li>● Positive client and community outcomes [TBD]:                             <ul style="list-style-type: none"> <li>○ # of service providers trained;</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>○ % of service providers with trained staff;</li> <li>○ % of service providers reporting increased understanding of anti-racism and Indigenous culture;</li> <li>○ % of Indigenous end users satisfied with service within the ICA system;</li> <li>○ # of complaints of discrimination and racism among service-users; decrease year-over-year.</li> </ul>
4.3. Advance targeted efforts to prevent and reduce <b>discrimination</b> among landlords that prevents Indigenous people from accessing rental housing or performing cultural practices.	Y2	<i>[See Diverse Housing Options 3.1]</i>

## Commitment #2 Challenging Discrimination & Stigma

1. Challenge **stigma** and **change negative public perceptions** about homelessness, substance use, mental health, poverty, and other commonly stigmatized experiences.

ACTION	INITIATION	PROGRESS MEASURES
1.1. Develop <b>innovative community engagement, public education strategies</b> , and campaigns aimed at promoting understanding regarding mental health, substance use, crime and safety, racism, and discrimination.	Y1	<i>[See Leadership &amp; Engagement 1.1]</i>
1.2. Support <b>positive media representation</b> of people who have experienced issues related to mental	Y2	<ul style="list-style-type: none"> <li>● News outlets and journalists positively engaged;</li> <li>● Easy-to-read information briefs about homelessness, substance use, mental</li> </ul>



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health, substance use, crime and safety, and discrimination.		<p>health in Nanaimo; created locally;</p> <ul style="list-style-type: none"> <li>● Strength-based language guides published.</li> </ul>
1.3. Create <b>age-appropriate materials</b> for parents, caregivers, and educators to teach children and youth about the causes of homelessness, poverty, and the experience of mental health and substance use.	Y3	<ul style="list-style-type: none"> <li>● Curriculum co-created with people with diverse lived experience;</li> <li>● Positive community outcomes [TBD]: <ul style="list-style-type: none"> <li>○ # of materials distributed to parents;</li> <li>○ % of teachers incorporating material into task design..</li> </ul> </li> </ul>

### Priority #1

## System Coordination

1. Create a **community-based governance committee** for the oversight of this Action Plan and coordination of the Health and Housing System.

ACTION	INITIATION	PROGRESS MEASURES
1.1. <b>Call key partners to action formally</b> to identify areas to support the Action Plan, including capacity to resource funding needs identified.	Y1	<ul style="list-style-type: none"> <li>● Partners identify contributions and commitment.</li> </ul>
1.2. Create a <b>Health &amp; Housing Council of Champions</b> to act as a strategic multi-stakeholder governance table representing diverse sectors and perspectives at the decision-making level.	Y1	<ul style="list-style-type: none"> <li>● MOU developed including, mandate, principles, governance structure, activities, representation, term length, reporting;</li> <li>● Membership determined;</li> <li>● Council launched.</li> </ul>
1.3. <b>Secure the \$18.5M needed for Year 1 rollout</b> through the Funders' Table.	Y1	<ul style="list-style-type: none"> <li>● Funding secured.</li> </ul>
1.4. Revamp the <b>Coalition on Health &amp; Housing</b> (previously the Nanaimo Homeless Coalition) to support service provider coordination at the delivery	Y1	<ul style="list-style-type: none"> <li>● MOU developed;</li> <li>● Membership determined;</li> <li>● Roles, responsibilities, and collaboration with the <b>Health &amp; Housing Systems Planner</b></li> </ul>

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	levels, advancing common priorities.		<p><b>Organization</b> determined;</p> <ul style="list-style-type: none"> <li>Coalition on Health &amp; Housing Launched.</li> </ul>
1.5.	Create <b>Health &amp; Housing Lived Experience (LivEx) Circles</b> that involve people with lived experiences in the health and housing support system in the design and ongoing consultation about services and housing.	Y1	<i>[See Leadership &amp; Engagement 2.1]</i>
1.6.	Create a <b>Health &amp; Housing Systems Planner Organization</b> to support Plan implementation activities and ecosystem coordination efforts	Y1 — Y2	<ul style="list-style-type: none"> <li>Start up funding secured;</li> <li>Organization staffed;</li> <li>Articles of incorporation completed;</li> <li>Operational, implementation and funding plan developed;</li> <li>Organization launched.</li> </ul>
1.7.	Advance an <b>Integrated Funding Model</b> in partnership with core funders to support common priorities through the creation of a <b>Funders’ Table</b> to maximize resources and impact.	Y1	<ul style="list-style-type: none"> <li>Funders’ Table initiated; membership selected;</li> <li>Backbone or administrative organization selected;</li> <li>Funding model selected; strategy developed to meet Target Space Creation <b>[See Investment Strategy]</b>.</li> </ul>
2. Support <b>continuous improvement</b> and <b>innovation activities</b> across the ecosystem.			
	<b>ACTION</b>	<b>INITIATION</b>	<b>PROGRESS MEASURES</b>
2.1.	Develop and implement a community-wide <b>integrated data management strategy</b> to drive Plan progress.	Y1	<ul style="list-style-type: none"> <li>Phase 1 KPIs/outcomes selected [additional KPIs/outcomes can be measured as the plan is implemented];</li> <li>Explore tech stack options to support system coordination, including but not limited to HIFIS;</li> <li>Data framework developed;</li> <li>Data collection process developed;</li> <li>Data sharing agreements executed;</li> <li>Information management system selected; implemented;</li> </ul>

		<ul style="list-style-type: none"> <li>• Develop ongoing training to support tech implementation.</li> </ul>
2.2.	Explore a <b>Social Innovation Fund</b> to advance creative solutions in the ecosystem.	Y3 <ul style="list-style-type: none"> <li>• Funding source determined;</li> <li>• Fund criteria determined and publicized;</li> <li>• Submissions received; selected and advanced.</li> </ul>

## Priority #2 Diverse Housing Options

1. Support and bolster **existing efforts** in the community to **increase access to affordable housing**.

ACTION	INITIATION	PROGRESS MEASURES
1.1. Secure <b>\$28.4M capital funding/land</b> to create: <ul style="list-style-type: none"> <li>- 90 units of permanent supportive housing;</li> <li>- 70 units of transitional housing;</li> <li>- 20 units of affordable housing.</li> </ul>	Y1-Y5	<ul style="list-style-type: none"> <li>• Positive community outcomes:               <ul style="list-style-type: none"> <li>○ Year 1 sees 90 unit# units/spaces created;</li> <li>○ % market housing/% affordable housing ratio in housing developments.</li> </ul> </li> </ul>
1.2. Secure <b>\$33.6M to operate 635 new program spaces</b> and serve 4,308 people over 5 years.	Y1-Y5	<ul style="list-style-type: none"> <li>• Positive community outcomes:               <ul style="list-style-type: none"> <li>○ \$ secured;</li> <li>○ # units/spaces created;</li> <li>○ # people housed/supported.</li> </ul> </li> </ul>
1.3. Encourage the City's ongoing implementation of <b>2018 Affordable Housing Strategy</b> actions for incentives and enablers to facilitate affordable housing.	Y1-Y5	<ul style="list-style-type: none"> <li>• Inventory of emergency services and supported housing spaces within the housing continuum completed and maintained;</li> <li>• Housing Needs Assessments conducted every 5 years;</li> <li>• Mixed-use, scattered-site housing developed to promote equity and incorporate community feedback regarding segregation and anti-stigma efforts;</li> <li>• Positive community outcomes [TBD]:</li> </ul>

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		<ul style="list-style-type: none"> <li>○ # units/spaces created;</li> <li>○ % market housing/% affordable housing ratio in housing developments.</li> </ul>
1.4. Track the <b>affordable housing pipeline</b> using technology in real time to enable reporting and public accountability.	Y2	<ul style="list-style-type: none"> <li>● Data framework completed;</li> <li>● Communication and technology platform selected;</li> <li>● Data management process developed;</li> <li>● Positive community outcomes [TBD]:                             <ul style="list-style-type: none"> <li>○ Affordable housing milestones met;</li> <li>○ Increased support for affordable housing initiatives.</li> </ul> </li> </ul>
1.5. Explore a <b>Community Investment Campaign</b> to drive capital and coordinated builds/investments with community, government and private sector partners.	Y2	<ul style="list-style-type: none"> <li>● Feasibility determined;</li> <li>● Champions identified;</li> <li>● Campaign developed and executed;</li> <li>● Positive community outcomes [TBD]:                             <ul style="list-style-type: none"> <li>○ \$ capital/operations funding brought into Nanaimo;</li> <li>○ Increased community support for affordable housing initiatives.</li> </ul> </li> </ul>
2. Create <b>appropriate, accessible, and culturally-competent housing options</b> across the housing spectrum for individuals with diverse needs.		
ACTION	INITIATION	PROGRESS MEASURE
2.1. Explore opportunities to increase <b>permanent supportive housing and transitional housing, rapid re-housing, shelter, detox treatment, and inpatient treatment beds</b> to meet Plan goals with Island Health, BC Housing, provincial, federal, municipal, private sector, and service provider partners.	Y1	<ul style="list-style-type: none"> <li>● Progress on current 2018 Affordable Housing Strategy assessed with regards to various housing types;</li> <li>● Funding allocations for each type determined;</li> <li>● BC Housing and developers engaged;</li> <li>● Positive community outcomes [TBD]:                             <ul style="list-style-type: none"> <li>○ # of PSH units created;</li> <li>○ # of transitional units created;</li> <li>○ # of shelter beds created;</li> <li>○ # of detox and inpatient treatment beds created;</li> </ul> </li> </ul>

## DRAFT FOR INPUT

<p>Areas to consider in implementation and development:</p> <ul style="list-style-type: none"> <li>2.1.1. Cultural safety and competency</li> <li>2.1.2. Trauma-informed practices</li> <li>2.1.3. Gender-neutral space provision</li> <li>2.1.4. Stigma reduction in the provision of mental health and substance use services</li> <li>2.1.5. Person-centred design principles</li> <li>2.1.6. Hours, operation, eligibility</li> <li>2.1.7. Staffing and hiring</li> <li>2.1.8. Accessibility, mobility, and transportation</li> <li>2.1.9. Geographic location and ghettoization</li> </ul>		<ul style="list-style-type: none"> <li>○ # of units/buildings repurposed or renovated;</li> <li>○ # of people housed;</li> <li>○ # of tenants connected to additional supports;</li> <li>○ % services with wraparound supports and complex needs capability;             <ul style="list-style-type: none"> <li>○ % service with cultural safety/competency standards;</li> <li>○ % of clients with increased health and wellbeing through self-report re-post intervention.</li> </ul> </li> </ul>
<p>3. Enact engagement strategies and programs to improve <b>Housing &amp; Health Equity</b> in market housing.</p>		
<p style="color: #00a086;">ACTION</p>	<p style="color: #00a086;">INITIATION</p>	<p style="color: #00a086;">PROGRESS MEASURES</p>
<p>3.1. Establish a formal and informal <b>landlord engagement and collaboration strategy</b> to encourage participation in housing programs, to prevent evictions, minimize damage, and reduce discrimination.</p> <p>Potential areas of focus:</p> <ul style="list-style-type: none"> <li>3.1.1. Training in partnership with equity groups; cultural competency</li> <li>3.1.2. Community funds for landlords to deal with unit damages to increase incentives to rent to non-profits</li> <li>3.1.3. Housing disputes</li> <li>3.1.4. Discrimination</li> <li>3.1.5. Landlord experience survey</li> <li>3.1.6. Integrated Coordinated Access</li> <li>3.1.7. HelpSeeker Navigation</li> </ul>	<p>Y1 - ongoing</p>	<ul style="list-style-type: none"> <li>● Landlord stakeholder list developed;</li> <li>● Champions identified, with Indigenous representation;</li> <li>● Champions table initiated;</li> <li>● Engagement and collaboration strategy developed;</li> <li>● Accountability and transparency measures developed;</li> <li>● Community fund for repairs developed;</li> <li>● Positive community outcomes [TBD]:             <ul style="list-style-type: none"> <li>○ Decrease in evictions;</li> <li>○ # of tenants connected to supports;</li> <li>○ Increase in landlord awareness of HelpSeeker app;</li> <li>○ Reported increases in landlord confidence and navigation capability;</li> <li>○ Decrease in reports of</li> </ul> </li> </ul>

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		discrimination based on race, culture, income assistance, criminal record checks.
3.2. Encourage creation of <b>homeownership grants/supports</b> for low-income households.	Y2	<ul style="list-style-type: none"> <li>• Homeownership grants/supports created;</li> <li>• Increase in # of homeownership grants/supports year over year.</li> </ul>
3.3. Expand <b>rent supplement programs</b> for market units.	Y2	<ul style="list-style-type: none"> <li>• Increase in # of rent supplement programs available.</li> </ul>
3.4. Ensure <b>housing suitability</b> for people with diverse physical and cognitive abilities.	Y1	<ul style="list-style-type: none"> <li>• Housing stock assessed for accessibility, suitability, and desirability;</li> <li>• Developers with specialization in creating housing for people with disabilities engaged;</li> <li>• Disability lens applied to all housing developments;</li> <li>• Positive community outcomes [TBD]:             <ul style="list-style-type: none"> <li>○ # affordable and market units created appropriate for different types of physical disability;</li> <li>○ # long-term care units created for people with complex needs.</li> </ul> </li> </ul>

### Priority #3 Leadership & Engagement

1. Promote and support **community engagement** and **feedback** to support Plan priorities.

ACTION	INITIATION	PROGRESS MEASURES
1.1. Develop <b>annual public communication plans</b> based on main priorities and milestones.  Potential areas of focus:	Y1-Y5	<ul style="list-style-type: none"> <li>• Key messages determined;</li> <li>• Communication plan developed;</li> <li>• Website developed; feedback mechanisms incorporated;</li> <li>• Social media channels developed (TBD)/Council of Champions existing</li> </ul>

## DRAFT FOR INPUT

<p>1.1.1. Objectives of the Health &amp; Housing Action Plan</p> <p>1.1.2. Progress and updates</p> <p>1.1.3. Information on where to seek help (in-person, online, HelpSeeker)</p> <p>1.1.4. Strength-based awareness campaigns that challenge misconceptions about homelessness, poverty, substance use, interpersonal violence, and mental health, etc.</p> <p>1.1.5. Indigenous story-telling and cultural competency</p>		<p>channels leveraged;</p> <ul style="list-style-type: none"> <li>● Communication campaigns launched;</li> <li>● Online engagements tracked (click through rate); conversion rate;</li> <li>● Positive community outcomes [TBD]: <ul style="list-style-type: none"> <li>○ Increased awareness of the Action Plan;</li> <li>○ Increased support for the Action Plan;</li> <li>○ Increased community cohesion;</li> <li>○ Increased usage of HelpSeeker app, year-over-year.</li> </ul> </li> </ul>
<p>1.2. Create mechanisms for regular or continuous <b>community and service user feedback</b> with a focus on reaching service users with diverse experiences.</p> <p>Solutions for exploration:</p> <p>1.2.1. Hotline/inbox to report discriminatory and/or racist practices in service provision within the social service sector, within ICA agencies, and those outside of it.</p>	Y1-Y2	<ul style="list-style-type: none"> <li>● Mechanisms for community feedback determined;</li> <li>● Continuous improvement processes to evaluate, prioritize, and incorporate feedback developed; roles and responsibilities assigned;</li> <li>● Transparent reporting mechanisms developed.</li> </ul>
<p>1.3. Promote <b>transparency and accountability</b> through near real-time success tracking.</p>	Y2	<i>[See Leadership &amp; Engagement 3.1]</i>
<p>2. Leverage the <b>strengths, experiences,</b> and <b>contributions of diverse groups</b> across the community to champion plan priorities.</p>		
ACTION	INITIATION	PROGRESS MEASURES
<p>2.1. Create a <b>Health &amp; Housing LivEx Circle</b> to provide regular input on implementation.</p>	Y1	<ul style="list-style-type: none"> <li>● Terms of Reference developed, including mandate, principles, activities, representation, term length, reporting;</li> <li>● Recruitment completed;</li> <li>● Health and Housing LivEx Circle regularly</li> </ul>

## DRAFT FOR INPUT

<p>Membership:</p> <p>2.1.1. Target 51%+ of membership to include Indigenous representation.</p> <p>2.1.2. Include additional membership for representation across diverse ages, genders, races, sexual orientations, physical and cognitive abilities, lived experiences, and intersectionalities.</p>		<p>meeting;</p> <ul style="list-style-type: none"> <li>Action Plan progress (interval TBD) reported on by Health and Housing LivEx Circle.</li> </ul>
<p>2.2. Create <b>informal and formal mechanisms for LivEx input</b> on plan priorities and implementation, outside the Health &amp; Housing LivEx Circle.</p>	Y2	<ul style="list-style-type: none"> <li>Additional mechanisms for LivEx feedback developed, led by the Health &amp; Housing LivEx Circle.</li> </ul>
<p>2.3. Support the development of an <b>Interfaith Action Council</b> to coordinate the faith communities long-standing role in supporting members of the community seeking support.</p>	Y1-Y2	<ul style="list-style-type: none"> <li>Terms of reference developed, including mandate, principles, activities, representation, term length, reporting;</li> <li>Recruitment;</li> <li>Council launched.</li> </ul>
<p>3. Support the City to create a <b>provincial and federal advocacy strategy</b> to support plan priorities.</p>		
ACTION	INITIATION	PROGRESS MEASURES
<p>3.1. Conduct a <b>policy scan</b> to determine existing and forthcoming government policies that relate to the action plan.</p>	Y1	<ul style="list-style-type: none"> <li>Directional policy matrix developed;</li> <li>Strength of overlap and alignment between relevant government policies mapped;</li> <li>Local and national groups advocating in these areas identified.</li> </ul>

## Priority #4 Prevention



## DRAFT FOR INPUT

<p>1. Develop and support a <b>holistic and integrated health and housing spectrum</b> for wrap-around supports across diverse needs that is person-centred across the prevention continuum; implement an <b>Integrated Coordinated Access (ICA) model</b> that connects the residents of Nanaimo to community services, based on individual needs and preferences.</p>		
ACTION	INITIATION	PROGRESS MEASURES
<p>1.1. Develop <b>ICA model</b>, service blueprints, and guidelines for community-wide service provider coordination.</p>	<p>Y1</p>	<ul style="list-style-type: none"> <li>● Model developed;</li> <li>● Service blueprints created; improved through community feedback;</li> <li>● ICA guidelines developed, published;</li> <li>● ICA tech stack, privacy, and data sharing/collection protocols defined;</li> <li>● Launch engagement campaign to recruit early adopter service providers in the ICA process;</li> <li>● Positive community outcomes [TBD]:             <ul style="list-style-type: none"> <li>○ # end users accessing service through ICA process;</li> <li>○ % services participating in ICA;</li> <li>○ # ineligible/inappropriate referrals to ICA service providers decreased;</li> <li>○ # end users indicating a positive experience through ICA system;</li> <li>○ % service providers indicating understanding of ICA system.</li> </ul> </li> </ul>
<p>1.2. Continue to advance <b>online systems map</b> for early intervention, screening, and systems navigation use.</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> <li>● Continue ongoing marketing campaign with end users and service providers to keep map up to date;</li> <li>● # of awareness campaigns;</li> <li>● Increased usage of HelpSeeker app, year-over-year.</li> </ul>
<p>1.3. Improves access to help by launching a <b>Navigation Centre</b> [see <i>Complex Needs Capability. 1.3</i>] and other access sites for Integrated Coordinated Access in libraries, community centres, and recreation facilities as sites of navigation.</p>	<p>Y2</p>	<ul style="list-style-type: none"> <li>● Operational plan developed;</li> <li>● Funding secured;</li> <li>● Navigation Centre opened;</li> <li>● Natural access points in the community identified;</li> <li>● Number of new access points and locations determined, based on community need;</li> <li>● # of new access points implemented;</li> </ul>

## DRAFT FOR INPUT

		<ul style="list-style-type: none"> <li>• Positive community outcomes [TBD]: <ul style="list-style-type: none"> <li>○ Increased usage of Navigation Centre year-over-year;</li> <li>○ Increased client satisfaction rate (Navigation Centre) year-over-year; target 85% by Year 3.</li> </ul> </li> </ul>
1.4. Increase <b>digital navigation capacity</b> across the community, including schools and education partners.	Y1-Y2	<ul style="list-style-type: none"> <li>• Natural navigators identified;</li> <li>• Training developed;</li> <li>• Positive community outcomes [TBD]: <ul style="list-style-type: none"> <li>○ # of digital navigators trained;</li> <li>○ % of trained navigators with expertise in supporting: Indigenous peoples, seniors, families, youth;</li> <li>○ % of schools with trained navigators.</li> </ul> </li> </ul>
2. Improve access to supports, through <b>systems navigators</b> , to connect children, young people, and families to supports that promote lifelong health and wellbeing.		
<b>ACTION</b>	<b>INITIATION</b>	<b>PROGRESS MEASURES</b>
2.1. Support <b>brain development and trauma learning</b> with educators, parents, and caregivers.	Y2	<ul style="list-style-type: none"> <li>• RFP executed to develop Nanaimo-specific training for parents, teachers, and caregivers on brain development and trauma learning;</li> <li>• Positive community outcomes [TBD]: <ul style="list-style-type: none"> <li>○ % of schools with trained educators;</li> <li>○ % of trained educators reporting increased understanding of developmental impacts of trauma;</li> <li>○ # of parents/caregivers trained.</li> </ul> </li> </ul>

### Priority #5 Complex Needs Capability

1. Leverage a **human rights approach** by ensuring **access to the most basic human needs** for all residents, at minimum, while **connecting clients** to supports they need.

<b>ACTION</b>	<b>INITIATION</b>	<b>PROGRESS MEASURES</b>
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<p>1.1. Support the creation of a <b>Navigation Centre</b> [see <i>Prevention: 1.3</i>] bringing together diverse key services for the complex needs group along with basic services (showers, food, etc.). It acts as an entry point into the coordinated system where assessment, intervention can start. Indigenous cultural supports are embedded, trauma-informed, person-centred.</p>	<p>Y2</p>	<ul style="list-style-type: none"> <li>● Funding secured;</li> <li>● RFP for operator launched;</li> <li>● Implementation and operational plan created; theory of change developed;</li> <li>● Data collection protocols developed and implemented;</li> <li>● Service blueprints developed with end user input;</li> <li>● Navigation Centre opened;</li> <li>● Marketing and awareness campaign to promote Centre to target groups;</li> <li>● Client feedback process developed;</li> <li>● Positive client outcomes [TBD]:             <ul style="list-style-type: none"> <li>○ # of clients served;</li> <li>○ % of clients reporting high satisfaction with quality of service;</li> <li>○ % of Indigenous clients reporting high satisfaction with cultural competency and quality of service;</li> <li>○ % of clients experiencing homelessness successfully housed through referral.</li> </ul> </li> </ul>
<p>1.2. Create and resource <b>Health &amp; Housing Intervention Teams [HHIT]</b> to intervene with complex needs, clients immediately with 140 spaces in Year 1.</p>	<p>Y1</p>	<ul style="list-style-type: none"> <li>● 140 spaces secured in Year 1 to house, and support people experiencing chronic homelessness;</li> <li>● Funding secured to support teams;</li> <li>● Health &amp; Housing Intervention Teams implemented;</li> <li>● Service blueprints developed with end user input;</li> <li>● Positive community outcomes [TBD]:             <ul style="list-style-type: none"> <li>○ # of positive contacts;</li> <li>○ Reduction in chronic homelessness;</li> <li>○ Reduction in police reports of community disorder.</li> </ul> </li> </ul>
<p>1.3. Leverage the <b>HHITs</b> to provide immediate access to drinkable water and sanitation methods, including hand sanitizers and soap; explore more permanent access points including</p>	<p>Y1</p>	<ul style="list-style-type: none"> <li>● Water and sanitation tools distributed;</li> <li>● Current Planning Section engaged.</li> </ul>

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drinking fountains.		
1.4. Leverage <b>peer networks</b> to support vulnerable community members as trained navigators and natural supports.	Y1-Y5	<ul style="list-style-type: none"> <li>● Peer Navigator training developed;</li> <li>● # of Navigators trained: <ul style="list-style-type: none"> <li>○ Diversity measured with a focus on: Indigenous peoples, seniors, families, youth.</li> </ul> </li> </ul>
2. Advance a <b>complex needs capability</b> approach across the community that ensures consistent practices across services, and improve outcomes for clients with complex needs, including intergenerational trauma, homelessness, mental health, substance misuse, systems involvement, poverty, and discrimination.		
ACTION	INITIATION	PROGRESS MEASURES
2.1. Operate the <b>Complex Needs Action Tables</b> to support people with specific attention to those experiencing homelessness, exploitation and/or violence, vulnerable seniors, youth, mental health, and addictions.	Y1	<ul style="list-style-type: none"> <li>● Table stakeholders identified;</li> <li>● Funding secured;</li> <li>● ICA lead operator(s) to support Table selected;</li> <li>● Developed tech stack to support Table data collection and sharing needs;</li> <li>● Identified prioritization protocols and operational policies for the table partners;</li> <li>● Terms of reference, informed consent, data sharing agreements developed;</li> <li>● Outreach conducted: <ul style="list-style-type: none"> <li>○ Target caseload in Y1 of operations: 50 end users.</li> </ul> </li> <li>● Integrated case plans developed with comprehensive service blueprints;</li> <li>● Approach validated with end users; refined on go-forward basis;</li> <li>● Positive client outcomes [TBD]: <ul style="list-style-type: none"> <li>○ # of clients served;</li> <li>○ % of clients reporting high satisfaction with quality of service;</li> <li>○ % of Indigenous clients reporting high satisfaction with cultural competency and quality of service;</li> <li>○ % of clients experiencing homelessness successfully housed</li> </ul> </li> </ul>

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		<ul style="list-style-type: none"> <li>through referral;               <ul style="list-style-type: none"> <li>○ Reduction in health and justice contacts.</li> </ul> </li> </ul>
2.2. Create <b>service provider training modules</b> that create a common, community-wide understanding of the causes and consequences of complex needs.	Y1	<ul style="list-style-type: none"> <li>● Modules identified based on service provider demand and client services experienced;</li> <li>● RFPs executed for identified training modules <i>or</i> agencies make in-kind contributions to the community-wide training model;</li> <li>● # of modules developed;</li> <li>● Positive community outcomes [TBD]:               <ul style="list-style-type: none"> <li>○ % of agencies with trained providers across each module</li> </ul> </li> </ul>
3. <b>Support community health and safety</b> through proactive planning, partnerships, and community-wide prevention.		
ACTION	INITIATION	PROGRESS MEASURE
3.1. Support the creation and implementation of a <b>Community Addiction &amp; Mental Health Strategy</b> .  Potential areas of focus:  3.1.1. Existing service capacity; wait times 3.1.2. Access to treatment 3.1.3. Intake and discharge 3.1.4. Client-driven treatment 3.1.5. Harm reduction 3.1.6. Substance use related crime and disorder; debris 3.1.7. Recovery models 3.1.8. Public education 3.1.9. Stigma and discrimination 3.1.10. Funding allocations	Y2	<ul style="list-style-type: none"> <li>● Key stakeholders identified;</li> <li>● Best practices reviewed;</li> <li>● Community needs identified;</li> <li>● Plan developed;</li> <li>● Positive community outcomes [TBD]:               <ul style="list-style-type: none"> <li>○ Increase in community perceptions of safety;</li> <li>○ Decrease in police reports of community disorder;</li> <li>○ Reduction in health and justice contacts.</li> </ul> </li> </ul>
3.2. Address <b>targeted violence</b> and <b>harassment</b> against people	Y1	<ul style="list-style-type: none"> <li>● Plan with RCMP to decrease hate crimes and violence, increase knowledge of</li> </ul>

<p>experiencing unsheltered homelessness.</p>		<p>homelessness and mental health among officers developed;</p> <ul style="list-style-type: none"> <li>● Bylaws reviewed with regards to fairness and consistency towards people experiencing homelessness;</li> <li>● Environmental assessment conducted of stigma-inducing and belittling features in the built environment (ex. hostile architecture, anti-panhandling signs);</li> <li>● Safe and anonymous reporting mechanisms to law enforcement or restorative justice leaders established for victims of targeted violence;</li> <li>● Positive community outcomes [TBD]:             <ul style="list-style-type: none"> <li>○ Decreased rates of hate crimes;</li> <li>○ Decreased incidents of violence and vigilantism against homelessness encampments;</li> <li>○ Fewer bylaw tickets;</li> <li>○ Improved victim satisfaction with outcomes via self-reports;</li> <li>○ Improved community satisfaction with law enforcement interactions via self-reports;</li> <li>○ Increased feeling of safety among clients via self-reports;</li> <li>○ # of shelter beds and safe spaces available in community.</li> </ul> </li> </ul>
<p>3.3. Explore <b>Restorative</b> and <b>Diversion-based Justice Models</b> to tackle social disorder challenges.</p> <p>Potential areas of focus:</p> <ul style="list-style-type: none"> <li>3.3.1. Trauma-informed sentencing and triage release</li> <li>3.3.2. Cultural competency</li> <li>3.3.3. Warm transfers</li> <li>3.3.4. Substance use courts</li> <li>3.3.5. Justice diversion</li> </ul>	<p>Y2 - Y3</p>	<ul style="list-style-type: none"> <li>● Key stakeholders identified;</li> <li>● Best practices reviewed, including models developed and used by First Nations across Canada;</li> <li>● Community needs identified;</li> <li>● Positive community outcomes [TBD]:             <ul style="list-style-type: none"> <li>○ # of positive diversions from the criminal justice system;</li> <li>○ Improved victim-offender satisfaction.</li> </ul> </li> </ul>

Priority #6 <b>Poverty Reduction</b>		
1. Develop a <b>Poverty Reduction Strategy</b> aligned with the strategies set forth in Together BC, and based on community needs and priorities.		
ACTION	INITIATION	PROGRESS MEASURE
1.1. Determine <b>short-term actions</b> that can be implemented prior to the execution of a complete Poverty Reduction	Y1	<ul style="list-style-type: none"> <li>Interim poverty initiatives identified with implementation plan.</li> </ul>
1.2. Leverage the Integrated Needs Assessment to develop a <b>Poverty Reduction Strategy</b> that brings together all community efforts related to Poverty Strategy.  Potential areas of focus: <ul style="list-style-type: none"> <li>1.2.1. Economic impact of COVID</li> <li>1.2.2. Employment</li> <li>1.2.3. Food security measures</li> <li>1.2.4. Transportation access measures</li> <li>1.2.5. Inclusive public infrastructure</li> <li>1.2.6. Housing</li> <li>1.2.7. Child care</li> <li>1.2.8. Diversity and inclusion</li> <li>1.2.9. Stigma and discrimination</li> </ul>	Y2	<ul style="list-style-type: none"> <li>Advisory committee initiated;</li> <li>Best practices in other communities explored;</li> <li>Execution plan developed;</li> <li>Priority areas identified, building on findings from the Health &amp; Housing Action Plan;</li> <li>Poverty Reduction Strategy completed;</li> <li>Strategy adopted by Council.</li> </ul>
2. Explore demand for <b>programming and supports that improve the economic equity and health of residents</b> now and in future generations.		
ACTION	INITIATION	PROGRESS MEASURE
2.1. Enhance programs to support citizens with <b>obtaining financial and other benefits</b> to which they are entitled.	Y2	<ul style="list-style-type: none"> <li>Gaps in existing programming identified using a diversity and inclusion lens;</li> <li>Programming added and enhanced to meet community needs;</li> <li>Positive client outcomes [TBD]:                             <ul style="list-style-type: none"> <li>○ # of clients connected to financial</li> </ul> </li> </ul>

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		benefits;
2.2. Explore demand for <b>low-income tax clinics</b> to improve access to returns and government benefits.	Y2	<ul style="list-style-type: none"> <li>• Gaps in existing programming identified using a diversity and inclusion lens;</li> <li>• Programming added and enhanced to meet community needs;</li> <li>• Positive client outcomes [TBD]: <ul style="list-style-type: none"> <li>○ # of low-income clients receiving tax returns.</li> </ul> </li> </ul>
<p>2.3. Increase <b>financial, employment, and life-skill training support.</b></p> <p>Potential areas of focus:</p> <ul style="list-style-type: none"> <li>2.3.1. Financial and language literacy</li> <li>2.3.2. Technological proficiency</li> <li>2.3.3. Upskilling</li> <li>2.3.4. Training for green jobs</li> <li>2.3.5. Worker rights</li> <li>2.3.6. Work/Life balance</li> <li>2.3.7. Resiliency/Self-esteem</li> <li>2.3.8. Accessing benefits</li> <li>2.3.9. Tax and ID clinics</li> <li>2.3.10. Cooking skills</li> </ul>	Y2	<ul style="list-style-type: none"> <li>• Gaps in existing programming identified using a diversity and inclusion lens;</li> <li>• Programming added and enhanced to meet community needs;</li> <li>• Positive client outcomes [TBD]: <ul style="list-style-type: none"> <li>○ # of training opportunities provided;</li> <li>○ % of clients with successful employment outcomes;</li> <li>○ Reported increases in financial literacy and confidence.</li> </ul> </li> </ul>
3. Support <b>Community Economic Development</b> through initiatives, advocacy, and social infrastructure development.		
<b>ACTION</b>	<b>INITIATION</b>	<b>PROGRESS MEASURES</b>
3.1. Explore the social and economic impacts of a <b>Living Wage</b> in Nanaimo; consider sector-specific impacts of COVID-19.	Y2	<ul style="list-style-type: none"> <li>• Living Wage feasibility study conducted;</li> <li>• Pending results of the feasibility study: <ul style="list-style-type: none"> <li>○ Business community engaged;</li> <li>○ Awareness campaigns developed.</li> </ul> </li> </ul>
3.2. Leverage <b>private sector contributions and leadership</b> from local businesses through a jointly-funded, <b>Community Corporate Social Purpose Strategy.</b>	Y1	<ul style="list-style-type: none"> <li>• Corporations in Nanaimo engaged;</li> <li>• Business Champions identified (as part of <b>Funders' Table</b> or in complement to it);</li> <li>• Community Corporate Social Purpose Strategy developed;</li> </ul>



		<ul style="list-style-type: none"> <li>● Positive community outcomes [TBD]:             <ul style="list-style-type: none"> <li>○ # of Business Champions engaged</li> <li>○ \$ committed from the private sector over 5 years.</li> <li>○ # of volunteer hours committed.</li> </ul> </li> </ul>
3.3. Advocate for <b>policy changes</b> in social assistance, minimum wage, employment standards, levying of taxes, and tax credit delivery for income security.	Y1-Y5	<ul style="list-style-type: none"> <li>● Policy change priorities determined based on greatest potential for impact;</li> <li>● 5-Year Advocacy Agenda developed;</li> <li>● Position statements developed;</li> <li>● Public campaigns executed.</li> </ul>

## Next Steps

With a framework for action developed, an investment strategy to support it, and a governance and implementation model that creates clear accountability within the system, the City of Nanaimo is ready to move forward with this Action Plan. Some of the work described above is already in progress, such as development and implementation of Integrated Coordinated Access, while some may be altered by this plan, and some new actions are yet to begin.

The next steps for this action plan are:

- 1) Formally call key partners to action to identify areas to support the Action Plan, including capacity to resource funding needs identified;
- 2) Create a Council of Champions to oversee Plan implementation, maintain accountability and focus; its Funders’ Table committee will secure the \$18.5M needed for Year 1 rollout;
- 3) Support incubation of a Health & Housing Systems Planner Organization to help optimize current approaches and maximize return on investment;
- 4) Expand implementation of the Integrated Coordinated Access model to help with consistent triage of priority clients for the Health & Housing Intervention Teams and supportive housing units, and existing resources;

## DRAFT FOR INPUT

- 5) Launch Health & Housing Intervention Teams to offer immediate rental subsidies with intensive outreach of wraparound social and health supports to those experiencing highest health and housing complexity/ vulnerability;
- 6) Secure Permanent Supportive Housing with onsite wraparound social and health supports for individuals in need of intensive low-barrier housing models.

## Glossary of Terms

**At-risk of Homelessness** – People who are not currently homeless, but whose current social, economic and/or housing situation is precarious and/or does not meet public health and safety standards, and are therefore more likely to become homeless.

**Assertive Community Treatment (ACT) Team** – A client-centred, recovery-oriented mental health service delivery model that has received substantial empirical support for facilitating community living, psychosocial rehabilitation, and recovery for persons with complex, high-acuity needs. Clients of ACT Teams have the most serious mental illnesses, have severe symptoms and impairments, and/or have not benefited from traditional outpatient programs.

**Affordable Housing** – Housing (rental/home ownership, permanent/temporary, private/social) that costs less than 30% of a household's before-tax income.

**Case Management** – A collaborative and client centred approach to service provision for persons experiencing homelessness. In this approach, a case worker assesses the needs of the client (and potentially their families) and — when appropriate — arranges, coordinates, and advocates for delivery and access to a range of programs and services to address the individual's needs.

**Core Housing Need** – A household is in Core Housing Need if its housing falls below at least one of the standards for adequacy, affordability, or suitability which are defined as follows:

- Adequate housing is reported by their residents as not requiring any major repairs;
- Affordable housing has shelter costs equal to less than 30% of total before-tax household income; and/or
- Suitable housing has enough bedrooms for the size and composition of resident households according to National Occupancy Standard requirements.

Households are also considered to be in Core Housing Need if they would have to spend more than 30% of its total before-tax income to pay the median rent of alternative local housing that meets all three housing standards.

## DRAFT FOR INPUT

**Discharge/Transition Planning** – Preparing someone to transition out of or between programs, systems, or institutions (ex. child welfare, criminal justice, hospital, etc.). Proper discharge planning begins early enough to ensure that housing and social and/or financial supports are lined up to ensure the individual or family can smoothly transition into their new environment. The lack of proper discharge/transition planning can cause service disruptions, and can directly cause homelessness.

**Family and Natural Support Programs** – Interventions focused on strengthening relationships between young people and their families and/or natural supports through mediation or brokering access to services and support, with an aim to keep the young person in place, thereby preventing youth homelessness.

**Homelessness Prevention** – Refers to policies, practices and interventions that reduce the likelihood that people will become homeless. The typology of homelessness prevention includes: Structural Prevention, Systems Prevention, Early Intervention, Evictions Prevention, and Housing Stabilization. Prevention efforts either intervene in structural, systems, and individual/relational factors that cause homelessness. Adapted from the public health model, prevention efforts can be understood as follows:

- *Primary Prevention*: Interventions that apply to the broadest range of individuals to prevent homelessness from occurring in the first place.
- *Secondary Prevention*: Interventions that support those at imminent risk of homelessness, as well as those who have recently become homeless, to divert or get them out of homelessness, and connected to housing and supports as quickly as possible.
- *Tertiary Prevention*: Supporting individuals and families with previous experiences of homelessness to prevent future housing loss.

**Housing First** – Both a program model and guiding philosophy for addressing homelessness, Housing First is a recovery-oriented, rights-based, and client-driven approach that centres on quickly moving people experiencing homelessness into permanent housing of their choosing without preconditions around housing readiness. Accompanying access to housing, the Housing First approach includes the provision of additional supports and services as needed and desired by the client.

## DRAFT FOR INPUT

**Intensive Case Management (ICM) Teams** – A recovery-oriented, client-driven approach to meeting the needs of low-acuity clients who need intensive support for a period of time shorter than those with more complex needs. ICM teams are made up of housing and complementary support workers who will cover regular operating hours of 12 hours a day, seven days a week. Case managers work one-on-one with their clients to broker access to services and accompany the client to meetings and appointments.

**Permanent Supportive Housing** – Housing that comes with individualized, flexible, and voluntary support services for people with high acuity and/or complex needs related to physical or mental health, developmental disabilities, or substance use.

**Point-in-Time (PiT) Counts** – A method of data collection that provides a snapshot of the number of sheltered and unsheltered people experiencing homelessness on a specific date in a community. People included in PiT Counts include those sleeping rough, staying in shelters, living in transitional housing units, and those living in public institutions. An accompanying survey is often offered to collect demographic and contextual data that may be compared over time.

**Provisionally Accommodated** – Refers to those whose accommodation is temporary or lacks security of tenure.

**Rapid Re-housing** – A subset of the Housing First approach, Rapid Re-housing is an intervention to move individuals and families into permanent housing as quickly as possible without readiness requirements. Programs may include financial assistance, housing location, and landlord engagement services, and are typically targeted toward people experiencing episodic and transitional homelessness.

**Rental Supplements** – Refers to government-funded subsidies that reduce the cost of housing for households that cannot afford suitable and appropriate housing at market rates. Supplements can be used for private market rental units or government/non-profit social housing units.

**Service Coordination** – Inter- or intra-organizational efforts/practices or policies that coordinate supports that will meet the needs of individuals and families to avoid service disruption, duplication, or gaps.

## DRAFT FOR INPUT


**Substance Use** – Refers to the use of all types of prescription or illegal drugs, inhalants, solvents, and alcohol. Individuals develop a substance-use problem when their consumption of drugs or alcohol causes harm to others, and can lead to addiction. Substance-use problems and addictions can affect people at any age or stage of life.

**Systems Failures** – System failures occur when the target group of a policy, practice, or intervention encounter gaps in the system, difficulty transitioning out of or between systems, difficulty navigating systems, or are unable to get support when, where, and how they need it.

**Systems Integration** – Improving the interface, leveraging, and systems (public, non-profit, and private) both within and outside of the homeless-serving sector in order to better match, refer, and transition individuals and families to the housing and support they need to prevent and address homelessness, as well as other social problems. Strategic systems integration can improve the overall efficiency and cost-effectiveness of a community's investments in housing and supports.

**Systems Planning** – A process of strategically mapping, coordinating, and delivering policy, practice, and programs to create a complete system of care that is able to nimbly respond to the needs of each unique client. Systems planning brings together diverse actors, sectors, and systems around a common goal to align and leverage the collective strengths and resources within a given jurisdiction for improved outcomes and solutions to complex social problems.

**Transitional Housing** – Refers to supportive/supported accommodation to bridge the gap between homelessness or institutional care and permanent housing by offering structure, supervision, support, life skills, education, etc. Transitional housing models can be either congregate or scattered-site, and are particularly valuable for young people who lack experience and skills for living independently. It should be noted, however, that transitional housing that is inflexibly time-limited or lacks housing/support planning for residents that are reaching the end of their stay can cause further housing precarity and homelessness.




**NANAIMO:**

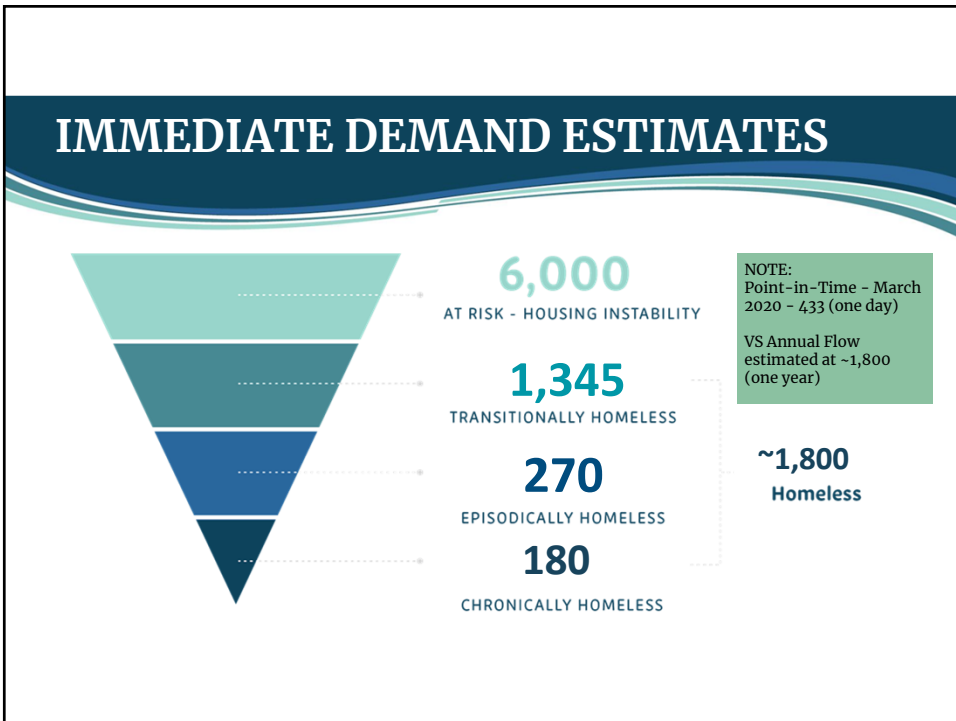
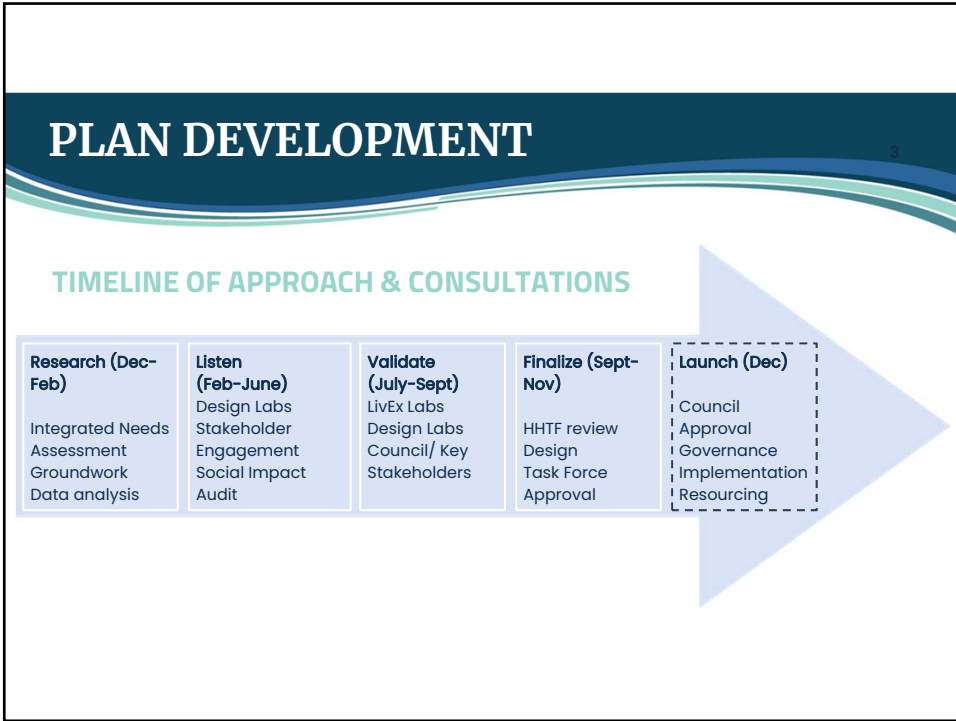
**BUILDING A PATH FORWARD**

**DRAFT**  
Nanaimo Health & Housing Action Plan  
DECEMBER 2020

**LAND ACKNOWLEDGEMENT**

We would like to begin by acknowledging that we are on the traditional and unceded territory of the Coast Salish Peoples, the traditional territory of the Snuneymuxw First Nation.







## FRAMEWORK FOR ACTION

2 Commitments	6 Priority Areas	80 Actions	Investment Needs
<ol style="list-style-type: none"> <li>1. Truth &amp; Reconciliation</li> <li>2. Challenging Discrimination &amp; Stigma</li> </ol>	<ol style="list-style-type: none"> <li>1. System Coordination</li> <li>2. Diverse Housing Options</li> <li>3. Leadership &amp; Engagement</li> <li>4. Prevention</li> <li>5. Complex Needs Capability</li> <li>6. Poverty Reduction</li> </ol>	<p>Each commitment and priority area is followed by specific actions that should be taken to enact that recommendation, timelines for implementation, and tangible methods for measuring progress and success on that action.</p>	<p>2021 Immediate Need - \$18.5M</p> <p>Five-Year Total - \$62.1M</p>

## IMPACT

Implemented, these actions will:

- House and support most people experiencing long term homelessness;
- Reduce social disorder and rough sleeping;
- Make better use of health, justice, and social service resources;
- Improve health and housing equity for all; and
- Embody Nanaimo’s tangible response to the Truth & Reconciliation Calls to Action.

## FUNDING NEEDS

Secure an **\$18.5M** strategic investment to house to support **280** people with long-term experiences of homelessness and health needs in 2021.

5 -year funding needs estimated at **\$65.5M** to support **4,300** people in **635 new program and housing spaces** over the next five years & support essential **system coordination** measures.

These proposed measures total just **\$40** a day per person helped. Compare this to the costs per night in hospital at \$363, or jail at \$144.



## Immediate Partner Calls to Action

- |  |     |
|--|-----|
| 1. Partner Calls to Action - w City Council & SFN endorsement/ support | Dec |
| 2. Council of Champions established                                    |     |
| Jan  |     |
| 3. Health Housing Systems Planner entity incubation @UW                | Jan |
| 4. Integrated Coordinated Access startup w/ priority list              | Feb |
| 5. Health & Housing Intervention teams funded/ startup                 | Feb |
| 6. Permanent Supportive Housing units funded/ started                  | Jun |

# GOVERNANCE LAB SUMMARY

## Participants w/ Roles

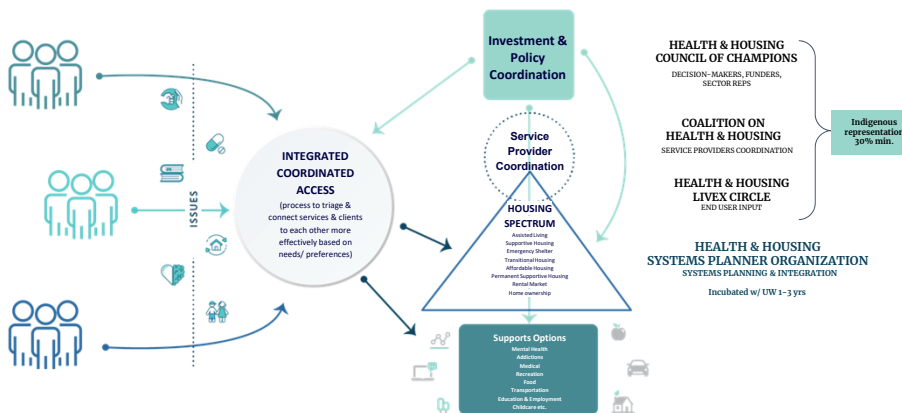
RCMP Nanaimo Detachment  
 Service Canada  
 Nanaimo Homeless Coalition  
 BC Housing  
 United Way of Central & Northern Vancouver Island  
 Snuneymúxw First Nation  
 Chamber of Commerce  
 City of Nanaimo  
 Vancouver Island University  
 First Nations Health Authority  
 Ministry of Children and Family Development  
 Vancouver Island Community Corrections

## Emerging Directions


Preference was to create a **new arms-length social development entity** that could focus on HHAP implementation and coordination guided by a **multi-stakeholder governance table** representing diverse sectors and perspectives at the decision-making levels.

To support rapid scaling and minimize funding and timing concerns, the entity's function should be incubated in the **United Way or City of Nanaimo** with the goal over time to spin off independently.

# A SYSTEMS APPROACH



## Systems Planner Org Role



**Funding Coordination**  
Able to bring partners together to coordinate investment in highest impact activities; ensure complementary approach.

**Capacity Building**  
Brings up collective IQ of community, services, developers, researchers, etc. to develop and implement innovative measures & best practices.


**Partnerships & Innovation**  
Builds partnerships across sectors to support Strategy goals.  
Social finance innovation  
Financial and Land Trust Management

**Homeless System Planning**  
Enhances system-level coordination for services providers to support the Plan goals, regardless of funding source. Can coordinate with diverse departments governments, donors, etc.

**Leadership & Accountability**  
Reports to community, stakeholder engagement research & continuous improvement, policy advocacy to keep homelessness a priority, knowledge dissemination.

Examples: 7 Cities, Alberta, Ontario Service Managers

## The Plan in More Detail



# COMMUNITY ENGAGEMENT

## WHAT DID THE COMMUNITY TELL US?

9 Design Labs - 200 participants

Stakeholder discussions: Task Force, Coalition & key community partners

Validation Labs



# UNDERSTANDING NEEDS



## PAIN POINT:

### PRE-COVID & POST-COVID:

- Social disorder, addictions, mental health, homelessness,
- Prevent potential gaps in a social services delivery system
- Service quality, efficiency challenges

## NEEDS ASSESSMENT FINDINGS

### PRIMARY SOCIAL/HEALTH/HOUSING ISSUES


- A growing community = urbanisation pressures
- More seniors
- Poverty and deprivation
- Housing unaffordability
- Renters are struggling
- Food insecurity rates are highest on the island
- Rates of core housing need are increasing
- Homelessness is increasing
- Early Childhood Development indicates higher vulnerabilities
- High school completion below provincial average
- More lone parents
- Lower life expectancy in the LHN
- The Potential Years of Life Lost (PYLL) alcohol and smoking-related deaths are higher than the provincial average
- Opioid and Methamphetamine use
- Demands for police are up
- Domestic violence continues to be a community concern

### PRIORITY POPULATIONS

- Seniors
- Vulnerable seniors
- Lone parents, singles, seniors living alone
- Renters
- Low income households
- Indigenous peoples
- Newcomers
- Youth
- LGBTQ2S+
- People with disabilities, health issues
- Those facing mental health, addictions
- At-risk student (homeless/precariouly housed, pregnancy, health and financial issues, domestic violence)

## CORE ICA COMPONENTS

- 1. DIGITAL NAVIGATION** through HelpSeeker apps/website freely accessible to anyone, anywhere
- 2. COMMUNITY LOCATIONS** where community members can access supports and connect with systems navigators
- 3. INTEGRATED SERVICE TABLES** to coordinate complex needs care among key service providers/ public systems
- 4. SYSTEMS NAVIGATORS** trained and mobilized to provide in-person support at key access sites across the community



## PLAN COMMITMENTS

*Truth and Reconciliation*  
*Challenging Discrimination and Stigma*

## STRATEGIC DIRECTIONS

1. System Coordination
2. Diverse Housing Options
3. Leadership & Engagement
4. Prevention
5. Complex Needs Capability
6. Poverty Reduction

## GUIDING PRINCIPLES

### FROM WHAT WE HEARD

- Together**, not against.
- Holistic**, not siloed.
- Systems change**, not one-offs.
- Root causes**, not just symptoms.
- Coordinated**, not status quo.
- Action**, not consultation.
- Shared accountability**, not sole responsibility.
- Leadership**, not management.

## COMMITMENT 1 : *TRUTH & RECONCILIATION*

1. Use the **Truth & Reconciliation Commission Calls to Action** to guide the implementation of the Plan.
2. Indigenous **participation, leadership, and self-determination** across all aspects of Plan governance, implementation, and data collection.
3. Improve quality of and access to **culturally-competent service provision**.
4. Improve **community cohesion** and **Indigenous belonging** through education and awareness of **Indigenous culture and strengths**, and the impact of **colonialism** and **racism**.

## COMMITMENT 2: *CHALLENGING DISCRIMINATION & STIGMA*

1. Challenge **stigma** and **change negative public perceptions** about homelessness, substance use, mental health, poverty, and other commonly stigmatized experiences.

## PRIORITY 1 : *SYSTEM COORDINATION*

-  1. Create a **community-based governance committee** for the oversight of this Action Plan and coordination of the Health and Housing System.
-  2. Support **continuous improvement** and **innovation activities** across the ecosystem.

## PRIORITY 2: *DIVERSE HOUSING OPTIONS*

1. Support and bolster **existing efforts** in the community to **increase access to affordable housing**.
2. Create **appropriate, accessible, and culturally-competent housing options** across the housing spectrum for individuals with diverse needs.
3. Enact engagement strategies and programs to improve **Housing & Health Equity** in market housing.



### PRIORITY 3: *LEADERSHIP & ENGAGEMENT*

1. Promote and support **community engagement** and **feedback** to support Plan priorities.
2. Leverage the **strengths, experiences, and contributions** of diverse groups across the community to champion plan priorities.
3. Support the City to create a **provincial and federal advocacy strategy** to support plan priorities.

### PRIORITY 4 : *PREVENTION*

1. Develop and support a **holistic and integrated health and housing spectrum** for wrap-around supports across diverse needs that is person-centred across the prevention continuum; implement an **Integrated Coordinated Access (ICA) model** that connects the residents of Nanaimo to community services, based on individual needs and preferences.
2. Improve access to supports, through **systems navigators**, to connect children, young people, and families to supports that promote lifelong health and wellbeing.

### PRIORITY 5 : *COMPLEX NEEDS CAPABILITY*

1. Leverage a **human rights approach** by **ensuring access to the most basic human needs** for all residents, at minimum, while **connecting clients** to supports they need.
2. Advance a **complex needs capability** approach across the community that ensures consistent practices across services, and improve outcomes for clients with complex needs, including intergenerational trauma, homelessness, mental health, substance misuse, systems involvement, poverty, and discrimination.

### PRIORITY 6 : *POVERTY REDUCTION*

1. Develop a **Poverty Reduction Strategy** aligned with the strategies set forth in Together BC, and based on community needs and priorities.
2. Explore **demand for programming and supports** that improve the economic equity and health of residents now and in future generations.

DATE OF MEETING December 14, 2020

AUTHORED BY KARIN KRONSTAL, SOCIAL PLANNER, COMMUNITY PLANNING AND ROB LAWRANCE, ENVIRONMENTAL PLANNER, ENGINEERING & ENVIRONMENT

SUBJECT **REIMAGINE NANAIMO AND THE DOUGHNUT ECONOMICS FRAMEWORK**

## **OVERVIEW**

### **Purpose of Report:**

To provide Council with information on the Doughnut Economics framework and respond to Council's motion to amend the Strategic Plan, adopt the framework into REIMAGINE NANAIMO, and to amend the 2021 work plan for the Environment Committee.

## **BACKGROUND**

During the Regular Council Meeting of 2020-NOV-16, Council passed the following motion:

*"It was moved and seconded that Council direct Staff to prepare a report regarding the following three items and bring forward to a future Governance and Priorities Committee meeting for further discussion between Council and the REIMAGINE Nanaimo team:*

- 1. That Council, as part of its Strategic Plan review process, consider replacing key Focus Area 1 under the Environmental Responsibility Key Focus Area with: "We will take responsibility to build a city and community that operates within the planetary boundaries necessary to maintain core life-sustaining ecological functions."*
- 2. That the City of Nanaimo adopt the Doughnut Economic Model as a cohesive vision for all City initiatives and planning processes, focused on social and environmental sustainability as defined by the model, and be supported by a localized, objective based, and evidence-based framework through the REIMAGINE Nanaimo process.*
- 3. That Council amend the Environment Committee Work Plan and re-focus it to address the environmental components of this social and environmental sustainability framework."*

### **Defining Doughnut Economics**

First published in 2012, Kate Raworth, a Senior Associate at Oxford University's Environmental Change Institute, developed the Model as a way to meet "humanity's 21<sup>st</sup> century challenges while staying within the means of the planet".

On a global scale, the Model aligns a set of social indicators developed by the United Nations that set minimum global living standards, including basic needs for food, housing, healthcare,

and equity for each person. These standards are to be met and exceeded while not adding pressure on the Earth’s life-supporting systems, which include a stable climate, fertile soil, and a protective ozone layer (Rockstrom et al.)<sup>1</sup>.

The Model is labeled as a 21<sup>st</sup> century approach to balance development between meeting key social needs and avoiding pushing beyond our ecological limits. The social needs identified focus not only on economic growth, but on thriving, resilience, and wellbeing within communities (see Attachment A – Doughnut Economics Framework).

The Doughnut Framework Model has been applied on a national scale (for Costa Rica) and on a local government scale in cities such as Philadelphia, Pennsylvania and Portland, Oregon. In addition to the two North American cities, the City of Amsterdam in the Netherlands worked with the Doughnut Economics Lab and C40 Cities to create a ‘City Portrait’ community framework. This methodology looks at local-social and ecological indicators and contrasts it to the global-social and ecological impacts that result from the economic choices of the community (as shown in Table 1).

**TABLE 1: City Portrait Lenses**

	SOCIAL	ECOLOGICAL
LOCAL	<u>Local-Social Lens:</u> What would it mean for the people of Nanaimo to thrive?	<u>Local-Ecological Lens:</u> What would it mean for Nanaimo to thrive within its natural habitat?
GLOBAL	<u>Global-Social Lens:</u> What would it mean for Nanaimo to respect the wellbeing of people worldwide?	<u>Global-Ecological Lens:</u> What would it mean for Nanaimo to respect the health of the whole planet?

The cities that participated in developing the City Portrait framework defined ‘thriving’ for their communities through an analysis of city-wide resident opinions and by working with city staff to identify official targets and indicators that best correspond with each domain.

**Related Plans and Indicators**

The Doughnut Economics Framework is consistent with the City’s existing policy framework; indeed, many social and environment indicators are already reported on through the Regional District of Nanaimo’s annual Regional Growth Strategy (RGS) Summary of Indicators (to which the City provides significant input). In some areas, the City both contributes to the RGS Annual Report and provides it’s own annual report specific to City of Nanaimo’s actions (e.g., Affordable Housing Annual Update, which provides updates on figures such as the number of rental and affordable units created over the last year).

<sup>1</sup> Rockstrom, Johan, et al. (Sept. 2009) A Safe Operating Space for Humanity. Nature, Vol. 46/24

Another initiative already underway with strong synergy with this framework is the Health and Housing Action Plan, which emphasizes a systems approach to solving homelessness. Some of the Key Performance Indicators included in measuring the success of the Plan by 2025 include having 100% of the people experiencing chronic or episodic homelessness access appropriate housing and have services, supports, and interventions provided to at least 20% of people at risk of homelessness.

The draft Economic Development Strategy (the “Strategy”) is well aligned with the Doughnut Economics Framework. Part of the task of synchronizing the Doughnut Framework with the Economic Development Strategy will be identifying indicators that show we are implementing the overall Strategy objectives in a way that ensures we are not overtaxing our eco-system. Another part will be developing measures that track the economic well-being in the community, not just the economic growth (for example, looking at the average hourly wages as a proportion of the living wage).

Likewise there are a number of key environmental indicators the City currently collects or that can be accessed through other levels of government, which have been collected for many years. Several of these indicators can be used in developing the City Portrait for Nanaimo.

Through City mapping and GIS data (i.e., Orthophoto data and LiDAR) a number of environmental land use indicators can be followed, such as proximity to natural spaces through parkland, tree canopy size, and impervious/pervious surface. These indicators help monitor public accessibility to access nature, urban forest health, and groundwater infiltration, which helps sustain our urban watercourses and wetlands.

A number of water quality indicators are collected by the City to monitor water use and water demand. This helps the City assess the effectiveness of any water conservation programs. Natural watercourses are also tested through Regional District of Nanaimo’s Drinking Water and Watershed Protection Program. Stream water quality indicators, such as dissolved oxygen and sediment load, provide insight into the ecological health of our fish bearing streams and wetlands.

The Province of British Columbia monitors air quality in Nanaimo and uses a series of indicators at two permanent monitoring stations in the city. This helps protect public health and helps track air pollution levels over time. In addition, the Province provides energy and fuel consumption data to local governments, which help track community Greenhouse Gas (GHG) emissions levels. Currently the City is working with a consultant through REIMAGINE NANAIMO to establish a consistent GHG tracking capability by the City.

## **DISCUSSION**

### **1. Strategic Plan Review**

At the Regular Council Meeting held on 2019-JUN-17, Council adopted the 2019-2022 Strategic Plan.

The Council Strategic Plan provides strategic direction for Council in its decision-making. The Strategic Plan is reviewed regularly in Council’s term to assess progress. As strategic priorities change on an operational level, the Strategic Plan is adjusted to reflect this.

Currently, there are four strategic themes: Environmental Responsibility, Economic Health, Governance Excellence, and Liveability.

Under Environmental Responsibility, there are two key focus area:

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

Council has previously completed a review of the Strategic Plan at the Governance and Priorities Committee (GPC) meeting held on 2020-JAN-27 through a facilitated strategic planning workshop.

Revising the Environmental Responsibility section of the Strategic Plan with language specific to the Doughnut Economic Framework is within Council's mandate and may better reflect Council's current position statement.

If Council wishes to proceed with the amendment to the Strategic Plan, Staff will bring a report forward seeking formal approval to add the following language *"We will take responsibility to build a city and community that operates within the planetary boundaries necessary to maintain core life-sustaining ecological functions."*

## 2. REIMAGINE NANAIMO Process

The REIMAGINE NANAIMO process is already well suited for adaptation to this model since it is a single process that is being used to update multiple plans across the social and economic domains.

Staff propose a City Portrait for Nanaimo be created in order to scale down the Doughnut Economics Framework, and that it be blended into the process currently being followed to create and update the six City plans included in the REIMAGINE NANAIMO process. In addition to developing a City Portrait for Nanaimo, Staff will identify appropriate targets and indicators that can be easily and effectively measured and are relevant to the community to be tied into the REIMAGINE process.

Further work is still needed by Staff and the consulting team to confirm the other process steps to adapt the Model for REIMAGINE NANAIMO. |

## 3. Environment Committee Work Plan

The Environment Committee will be reviewing their 2021 Work plan during their upcoming 2021-JAN-27 meeting. At that time, the committee will be asked to review, offer amendments, and endorse a draft work plan presented by Staff.

A staff report can be prepared for the Committee, referencing Council's motion to include a focus on the adoption of the Doughnut Framework, specifically "addressing the environmental components of the Social and Environmental Sustainability Framework". The Committee can consider and debate the motion at that time.

If Staff are directed to advance the motion in this Staff report, an information report will be prepared for the Committee that reviews existing environmental indicators used by the City of Nanaimo and by other jurisdictions, such as the Regional District of Nanaimo, District of Saanich, and the Capital Regional District. This information will help in discussions to define the global and local ecological indicators Nanaimo could adopt as part the process to define its Doughnut Economics Framework. The final list of environmental indicators will be used in the process to integrate the Doughnut Economics Framework into the REIMAGINE NANAIMO process.

## **CONCLUSION**

The Doughnut Economics Framework can be incorporated into the Corporate Strategic Plan, adopted into REIMAGINE NANAIMO, and included as part of the 2021 work plan for the Environment Committee

Staff can bring forward a report to amend Council’s 2019-2022 Strategic Plan if Council wishes incorporate the Doughnut Economics Framework into the Environmental Pillar of the Plan.

Staff can adapt the REIMAGINE NANAIMO process to identify the existing social, environmental, and economic indicators the City uses to measure progress. The Doughnut Economics Framework can be adapted to create a City Portrait that informs and shapes changes to how progress will be measured across a variety of realms.

Upon direction from Council staff will prepare a report for the Environment Committee that reviews existing environmental indicators used by the City of Nanaimo and by other jurisdictions, such as the Regional District of Nanaimo, District of Saanich, and the Capital Regional District that could be used in the City’s Doughnut Economy Framework. ]

## **SUMMARY POINTS**

- At the 2020-NOV-16 Council meeting, Staff were asked to prepare a report outlining how the Doughnut Economics Framework can be incorporated into the Corporate Strategic Plan, adopted into REIMAGINE NANAIMO, and included as part of the 2021 work plan for the Environment Committee.
- First published in 2012, UK Economist Kate Raworth developed the Doughnut Economic Model as a way to meet “Humanity’s 21<sup>st</sup> century challenges while staying within the means of the planet”.
- Many of the concepts included in the Doughnut Economics Framework exist within the City’s policy framework and others can be added as part of the REIMAGINE process.
- The 2019-2022 Strategic Plan can be amended to indicate that the City will take responsibility to build a city and community that operates within the planetary boundaries necessary to maintain core life-sustaining ecological functions.
- Staff propose a City Portrait for Nanaimo could be used as a scaled-down Doughnut Economics Framework to be integrated into the REIMAGINE NANAIMO process currently underway to create and update six key City plans.

- The Environment Committee's 2021 work plan can be amended to include the environmental components of the Social and Environmental Sustainability Framework.

## **ATTACHMENTS**

ATTACHMENT A: Doughnut Economics Framework |

### **Submitted by:**

Karin Kronstal  
A/Manager, Community Planning |

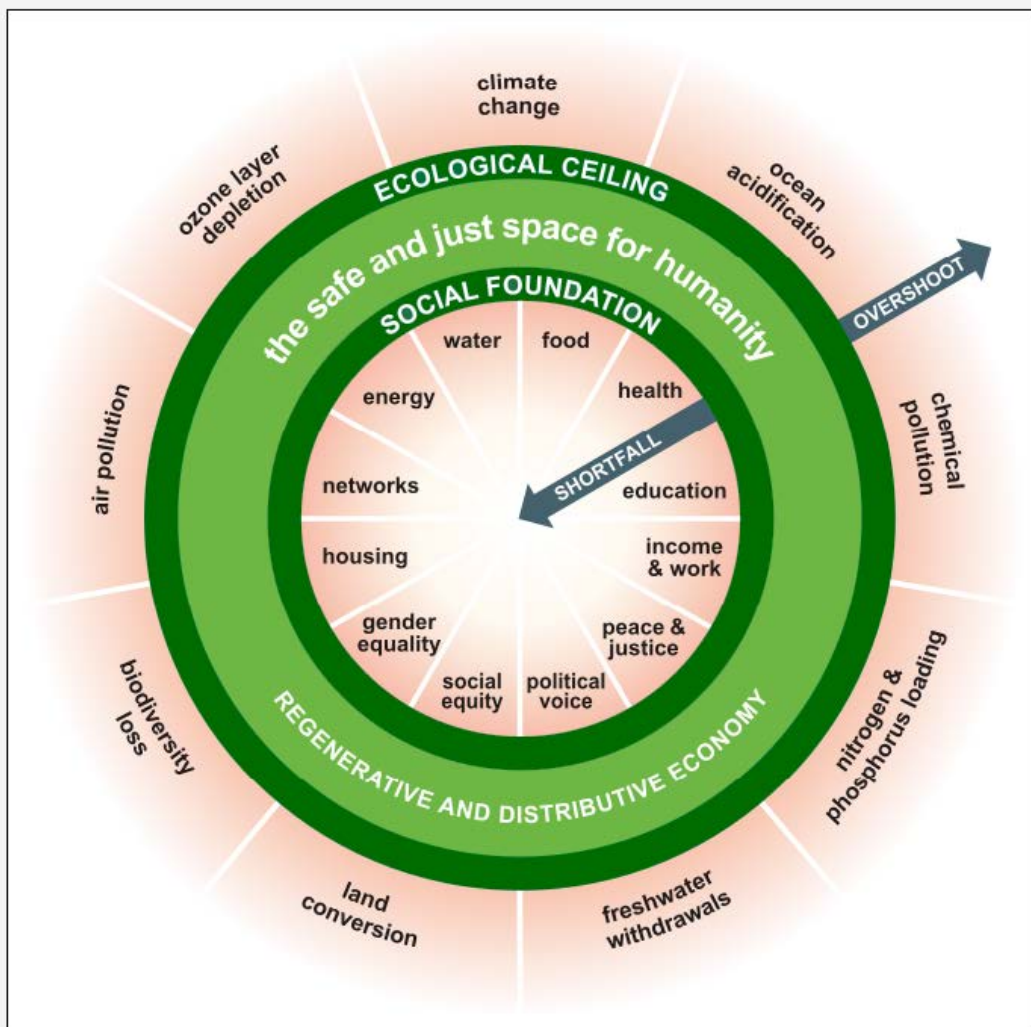
### **Concurrence by:**

Bill Corsan  
Director, Community Development

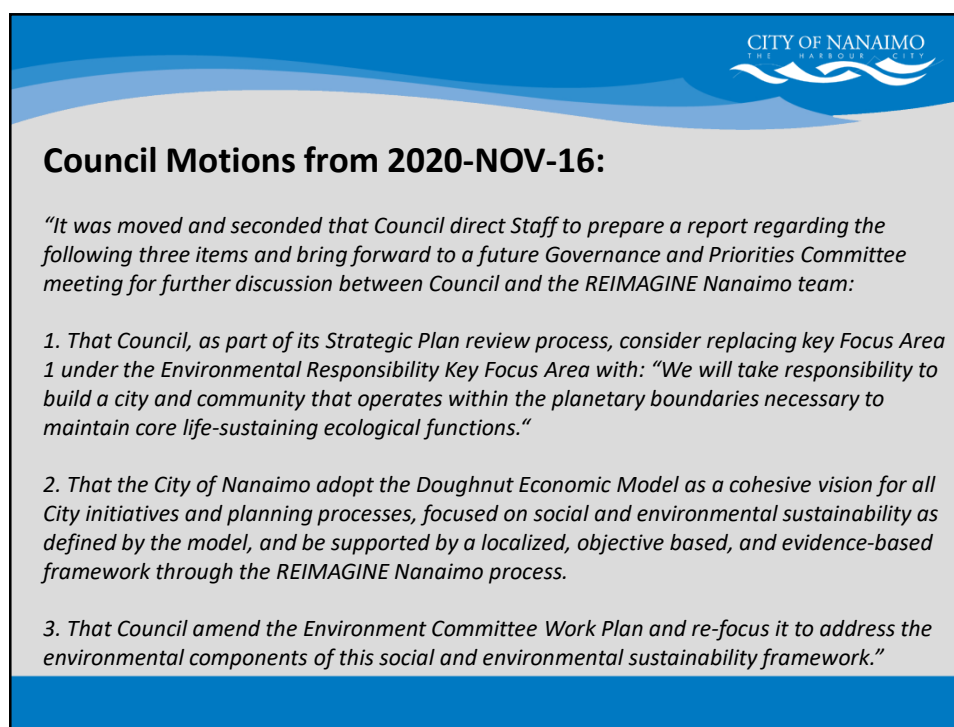
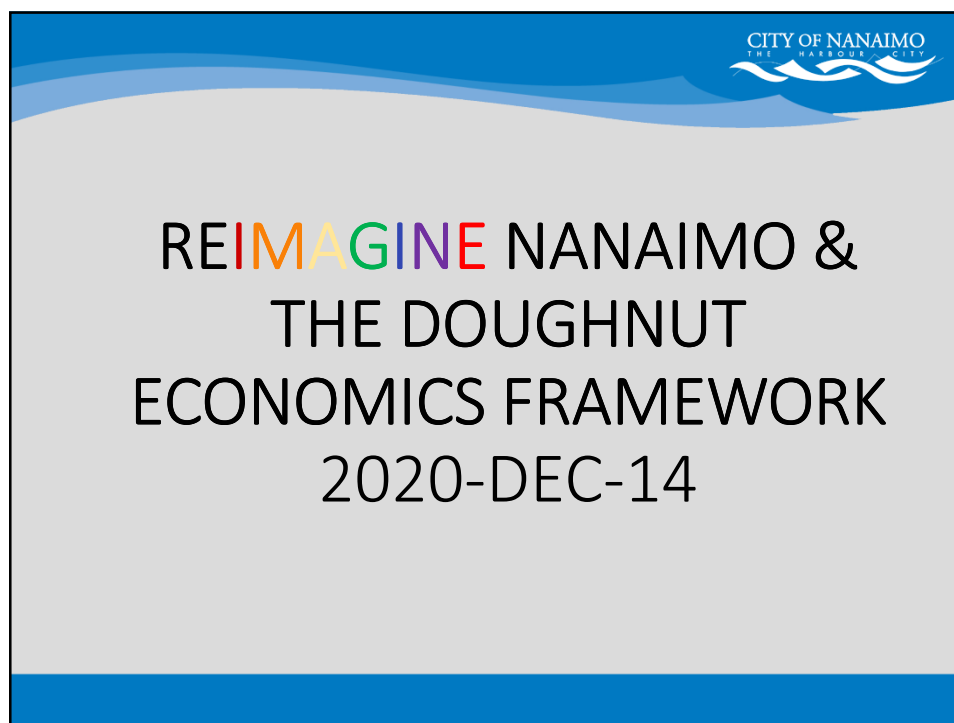
Dale Lindsay  
General Manager, Development Services |

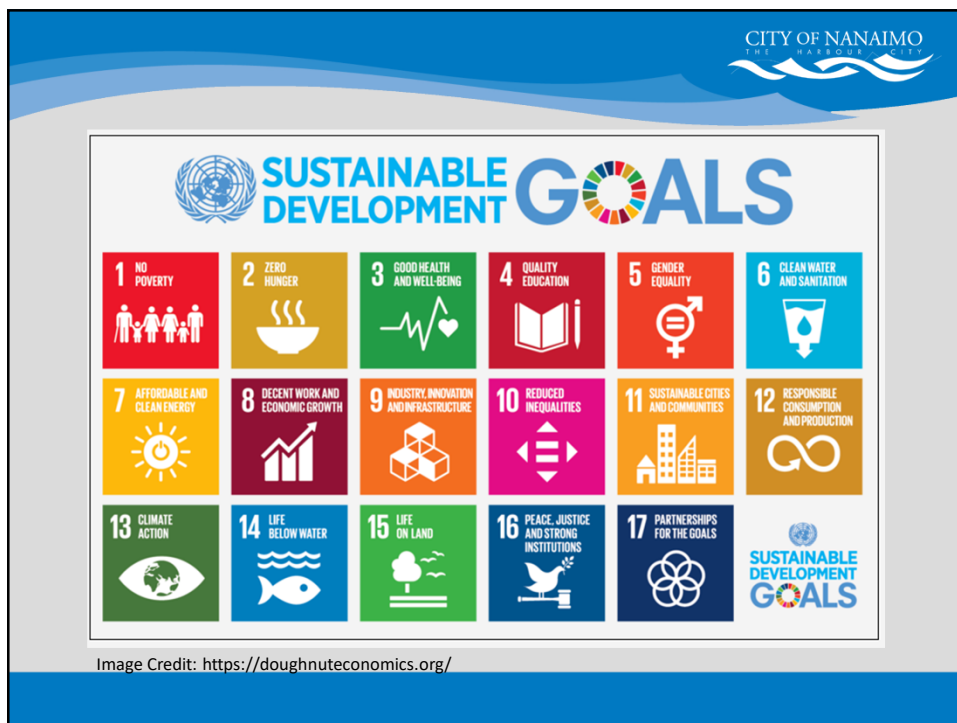
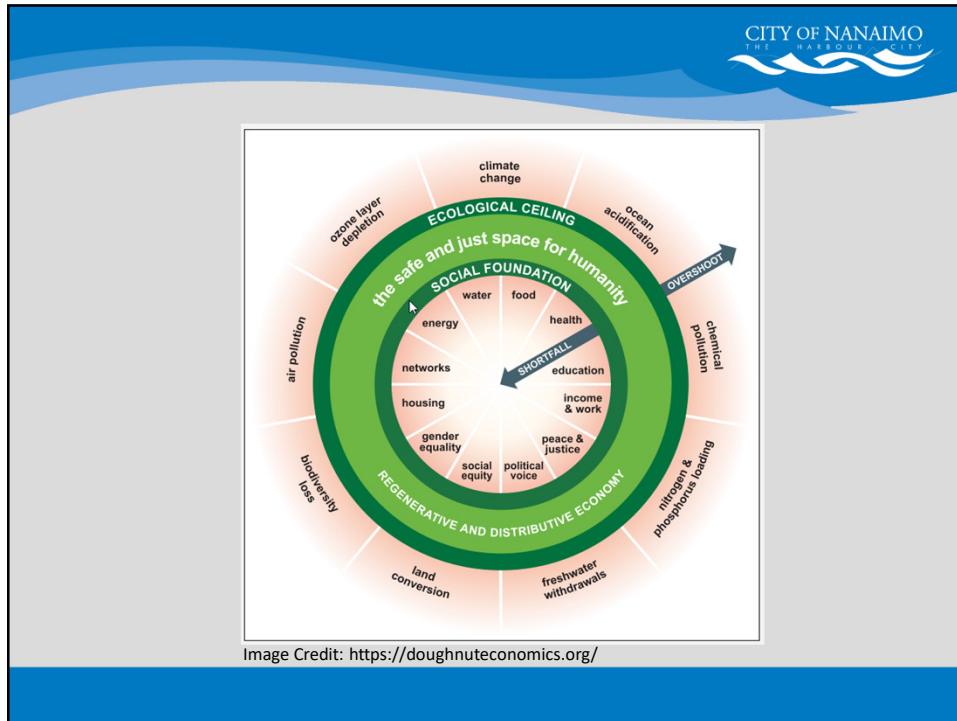
# ATTACHMENT A

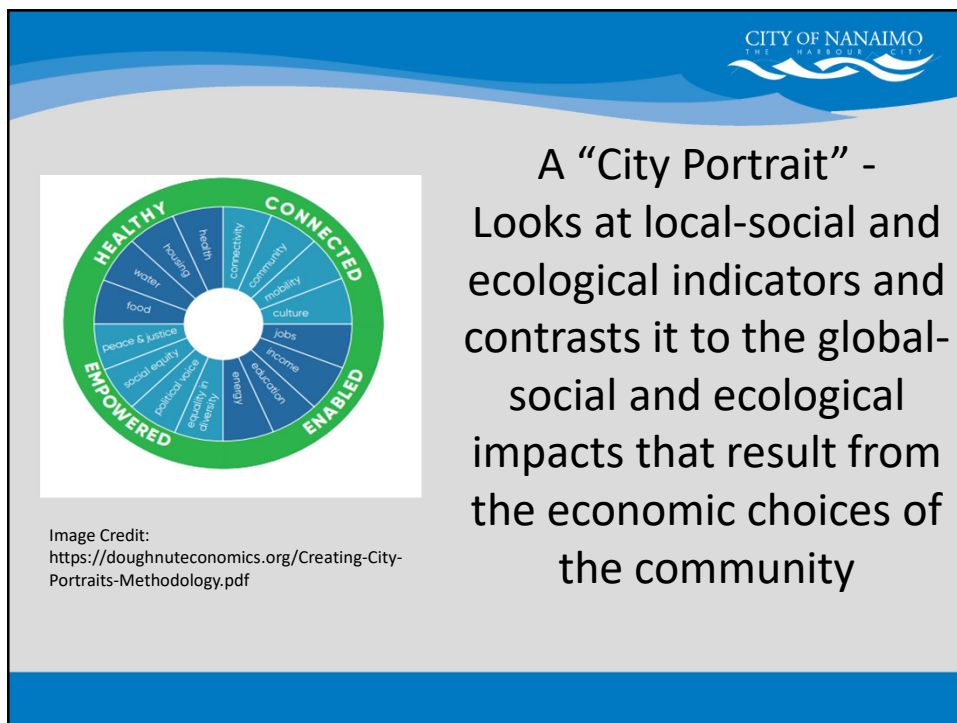
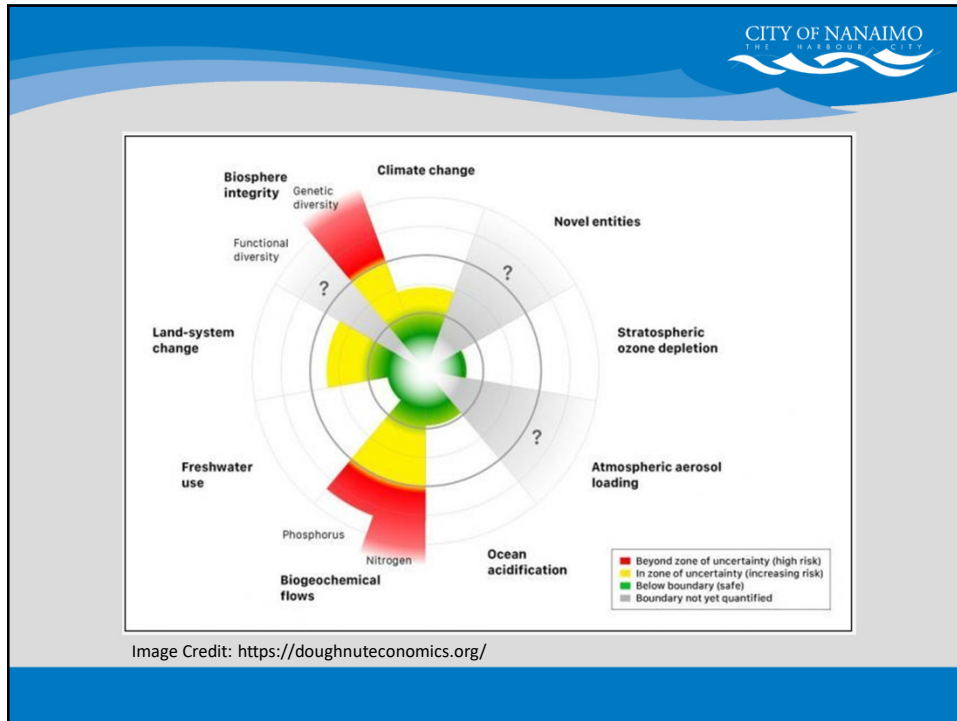
## Doughnut Economics Framework

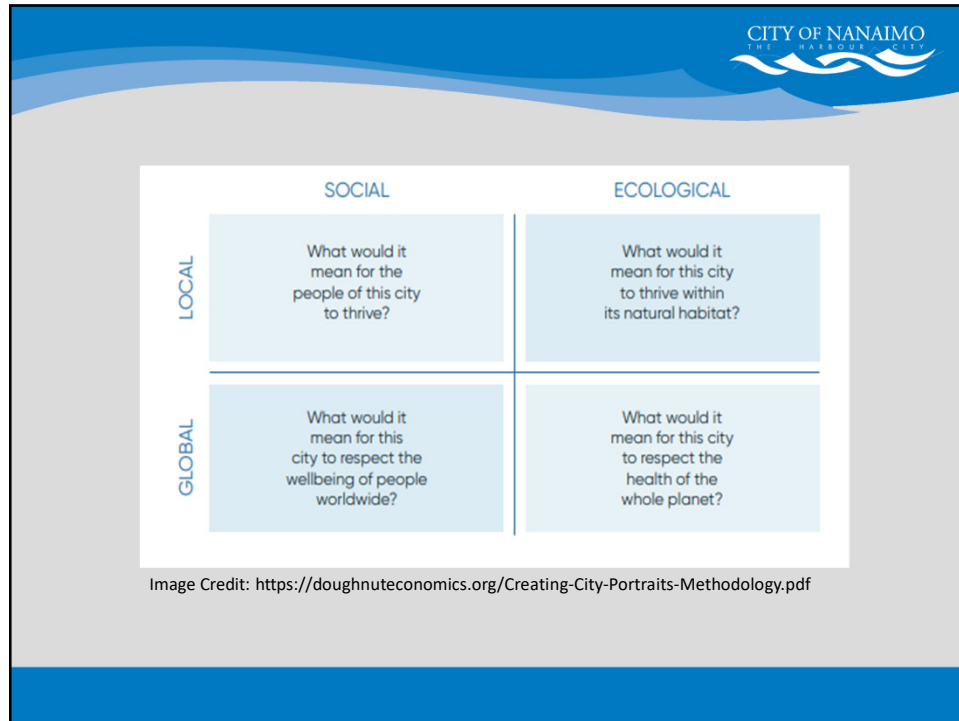






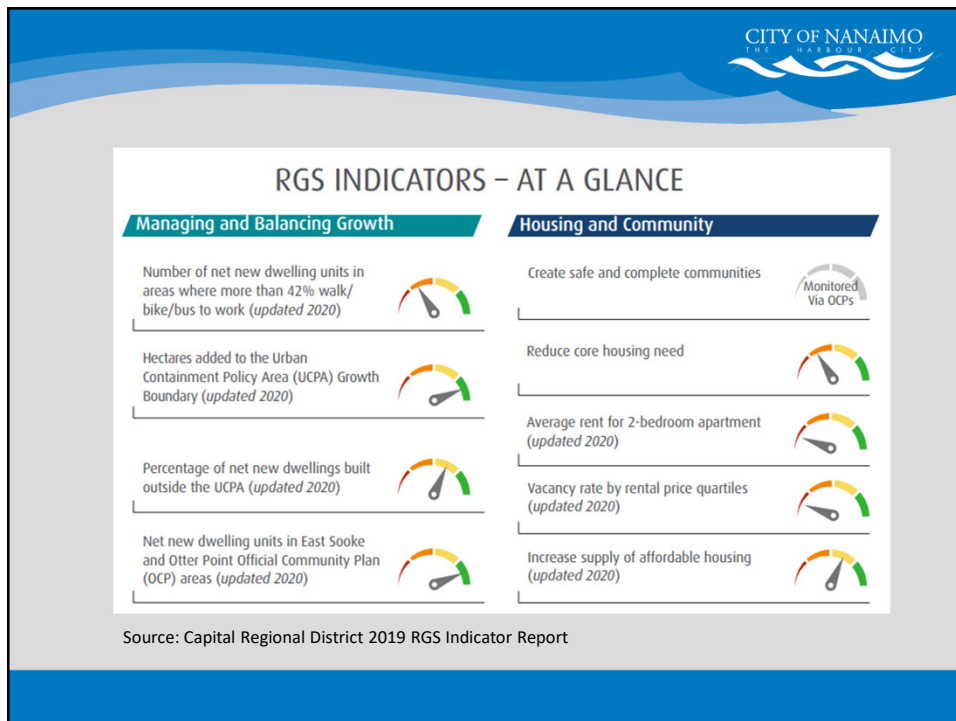
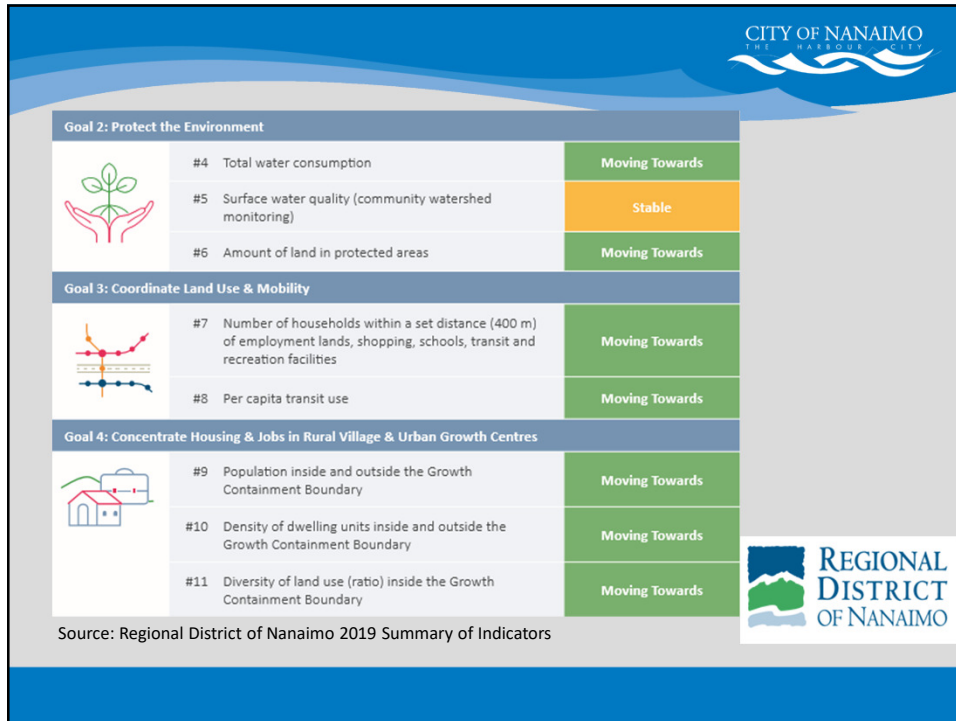


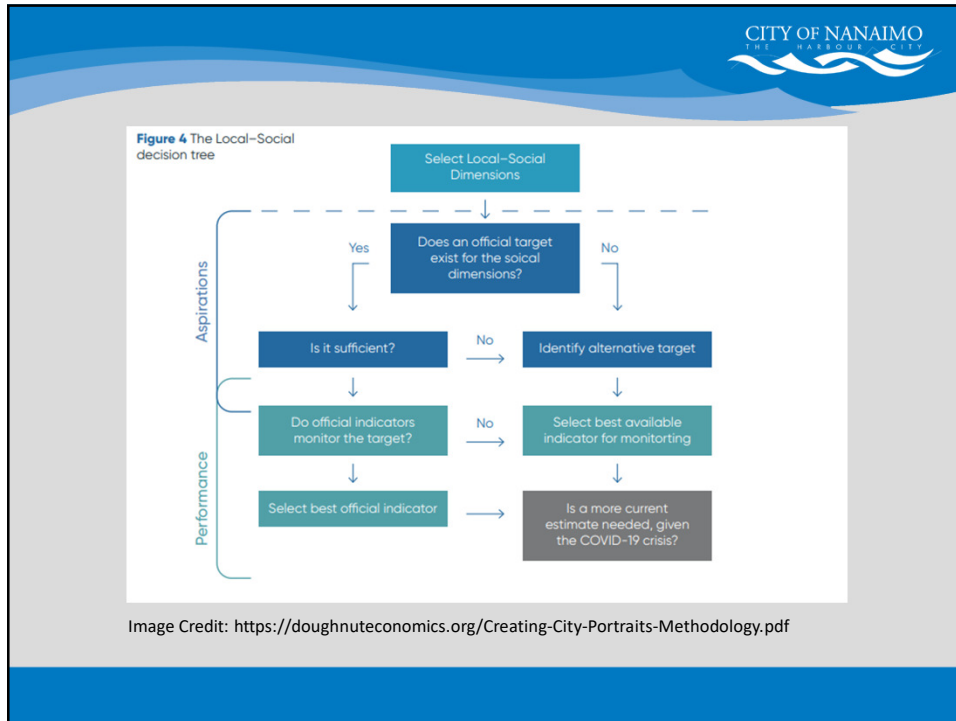




## Related Current Plans & Indicators

- Regional Growth Strategy Annual Update
- Affordable Housing Strategy
- Health & Housing Action Plan
- Economic Development Strategy
- GIS Mapping of Land Use/Parks
- Forest Canopy Cover
- Water Quality Indicators
- Community GHG Emission Levels





**NEXT STEPS:**

- Strategic Plan can be amended as per Council direction
- Staff can review existing metrics & generate City Portrait to be integrated into the **REIMAGINE NANAIMO** process
- Environment Committee Work Plan including environmental metrics can be reviewed at their 2021-JAN-27 meeting

The logo features a central circle divided into four quadrants: 'HEALTHY' (with a cross icon), 'CONNECTED' (with a network icon), 'EMPOWERED' (with a fist icon), and 'ENABLED' (with a graduation cap icon). The text 'SOCIAL FOUNDATIONS' is centered in the middle. The outer ring of the circle contains the text 'A THRIVING CITY' at the top and 'SOCIALLY JUST AND ECOLOGICALLY SAFE' at the bottom.

CITY OF NANAIMO  
THE HARBOUR CITY

# REIMAGINE NANAIMO – Phase 1 Engagement Status Update 2020-DEC-14

reimagine  
NANAIMO

CITY OF NANAIMO  
THE HARBOUR CITY

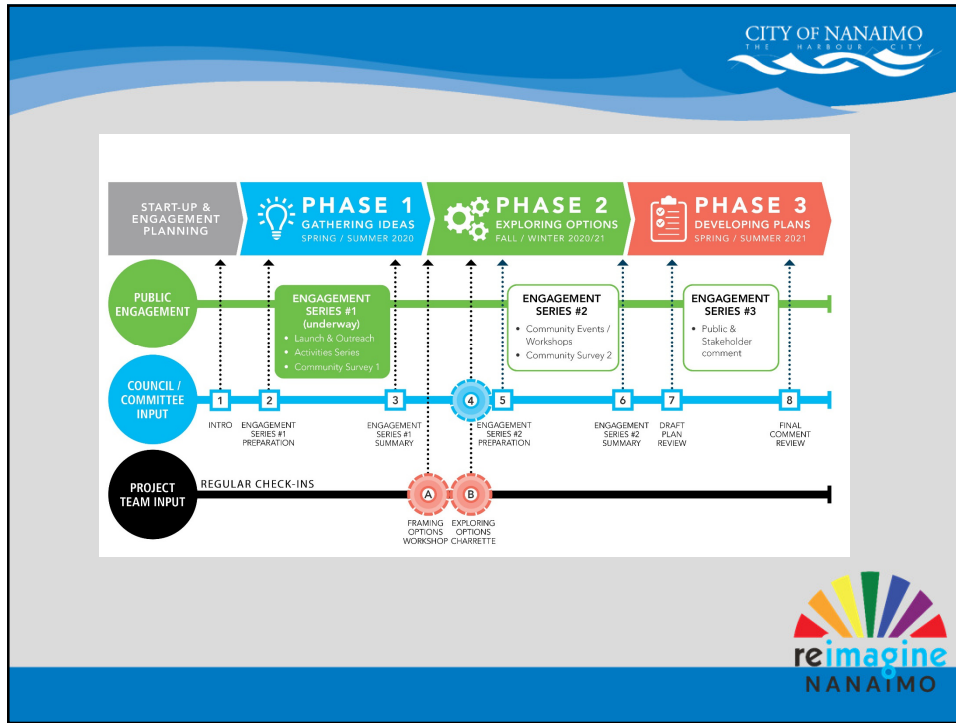
reimagine  
NANAIMO

What is in  
REIMAGINE  
NANAIMO?

- OCP Update
- Parks, Rec & Culture Plan Update
- Active Transportation Plan
- Climate Action Plan
- Economic Development Plan
- Water Supply Strategic Plan

2


reimagine  
NANAIMO



## KEY Updates since Nov 23


- SD68 Classroom Engagement
- VIU Engagement Blitz
- Phase 1 Closed, Analysis Underway
- Wrapping Up Stakeholder Meetings
- Infographic Reports (Land Inventory + Demographics)



  
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### Analytics for Reimagine Nanaimo Website

Metric	2020-Sep-18	2020-Oct-19	2020-Oct-29	2020-Nov-09	2020-Nov-23	2020-Nov-30
Total Visits	5,200	8,100	9,500	11,700	13,000	14,700
Total Registered	671	1,100	1,100	1,100	1,100	1,100
Participated in Surveys	700	1,060	1,321	1,833	2,189	2,666
Stories Submissions	7	7	8	9	11	20
Ideas Contributors	44	56	57	59	63	67
Community Map Posts	167	170	190	213	241	303

  
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### Social Media Campaign

Metric	2020-Sep-18	2020-Oct-19	2020-Oct-28	2020-Nov-09	2020-Nov-30
Facebook posts	37	56	61	67	78
Facebook views/Scroll by	101,729	174,482	186,900	202,768	220,604
Facebook liked/commented	5,775	9,011	9,948	11,200	11,591
Instagram views	8 posts with 1,316 views and likes	10 posts, with 2,428 views and likes, and 33 Instagram stories	11 posts with 3,806 views and likes	12 posts with 5,059 views and likes and 42 Instagram stories	16 posts with 8,920 views and likes and 54 Instagram stories
Twitter tweets	37	46	53	56	65

**CITY OF NANAIMO**  
THE HARBOUR CITY

## Creative Community Contest!



Drawing by Everett Szigety

~35 Entries

From a diverse  
range of ages  
& artists!



Painting by Yetta/Connie Paul

**CITY OF NANAIMO**  
THE HARBOUR CITY

### Next Steps to **Phase Two**:

- Existing Conditions / Policy Analysis (ongoing)
- Phase 1 Engagement Summary (Jan/Feb 2021)
- Council Workshop (Spring 2021)



**Hay ch q'a/Thank you**

DATE OF MEETING December 14, 2020

AUTHORED BY BILL CORSAN, DIRECTOR, COMMUNITY DEVELOPMENT

**SUBJECT ECONOMIC DEVELOPMENT STRATEGY UPDATE**

## **OVERVIEW**

### **Purpose of Report**

To provide the Governance and Priorities Committee with the draft Economic Development Strategy prepared by the Economic Development Task Force in order to get feedback on the draft and provide next steps in the process.

### **Recommendation**

That the Governance and Priorities Committee recommend that Council:

1. extend the mandate of the Economic Development Task Force until 2021-FEB-28 to allow time for the Task Force members to engage their respective organizations on their role in implementing the Economic Development Strategy before returning to Council; and
2. direct Staff to return to Council with a final Economic Development Strategy for endorsement along with recommendations regarding any additional investment by the City towards implementing the Economic Development Strategy.

## **BACKGROUND**

Council has expressed a strong commitment to economic development. The *2019-2022 Strategic Plan* identifies Economic Health as one of the four pillars. The plan specifically identifies the need to identify an economic development model and completion of an Economic Development Strategy as specific actions.

Subsequently, considerable work has been completed on the economic development file in the past two years. A review of the Economic Development Function was completed in the fall of 2019, with the following specific recommendations:

- Establish an in-house/City-owned Agency hybrid model for the delivery of the City's economic development function.
- Create an arm's length Nanaimo Prosperity Agency that is responsible for:
  - implementation of the Economic Development Strategy; and
  - coordination of the organizations with roles to play in the community's ongoing economic development and business attraction activities.
- Increase Staffing in the in-house function to:
  - create a new Economic Development Strategy;
  - prepare of Nanaimo-specific economic reports;
  - assist existing and prospective businesses navigating City Hall;
  - manage the service contract with Tourism VI; and

- formulate City policies that will facilitate economic activity and investment.
- Establish an Economic Development Task Force 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.

A Terms of Reference for the Economic Development Task Force (the “Task Force”, Attachment A) were approved at the 2019-OCT-07 Council meeting. The Task Force is comprised of 13 members, including representation from: City Council members (2), Snuneymuxw First Nation, Vancouver Island University, Chamber of Commerce, Nanaimo Port Authority, Nanaimo Airport, Community Futures, and five members-at-large.

The Task Force has met 11 times since established by Council, completed a draft Economic Development Strategy (discussed below), and prepared a draft *Charter* for the external agency (to be discussed at a future Council meeting).

## **DISCUSSION**

The Task Force engaged Lions Gate Consulting Inc. (the “Consultant”) to prepare the Economic Development Strategy (Attachment B). The work plan included the following key steps:

- Review of background documents;
- Interviews with key informants;
- Preparation of a Current Situation Report;
- Sectoral Focus Groups;
- Scenario Planning Workshop with a focus on the impacts of COVID;
- Survey to local businesses to understand issues and opportunities;
- Reimagine Nanaimo Sub Survey with a focus on economic development;
- Economic Development Strategy Planning Workshops; and
- Preparation of Draft Plan.

The Economic Development Strategy provides a roadmap to strengthen the economic base of the City and Region, is intended to have a lifespan of three years, and will be delivered by the City, the new Economic Development Agency, the City’s partners, and the private sector.

The Strategy has been prepared in collaboration with Council’s other key initiatives, notably REIMAGINE Nanaimo, the Mayor’s Task Force on Recovery & Resilience, and the Health and Housing Task Force to ensure alignment of priorities and resourcing.

### *Guiding Principles*

The Guiding Principles lay out an inclusive community-based approach to Economic Development:

- *Partnerships*: a culture of inclusivity and collaboration will energize implementation;
- *Long term*: outcomes are optimal when they last;
- *Equity and reconciliation*: collective wellbeing underpins economic progress;
- *Focus on local*: growing from within will empower the community;

- *Authenticity*: a strong sense of place about who we are will bring purpose and confidence to our efforts; and
- *Circular economy*: recycle, reuse, and reapply our natural and built assets for a stronger economy and community.

The Strategy focuses efforts within six goal areas:

- *Economic Capital*: unlocking development lands, securing infrastructure, building community amenities, revitalizing downtown, connecting the waterfront, and leveraging our waterfront industrial lands at Duke Point.
- *Business Development*: research and data, nurturing export and trade, enhancing the business climate, retaining and expanding businesses, helping home-based businesses, and preparing for economic emergencies;
- *Human Capital*: skills development, building an inclusive workforce, and talent retention and attraction;
- *Innovation & Technology*: connecting the technology sector, strengthening the eco system, and leveraging existing technology clusters.
- *Social & Environmental Capital*: building networks and strategic partnerships, health and housing, health care capacity, and First Nations reconciliation; and
- *Place Making & Attraction*: promoting the city, attracting direct investment, branding and place marketing, building a marketing toolbox, targeted outreach, and creating enquiries.

## **NEXT STEPS**

Staff are seeking feedback on the draft Strategy and direction regarding whether a finalized Strategy should be brought to a future Council Meeting for endorsement along with recommendations regarding any additional investment by the City towards implementing the Strategy.

If direction to proceed is received, Staff will work with the consultant to develop a more detailed 2021 work plan. The work plan will be founded on the existing level of Staff resourcing, the need to create a board, incorporation of the agency, and then filling of positions.

Council is also being asked to extend the mandate of the Task Force until 2021-FEB-28. This will allow time for Task Force members to bring the Strategy back to their respective organizations for consideration of what resources can be allocated or redirected towards its implementation. The Task Force would meet again, if necessary, before the final Economic Development Strategy returns to Council.

## **OPTIONS**

1. That the Governance and Priorities Committee recommend that Council:
  1. extend the mandate of the Economic Development Task Force until 2021-FEB-28 to allow time for Task Force members to engage their respective organizations on their role in implementing the Economic Development Strategy before returning to Council; and

2. direct Staff to return to Council with a final Economic Development Strategy for endorsement along with recommendations regarding any additional investment by the City towards implementing the Economic Development Strategy.
  - Advantages: This option provides the Governance and Priorities Committee with the opportunity to provide feedback on the Economic Development Strategy before consideration of endorsement. It also allows the other Task Force members time to engage their respective organizations in the same manner, and would allow them to meet again as a formal body, if required.
  - Disadvantages: Requires extending the mandate of the Economic Development Task Force. The Governance and Priorities Committee would not be able to make a decision on the Strategy or the role of the City in implementation today, but would have to wait until a future meeting to do so.
3. That the Governance and Priorities Committee provide alternative direction.

### **SUMMARY POINTS**

- Council has expressed a strong commitment to economic development. The *2019-2022 Strategic Plan* identifies the need to identify an economic development model and completion of an Economic Development Strategy as specific actions.
- The Economic Development Function Review in 2019 recommended a hybrid delivery model to deliver economic development with both in-house Staff and an external agency.
- Council created an Economic Development Task Force in the fall of 2019 to develop an economic development strategy and develop the external agency.
- Lions Gate Consulting was engaged by the Task Force to prepare the Economic Development Strategy for the City.
- The Guiding Principles include partnerships, long-term thinking, equity and reconciliation, a focus on local, authenticity, and the circular economy.
- The actions of the plan are organized under six key theme areas: Economic Capital, Business Development, Human Capital, Innovation & Technology, Social & Environmental Capital, and Place Making & Attraction.
- Staff are seeking feedback on the draft Strategy and direction regarding whether a finalized Strategy should be brought to a future Council Meeting for endorsement along with recommendations regarding any additional investment by the City towards implementing the Strategy.
- If direction to proceed is received, Staff will work with the consultant to develop a more detailed 2021 work plan. The work plan will be founded on the existing level of Staff resourcing, the need to create a board, incorporate the agency, and then fill positions.
- The report recommends the Economic Development Task Force's term be extended until 2021-FEB-28 to complete the work.

**ATTACHMENTS:**

ATTACHMENT A: Economic Development Task Force – Terms of Reference

ATTACHMENT B: Draft Economic Development Strategy |

**Submitted by:**

Bill Corsan  
Director, Community Development |

**Concurrence by:**

Dale Lindsay  
General Manager, Development Services |



## 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.

# ATTACHMENT B

## **Economic Development Strategy**

### **City of Nanaimo**

Second Draft Report

December 4, 2020

# Land Acknowledgement

We would like to begin by acknowledging that what is now known as Nanaimo is situated on the traditional and unceded territory of the Coast Salish Peoples, the traditional territory of the Snuneymuxw First Nation.

# Executive Summary

## Introduction

The purpose of the Economic Development Strategy (the Strategy) is to provide a roadmap to strengthen the economic base of the region. The City of Nanaimo and its partners recognized the need to develop a new strategy that ensures the benefits of growth are shared and that there is opportunity for the entire community to participate in the economy. The Strategy has been prepared with the guiding principles of sustainable prosperity, collaboration and economic reconciliation with local First Nations.

An economic development strategy is important because it acknowledges the control local government has over critical inputs into economic activity such as land, zoning, infrastructure and municipal services. It thereby exerts an influence on business activity, employment and community income. An economic development strategy is based on the premise that the community can develop local visions and goals and apply local resources to achieve them. The City's key planning documents have already mapped out a general direction for economic development based on diversification, job creation, investment, downtown and waterfront development. This Strategy is a roadmap for creating new jobs, increasing wealth, further diversifying the economy, increasing the tax base and to the extent possible achieving economic and social equality which will improve quality of life for all residents.

The Strategy was based on an analysis of the available research and engagement with local stakeholders on their aspirations and expectations for the economic future of the city and central island region. This engagement entailed focus groups, business survey, community survey, planning workshops and regular meetings with the City and its Economic Development Task Force (EDTF) throughout the project.

## Current Situation

Nanaimo is a growing regional centre that will continue to increase its population well into the future. Household incomes are slightly lower than the provincial average but the average population age of 46 is slightly higher. Projections call for robust growth over the next 25 years, when as many as 47,000 new residents may arrive. The economy is concentrated in services while manufacturing is the major goods producing sector. Overall, the city's economic base is diversified and not reliant on a single sector.

The surveys conducted as part of this Strategy show relatively consistent views on economic development goals, priorities and sector opportunities. Economic growth, jobs and Quality of Life were top-rated goals, while economic development priorities included improved infrastructure, an expanding business base and better business climate. Top-rated sectors were tourism, technology, health services and education.

Nanaimo's economy is closely affected by global trends, with the economy heavily influenced advances in technology. The growing adoption of technologies such as artificial intelligence is changing how advanced economies will develop in the future. Economic development is focusing on technology

infrastructure, technology-led innovations and technology transfer as a source of business investment but also to improve overall socio-economic conditions for residents.

The natural environment and location that have transformed the city into a regional service and transportation hub is one of Nanaimo's core strengths, which has been augmented by reasonably good infrastructure and transportation services. Weaknesses relate to the local business climate, poor perceptions of community image and crime rates, and the challenges of building infrastructure for a rapidly growing community. Potential threats to community wealth and resiliency are linked to global and national events and trends, including COVID-19, trade issues, competition for talent and population dynamics. Opportunities are extensive and diverse but can be summarized in four key areas, people development, sector diversity (e.g. tourism, technology), infrastructure development and partnerships.

## Strategy Direction

### Guiding Principles

The following guiding principles underpin this strategy with specific regard to how the City will interact with its partners, businesses and the public. The principles transcend stakeholder differences and viewpoints and because they remain fixed over time they serve as a foundational reference point for all strategic planning.

1. Partnerships
2. Long term
3. Equity and Reconciliation
4. Focus on Local
5. Authenticity
6. Circular Economy

### Vision

Nanaimo is THE city of choice, a vibrant, globally connected gathering place at the forefront of innovation in economic and community development.

### Mission

Our mission is to leverage the city's strategic assets, grow a sustainable economy and enhance the exceptional quality of life, by providing leadership, a culture of collaboration and resources for growing investment and innovative practices in economic and community social development.

### Goals and Strategies

1. Economic Capital
  - 1.1 Create a Community Infrastructure Plan
  - 1.2 Protect & Expand Employment Lands

- 1.3 Revitalization of the Downtown and Waterfront
- 1.4 Transportation, Cargo and Logistics of Vancouver Island
- 1.5 Develop Robust Broadband Connectivity
- 1.6 Focus on Urban Tourism Product
- 1.7 Create a Health Care Centre of Excellence
- 2. Human Capital
  - 2.1 Education, Training and Industry Integration
  - 2.2 Create an Inclusive Workforce
  - 2.3 Talent Attraction and Retention
- 3. Social Capital
  - 3.1 Build on Strategic Partnerships
  - 3.2 Address Health and Housing Challenges
  - 3.3 Expand Health Care Capacity
  - 3.4 Indigenous Economic Reconciliation
- 4. Business Development
  - 4.1 Compile Research and Data
  - 4.2 Export and Trade
  - 4.3 Develop a Positive Business Climate
  - 4.4 Business Retention and Expansion
  - 4.5 Promote Home-based Business
  - 4.6 Economic Emergency Preparedness and Recovery
- 5. Innovation & Technology
  - 5.1 Connect the Tech Sector
  - 5.2 Strengthen the Innovation Ecosystem
  - 5.3 Leverage Tech
- 6. Place Making & Attraction
  - 6.1 Global Trade and Foreign Direct Investment
  - 6.2 Place Marketing and Investment Promotion Toolbox
  - 6.3 Managing the Investment Promotion Process – Creating Deal Flow

## Immediate Priorities

In developing the strategy, the EDTF has identified the following key priorities for implementation in year one of the Strategy.

Strategy #	Immediate Priorities	Estimated Completion	Key Partners
7. Implementation	Set up external agency, align communications and responsibilities with City, recruit partners, secure operational funding	2021 Q3	City, NPA, NA, VIU, SFN
1.4.1 Facilitate transportation connections	Passenger Ferry Downtown Nanaimo to Downtown Vancouver	2021 Q3	City, NPA, SFN, Chamber
3.2.1 Provide support to health and housing initiatives	Support Initiatives around Health and Housing	2021 Ongoing	City, BC Housing, Island Health, Non Profits
1.3.1 Continue to Invest in Waterfront	Invest and Lead with Waterfront Development at 1 Port Drive and Departure Bay & Newcastle Channel waterfront walkway	2021 Ongoing	City, NPA, SFN
1.5.2 Work with existing broadband initiatives 1.5.3 Move toward a gigabyte city	Advocate and support tech hub in downtown Nanaimo, SFN, Hospital & VIU with deployment of community based fibre	2022 Q4	City, NPA, SFN, VIU
4.3.1 Improve City services	Help to develop and implement solutions which will significantly reduce development approval timelines	2021 Q4	City, Development Community
1.4.2 Transportation & Logistics Hub	Complete a transportation and logistics hub for industrial lands at Duke Point and Nanaimo Airport	2021 Q4	City, SFN, NPA, Airport

## Implementation Timeframe

2021	2022	2023
1.3 Revitalizing the Downtown & Waterfront	1.1 Community Infrastructure Plan	2.3 Talent Attraction and Retention
1.4 Transportation, Cargo and Logistics	1.2 Employment Lands	3.1 Strategic Partnerships
1.5 Robust Broadband Connectivity	2.1 Education, Training and Industry Integration	4.2 Export and Trade
1.6 Urban Tourism Product	2.2 Inclusive Workforce	4.5 Home-based Business
1.7 Health Care Centre of Excellence	3.3 Health Care Capacity	4.6 Economic Emergency Preparedness and Recovery
3.2 Nanaimo Health and Housing	4.1 Research and Data	5.3 Leveraging Tech
3.4 Indigenous Economic Reconciliation	4.4 Business Retention and Expansion	6.2 Place Marketing and Investment Promotion Toolbox
4.3 Positive Business Climate	5.2 Strengthening the Innovation Ecosystem	6.3 Managing the Investment Promotion Process – Creating Deal Flow
5.1 Connecting the Tech Sector	6.1 Global Trade and Foreign Direct Investment	



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*Note: refers to PowerPoint version*

# Introduction

## Background

Prior to contact with Europeans, the Coast Salish people word for Nanaimo meant ‘gathering place’ and the modern City continues to be the gateway to Vancouver Island. With a population of just under 100,000 in 2020, Nanaimo is on the verge of substantial population and economic growth that will transform the City over the next 25 years.

The City of Nanaimo and its partners recognized the need to develop a new Economic Development Strategy that ensures the benefits of this growth are shared and that there is opportunity for the entire community to participate in the economy.

The development of this Economic Development Strategy took a collaborative approach to ensure all the key partners in the local economy were at the table and were able to create a joint vision, strategy and action plan.

## Purpose

The purpose of the strategy is to provide a roadmap to strengthen the economic base of the region. The Strategy has been prepared with the guiding principles of sustainable prosperity, collaboration and economic reconciliation with local First Nations.

The strategy will set the future direction of the City’s efforts to grow existing businesses, attract new investment and enterprises and enhance opportunities for employment and household incomes. These activities need to be undertaken in a way that minimizes our impact on the environment and ensures that as a community we are not over taxing our natural eco system.

The Economic Development Strategy is the second of two reports delivered as part of this project. Attachment A contains the Current Situation Report. The Report describes baseline conditions with reference to demographic, labour market, economic base, land development, business activity and sector indicators. Reviews of the local planning, economic assets and infrastructure, economic development trends, SWOT (strengths, weaknesses, opportunities, threats), and Nanaimo’s unique selling proposition were also assessed.

## The City’s Role in Economic Development

Economic development can be described in terms of objectives such as employment creation, wealth creation and quality of life, or as a process that shapes economic, business and related activities in pursuit of community well being. Local government controls access to and prescribes policies for critical inputs into economic development, things like land, zoning, infrastructure and municipal services. It thereby influences where, how and when productive capacity can occur, which in turn influences business costs, business climate and investment risk. An economic development strategy is based on the

premise that the community can develop local visions and goals and apply local resources to achieve them, in the context of broader macro-economic forces.

Chapter 2 of this report outlines how the City has expressed in its key planning documents a general direction for economic development based on diversification, job creation, investment, downtown and waterfront development. Much of the City's key plans are in the process of being updated and these themes will be reinforced and, in some cases, broadened to capture the interactions with social, cultural and environmental issues and objectives. *Reorienting economic development with a more expansive role for socio-community objectives can create a more inclusive and sustainable approach to community wealth and well being.*

The economic vision and mission for economic development stated in Chapter 3 requires explicit consideration of the City's role and the relationships it intends to pursue during implementation. To achieve this vision, it will be necessary to make strategic investments and work collaboratively with community partners pursuing similar goals. This strategy is a roadmap for creating new jobs, increasing wealth, further diversifying the economy, increasing the tax base and to the extent possible achieving economic and social equality which will improve quality of life for all residents.

## Methodology

The methodology for this strategy consisted of primary and secondary research. Secondary data sources, statistics, documents and studies were compiled and synthesized to interpret economic conditions in the City and central island region. Direct outreach to stakeholders involved the following:

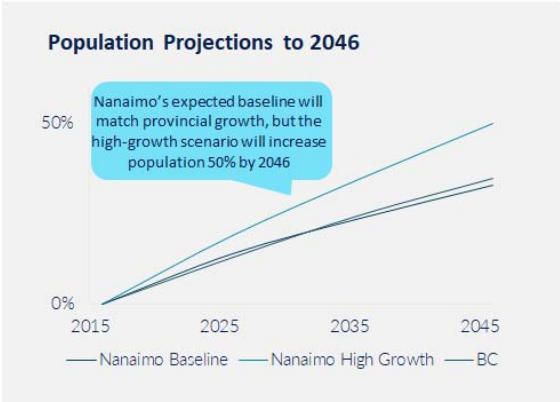
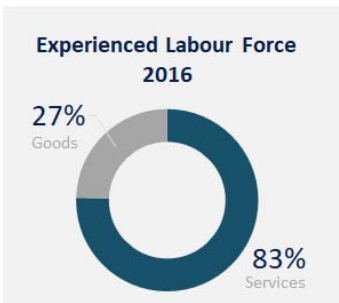
- Focus groups, June 2020 in Nanaimo;
- Scenario planning workshop, June 2020 in Nanaimo;
- Business survey, June 2020;
- Community survey, July-October 2020;
- Planning workshops, September 2020 in Nanaimo; and
- Regular meetings with the City and EDTF throughout the project.

A complete list of references, including focus group participants, is provided in the Current Situation Report. Additional documentation cited in this document is listed in Chapter 7.

# Current Situation

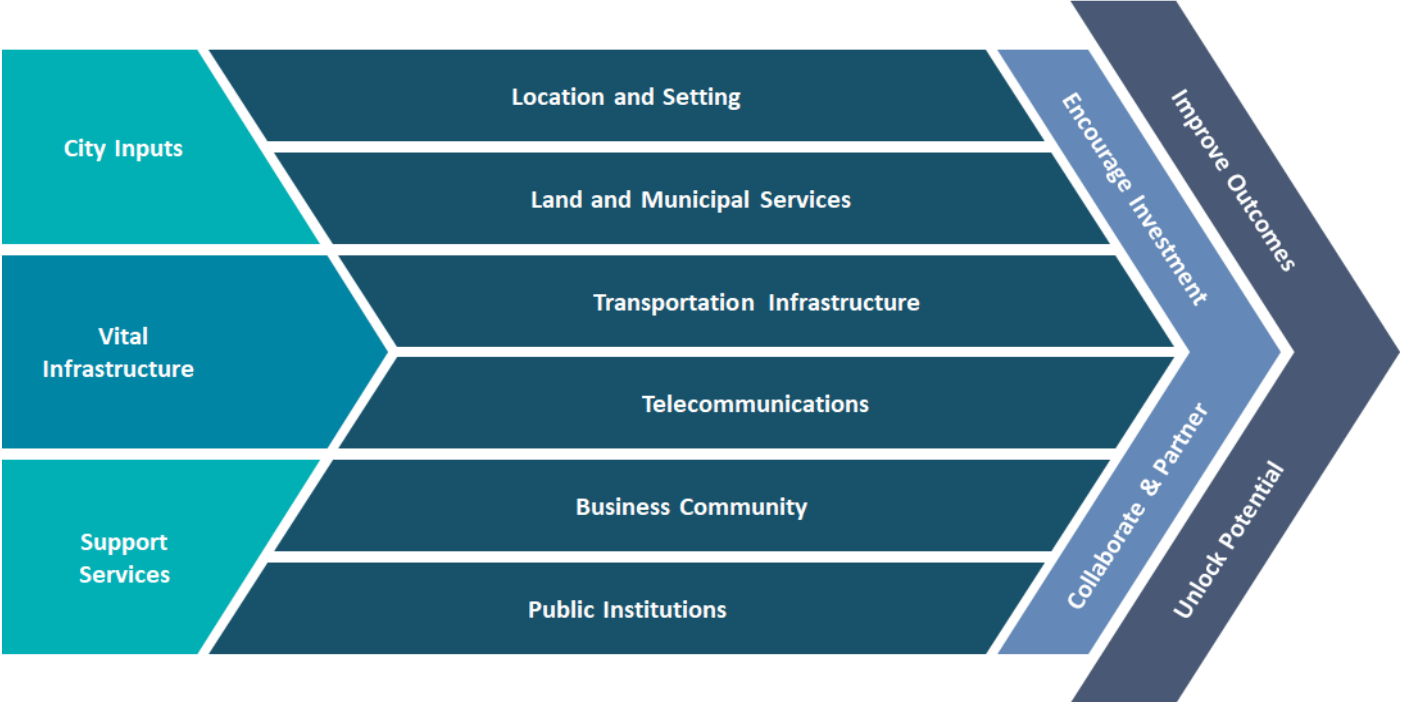
## Key Indicators

Nanaimo’s population has grown strongly over the last two decades, outpacing provincial growth. Household incomes are slightly lower than the province but the average population age of 46 is higher. Projections call for robust growth over the next 25 years, when as many as 47,000 new residents may arrive. The economy is concentrated in services while manufacturing is the major goods producing sector. Overall, the city’s economic base is diversified and not reliant on a single sector.



Include actual Population Projection Numbers – 145,000 by 2046

# Strategic Assets



Nanaimo’s strategic assets are both natural and built, with its coastal location in proximity to the Lower Mainland and Puget Sound complemented by a well-developed regional centre with quality infrastructure, including an expanding port, airport, ferry, highway and telecommunication backbone. A dynamic business community and public institutions drive private and public investment into productive capacity. Investment flows will have to increase in the future in order to unlock economic potential and generate the household wealth and quality of life for the City of the future.

## Corporate Economic Goals

This strategy is being prepared simultaneously with several other City plans as part of the coordinated *Reimagine Nanaimo* process. This will result in an integrated and cohesive planning context that aligns extensive public input with the corporate objectives and intra-departmental service mandates of the City.

2020

### Corporate Strategic Plan

- To be a community that is livable, environmentally sustainable and full of opportunity for all generations and walks of life.
- Downtown development
- Business development
- Public access to the waterfront

2011

### Economic Development Strategy

- Establish an Effective and Sustainable Economic Development Program
- Expand and Diversify Employment Opportunities
- Increase Nanaimo's Image as a Destination for Opportunities
- Establish Nanaimo as a Leading Investment Destination

2008

### Official Community Plan

- Support business, political, and community leaders
- Support well-informed decision makers
- Encourage a business-friendly environment
- Focus on economic drivers that generate new and sustainable wealth
- Provide a community with a skilled and talented workforce
- Provide a physical infrastructure that connects businesses to their markets
- Promote unique features that contribute to the quality of life for people and business
- Encourage a positive local attitude and external view about Nanaimo

## Engagement Feedback

Two surveys were conducted to help prioritize the direction and content of the strategy, one with local businesses and the other with residents which was delivered as a component of Reimagine Nanaimo. The feedback shows a consistent agreement between the business community and the public on economic development goals, priorities and sector opportunities, with some minor differences in rank.

The top goals for businesses were Quality of Life and economic growth, whereas for residents it was jobs first and Quality of Life second. Regarding economic development priorities, improving infrastructure came out on top in both surveys, with business expansion also ranked in the top three. For businesses, business climate issues are very important, while residents clearly see growth from within as critical—they were more likely than businesses to value entrepreneurship and business expansion over business attraction.

Respondents in both surveys were asked to rank 11 sectors according to their potential for future development. Interestingly, four of the top-five sectors in each group were the same: tourism, technology, health services and education. Generally, the goods producing sectors like manufacturing and natural resources were seen as having much less potential.

Top 5 Goals			Top 5 Priorities			Top 5 Sectors		
	Business	Community		Business	Community		Business	Community
1	Quality of Life	Jobs	1	Infrastructure	Infrastructure	1	Tourism	Tourism
2	Economic Growth	Quality of Life	2	Business Climate	Business Expansion	2	Technology	Health Services
3	Jobs	Diversification	3	Business Expansion	Entrepreneurship	3	Construction	Technology
4	Incomes	Economic Growth	4	Business Attraction	Business Climate	4	Education	Education
5	Diversification	Incomes	5	Entrepreneurship	Business Attraction	5	Health Services	Arts, Culture

# Community Survey – Select Quotes

We need to improve education to fill the jobs that are currently vacant and support the ones that will be created in the future. Attracting a new, skilled labour force will still leave many current residents on the margins. So we need to work a cultural shift that places higher value on education.

Nanaimo does not appreciate or optimize its potential and prime location as part of a broad regional context.

We have very few large employers, but Nanaimo is not known for its skilled workforce and I see this as a barrier.

I would like to see Nanaimo develop affordable housing not only for Nanaimo residents in core housing need, but also with a vision of poaching artists from stunningly unaffordable Vancouver.

Arts, culture and entertainment jobs are clean, workers are highly educated and have a small environmental footprint. Having a vibrant arts scene makes the City attractive to high tech workers, health and public sector workers who have stable jobs and disposable income.

Many students who graduate from VIU move away for work. We need opportunities in technology, health, tourism and the arts. We also need to start using our great agricultural land for agriculture not housing. The way the world is going we need to work towards being as self sufficient on the island as we can.

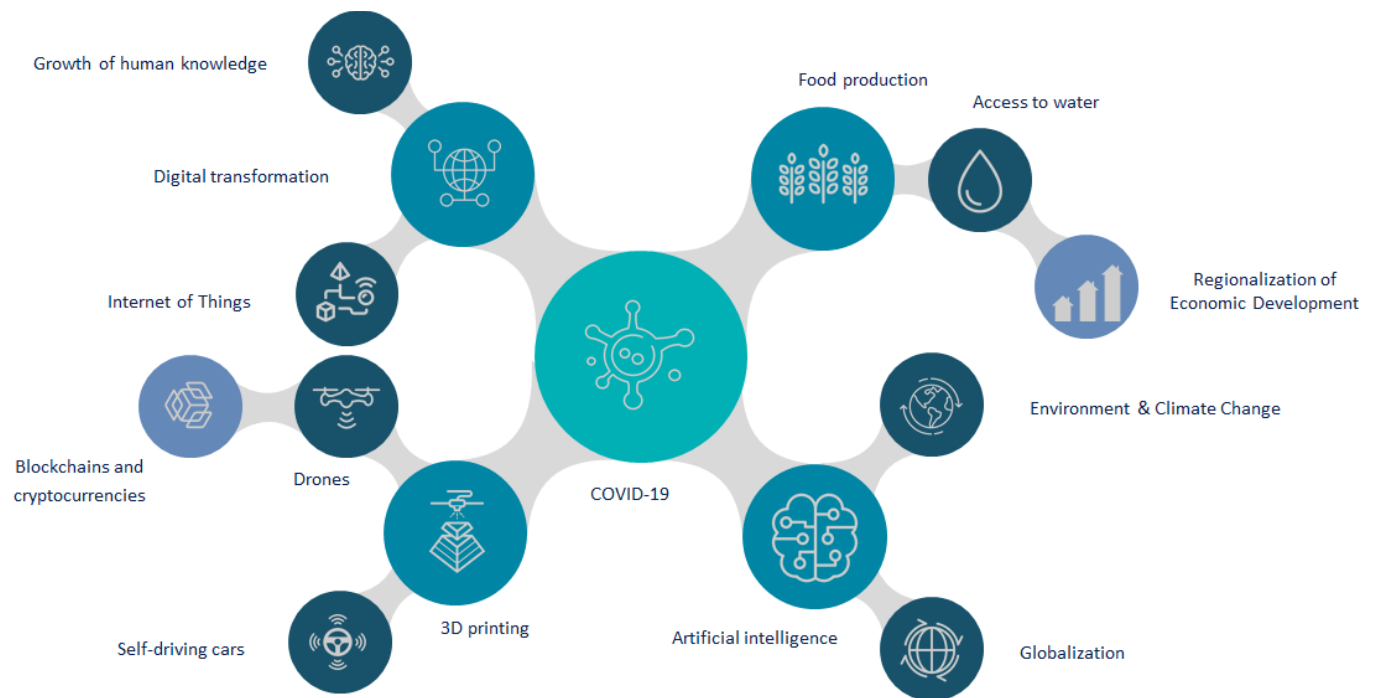
My company has opened a branch here because it is a great location and more affordable for workers, but still near Vancouver. This is something that can be leveraged in many industries.



## Key Trends

The global economy is being heavily influenced if not led forward by major advances in technology. The growing adoption of technologies such as artificial intelligence is changing how advanced economies will develop in the future.

In turn, economic development is increasingly focused on technology infrastructure, technology-led innovations and technology transfer. Communities that embrace a knowledge-innovation-technology ethic, are positioning for success in the decades ahead. It is noted, however, that this is occurring in the context of the growing importance of basic resources like food and water as potential differentiators in an era of climate change.



## Strengths, Weaknesses, Opportunities, Threats

The natural environment and location that have transformed the city into a regional service and transportation hub is one of Nanaimo’s core strengths, which has been augmented by reasonably good infrastructure and transportation services. Weaknesses relate to the local business climate, poor perceptions of community image and crime rates, and the challenges of building infrastructure for a rapidly growing community. Potential threats to community wealth and resiliency are linked to global and national events and trends, including COVID-19, trade issues, competition for talent and population dynamics. Opportunities are extensive and diverse but can be summarized in four key areas, people development, sector diversity (e.g. tourism, technology), infrastructure development and partnerships.



# Strategy Direction

## Guiding Principles – Strategic Direction

The following guiding principles underpin this strategy with specific regard to how the City will interact with its partners, businesses and the public. The principles transcend stakeholder differences and viewpoints and because they remain fixed over time they serve as a foundational reference point for all strategic planning.

### Partnerships

A culture of inclusivity and collaboration will energize implementation.

### Long-term

Outcomes are optimal when they last.

### Equity and Reconciliation

Collective wellbeing underpins economic progress.



### Focus on Local

Growing from within will empower the community.

### Authenticity

A strong sense of place about who we are will bring purpose and confidence to our efforts..

### Circular Economy

Recycle, reuse and reapply our natural and built assets for a stronger economy and community.

# Vision

Nanaimo is THE city of choice, a vibrant, globally connected gathering place at the forefront of innovation in economic and community development.

# Mission

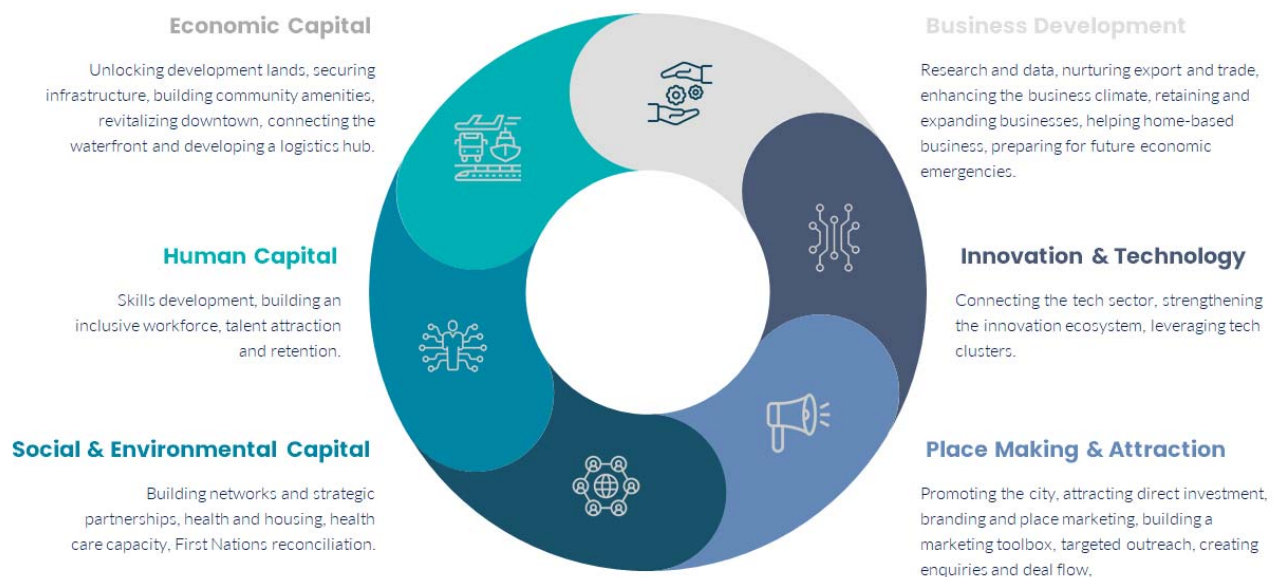
Our mission is to leverage the city’s strategic assets, grow a sustainable economy and enhance the exceptional quality of life, by providing leadership, a culture of collaboration and resources for growing investment and innovative practices in economic and community social development.

# Goals

The Strategy has six goals where the City and its partners energy should be focused to create meaningful, impactful change. All the activities under these goals are measured against the guiding principles of the Strategy.

Economic, human and social capital will catalyze business and investment activity throughout the community. Economic capital are core assets like infrastructure and land that are important inputs for building productive capacity. Human Capital embraces skills and talent development, while Social and Environmental Capital includes partnerships in community development such as health and housing.

Business Development targets retention, expansion and entrepreneurship as pathways to growing the local economy. Innovation and Technology includes initiatives that exploit Nanaimo’s existing base of technology companies as well as leverage technology to unlock potential in other sectors of the economy. Finally, Place Making and Attraction is concerned with refining the City’s approach to promoting itself to the entrepreneurs, investors and innovators who will drive growth in the future.



# The Strategy in Full

## 1 Economic Capital

### 1.1 Create a Community Infrastructure Plan

The engagement process indicated that infrastructure was a major priority for Nanaimo residents and businesses. Cities like Nanaimo face extraordinary economic, demographic, fiscal and environmental challenges that make it imperative for the public and private sectors to provide for modern, efficient and reliable infrastructure. Many of the initiatives deemed priorities in this Strategy depend on it, whether through more robust downtown and waterfront neighbourhoods to better transportation and transit for moving people and goods into, across and out of the region. Infrastructure connects households, businesses and institutions and leverages opportunities for employment, healthcare and education. It can be the ticket to sustainable energy, combating climate change and expanding technology-led development. At the same time, ratepayers and businesses expect quality infrastructure services but are often reluctant to pay for the higher levels of service through more taxes.

In 2017, the City produced a 20 Year Investment Plan and Asset Management Update (City of Nanaimo 2017) that includes long-term investment plans and funding strategies. The plan focuses on municipal infrastructure and the City's Asset Management System to maintain current levels of service as the city grows in the next two decades. The plan is updated periodically to align with changing conditions and priorities.

There are two areas where the Economic Development Agency can address long-term infrastructure issues in support of economic development, the first in communicating City plans and priorities to developers and investors, and the second leveraging municipal assets with other public and private infrastructure.

#### 1.1.1 Infrastructure research

- Prepare an inventory of infrastructure asks and needs over the next 10 years, by sector and project, accounting not just for municipal services but those of other public and private service providers.
- Identify infrastructure gaps and opportunities with partners at Snuneymuxw First Nation, Nanaimo Port Authority, Nanaimo airport, Vancouver Island University (VIU) and other levels of government, focusing on projects with tangible, quantifiable benefits for economic development.
- Provide research and assistance for articulating how infrastructure investments provide robust public benefits in alignment with Nanaimo's community development objectives. This will require a framework for evaluating the benefits and costs of projects.
- Work with other City departments to improve the coordination of infrastructure investments to account for network effects, that is leveraging non-municipal infrastructure to achieve socio-economic objectives.

- Research market mechanisms that can capture the increased value in land that accrues from infrastructure and enhance the benefit-cost relationship that will allow more ambitious and timely investments.

### 1.1.2 Outreach and engagement

- Create a mechanism for getting more consistent, ongoing stakeholder engagement in defining infrastructure priorities. Public consultations to share information and solicit feedback on opportunities and priorities will increase public and business acceptance of transformational change.

### 1.1.3 Funding mechanisms

- Maximize uptake of infrastructure program funding, including the Economic Infrastructure and Innovation Program, by providing economic research and content to the City's grant funding applications. Where possible work with partner organizations to present joint-asks for infrastructure projects.

## 1.2 Protect & Expand Employment Lands

Employment lands are industrial, commercial and institutional zones in the municipality that host job-creating activities and businesses. Together with infrastructure, they are a key input into all forms of economic activity.

In the City of Nanaimo there is a total of 661 hectares of land designated for industrial use, concentrated in the Duke Point and Northfield/Boxwood areas. Of this total, 64 hectares are vacant and developable, with an additional 10 hectares currently hosting construction. The commercial land inventory is approximately 915 hectares, concentrated in downtown and North Nanaimo (Colliers 2020).

While it is true that the growth of the service economy has shifted demand for industrial land across the country, the long-term land use implications for growth in land-intensive sectors and industries is far from clear. If Nanaimo is to become a distribution/logistics hub and take advantage of its trade zone status and deep harbor at Duke Point, the City should safeguard employment lands from conversion to other uses, while unlocking the potential of under-developed properties.

### 1.2.1 Research and monitoring

- Research and communicate emerging trends in land use and demand that will improve the planning process and ensure an appropriate supply-demand balance.
- Monitor vacant and underutilized property and work with landowners to better understand barriers to use and strategies for repurposing and adapting to market demand.
- Assist the City's real estate sector exercise tools such as land assembly that will meet community development objectives by providing economic, sector and trends research and forecasts.

### 1.2.2 Work with industry and landowners

- Include landowners into the BRE program and create a local real estate trends profile.

- Work with large industrial land owners such as Harmac to identify future uses for their surplus industrial properties including opportunities for innovative uses of their energy and utility systems.
- Work with Nanaimo Airport to stimulate demand for air cargo services on their surplus industrial lands (50 acres).

### 1.3 Revitalization of the Downtown and Waterfront

Commercial and residential growth along the Island Highway, e-commerce and changing consumer trends have collectively contributed to the decline of downtown Nanaimo. However, downtown remains a centre for many types of business, arts and culture and tourism. Shopping niches and hospitality services are diversifying but vacant properties are still a problem. Yet its downtown and waterfront is one of Nanaimo's strongest strategic assets with exceptional potential for both economic and civic transition. There has been a shift in the demand for the types of built assets that are best suited for downtown. COVID-19 has pushed forward an emerging trend of more remote or work from home, coupled with an increase in demand for mix commercial/residential developments. An aging demographic is creating new demand for health services and downtown residential accommodation.

The City has initiatives underway for these areas. In 2013, it purchased 1 Port Drive to create a new signature waterfront community. A master plan was adopted by Council in 2017 for Port Drive which set out a future development framework. Through the Nanaimo Downtown Mobility Hub Project, Council is identifying and advancing short-term projects that could be built in the next five years to take achievable steps towards the vision of a safer, inclusive, and connected downtown (City of Nanaimo 2020c). In 2017, the City developed a Waterfront Walkway Implementation Plan with a 10-year strategy for a multimodal pedestrian and cycle facility from Departure Bay to the Nanaimo River Estuary. The waterfront walkway is currently 5.5 km in length. Functional design work has been completed for the Departure Bay section and work is ongoing along Newcastle Channel.

Continuing to invest in the downtown core and in the waterfront walkway will help reinforce downtown as the heart of the community and increase the number and variety of businesses downtown and attract shoppers and tourists to the community.

#### 1.3.1 Continue to Invest in the Waterfront

- Continue to work on the phased development of 1 Port Drive by supporting rezoning, subdivision and disposition of the property to create a signature waterfront development. Complete Investment Package for 1 Port Drive.
- Support the development of the Departure Bay Waterfront Walkway and ensuring the full economic impacts of the investment are leveraged. Obtain approval of Electors for Departure Bay Walkway.
- Work with the Nanaimo Port Authority in redeveloping the properties along Stewart Ave (Newcastle Channel) to encourage the development of the waterfront walkway and investment in new marina, office and tourism development.

### 1.3.2 Leverage investor interest in downtown development

- Include downtown property owners in the BRE program to better understand the development goals and challenges for their properties.
- Continue to work with SFN and BC Parks on improved connectivity between the City and Saisutshun (Newcastle Island).
- Monitor properties for sale or rent and engage in direct recruitment of businesses that are a good fit for specific areas and retail/service gaps.
- Support reestablishment of the Commercial Street Night Market. For 11 weeks in the last two summers, the Night Market brought thousands to downtown with upwards of 70 street vendors downtown before being cancelled in 2020. Having this activity take place downtown created a new vibe in the downtown core in the summers and is important in creating a new feel and character for the downtown and waterfront area. Metrics for this section could include: # of Downtown businesses in BRE program.
- Periodically review the Downtown revitalization tax exemption (RTE) program to ensure it is providing the required support for target businesses in the downtown core. Ensure the RTE is marketed and understood by the development community.

## 1.4 Transportation, Cargo and Logistics Hub of Vancouver Island

Nanaimo has strategic locational assets that could catalyze development in the transportation, cargo and distribution/logistics sector and at the same time enhance investment and development in associated sectors. Improvements in transportation capacity and efficiency would have beneficial knock-on effects for any industry or project that seeks competitive services that move either people or goods in and out of the region. Nanaimo could position itself as an extension of the Lower Mainland transportation network, providing economic benefits locally but also contributing to reduced traffic congestion and greenhouse emissions for the entire region. Nanaimo has an opportunity to become the distribution/logistics hub for Vancouver Island. There are various initiatives that are in the research of planning stages that the Economic Development Agency can support. These include increasing direct vessel calls from international carriers, short sea shipping opportunities, passenger foot ferry and airport park development.

### 1.4.1 Facilitate transportation connections

- Facilitate private sector interests that wish to establish a foot ferry passenger service from Nanaimo to Vancouver, by liaising with the Nanaimo business community and institutions, lobbying senior government for funding support and participating in research that improves the business case for service. If possible, negotiate lease and benefit agreements with proponents and assist with funding commitments.
- Continue to support connectivity to Vancouver via BC Ferries, float plane and helijet and identify opportunities to encourage further investment in Nanaimo.



## 1.4.2 Transportation and logistics hub

- Commission a Transportation and Logistics Strategy with a long-term, multi-modal perspective that positions Nanaimo in an economic, demographic and technological future that is much different than today. The strategy is required because of the complexity of transportation planning and the need to align highway, ferry, port, airport and transit services in the context of a high-growth region.
- Assist the Port of Nanaimo's efforts to develop international direct vessel calls and regional short sea shipping by:
  - supporting the development of a distribution/logistics facility at Duke Point
  - supporting expansion of the Vehicle Processing Centre at the Assembly Wharf property
  - partnering in an attraction program aimed at attracting coastal resource industries
  - forging a deep seas and short sea shipping network of shipping companies, rail lines, manufacturers, importers and exporters
  - identifying future municipal infrastructure needs at Duke Point that will leverage private sector investment and ensure these are considered in future updates to the City's asset management planning.
- Work with other landowners, including Mosaic, Harmac and Seaspan, to work out a collective approach to a transportation and distribution/ logistics hub in the Duke Point area.
- Work with Nanaimo Airport to integrate air cargo logistics within the larger distribution/logistics network.

## 1.5 Develop Robust Broadband Connectivity

Broadband connectivity has become an essential utility, as vital to community development as electricity, water and transportation. Fast, affordable, reliable and scalable broadband is essential to the long-term success of a community, to business competitiveness and to the health and happiness of residents. The engagement process made it clear that Nanaimo's future lies in knowledge-led, technology and service sectors that demand increasingly powerful and complex telecommunications capabilities. Meanwhile, more intense development of the downtown and waterfront areas will depend on high-quality telecommunications capacity to achieve cluster conditions. Nanaimo Regional General Hospital (NRGH) expansion, the campus of care initiative and aspirations to bring a medical school to Nanaimo will require elevated connectivity and service capabilities.

If Nanaimo is to become a next-century city it will have to explicitly target the digital economy, businesses and talent without impedance from conventional service providers. Many North American cities have gone this route to great effect. A robust telecommunications infrastructure provides a distinguishable competitive advantage for attracting new skilled workers and companies to the region.

### 1.5.1 City policy and planning support

- Include broadband and technology infrastructure in the new OCP's objectives and policy statements to underline their importance to all aspects of community and economic development.

- Review municipal access agreement policies and revise as necessary to make it easier, faster, and cheaper for facilities-based telecom service providers to deploy fiber-optic infrastructure.
- Develop infrastructure standards for the construction of civil works necessary to support the deployment of fiber-optic cables and invest in enabling this infrastructure.
- Develop an Intelligent Community Plan and Broadband Strategy that identifies how the community will use digital infrastructure, information and communications technologies.

### 1.5.2 Work with existing broadband initiatives

- Work with VIU and NRGH to develop a protocol and funding mechanism to support the mapping of broadband infrastructure and the development of an econometric model that will ascertain broadband impacts on sector development, employment and GDP.
- Support VIU's high speed Wi-Fi initiative for campus and explore opportunities for broadening service to include the Downtown, Harewood, Snuneymuxw Reserve and Hospital districts.
- Work with the Connected Coast initiative to identify opportunities for linking their network to Nanaimo.

### 1.5.3 Move toward a gigabyte city

- Establish a Nanaimo Broadband Task Force to build a community-wide movement toward a Gigabyte City.
- Research a business case to build, own and operate a municipal broadband utility to service the Downtown, Hospital and University districts, i.e. a community fibre initiative.
- Identify one or two IoT pilots to demonstrate the socio-economic value of a digital ecosystem in action. This could include a partnership project in the arts and culture, health or education sectors.
- Monitor and apply for federal government broadband infrastructure funding programs.

## 1.6 Focus on Urban Tourism Product

Tourism is an important component of the regional and Vancouver Island economy, bringing in hundreds of thousands of visitors annually from across Canada and around the world. Nanaimo is a major beneficiary of leisure and business travel because of its gateway destination status to Vancouver Island and sizeable hospitality sector, including hotels, food and beverage operations and transportation services. The engagement process showed that many stakeholders view tourism as a growth industry moving forward, however, the role and scope that the Economic Development Agency should play in this growth has yet to be determined.

The City currently contracts with Tourism Association of Vancouver Island for tourism marketing and visitor servicing with the goal of strengthening Nanaimo's position as a tourism destination, under the aegis of Tourism Nanaimo. The Nanaimo Hospitality Association, with the support of the City and the Nanaimo Regional District, receive the provincial Municipal and Regional District Tax (MRDT) that is used to market Nanaimo region. The Tourism Association of Vancouver Island is one of six regional destination marketing organizations in the province whose purpose is to create and market visitor experiences with an emphasis on regional markets in BC, Alberta and Washington State. Destination BC

and Destination Canada are the provincial and national market arms that are responsible for marketing the province and nation to long-haul and international markets.

Between, national, provincial and regional destination marketing organizations and the Nanaimo Hospitality Association, tourism marketing is well resourced, coordinated and targeted to key visitor markets. Tourism plans at the provincial and regional levels are also in place with the support of Destination BC and the Tourism Association of Vancouver Island.

The City and the Economic Development Agency should refocus their efforts in the tourism sphere on urban product and destination development that will complement the marketing efforts being delivered by its tourism partners.

### 1.6.1 Committing resources to product and destination development

- Re-evaluate existing City contracts for tourism services and shift spending priorities to product and destination development, as well as visitor services.

### 1.6.2 Product development downtown

- Deliver a hospitality excellence program within visitor services that will create some spark and interest among business owners in the downtown-waterfront tourism precinct.
- Structure a tourism offering around the downtown and waterfront, working with hospitality operators to draw visitors off the ferries and highways for activities not available elsewhere on Vancouver Island.
- Focus on creating signature tourism events in the off season as a call to action to visit the city, drawing on the regional markets in southern BC, Puget Sound and Alberta cities with regional air connections.
- Encourage showcase spaces for arts, culture and food that can animate downtown foot traffic and pedestrian ambiance.
- Enhance and promote access to and use of trails, greenways and parks that connect the downtown and waterfront, so visitors have opportunities to explore more of the city on foot or cycle.

## 1.7 Create a Health Care Centre of Excellence

Health Care and Social Assistance is the second largest sector employer in the city, only marginally smaller than retail sales. In 2019, 6,380 people were employed, 14.8% of the total labour force. At the centre of this sector is the NRGH, a regional referral hospital with 409 beds with surgery, maternity, pediatrics, intensive care, rehabilitation, psychiatry and extended care services. Outpatient services include radiology, laboratory diagnostics, diabetes education centre, the Nanaimo Cancer Centre and a pacemaker clinic. The hospital houses approximately 435 doctors. The catchment area for NRGH is the central and north island, which represents a population of approximately 430,000. NRGH will be expanding its existing building in 2021 to meet growing demand.

The hospital district is growing into a regional campus of care. In 2018, Council adopted the Hospital Area Plan to help guide the redevelopment of this neighbourhood. Significant private investment is now occurring along Dufferin and Boundary supporting the concentration of medical services and the

introduction of new services. The long-term goal of the Hospital Campus is to create a walkable community with connectivity between the hospital, specialist offices, accommodation, food and beverage and integrated public transportation.

Creation of the Hospital Campus presents significant economic opportunity to the City and requires coordination between the City, Island Health, VIU and the private sector.

### 1.7.1 Supporting health care initiatives

- Advocate for new health care activities and services at NRGH that meet the service standards of similar communities in the province.
- Support NRGH's efforts to become a tertiary hospital and establish a cancer centre.
- Explore initiatives that would position NRGH as a centre of excellence and expand its service offerings in specialty health care services.
- Work with NRGH and VIU to establish a medical school in Nanaimo.

## 2 Human Capital

### 2.1 Education, Training and Industry Integration

Nanaimo has a strong education sector, featuring a major local university and other educational and training programs. VIU offers a diverse, comprehensive range of post-secondary certificates, diplomas, degrees and masters programming delivered in the classroom and on-line. Full-time equivalent enrollment has risen by 32% over the past four years (from 6,884 in 2014-15 to 9,066 FTEs in 2018-19), reflecting increasing numbers of both domestic and international students.

Responsibility for preparing the next generation of workers is not solely the responsibility of educators. Local employers need to take a more active role in working with educators in the design of programs and curricula as well as in helping institutions build the business case for expanding programs by demonstrating demand for graduates. Local employers also need to get more involved in hiring students participating in co-op programs and other forms of experiential learning. The City and the Economic Development Agency can help strengthen linkages, encouraging employers to test out prospective workers whom they may hire upon graduation, and reduce the extent to which students may graduate locally but move elsewhere for employment.

#### 2.1.1 Creating a more participatory labour market

- Establish a Labour Market Advisory Committee or Mayor's Task Force to provide input on major labour market issues and opportunities facing Nanaimo, facilitate collaboration among key entities, provide recommendations for action regarding attraction, development and retention of human capital, and monitor the progress made.
- Secure Labour Market Partnership Program funding to conduct primary and secondary research to compile labour market information, and then develop and implement a regional labour market strategy.
- Promote programs that link educators, students and employers, including existing and proposed programs such as the Centre for Transition to Work, MITACS (Mathematics of Information Technology and Complex Systems), VI Solutions and other co-op and internships programs.
- Work with local educators, trainers, employment agencies and employers to define and communicate pathways from university, college and training programs which connect students with meaningful careers in Nanaimo.

### 2.2 Create an Inclusive Workforce

The percentage of Nanaimo residents with a post-secondary education (61% according to the 2016 Census) is comparable to that of other BC cities such as Prince George (56%), Kamloops (61%) Kelowna (63%) and Victoria (68%). However, this figure is impacted by the high percentage people moving to Nanaimo who bring with them a post-secondary education. According to key informants, local secondary students are less likely to complete high school and obtain post-secondary education. For example, in 2017-18, the high school graduation rate for the Nanaimo-Ladysmith School District (71%) was significantly lower than the rates in other comparable school districts such as Prince George (80%), Kamloops (84%) Kelowna (85%) and Victoria (88%).

Lower education levels are a contributor to elevated poverty levels amongst Nanaimo residents (17% of Nanaimo residents were living in poverty in 2017, compared to 15% in Prince George, Kamloops, and Kelowna and 14% in Victoria). According to the 2018 BC Child Poverty Report, nearly one in four children in Nanaimo live in poverty, which is significantly higher than the BC average. The 2020 Point-in-Time (PiT) homelessness count documented 435 homeless individuals in Nanaimo, nearly twice the number in 2016, and estimated that another 150 to 200 homeless were not captured in the count.

Less educated and lower income residents are at much greater risk of being displaced from the work force as advances in technology reduce reliance on lower cost manual labour while increasing the demand for higher skilled positions. COVID-19 has accelerated this process. The unemployment rate on Vancouver Island increased from 5% in January 2020 to nearly 12% in June before declining to 9% in September. The impact of COVID-19 has tended to be much greater for people at the lower end of the income scale.

Nanaimo can pursue the type of sustainable development envisioned for the doughnut economy by targeting programs for the unemployed and underemployed.

### 2.2.1 Prioritize social procurement

- Develop and adopt a social procurement framework for the City of Nanaimo. The Framework will enable it to use its purchasing power strategically to increase access to training and employment opportunities for lower income people by increasing economic opportunities, diversifying the supply chain, and promoting workforce diversity.

### 2.2.2 Bring services to those in need

- Advocate and provide support for programs that work to increase the percentage of secondary students who carry on to post-secondary education through encouraging initiatives such as the VIU Canada Learning Bond Accelerator Program.
- Promote programs that create employment opportunities and link diverse and under-represented groups to those opportunities.
- Support Central Vancouver Island Multicultural Society (CVIMS)'s initiatives and programs aimed at opening doors for recent immigrants to find meaningful employment.

## 2.3 Talent Attraction and Retention

The effectiveness of the economic development strategy will be determined, in large part, by the ability of Nanaimo to attract and retain talent.

The population of the City of Nanaimo is projected to grow by at least 40% over the next 20 years, driven by the in migration of people from other parts of BC, the rest of Canada and outside of Canada. The challenge to Nanaimo will be to shape that migration in a way that results in a well-functioning labour market, addresses gaps in key occupations and key sectors, and attracts younger families who will help rebalance an aging population.

In seeking to attract skilled workers, Nanaimo can leverage two significant emerging trends. The nature of the pandemic has contributed to a desire, amongst some, to get out of the larger urban areas and into smaller communities. Just as importantly, it has also demonstrated the feasibility of distributed workplace models, in which many staff members work remotely. As a result, some businesses have become more footloose, able to operate from a much broader range of communities. Even before COVID-19, communities across North America had identified remote workers as a key target in their resident attraction and economic development strategies. Remote workers are valued because they bring with them their own jobs and tend to be more mobile and easier to attract and service than businesses, are younger and interested in the higher quality of life and lower costs of living that a smaller centre can provide. They also tend to have above average disposable incomes.

As a city featuring a high quality of life, comparatively low costs of living, and a small town feel with big town amenities, Nanaimo is well positioned to benefit from these trends. However, attraction is only part of the solution. Nanaimo must have needed services and support in place to ensure that newcomers not only move to our community but also remain here.

### 2.3.1 Develop talent recruitment capacity

- Key targets will include skilled workers who have experience in priority occupations, entrepreneurs, young families, and people who already have a connection to the community as former residents or visitors or are otherwise drawn by our recreational opportunities and other amenities.
- Examine the potential to establish a recruitment program targeted specifically at remote workers who would bring their own job to Nanaimo. Such programs tend to target a broad cross-section of remote workers (not just tech workers), commonly provide access to co-working spaces, a community of remote workers, and settlement assistance, and may provide financial incentives.

### 2.3.2 Use the Provincial Nominee Program

- Encourage employers to access the Provincial Nominee Program (BC PNP), specifically on skills immigration and express entry, which has a tech pilot stream.

## 3 Social and Environmental Capital

### 3.1 Build Strategic Partnerships

The Economic Development Agency, along with the City, will play a lead role in delivering the economic development strategy. To empower that leadership, it will be necessary to nurture strategic partnerships outside the economic realm with organizations who have a mandate and capacity for building social and environmental capital. Social capital is defined as “networks together with shared norms, values and understandings that facilitate co-operation within or among groups” (OECD 2020). The engagement program strongly suggested that the city’s economic prosperity was linked to socio-community conditions, for example, in the areas of homelessness and poverty levels. Communities that can address social issues in an economic context are more likely to see economic payoffs in core metrics like business investment, employment and household incomes. Research demonstrates that strong social networks encourage entrepreneurship, skills development and employment creation, all which Nanaimo needs if it is to prosper (Hanka and Engbers 2017).

Environmental capital’s link to the economy can be explained by the so-called doughnut economic model popularized by British economist Kate Raworth. The inner ring of her doughnut sets out the minimum needed to lead a good life according to the UN’s sustainable development goals. The outer ring represents the ecological ceiling across which cities should not go. The inside of the doughnut represents the disadvantaged who can be targeted for inclusion in the inner ring.

#### 3.1.1 Pursue productive partnerships

- Prepare a Partnership Strategy outlining participation in Council committees and task forces, identifying strategic partners and the projects or initiatives that they are associated with, and prescribing engagement, communication, oversight and monitoring mechanisms for ensuring partnerships are active and engaged.
- Periodically review and amend the Economic Development Agency Board makeup to ensure representation by social, cultural, community, environmental as well as economic, development interests.

#### 3.1.2 Exploring new roles for the non-profit sector

- Undertake research to quantify the value of the non-profit sector to the Nanaimo economy, with reference to revenues, jobs, incomes and other socio-economic indicators.
- Work with the non-profit sector and First Nations on innovative solutions to addressing social issues, including the financing of social capital projects, impact investment models such as social impact bonds and the role that social enterprise can play in addressing homelessness and poverty reduction.

### 3.2 Address Health and Housing Challenges

The City’s Health and Housing Task Force was created to develop an Action Plan to address the health and housing crisis in Nanaimo. Its objectives covered affordable housing, homelessness and poverty



reduction. The work of the Task Force will be completed in the spring of 2021, replaced by a new Council of Champions and a Systems Planning Organization to deliver the Action Plan. There are clear economic consequences for the city stemming from these issues, whether that is in relation to the labour market, the housing market or downtown and waterfront development. An improvement in the socio-economic welfare of all residents, including the most vulnerable, will have positive implications for local quality of life measures and the city's ability to grow and sustain its business and economic base. Such initiatives require the support of the Economic Development Agency.

### 3.2.1 Providing support to health and housing initiatives

- Work with the Council of Champions and the Systems Planning Organization on community economic development initiatives.
- Work with BC Housing to secure 250+ new units of supportive housing in 2021/2022.
- Coordinate labour market initiatives (see Human Capital section of this strategy) that include services targeting populations such as disadvantaged residents, as describe in the Nanaimo's Action Plan to End Homelessness 2018-2023.
- Participate in partnerships envisioned in the Nanaimo Affordable Housing Strategy (CitySpaces 2018).
- Work with social organizations to develop a show-case homelessness project in Nanaimo, leveraging senior government funding initiatives, including Canada Mortgage and Housing Corps \$1 billion Rapid Housing Initiative.

## 3.3 Expand Health Care Capacity

The Nanaimo Medical Staff Engagement Society has indicated that recruiting health care professionals, especially surgeons, has been challenging in part because equipment and facilities are not keeping up with population growth and the standards seen in other health regions. In late 2019, the Nanaimo Medical Staff Association outlined in a presentation to City Council a five-year services plan to address gaps and improve services in support of Nanaimo Regional General Hospital's tertiary status, specifically improving equity and access to programs currently lacking (NMSA 2019). The EcDev can provide logistical support to improving health care capacity in the city.

### 3.3.1 Working together with health care organizations

- Work with the Nanaimo Medical Staff Association, Nanaimo Foundation, the Nanaimo Hospital Foundation and other philanthropic organizations to build health care capacity in the region.
- Support efforts to achieve tertiary hospital status for NRGH.
- Work with NRGH to promote a centre of excellence and expand health care services in line with tertiary status.
- Assist with the recruitment and retention of health care professionals by sharing investment and people attraction resources that the EcDev develops.

## 3.4 Indigenous Economic Reconciliation

The city is located within the traditional territory of the Snuneymuxw First Nation. The City acknowledges the role of First Nations in community planning and economic development in its protocol agreements and planning priorities outlined in major City documents like the OCP. The Nation is very active in economic and business ventures through Petroglyph Development Group (PDG), a wholly-owned corporation delegated to manage business and economic development. It intends to further stimulate economic growth, foster equitable partnerships and support their people with access to employment, education, housing, health care. PDG's current areas of focus are in Forestry and Tourism. The City and the Economic Development Agency should seek out mutually beneficial economic outcomes by working closely with all area First Nations on joint planning and initiatives.

### 3.4.1 Increasing the dialogue and generating options for reconciliation

- Work with the Snuneymuxw, Snaw-Naw-As and Stz'uminus First Nations to build support for strategy implementation and identify areas of joint action.
- Engage Reconciliation Canada resources for increasing dialogue between First Nations, the City and the business community on economic issues. Request a speaker service and a dialogue workshop.
- Assess options for further collaboration on economic development and business development initiatives between the Petroglyph Development Group, the City and the Economic Development Agency specifically around tourism and forestry.
- Work with the Chamber and SFN on the development of an Indigenomics Program within the City of Nanaimo to help local first Nations take a seat at the economic table.

## 4 Business Development

### 4.1 Compile Research and Data

Data, information and research is an essential economic development tool because it is linked to so many different planning and operating functions, including strategic planning, communications, partnership development, marketing, attraction and business development. A primary economic development practice is that of information brokering, where the organization gathers, creates, curates and disseminates demographic, economic, sector and other socio-community information to help improve planning and decision-making activities. Data and information packaged as strategic intelligence empowers programming and makes for the efficient allocation of resources. It is critical for informing partnerships and stakeholder relations. There is a critical role for Economic Development Agency in using data to embrace and build bridges to the digital economy.

#### 4.1.1 Use data to inform decision makers

- Evaluate the use of non-conventional data sources to create new insights into Nanaimo's economy. Telus Insights, LinkedIn, ESRI, WorkSafeBC, BC Hydro and Canada Post are examples of organizations with published and non-published data that could be accessed through subscription or partnership agreements to create activity, sector or market profiles. Scraping the internet for information on emerging sectors or labour market data such as job classifieds that are not captured in traditional statistical datasets can be highly useful for uncovering local trends and opportunities.
- Work with the City on a data strategy, specifically targeting business development and investment through enhanced access to City data and streamlined procurement, for example through the adoption of open contracting and social procurement concepts.

#### 4.1.2 Report and communicate to audiences

- The Economic Development Agency should develop a GIS-based, searchable web portal with business climate, business establishment, industry/sector, land use, infrastructure, labour market and major project data. The City's existing data subscriptions like Community Analyst can power a user-friendly, map-based research tool that will a front-facing support for BRE and attraction programs.
- Create a local economy dashboard that reports key City and region economic indicators. A single-page dashboard with demographic, labour market and business information can be populated from City (e.g. the existing open data catalogue) and statistical agency data sources. Strategically placed links can engage viewers, have them explore the services, activities and news feeds and reach out to the EcDev if they require assistance.
- Maintain and update website content.
- Develop and deliver data, research and information packages for business development, business attraction and marketing purposes.
- Fulfill custom data requests in support of other initiatives in this strategy.

## 4.2 Import/Export and Trade

Trade and export development focuses on firms that export their products and services to outside markets, directly or indirectly through their involvement in local supply chains. Advances in technology, transportation and trade liberalization means the global flow of goods and services is likely to increase in the future. Firms that are able to compete in this environment will enhance their own performance while contributing to a more diversified local economic base.

The Province assists trade activities by offering services from research and market data to outbound missions through the Ministry of Jobs, Economic Development and Competitiveness, and Trade and Invest BC. Export development sector specialists and international trade representatives provide direct access to export market intelligence.

Trade is also a priority for the Government of Canada. Industry Canada offers information with toolkits and guidance on exporting basics, while the Canadian Commercial Corporation works with suppliers on all aspects of government procurement including defence industries. Export Development Canada and the Business Development Bank (BDC) both offer export financing assistance. The BDC also offers a consulting service for a variety of business planning areas, including export development. They will assist with identifying high-potential markets and international business plans. Global Affairs Canada is responsible for international trade policy, trade negotiations and agreements, as well as import and export controls. It manages Canada's Trade Commissioner Service which represents national interests around the world and provides access to trade incentive programs like Foreign Trade Zones (FTZ's).

In 2018, Vancouver Island was designated a Foreign Trade Zone (FTZ) by the Government of Canada. Designation enables marketing of the Island region to attract international trade activity and expansion of Vancouver Island production of goods for export. It will also enable streamlined access to government programs to improve trade (VIEA 2018). This designation enables Nanaimo to be both an import and export hub.

The economic development function can play a valuable role by providing access to research, technical assistance, and senior government and industry programs.

### 4.2.1 Identifying and promoting trade and export opportunities

- Work with Vancouver Island Economic Alliance (VIEA) and the Port of Nanaimo to access federal assistance available to FTZ designates.
- Promote VIEA's Export Distribution Centre Program and backhaul container opportunities to Nanaimo-based export enterprises.
- Provide ongoing research and access to existing free trade agreements and opportunities for local enterprises.

## 4.3 Develop a Positive Business Climate

The business climate in a community is critical to ensure that existing businesses feel welcomed in the community and that new investment is able to engage efficiently and consistently. A CitiesSpeak survey found that service professionals valued three things above all others in their local government: a

licensing system that is simple and makes compliance easy; a tax system that has clear rules and is easy to understand; and training and networking programs that help service professionals get their businesses up and running, comply with the local rules, and meet other professionals in their industries. (CitiesSpeak 2014)

In the City of Nanaimo there has been strong development activity in recent years, which has placed high demand on the services of the City's Building Inspection Section. It reviews building permit applications within a framework of municipal policies and bylaws, and Provincial regulations and status. Further to building permit processing and administration of the building bylaw, additional services include liquor occupant load calculations, building licence referrals, securing works and services, covenant conditions, development permit calculations, and the administration of development cost charges. The City is currently reviewing these processes to help strengthen the economic health and livability of Nanaimo (City of Nanaimo 2020a). The City and Economic Development Agency should prioritize business climate improvement as an economic development building block.

#### 4.3.1 Streamline Development Approvals

- Explore the viability of on-line services to foster a more timely and efficient development process. Many communities have moved in this direction, for example through e-permits, to streamline processes, ensure transparency and improve processing times.
- Help to develop and implement solutions for current planning, subdivision and building permit processes which will significantly reduce development approval timelines.

#### 4.3.2 Consider the provision of concierge services

- Establish a concierge service to support businesses navigating the development and building processes. A single point of contact as a developer moves through these processes can enhance service levels and lower costs.
- Provide periodic educational workshops targeting at realtors, commercial and industrial property owners, and developers to highlight zoning and development activities and updates on current permitting and approval processes. This educational process could also be used to support education on use of on-line services.

### 4.4 Business Retention and Expansion

Effective economic development is founded on a strong local business base. The purpose of a business, retention and expansion (BRE) program is to listen to local businesses, address their concerns and develop a strategic approach to business facilitation. Existing businesses are responsible for most new jobs in a community, as high as 90% depending on the structure of the economic base. A BRE program exploits this potential first by trying to understand what is driving business activity and investment and second by crafting services to unlock growth potential. In effect BRE helps the community become more strategic and tactical when striving for employment and diversification targets.

Nanaimo was one of earliest adopters of BC Hydro's modified BRE program known as Business Care when it was rolled out across the province in the 1990s. Those early services were refreshed in the 2011 Economic Development Strategy but in the latter years of the Nanaimo Economic Development

Corporation BRE took a back seat to other initiatives. More recently, the City has re-engaged BRE programming around round table discussions with key sectors of the local economy. This outreach should be extended and amplified so that the street-level insights of local business become central to the decision-making apparatus of the Economic Development Agency.

#### 4.4.1 Outreach to local businesses

- Continue the business resiliency program that provides on-line access to businesses dealing with COVID-19 business downturn. Reach out to businesses to where assistance is most required and target services accordingly.
- Work with the Province to undertake a business walks program and do initial data collection and aftercare requirements.
- Based on the results of the business walks, upon an evaluation, reestablish a full BRE program by setting up a task force that will oversee the program, identify target sectors and support interviews. Business walks are best suited to retail BRE but is not the best option for outreach to most other sectors.
- Research the appropriate customer relationship management software as an information repository.

### 4.5 Promote Home-Based Business

The City has recently updated its home-based business regulations in Zoning Bylaw 4500 (City of Nanaimo 2020b). The update modernizes the regulations to support home-based businesses while balancing the needs of the neighbourhoods in which they operate. A home-based business can be either a business operated at or from home.

An estimated 2,300 licensed home-based businesses operate in the City, providing approximately 3,400 jobs and covering a wide range of sectors. Home-based businesses should be viewed as a source of job growth in the community and supported in their development and diversification.

#### 4.5.1 Encourage home-based businesses to grow and expand

- Promote home based business opportunities to small business and the self-employed as a viable option for early-stage business development.
- Include home-based businesses in BRE programming.
- Provide support to home-based businesses that are looking to grow and may need commercial or light industrial space in the City.

### 4.6 Economic Emergency Preparedness and Recovery

The COVID-19 pandemic and natural disasters like wildfires and flooding can exert severe dislocation on local economies. As the frequency of these events increase, communities will be forced to plan against these threats to health and wellbeing. This will increasingly apply to the economic realm as well, with economic development offices mobilizing assistance to businesses during event occurrence, in addition to pre-event mitigation and post-event recovery. The City and EcDev can get a head start on preparedness and response for the inevitable economic emergencies of the future.

#### 4.6.1 Preparing for the next economic emergency

- Prepare a pre-disaster economic recovery plan for the City, linked to other emergency and disaster response programs.
- Undertake periodic disaster scenario planning assessments that can be used to refine response and recovery programming.

#### 4.6.2 Assisting businesses with response and recovery

- Build and maintain a database of economic preparedness, response and recovery resources for business.
- Work with industry partners to develop a best practice knowledge base for dealing with disasters.
- Adapt BRE programming to trigger services for vulnerable and at-risk firms.

## 5 Innovation and Technology

### 5.1 Connect the Tech Sector

There is no specific North American Industry Classification System (NAICS) code for the tech sector. BC Stats estimates of the sector encompass a broad cross-section of firms such as manufacturers, traditional media companies, telecommunications firms, engineering companies, local labs, and environmental and other consultants that may not normally be defined as tech firms. Based on this methodology, the Nanaimo Regional District (with 248 tech businesses) ranks fifth in the province behind Metro Vancouver (6,934), Capital Regional District (1,012), Central Okanagan (407), and Fraser Valley (346).

A closer examination indicates that the tech sector in Nanaimo consists of a small and quite diverse group of companies, almost of all which have fewer than 10 employees. Most of our “tech companies” are not pure tech companies but rather are manufacturers or service companies (e.g. engineering firms) that incorporate a focus on tech as part of their business. While there are notable companies in areas such as robotics, clean tech, marine technology, social media, and website and app development, there are only two companies with over 100 employees (VMAC Global Technology and Real Estate Webmasters).

There are few connections between the tech companies, no formal clusters and no central hub or tech park. Strengthening physical and personal connections between companies is an important part of sector development, something EcDev should prioritize in its mandate. Located near the harbour front, downtown Nanaimo has many of the ingredients key to the development of a tech hub; it is an interesting, walkable neighbourhood, featuring a small but developing community of tech companies, artists, and design firms, coffee shops, bars and restaurants, and many opportunities for development. There may also be opportunities to develop a more formal tech park, like what had been proposed near Diver Lake; the original proposal focused on robotics and marine technology but could be broadened to cover cleantech. There will also opportunities to stage events, which bring people together, building on the occasional events which were staged prior to COVID-19.

### 5.1.1 Develop a downtown tech hub

- Promote development of a downtown hub involving the tech sector and complementary sectors and services, through promoting neighbourhood development, working to improve local infrastructure, amenities and security, and increasing the critical mass by promoting vacant storefronts, implementing business and remote worker attraction programs, and creating a digital nomad program.

### 5.1.2 Networking with the tech sector

- Support development of a central directory and a program of networking events to increase interaction between members of the tech sector and raise the profile of the sector. Following up on best practices that have been employed elsewhere, networking events could be scheduled quarterly featuring guest speakers who would discuss key issues (ranging from technology to business issues), market opportunities, or available programs and resources. The events would not need to be restricted to tech companies or strictly Nanaimo companies.

## 5.2 Strengthen the Innovation Ecosystem

The challenge for any community seeking to build its tech sector is to create the conditions for growth by establishing a positive business climate, increasing access to entrepreneurs, business support services, skilled workers, capital, and markets as well as capabilities related to research, technology development and commercialization. Those resources do not necessarily need to be located in the region for the tech sector to grow; however, they need to be readily accessible to businesses in the region.

The tech sector has important strengths on which to build. Nanaimo is an attractive place for workers and businesses to locate and develop. It is situated in the same time zone and in relatively proximity to larger tech centres including Victoria, Vancouver, Seattle and other west coast cities. BC has a deep pool of talent combined with accommodative immigration policies and is cost-competitive relative to US centres. The federal and provincial governments have identified the tech sector as a priority for development and there is a growing innovation ecosystem in the province and an emerging ecosystem in Nanaimo.

Innovation Island serves as the primary tech programming organization for Vancouver Island outside of Greater Victoria, delivering a range of programming including the Venture Acceleration Program, the RETHNIK series, the Digital Economy Restart, Recover, Reimagine Program (DER3), and Technology Resiliency Program. Other business development services are offered by Community Futures and Small Business BC (including the Export Navigator program). Nanaimo has three co-working spaces, a makerspace, and a small investment fund (the VIVA Fund). Government financing and funding is available through Community Futures, BDC, and various other programs. VICEDA (TechIsland.io) and Mid Island Business Initiative (MIBI) operate websites intended to attract investment to the broader region.

A common criticism of the existing ecosystem is the lack of collaboration and coordination between key players. Efforts to develop the tech sector on Vancouver Island will be much more effective if



implemented in association with other partners and regions, again an obvious role for Economic Development Agency. Gaps in the innovation ecosystem focus primarily on access to capital and experienced talent, the need to further strengthen linkages between industry and the local university, the low profile of the region, and an under-developed base of entrepreneurs.

### 5.2.1 Enabling an ecosystem

- Ensure that the tech sector is appropriately represented on the Economic Development Agency Board.
- Foster greater collaboration and coordination between the key players involved in promoting development of the sector.
- Work to raise awareness that Nanaimo as an emerging tech hub amongst tech businesses, other types of businesses, skilled workers, remote workers and investors.

### 5.2.2 Tech facilitation services

- Facilitate greater access to coaching, mentoring and business support services for start-up and growing businesses, including those locating in co-working spaces.
- Over time, facilitate development of a regional angel investment network, perhaps like the CRAG network that has been established in Campbell River, and work to improve the investor readiness of local companies and facilitate their introduction to investors.

## 5.3 Leveraging Tech

The underdeveloped nature of local tech sector is a concern both because tech is the fastest growing sector of the global economy and because technology will be integral to the success of all economic sectors going forward. Primary production, manufacturing and service industries are under tremendous pressure to digitize their operations, adopt advanced processes and technologies, reduce costs, and become green and energy efficient.

The lack of larger local technology hub can serve to slow the rate of innovation in areas such as digital transformation, Industry 4.0, Internet of Things, artificial intelligence and machine learning, and adoption of advanced manufacturing technology, processes, and materials by businesses in the region. This may negatively impact on the competitive position of Nanaimo's more traditional industries going forward. It is critical that Nanaimo and Economic Development Agency target the regional tech sector for growth and strengthen the linkages between it and other economic sectors.

### 5.3.1 Brokering and bridging programs for cluster development

- Leverage existing programs which build linkages between tech companies, students and other companies and facilitate the development and adoption of technology for traditional industries (such as DER3, VI Solutions and MITACS)
- Encourage further development of VIU as a regional centre for technology development and innovation. This may require accessing increased funding for research, technology development and commercialization relevant to local industry, developing an industry technology centre, and

strengthening relationships with industry through partnerships, research & development, co-ops and support services.

- Examine the feasibility of using strategies such as creating a Nanaimo City Studio, modelled on City Studio Vancouver, hackathons and Smart City Programs to address technical issues and accelerate the rate of technology adoption by the City of Nanaimo and other participating partners.
- Stage a discovery day which would bring local tech companies together with potential partners and buyers, who could be representatives from government, other sectors in the region and other regions, to provide participants to find out more about products and services of the local tech sector and the associated market opportunities.

## 6 Place Making and Attraction

The most competitive cities that excel at Investment Promotion and Attraction have spent a decade or more developing strong intellectual infrastructure that supports their advantages and value propositions. They also can rapidly adjust their direction or pivot because they have a strong foundation and a deep understanding of their assets, and how those resources fit into a shifting world around them. This is the most important competitive advantage any city can possess.

Nanaimo is already gifted with some advantages, as identified and articulated in this strategy. Going forward, the most transformative differentiator will rely on the City's efforts over the next few years to improve performance with its economic development functions with an emphasized focus on investment promotion.

Investment promotion and attraction is an integral part of economic development that is most effective when executed cohesively as part of a community's business retention, expansion and attraction (BREA) activities. The promotion of investment (and trade) is a bilateral approach to supporting investment from existing businesses as well as new ones, and they often have a direct relationship that emerges from consistent and integrated local BREA programs.

This section focuses on specific actions and tools Nanaimo can employ to strengthen its competitive position, and subsequently its effectiveness around investment promotion and attraction.

### 6.1 Global Trade and Foreign Direct Investment (FDI)

Understanding global investment and trade, its influences and the impacts of associated changes is important to developing and executing effective investment promotion programs. Currently for example, major global trends related to digital transformation and supply chain de-risking are being heavily influenced by geopolitics and COVID19. This has created a new paradigm of place marketing and investment promotion for cities and regions.

An increasingly digitized world combines an accelerated knowledge curve with access to innovation and technologies that are evolving at a pace beyond human capacity. For humans, this means adapting to change or getting left behind. Fortunately, at the leading edges of digital adoption is the development of Artificial Intelligence and Machine Learning (AI/ML) tools that are supporting the integration of biological and digital tools as defined in The Fourth Industrial Revolution. These technologies and their integration are exciting advances. However, they have also hyper-focused the world's attention on the

cyber security of sovereign nations and their allies, creating vulnerabilities – especially in democratic societies that are susceptible to destabilization. This is only beginning to be fully understood.

The implications for economic development are that geopolitical tensions which previously existed around investment and trade have become amplified, and industries in advanced nations that previously benefited from off-shoring their supply chains to cheaper global regions (like China) have become acutely exposed to supply chain disruptions like COVID19. They have become unmanageable risks, costing the global supply chain billions of dollars that are both caused and compounded by a global pandemic.

The opportunity for cities like Nanaimo – who have key infrastructure and location advantages, especially around affordability – is they can offer a more de-risked environment as a medium-sized manufacturing and logistics centre with access to an international marketplace. Combined with quality of life, livability and stable governments, this is where Nanaimo and its new investment promotion and attraction effort has an opportunity to build a strong foundation.

The real opportunities will emerge from targeting Foreign Direct Investment (FDI) from companies looking to take advantage of re-shoring and near-shoring their operations in smaller, more affordable regional centres that offer safe environments for both operational logistics and employees. Smaller facilities, smaller offices (given COVID and work-from-home trends, as well as the cost of re-fitting expensive office towers to accommodate physical distancing) are important trends to take notice of. The global pandemic appears to already be accelerated emerging trends towards deurbanization, particularly when it comes to affordability and livability. These are advantages cities like Nanaimo can lever by understanding the implications of political changes and trade policy in North America, including and especially the new US-Mexico-Canada Agreement (USMCA) that is expected to reorient some trade away from increasingly expensive and risky countries, and towards a strengthened continental-trade environment.

### 6.1.1 Trade Advisory Board

- Establish an advisory board with specific expertise on trade, transportation and manufacturing that can oversee the development of the following research plans.

### 6.1.2 Profiling priority sectors

- Trade & Investment Priority Sectors Study: Develop an action plan with deep-dive profiles for priority sectors with a special focus on opportunities to enhance the city and region's intermodal and multimodal infrastructure, include a strong global analysis of current trade activities with the potential to establish Nanaimo as a secure port of trade and advanced manufacturing – these should especially include supply chain and value chain mapping with gaps and opportunities.

## 6.2 Place Marketing and Investment Promotion Toolbox

Globally there are multiple examples of investment promotion best practices, and some regions in Canada are at the top of the list such as Montreal International. Named the best economic development Investment Promotion Agency (IPA) in the world, Montreal international has been building their

programs for more than 20 years. Even closer to Nanaimo, the Comox Valley has developed some strong programs over time. For a smaller region, they have made some impressive advances in their approach to investment attraction despite limited resources.

One of the major facets of success for both agencies has been their ability to consistently apply improvements over time to both their investment environment and their attraction programs.

The recommendations in this strategy are based on the characteristics of best practices across Canada, and from agencies around the world. They especially focus on efforts Nanaimo can make to enhance the region's investment readiness and build a strong promotion and marketing program that can lever the area's strengths.

1. Investment Readiness: assess and improve how effectively the City can facilitate investment by identifying and removing or mitigating barriers.
2. Investment Branding: an investment marketing brand with a clear narrative and set of compelling value propositions that form the framework for an investment promotion digital toolbox with deep data that connects investing business leaders to locations and opportunities in Nanaimo.
3. Promotion and Attraction: evolving campaigns and tools, mostly digital, that include brand visuals, collateral materials, data and research, strong web portals and trackable outcomes used for generating awareness and deal flow.
4. Amplifying Through Strategic Partnerships: leveraging the right partners, internally and externally, to amplify Nanaimo's narrative and investment opportunities.

Levering partners, especially government agencies whose role it is to carry out investment and trade, is an advanced tactic the best agencies lever regularly and consistently to ensure their message reaches a broader audience.

There has never been a better time for smaller cities and regions to compete for investment and talent attraction. Since the advent of the first industrialized era (mid 1700's) and the early days of professional economic (then industrial) development (mid 1900's), it has been extremely difficult for smaller communities to compete for investment, and the attention of site-selection decision-makers. Whether targeting corporate locations, entrepreneurs or tech talent, it was usually a near-impossible task that required determination, professional ingenuity and often a big budget.

Technology has changed all that.

Access to broadband, reasonable affordability and livability, personal safety and security, logistical access to an international marketplace, a competitive tax environment, thought leadership and a willingness to support a strong business environment, etc. These are all game changers today that were not tangible differentiators even a decade ago. Combined with geopolitical frictions and a global pandemic, the opportunity to compete for investment has never been this feasible with the right tools.

Building an effective toolbox to attract investment relies heavily on the value proposition of the community or region. Nanaimo has a strong platform to launch from, and given the opportunities

identified in this strategy can elevate its position significantly over the next 10 years. It's important to note that Place Marketing for tourism, and Investment Promotion for economic development are not the same practice. Though there are parallel methodologies to the research and development of target markets and promotion of complementary assets, the content and messaging associated with targeted outreach require different approaches, and therefore should be funded, executed and tracked separately.

For Investment Marketing, the top performers employ exceptional rigor in their data and information and have built a reputation with decision-makers based on credible data and responsive services. Competing however also means understanding Nanaimo's strengths and weaknesses and being transparent about them along with the solutions employed to address them.

### 6.2.1 Become investment ready

- Conduct a benchmarking analysis or 'report card' that produces a rigorous analysis of Nanaimo's competitive positioning against cities it both compares to and competes with, that will serve as a foundation for the development of a strong investment marketing program.
- Execute an investment readiness analysis that identifies where and how the community will improve its ability to facilitate and accommodate investment – especially from a regulatory perspective.

### 6.2.2 Build a credible investment promotion brand and marketing program

- Create a visual brand and general narrative that is credible but aspirational, that avoids excessive hubris or hyperbole.
- Prepare a communications strategy with visual brand campaigns and social media channels that form the foundation of a digital strategy, that especially includes a web site/s designed for investment decision-makers and social media campaigns with earned, owned and paid content.
- Develop evidence-based value propositions with sector-specific narratives, opportunity descriptions and case examples.
- Produce a short-list of key targets and location decision-makers that form part of a work plan – this should be part of an ongoing outreach program that is continually refreshed and reported on.
- Develop a digital relationship-management program, or CRM, that can track and help manage ongoing business relationships and track deal-flow.

## 6.3 Managing the Investment Promotion Process – Creating Deal Flow

Setting up a business development process would be an important first step for an economic development and investment promotion agency. Like any sales and business development program, almost all the organization's activities should be designed to produce deal flow, a portion of which will lead to new business investment.

In the early years of any new economic development organization, the challenge is often related to prioritizing and allocating limited resources where they are needed.

That can mean having to harmonize priorities between building an investment-ready community and selling it. It is difficult to achieve success if either of those priorities are incongruent or not compelling enough.

Once the objectives of ‘building’ and ‘selling’ are balanced, creating deal flow and supporting new business investment becomes almost the entire focus of an investment promotion agency.

The organization’s work-programs should be designed to develop leads at the top of a sales funnel, manage those leads so they can be converted to prospects, and eventually into investment deals that generate economic growth and employment.

As is recommended in this strategy, focusing on opportunities related to Basic economy industries will generate the most beneficial impacts to the community because they create the highest value through the export of goods and/or services. Support could, however, be provided for businesses that are considered Non-basic where they would add significant value to local and regional supply chains, or sometimes to quality of life such as targeted retail.

### 6.3.1 Developing champions and partners

- Establish a local leaders education program that can help build a knowledgeable ground team of city officials and business leaders. Round table sessions, workshops and a speaker series can develop a strong knowledge base on international business and trade, including and especially trade flows, FDI, geopolitical influences, economics and investment.
- Select and engage the best of the area’s leaders to become part of an investment promotion team that can champion the area’s advantages and value propositions – their role would be to help host inbound investors and assist in ‘closing the deal’ with new business.
- Leverage strategic partners to create deal flow. This is especially true in economic development and investment promotion when resources are limited. Levering partnerships to amplify messaging is an effective tactic for smaller agencies that don’t have large travel/event budgets. Establishing a purposeful partnership program with key intermediaries and investment attraction partners from public sector agencies like Invest BC and Invest in Canada, as well as private sector representatives that can support Nanaimo’s objectives, will amplify the city’s value proposition narratives driving traffic into the sales funnel.

### 6.3.2 Targeting an outreach plan

- Conduct marketing and outreach. When operationalized, every aspect of an investment attraction strategy (like this one) funnels an agency’s focus to its core mandate of identifying and landing investment. The priority objective is to narrow the scope as close to the investment decision-maker as possible. Every aspect of this strategy is designed to help accelerate this process, getting Nanaimo’s economic development team closer to opportunities. Developing and executing a Targeted Outreach Plan is the most important operational priority and should include corporate targets and agents like site selectors who help them make location decisions. They can also include key events, missions, activities and other related outreach that gets the team in front of decision

makers. Levering professional targeting services that sort trends and data, though a bit more costly, is an ideal way to accelerate this process as well.

# Strategy Implementation

## 7 Organizing for Delivery

### 7.1 Economic Development Agency

The review of service delivery models commissioned by the City in 2019 (Neilson 2019) recommended an In-House/City-Owned Hybrid model for the delivery of economic development services. The report further recommended the City approve and develop the ownership, funding, governance, staffing, and other elements of a City-owned economic development agency. In the fall of 2019, City Council endorsed a new approach to the delivery of economic development services. A hybrid organizational model was proposed comprising an in-house economic development function, to be operated by City staff, and an arm's-length external agency, incorporated and owned (primarily) by the City.

These agency recommendations should be implemented as a precursor to a broader roll-out of the strategy. The consultation undertaken by Neilson generated broad support an expanded service delivery model. A robust and sustainable organization framework is necessary so the allocation of resources and responsibilities by the City and its partners occurs as efficiently and effectively as possible.

#### 7.1.1 Setting up the agency

- Confirm the form of organization, name, ownership, governance, articles of incorporation, place of business and other legal necessities for the EcDev.
- Vest the Agency with a core budget sufficient to implement this strategy, based on a fee-for service agreement between the City and its partners for a minimum three-year term. The recommended budget for economic development as a whole is between \$0.75 million and \$1 million annually.
- To facilitate the involvement of partners in the Agency, link their annual contributions to specific programs or projects that they, as well as the City, have prioritized.

### 7.2 External and Internal Delivery

The hybrid model presumes a close working relationship between the internal City component and the external component. In theory, the hybrid concept makes sense because it strives to accommodate the command-control nature of municipal government on matters of infrastructure, land use and development with the more market-oriented mandate of the external agency that is focused on innovation, attraction and entrepreneurship.

In practice, the hybrid approach presents many management and operating challenges because the internal and external components report and answer to different organizations. Even though the City is the ultimate authority, it will be necessary to articulate and land on a framework that realistically guides on-the-ground working relationships, roles and responsibilities and shared outcomes.

### 7.2.1 Align delivery between City and Agency

- Prepare a policies and procedures manual, staffing plan, job descriptions and other documentation as deemed appropriate by the EDTF.
- Prepare an internal communications plan with the City that will establish objectives, means and timetable. The plan should incorporate shared planning, monitoring and reporting using the performance measurement model in this strategy. Quarterly meetings and reporting are strongly recommended.
- Investigate the feasibility of establishing a capital reserve amongst partners that can be used to coordinate and leverage priority projects or initiatives.
- Engage training and professional development, including leadership training, for all Agency board members and management.

## 7.3 Performance Measurement

Performance Measurement is a best practice in the successful delivery of any economic development program or initiative. The purpose of the performance measurement system is providing accountability for the resources used, report to key audiences including the City and public on the progress made and support annual operating and longer-term strategic planning as well as tactical decision-making.

### 7.3.1 Annual Work Plan

- Prepare an annual work plan for review and approval by Agency and the City. The plan will identify initiatives, responsibilities and budget using the Action Plan in the following Section. Key indicator resources for measuring progress will also be included.

### 7.3.2 Annual Reporting

- Prepare an annual report on the progress made in implementing the strategy, including reporting on the inputs, activities, outputs and actual and projected outcomes. The reference document is the Annual Work Plan.
- Prepare metrics and indicators on broader changes in economic conditions and key economic drivers, which will feed into decision-making and the development of an annual work plan for the following year. Examples of key indicators, most of which will be drawn from secondary sources, include the value of building permits, housing starts, major projects, regional employment and unemployment data, household income, business licensing, economic output, commercial and industrial vacancy rates, and education and training metrics. These data would be drawn from the reporting dashboard referenced in Strategy 4.1 and Strategy 6.2.



## 8 Action Plans

### Immediate Implementation

#### Organizing for Delivery

	Strategy	Priority
7. Implementation	7.1 Economic Development Agency	High
	7.2 External and Internal Delivery	High
	7.3 Performance Measurement	High

## Year 1 - 2021

Goal	Strategy	Priority
1. Economic Capital	1.3 Revitalizing the Downtown & Waterfront	High
	1.4 Transportation, Cargo and Logistics	High
	1.5 Robust Broadband Connectivity	High
	1.6 Urban Tourism Product	Flex
	1.7 Health Care Centre of Excellence	Moderate
3. Social & Environmental Capital	3.2 Nanaimo Health and Housing	Moderate
	3.4 Indigenous Economic Reconciliation	Moderate
4. Business Development	4.3 Positive Business Climate	Moderate
5. Innovation & Technology	5.1 Connecting the Tech Sector	Flex

## Year 2 - 2022

Goal	Strategy	Priority
1. Economic Capital	1.1 Community Infrastructure Plan	Moderate
	1.2 Employment Lands	Moderate
2. Human Capital	2.1 Education, Training and Industry Integration	Flex
	2.2 Inclusive Workforce	Flex
3. Social & Environmental Capital	3.3 Health Care Capacity	Moderate
4. Business Development	4.1 Research and Data	Moderate
	4.4 Business Retention and Expansion	High
5. Innovation & Technology	5.2 Strengthening the Innovation Ecosystem	Flex
6. Place Making & Attraction	6.1 Global Trade and Foreign Direct Investment	High

## Year 3 - 2023

Goal	Strategy	Priority
2. Human Capital	2.3 Talent Attraction and Retention	Moderate
3. Social & Environmental Capital	3.1 Strategic Partnerships	High
4. Business Development	4.2 Export and Trade	Moderate
	4.5 Home-based Business	Flex
	4.6 Economic Emergency Preparedness and Recovery	Flex
5. Innovation & Technology	5.3 Leveraging Tech	High
6. Place Making & Attraction	6.2 Place Marketing and Investment Promotion Toolbox	High
	6.3 Managing the Investment Promotion Process – Creating Deal Flow	High

## Goals – Economic Capital

Strategy	Activity	Key Indicator Resources	Resource
1.1 Community Infrastructure Plan	1.1.1 Infrastructure research	Moderate time \$15,000 benefit cost framework	<ul style="list-style-type: none"> <li>• Research output</li> <li>• # partners engaged</li> </ul>
	1.1.2 Outreach and engagement	Minor time	<ul style="list-style-type: none"> <li>• # partners engaged</li> </ul>
	1.1.3 Funding mechanisms	Minor time	<ul style="list-style-type: none"> <li>• Grant funds applied &amp; secured</li> </ul>
1.2 Employment Lands	1.2.1 Research and monitoring	Minor time	<ul style="list-style-type: none"> <li>• Research output</li> </ul>
	1.2.2 Working with industry and landowners	Minor time	<ul style="list-style-type: none"> <li>• # partners engaged</li> <li>• Land sold/developed</li> </ul>
1.3 Revitalizing the Downtown & Waterfront	1.3.1 Supporting revitalization efforts	Moderate time	<ul style="list-style-type: none"> <li>• 1 Port Drive activity</li> <li>• Walkway length</li> <li>• Revite incentive uptake</li> </ul>
	1.3.2 Leveraging investor interest in downtown development	Moderate time	<ul style="list-style-type: none"> <li>• Stewart/Newcastle activity</li> <li>• Businesses contacted, recruited</li> <li>• Night market status</li> </ul>
1.4 Transportation, Cargo and Logistics	1.4.1 Facilitating transportation connections	Major time	<ul style="list-style-type: none"> <li>• Change in service capacity</li> </ul>
	1.4.2 Transportation and logistics hub	Moderate time \$5,000 annually target marketing \$45,000 Logistics Strategy	<ul style="list-style-type: none"> <li>• # partners engaged</li> <li>• Business contacted, recruited</li> <li>• Strategy completion</li> </ul>
	1.5.1 City policy and planning support	Minor time \$30,000 Strategy	<ul style="list-style-type: none"> <li>• Policy changes</li> <li>• Strategy preparation</li> </ul>

1.5 Robust Broadband Connectivity	1.5.2 Working with existing broadband initiatives	Major time \$30,000 mapping and modelling	<ul style="list-style-type: none"> <li>• Mapping and modelling status</li> <li>• # partners engaged</li> <li>• Connected Coast services</li> </ul>
	1.5.3 Moving toward a gigabyte city	Minor time \$25,000 business case	<ul style="list-style-type: none"> <li>• Task Force status</li> <li>• Business case completion</li> <li>• Grant funds applied &amp; secured</li> </ul>
1.6 Urban Tourism Product	1.6.1 Committing resources to product and destination development	Minor time	<ul style="list-style-type: none"> <li>• Product costs</li> <li>• Marketing savings</li> </ul>
	1.6.2 Product development downtown	Moderate time \$10,000 delivery evaluation \$25,000 research on signature events \$15,000 feasibility showcase spaces	<ul style="list-style-type: none"> <li>• Excellence program status</li> <li>• New events</li> <li>• Attendance</li> <li>• New spaces</li> <li>• # partners engaged</li> </ul>
1.7 Health Care Centre of Excellence	1.7.1 Supporting health care initiatives	Minor time \$25,000 business case for medical school	<ul style="list-style-type: none"> <li>• # partners engaged</li> <li>• Business case completion</li> </ul>

## Goals – Human Capital

Strategy	Activity	Key Indicator Resources	Resource
2.1 Education, Training and Industry Integration	2.1.1 Creating a more participatory labour market	Moderate time \$150,000 Labour Market Strategy	<ul style="list-style-type: none"> <li>• Committee status</li> <li>• Grant funds applied &amp; secured</li> <li>• Program uptake</li> </ul>
2.2 Inclusive Workforce	2.2.1 Prioritizing social procurement	Minor time Social Procurement Framework, \$25,000	<ul style="list-style-type: none"> <li>• Social procurement framework status</li> </ul>
	2.2.2 Bringing services to those in need	Moderate time Education promotion 10,000 annually	<ul style="list-style-type: none"> <li>• # partners engaged</li> <li>• Program uptake</li> </ul>
2.3 Talent Attraction and Retention	2.3.1 Developing talent recruitment capacity	Moderate time Attraction program, \$10,000 Talent recruitment, \$20,000 annually	<ul style="list-style-type: none"> <li>• Program status</li> <li>• # enquiries</li> <li>• # people recruited</li> </ul>
	2.3.2 Using the Provincial Nominee Program	Minor time	<ul style="list-style-type: none"> <li>• # businesses contacted</li> <li>• Program uptake</li> </ul>

## Goals – Social and Environmental Capital

Strategy	Activity	Key Indicator Resources	Resource
3.1 Strategic Partnerships	3.1.1 Pursuing productive partnerships	Minor time	<ul style="list-style-type: none"> <li># partners engaged</li> <li>EcDev Board makeup</li> </ul>
	3.1.2 Exploring new roles for the non-profit sector	Moderate time \$20,000 non-profit economy \$25,000 studies on social capital	<ul style="list-style-type: none"> <li>Non-profit study status</li> <li>New solutions identified and implemented</li> </ul>
3.2 Nanaimo Health and Housing	3.2.1 Providing support to health and housing initiatives	Moderate time \$20,000 feasibility for homelessness project	<ul style="list-style-type: none"> <li>Contributed time</li> <li>Homelessness project status</li> <li># Housing units secured</li> </ul>
3.3 Health Care Capacity	3.3.1 Working together with health care organizations	Minor time \$10,000 promotion and recruitment materials	<ul style="list-style-type: none"> <li># partners engaged</li> <li>Tertiary hospital status</li> <li>Contributions to health care professional recruitment</li> </ul>
3.4 Indigenous Economic Reconciliation	3.4.1 Increasing the dialogue and generating options for reconciliation	Minor time	<ul style="list-style-type: none"> <li># partners engaged</li> <li>Value of partnered investments</li> </ul>



## Goals – Business Development

Strategy	Activity	Key Indicator Resources	Resource
4.1 Research and Data	4.1.1 Using data to inform decision makers	Moderate time \$10,000 data strategy	<ul style="list-style-type: none"> <li>Data strategy status</li> <li># new data sources</li> </ul>
	4.1.2 Reporting and communicating to audiences	Minor time \$30,000 dashboard	<ul style="list-style-type: none"> <li>Website/dashboard status</li> <li>Website metrics (visits, bounce rate, page views, visit duration)</li> <li># custom data requests</li> </ul>
4.2 Export and Trade	4.2.1 Identifying and promoting trade and export opportunities	Moderate time	<ul style="list-style-type: none"> <li>FTZ assistance secured</li> <li># partners engaged</li> <li># custom data requests</li> </ul>
4.3 Positive Business Climate	4.3.1 Improving City services	Moderate time \$50,000 for studying reductions in development approval timelines	<ul style="list-style-type: none"> <li>Change in on-line services</li> <li>Solutions to development approval timelines</li> <li>Average time for development approvals</li> </ul>
	4.3.2 Providing concierge services	Minor time	<ul style="list-style-type: none"> <li>Concierge service status</li> <li># business assisted</li> <li># workshops offered, uptake</li> </ul>
4.4 Business Retention and Expansion	4.4.1 Outreach to local businesses	Major time \$10,000 research information repository	<ul style="list-style-type: none"> <li>Business Walks status</li> <li>BRE program status</li> <li># businesses visited, assisted</li> <li>CRM status</li> </ul>

4.5 Home-based Business	4.5.1 Encouraging home-based businesses to grow and expand	Minor time	<ul style="list-style-type: none"> <li>• # businesses visited, assisted</li> <li>• # relocations to commercial space</li> </ul>
4.6 Economic Emergency Preparedness and Recovery	4.6.1 Preparing for the next economic emergency	Minor time \$10,000 recovery plan and scenario planning	<ul style="list-style-type: none"> <li>• Recovery plan status</li> <li>• # rollouts</li> </ul>
	4.6.2 Assisting businesses with response and recovery	Moderate time	<ul style="list-style-type: none"> <li>• Database status</li> <li>• # businesses visited, assisted in event of emergency</li> </ul>

## Goals – Innovation and Technology

Strategy	Activity	Key Indicator Resources	Resource
5.1 Connecting the Tech Sector	5.1.1 Developing a downtown tech hub	Moderate time \$10,000 annual, networking & events	<ul style="list-style-type: none"> <li>• Program status and uptake</li> <li>• # downtown tech businesses</li> <li>• Downtown tech employment</li> </ul>
	5.1.2 Networking with the tech sector	Moderate time	<ul style="list-style-type: none"> <li>• # partners engaged</li> <li>• # events hosted</li> </ul>
5.2 Strengthening the Innovation Ecosystem	5.2.1 Enabling an ecosystem	Minor time \$10,000 annual sector promotion	<ul style="list-style-type: none"> <li>• EcDev Board makeup</li> <li>• # partners engaged</li> <li>• Tech awareness in Nanaimo</li> </ul>
	5.2.2 Tech facilitation services	Moderate time \$25,000 angel investor network	<ul style="list-style-type: none"> <li>• # businesses visited, assisted</li> <li>• Angel Network status</li> <li>• # and value of investments</li> </ul>
5.3 Leveraging Tech	5.3.1 Brokering and bridging programs for cluster development	Minor \$20,000 City Studio feasibility \$10,000 for a Discovery Day	<ul style="list-style-type: none"> <li>• Program uptake</li> <li>• VIU tech capacity</li> <li>• Discovery Day status</li> <li>• # and uptake of tech events</li> </ul>

# Goals – Place Making and Attraction

Strategy	Activity	Key Indicator Resources	Resource
6.1 Global Trade and Foreign Direct Investment	6.1.1 Trade Advisory Board	Minor time	<ul style="list-style-type: none"> <li>Advisory Board status</li> </ul>
	6.1.2 Profiling priority sectors	Major time \$60,000 to \$120,000 Deep-Dive Sector Analysis	<ul style="list-style-type: none"> <li>Sector analysis study status</li> </ul>
6.2 Place Marketing and Investment Promotion Toolbox	6.2.1 Becoming investment ready	Major time \$90,000 Benchmarking Report & Score Card	<ul style="list-style-type: none"> <li>Benchmarking status</li> <li>Investment readiness analysis status</li> </ul>
	6.2.2 Building a credible investment promotion brand and marketing program	Major time \$80,000 - \$180,000 Marketing program and digital toolbox	<ul style="list-style-type: none"> <li>Marketing program and toolbox status</li> <li>CRM status</li> </ul>
6.3 Managing the Investment Promotion Process – Creating Deal Flow	6.3.1 Developing champions and partners	Moderate time	<ul style="list-style-type: none"> <li>Leaders education program status</li> <li>Promotion team status</li> <li># partners engaged</li> </ul>
	6.3.2 Targeting an outreach plan	Moderate time \$30,000 - \$80,000 annually	<ul style="list-style-type: none"> <li>Outreach plan status</li> <li>Outreach metrics, # firms engaged, enquiries, prospects, investments, employment</li> </ul>

## Organizing for Delivery

Strategy	Activity	Key Indicator Resources	Resource
7.1 Economic Development Agency	7.1.1 Setting up the agency	Moderate time	<ul style="list-style-type: none"> <li>Hybrid agency status</li> </ul>
7.2 External and Internal Delivery	7.2.1 Aligning delivery between City and Agency	Minor time	<ul style="list-style-type: none"> <li>Status of supporting documents</li> <li>City and EcDev views on alignment</li> </ul>
7.3 Performance Measurement	7.3.1 Annual Work Plan 7.3.2 Annual Reporting	Minor time	<ul style="list-style-type: none"> <li>Delivery status of work plan and annual report</li> </ul>

# References

## Abbreviations

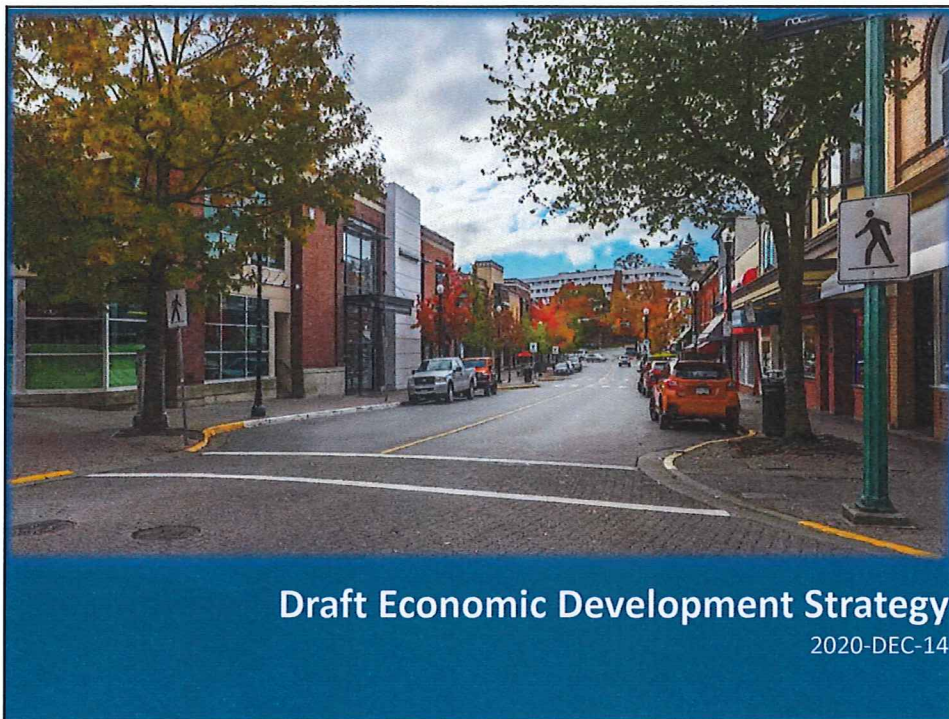
BCEDA	British Columbia Economic Development Association
BCPNP	BC Provincial Nominee Program
BDC	Business Development Bank
BIA	Business Improvement Area or Association
BRE	Business Retention and Expansion
BREA	Business Retention, Expansion and Attraction
CA	Census Agglomeration
CBA	Community Benefits Agreement
CCSPI	Coastal Communities Social Procurement Initiative
CMA	Census Metropolitan Area
EcDev	Nanaimo Economic Development Agency
EDTF	Economic Development Task Force
FDI	Foreign Direct Investment
FTZ	Foreign Trade Zone
GDP	Gross Domestic Product
GIS	Geographic Information System
FDI	Foreign Direct Investment
MIBI	Mid Island Business Initiative
MITACS	Mathematics of Information Technology and Complex Systems
MRDT	Municipal and Regional District Tax
NAICS	North American Industrial Classification System
NEDC	Nanaimo Economic Development Corporation
NRD	Nanaimo Regional District
NRGH	Nanaimo Regional General Hospital
NMSA	Nanaimo Medical Staff Association
OCP	Official Community Plan
OECD	Organisation for Economic Cooperation & Development
PiT	Point-in-Time
RGS	Regional Growth Strategy
RTE	Downtown revitalization tax exemption
SWOT	Strengths, Weaknesses, Opportunities and Threats
USMCA	US-Mexico-Canada Agreement
VIEA	Vancouver Island Economic Alliance
VIU	Vancouver Island University

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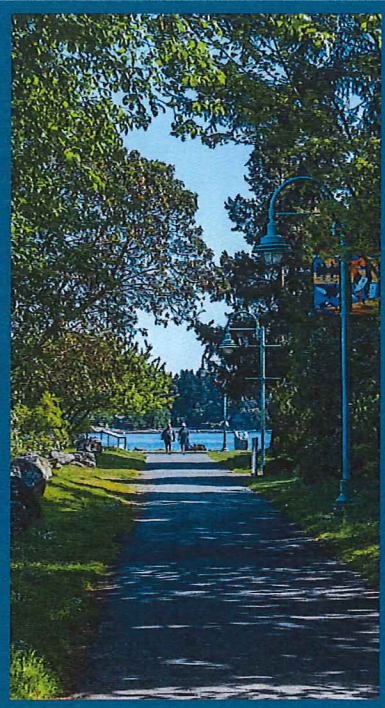
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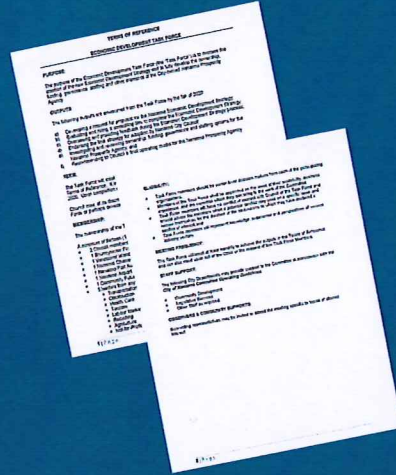
## Overview

- Task Force Mandate
- Economic Development Strategy
- Strategy Development Process
- Business and Community Priorities
- Guiding Principles, Vision and Mission
- Goals and Strategies
- Next Steps



## Task Force Mandate

- Economic Development Function Review Recommendations
  - Hybrid Model (In House & Agency)
  - Develop Strategy
  - Establish Task Force
- Task Force 13 members (two Councillors, SFN, VIU, Airport, NPA, Chamber, Community Futures and five members at-large)
- Prepare Economic Development Strategy and details of the External Agency



## Economic Development Strategy

- Acknowledges the control local government has over critical inputs into economic activity (infrastructure, zoning, services)
- Road map to strengthen the economic base of the region
- Benefits of growth are shared, creating sustainable prosperity, collaboration and economic reconciliation
- 3-5 year time horizon
- Connected with Reimagine Nanaimo, Mayors Task Force and HHTF Action Plan

## Strategy Process



- Background Data Research – Current Situation Report;
- Focus groups, June 2020 in Nanaimo;
- Scenario planning workshop, June 2020 in Nanaimo;
- Business survey, June 2020;
- Community survey, July-October 2020;
- Planning workshops, September 2020 in Nanaimo; and
- Regular meetings with the City and EDTF throughout the project.

## Strength, Weakness, Opportunity and Threat (SWOT)



## Business and Community Priorities

Top 5 Goals			Top 5 Priorities			Top 5 Sectors		
	Business	Community		Business	Community		Business	Community
1	Quality of Life	Jobs	➔	1 Infrastructure	Infrastructure	➔	1 Tourism	Tourism
2	Economic Growth	Quality of Life		2 Business Climate	Business Expansion		2 Technology	Health Services
3	Jobs	Diversification		3 Business Expansion	Entrepreneurship		3 Construction	Technology
4	Incomes	Economic Growth		4 Business Attraction	Business Climate		4 Education	Education
5	Diversification	Incomes		5 Entrepreneurship	Business Attraction		5 Health Services	Arts, Culture

## Guiding Principles

### Partnerships

A culture of inclusivity and collaboration will energize implementation.

### Long-term

Outcomes are optimal when they last.

### Equity and Reconciliation

Collective wellbeing underpins economic progress.



### Focus on Local

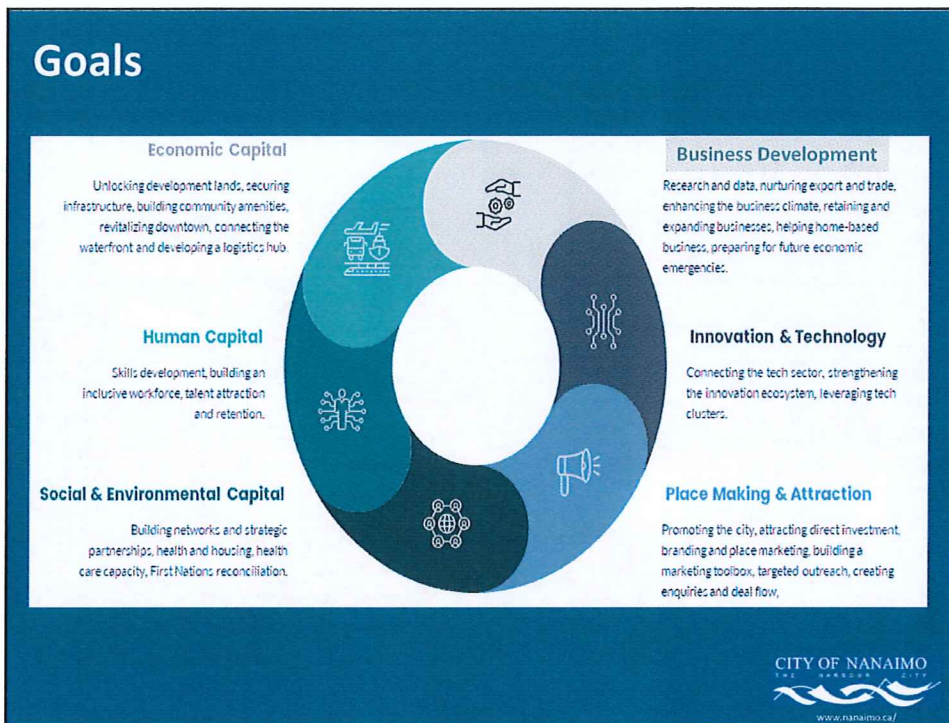
Growing from within will empower the community.

### Authenticity

A strong sense of place about who we are will bring purpose and confidence to our efforts.

### Circular Economy

Recycle, reuse and reapply our natural and built assets for a stronger economy and community.

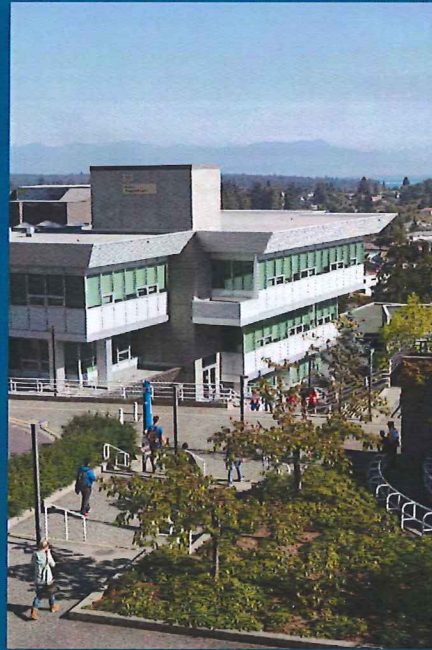


## 1.0 Economic Capital

- 1.1 Create a Community Infrastructure Plan
- 1.2 Protect and Expand Employment Lands
- 1.3 Revitalization of Downtown and Waterfront
- 1.4 Transportation, Cargo and Logistics for VI
- 1.5 Develop Robust Broadband Connectivity
- 1.6 Focus on Urban Tourism Product
- 1.7 Create Health Care Centre of Excellence

## 2.0 Human Capital

- 2.1 Education, Training and Industry Integration
- 2.2 Inclusive Workforce
- 2.3 Talent Attraction and Retention



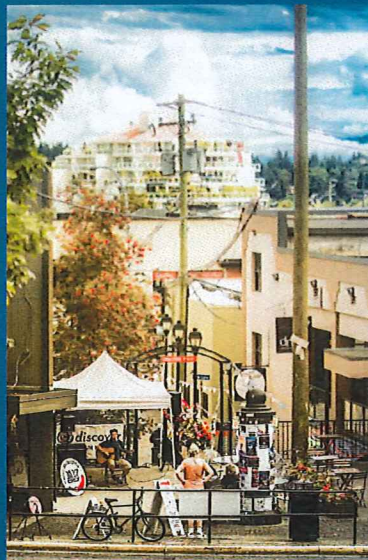
## 3.0 Social Capital

- 3.1 Build on Strategic Partnerships
- 3.2 Address Health and Housing Challenges in Nanaimo
- 3.3 Expand Health Care Capacity
- 3.4 Indigenous Economic Reconciliation



## 4. Business Development

- 4.1 Compile Research and Data
- 4.2 Import/Export and Trade
- 4.3 Develop a Positive Business Climate
- 4.4 Business Retention and Expansion
- 4.5 Home-Based Business
- 4.6 Economic Emergency Preparedness and Recovery



## 5. Innovation & Technology

- 5.1 Connect the Tech Sector
- 5.2 Strengthen the Innovation Ecosystem
- 5.3 Leverage Technology



## 6. Place Making & Attraction

6.1 Global Trade and Foreign Direct Investment

6.2 Place Marketing and Investment Promotion Toolbox

6.3 Managing the Investment Promotion Process



## Immediate Areas of Focus

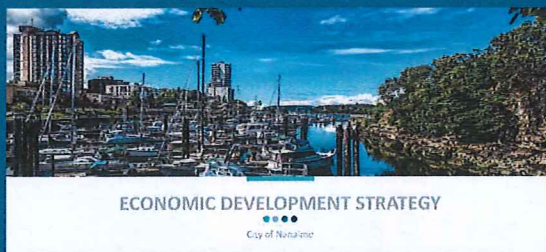
- Set up External Agency
- Facilitate Transportation Connections – Passenger Ferry
- Provide Support for Health and Housing Initiatives
- Continue Investment in 1 Port Drive and Waterfront Walkway
- Improve Development Processes
- Transportation & Logistics Hub Opportunity





## Next Steps

- Incorporate feedback on Draft Strategy from Council
- Obtain final feedback from Partners (SFN, VIU, Airport, NPA, Chamber)
- Prepare Year 1 Action Plan (In-House and Agency)
- Complete Agency Charter
- Return to Council to present final Economic Development Strategy and Agency Charter



## Budget

- In House
  - \$250,000 (2021)
  - Economic Development Officer and Economic Development Manager (Starting July 2021)
- Agency
  - \$269,000 (2020 Carry Forward)
  - \$300,000 (2021)



## Recommendation

That the Governance and Priorities Committee recommend that Council:

- Extend the mandate of the Economic Development Task Force until 2021-FEB-28 to allow time for the Task Force members to engage their respective organizations on their role in implementing the Economic Development Strategy before returning to Council; and
- Direct Staff to return to Council with a final Economic Development Strategy for endorsement along with recommendations regarding any additional investment by the City towards implementing the Economic Development Strategy.



## Questions/Comments/Thoughts?



# Governance and Priorities Committee Agenda Planning

2020 GPC Dates											
Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.
20	10	9		11	8	13			5	9	14
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## JANUARY

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January 6 – Meeting cancelled  
January 20 – Special GPC

## FEBRUARY

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March 23 – Sp. Council

## APRIL

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April 2 – Meeting Cancelled  
April 6 – Meeting Cancelled  
April 20 – Sp. Council

## MAY

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June 29 – Sp. Council

## JULY

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## SEPTEMBER

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Sept. 14 - GPC meeting cancelled  
Sept. 21 – Sp. GPC  
Sept. 28 – GPC meeting cancelled

## OCTOBER

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## NOVEMBER

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## DECEMBER

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- Governance and Priorities Committee Meeting
- Statutory Holiday
- FCM Annual Conference (Toronto)
- Council Meeting

- UBCM Convention (Victoria)
- AVICC Convention (Nanaimo)
- Public Hearing (Special Council Meeting)

## Governance and Priorities Committee Agenda Planning

MEETING DATE	TOPIC	BACKGROUND	FORMAT	OUTCOMES
Reoccurring	REIMAGINE NANAIMO		- Updates regarding REIMAGINE Nanaimo review	-
December 14	Health and Housing Task Force Update		-	-
<i>January/February 2021</i>	Review of "Street Entertainers Regulation Bylaw 2011 No. 7109"	Motion made to bring forward during 2020-OCT-26 Governance and Priorities Committee Meeting.	-	-
January 11 <sup>th</sup>	Active Transportation		-	-
January 11 <sup>th</sup>	Public Engagement report for the Animal Responsibility Bylaw		-	-
January 11 <sup>th</sup>	SFN and SD68 - Tentative		-	-
January 25 <sup>th</sup>	Mid Term Governance Review		-	-

## Governance and Priorities Committee Agenda Planning

<p><i>(investigating options to engage w/ neighbourhood associations through the use of Get Involved Nanaimo or other form of online communication)</i></p>	<p>Neighbourhood Associations – Part 2</p>	<p>Identified as a priority topic at the GPC meeting held 2020-JAN-20 (session 2 of 2)</p>	<ul style="list-style-type: none"> <li>- Invite chairs of some associations to attend and be available for the discussion.</li> <li>- Identify what resources are available</li> <li>- Presentation on how neighbourhood associations work in the City and what expectations they have of Council (i.e.: how do they want to be engaged?)</li> </ul>	<ul style="list-style-type: none"> <li>- Formalized process for recognizing neighbourhood associations</li> <li>- Create a new policy and criteria for neighbourhood associations moving forward including how they can be officially recognized.</li> <li>- Defer any financial implications to Finance and Audit Committee</li> </ul>
<p>TBD</p>	<p>Women’s Participation on City of Nanaimo Task Forces and Childminding Reimbursement for members of City Committees</p>	<p>Identified as a priority topic at the GPC meeting held 2020-FEB-10</p>		
<p>TBD</p>	<p>Transit</p>		<ul style="list-style-type: none"> <li>- Tailored City of Nanaimo conversation around transit delivery (City of Nanaimo residents’ perspective and impacts to residents and the City).</li> <li>- How to encourage transit use from a City perspective.</li> <li>- Invite a member of RDN staff speak to Council at the meeting and provide an update of their planning process.</li> <li>- Bus stop locations that make sense</li> <li>- Conversation around covered bus stops</li> <li>- Number of hours that transit operates</li> </ul>	<ul style="list-style-type: none"> <li>- An ask, or assessment, from the City’s perspective sent to the RDN after a decision is made at the city level with a recommendation for consideration at the RDN.</li> </ul>

## Governance and Priorities Committee Agenda Planning

<i>TBD</i>	Crosswalk Safety	Identified as a priority topic at the GPC meeting held 2020-FEB-10	<p>Crosswalks:</p> <ul style="list-style-type: none"> <li>-report about flashing lights at crosswalks (are they beneficial, etc.)</li> <li>-Education and information around increasing pedestrian safety at crosswalks</li> <li>-Costs around the lighting at crosswalks.</li> </ul>	<p>Could come as a next step:</p> <ul style="list-style-type: none"> <li>-Professional best practice on what should be at crosswalks and what works best and why, etc.</li> </ul> <p>Outcome: -a report that outlines all of the pros and cons of crosswalk lighting and pedestrian safety.</p> <p>Options/costs</p>
<i>TBD</i>	Community use of the Vancouver Island Conference Centre	Identified as priority topic at the Finance and Audit Committee meeting held 2020-JUL-15	Staff to provide information package	
<i>TBD</i>	Committee Structure and Community Engagement	Motion made to bring forward during 2020-OCT-05 Governance and Priorities Committee Meeting.		
<i>TBD</i>	Emergency Food and Nutrition Security Strategy	Motion made to bring this topic forward during 2020-OCT-19 Council Meeting		

## Governance and Priorities Committee Agenda Planning

<i>TBD</i>	Environment Committee Recommendations 2020-NOV-04	Motion made during 2020-NOV-16 Council to bring the 2020-NOV-04 Environment Committee recommendations to a future GPC Meeting for further discussion between Council and the REIMAGINE NANAIMO team	Staff to prepare a report	
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### Future GPC Topics

- 1 Port Drive
- Building Permit Review
- Capital planning process
- Committee structure and community engagement
- Community Amenity Contribution Policy
- Election signage
- Homelessness and addictions
- Mutual Aid Agreement – Fire Department
- Outcomes of Economic Development Task Force
- Outcomes of Health and Housing Task Force
- Sports venues and tourism strategies
- Sustainable Procurement Policy
- Vancouver Island Regional Library overview
- Waterfront Walkway
- Animal Control Bylaw

## **Governance and Priorities Committee Agenda Planning**

- Joan Brown and Scott Saywell Presentation Regarding Reconciliation
- Policy Repeal Report
- Public Hearing Policy
- Records Management Update



## Governance and Priorities Committee Agenda Planning

### Deferred to Finance and Audit Committee

- Fees and Charges

### Previous Topics Covered

- Review of “Council Procedure Bylaw 2018 No. 7272”
- Neighbourhood Associations – Part 1
- Effective Advocacy Strategies
- Coordinated Strategic Policy Review 2020-2021
- Single Use Checkout Bags
- Civic Facilities – conditions, issues, plans and objectives
- Energy and Emissions Management Program
- Advocacy – Part 2
- Coordinated Strategic Policy Review 2020-2021 – Public Engagement Strategy
- Manual of Engineering Standards and Specifications Revision Update
- ReImagine Nanaimo: Demographics and Land Inventory/Capacity Analysis Summary
- Geselbracht re: Doughnut Economic Framework Model
- Climate Change Resilience Strategy
- Reallocation of Street Space
- Governance: Question Period/Correspondence/Proclamations/Other
- Council Resolution Update
- Reopening Strategy/Plan
- Roadway Reallocation Options
- Social Procurement
- Sustainable Procurement
- Capital Projects
- Sports Venues
- Proposed Amendments to the MoESS
- Arts & Culture
- Short Term Rental/AirBnB regulations
- REIMAGINE NANAIMO “Water”
- Sanitation Review
- Animal Responsibility Bylaw
- Councillor Brown and Councillor

# Upcoming GPC/Special Council Topics

## December 14

1. REIMAGINE Nanaimo



## January 11

1. Active Transportation Plan
2. Public Engagement for the Animal Responsibility Bylaw
3. SFN and SD68 – tentative



## January 25

1. Public Hearing Process Policy
2. Mid-Term Governance Review



DATE OF MEETING December 14, 2020

AUTHORED BY BARBARA D. WARDILL, MANAGER, REVENUE SERVICES  
TAAJ DALIRAN, MANAGER, SANITATION, RECYCLING & CEMETERIES

**SUBJECT AMENDMENTS TO RATES AND CHARGES FOR MUNICIPAL SOLID WASTE COLLECTION**

## OVERVIEW

### **Purpose of Report**

To introduce “Municipal Solid Waste Collection Amendment Bylaw 2020 No. 7128.12” for first, second and third readings.

### **Recommendation**

That:

1. “Municipal Solid Waste Collection Amendment Bylaw 2020 No. 7128.12” (To update the bylaw to set rates for 2020) pass first reading;
2. “Municipal Solid Waste Collection Amendment Bylaw 2020 No. 7128.12” pass second reading; and,
3. “Municipal Solid Waste Collection Amendment Bylaw 2020 No. 7128.12” pass third reading.

## BACKGROUND

### User rate

Municipal solid waste collection fees are proposed to increase by 10.5% in 2021. This will bring the annual cost to \$189.00, an increase of \$18.00. The 2021 increase will be effective 2021-JAN-01.

	Current Annual	Proposed Annual	\$ Change	% Change	New Daily Rate
Residential	\$171.00	\$189.00	\$18.00	10.5%	0.51781

### Operational Updates

The City provides collection of organics, recyclables and residual solid waste for disposal from over 29,000 residential households in the City. Since introduction of the Automated Collection Program in 2017, user participation and tonnage of material collected significantly increased, to where we are seeing over 50% higher collection over the three years of the program.

User participation and the amount of material collected continue to increase in 2020, surging an additional 18 percent compared to the same period last year, with no observed slackening of demand.

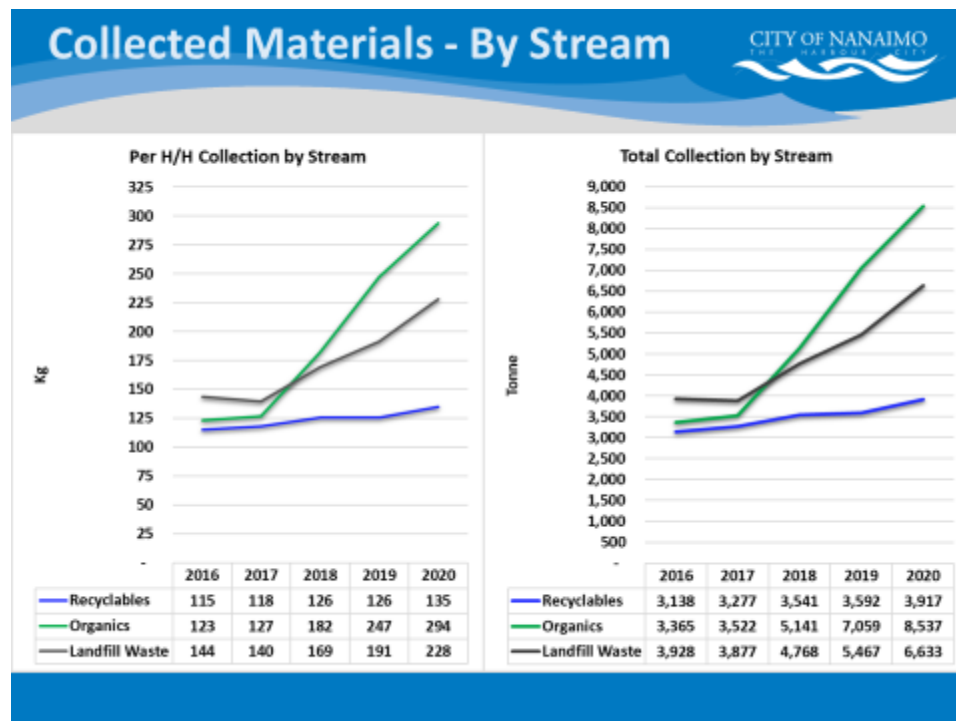
It has forced Staff to prolong working hours to collect more materials and travel more to disposal facility to unload. It has also increased the fleet equipment utilization and more use of fleet equipment.

Anticipated collection for each stream:

Organics materials	8,500 tonnes
Landfill Materials	6,600 tonnes
Recyclable Materials	3,900 tonnes
<b>Total materials</b>	<b>19,000 tonnes</b>

Staff are working on an optimization plan to address these issues. The proposed change separates collection of landfill waste from recyclables, rather than collecting exclusively landfill material one week and recycling the next. This plan will:

- Maintain existing service levels of curbside collection.
- Allows scheduling of adequate resources for each stream.
- Balance the workload while demand for landfill waste collection to recyclable materials is imbalanced.
- Reduce time spent in line-up at disposal facilities.
- Reduce overtime.
- Provide future capacity for diversion rate increase.
- Allow future acquisition of specialized and more efficient equipment for each stream.



## **OPTIONS**

1. That “Municipal Solid Waste Collection Amendment Bylaw 2020 No. 7128.12” (To update the bylaw to set rates for 2021) pass first reading.
2. That “Municipal Solid Waste Collection Amendment Bylaw 2020 No. 7128.12” pass second reading; and,
3. That “Municipal Solid Waste Collection Amendment Bylaw 2020 No. 7128.12” pass third reading.
  - The advantages of this option: The City will meet its revenue targets, including asset management initiatives.
4. That Council deny first, second, and third readings to “Municipal Solid Waste Collection Amendment Bylaw 2020 No. 7128.12” (To update the bylaw to set rates for 2021).
  - The disadvantages of this option: The City will not meet its revenue targets.

## **SUMMARY POINTS**

- The Solid Waste Collection Service is funded 100% by user fees.
- The new rates result in an annual charge of \$189 per residence, an increase of \$18.00.

## **ATTACHMENTS:**

Attachment A: “Municipal Solid Waste Collection Amendment Bylaw 2020 No. 7128.12”

### **Submitted by:**

Barbara D. Wardill  
Manager, Revenue Services

Taaj Daliran,  
Manager, Sanitation, Recycling &  
Cemeteries

### **Concurrence by:**

Laura Mercer,  
Director, Finance

Shelley Legin  
General Manager, Corporate Services

John Elliot  
Director, Public Works

Bill Sims  
GM, Engineering & Public Works

CITY OF NANAIMO

BYLAW NO. 7128.12

A BYLAW TO AMEND THE MUNICIPAL SOLID WASTE COLLECTION BYLAW

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WHEREAS the Council of the City of Nanaimo may, in accordance with the *Community Charter*, exercise its authority in relation to the use of waste disposal and recycling services, and impose fees and charges thereto:

THEREFORE BE IT RESOLVED that the Council of the City of Nanaimo in open meeting assembled, hereby ENACTS AS FOLLOWS:

Title

1. This Bylaw may be cited as “Municipal Solid Waste Collection Amendment Bylaw 2020 No. 7128.12”.

Amendments

2. “MUNICIPAL SOLID WASTE COLLECTION BYLAW 2011 NO. 7128” is hereby amended as follows:
  - (1) By deleting Schedule “A” in its entirety and substituting the attached Schedule “A”.

PASSED FIRST READING:  
PASSED SECOND READING:  
PASSED THIRD READING:  
ADOPTED:

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MAYOR

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CORPORATE OFFICER

## SCHEDULE "A"

### RATES AND CHARGES

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1. A fee of \$0.51781 per Dwelling Unit (or equivalent) per day (\$189.00 per year) is imposed on every owner of a Dwelling Unit receiving this service.
2. An additional fee of \$0.27397 per Dwelling Unit (or equivalent) per day (\$100.00 per year) is imposed for the use of an upsized garbage cart, exchanged for the standard cart for that Dwelling Unit (or equivalent).
3. All fees shall be due and payable when levied.
4. All fees shall be subject to a five percent discount if fees for the current billing period are paid in full, along with any outstanding arrears, on or before the close of business on the date indicated on the statement of user rates.
5. An administration fee of \$25 is imposed for cart exchanges for 1 or more carts exchanged at the same time, or for requests for additional recycling carts.