



AGENDA  
SPECIAL MAYOR'S LEADERS' TABLE

Friday, June 18, 2021, 9:30 A.M. - 11:30 A.M.  
Virtual Meeting

---

Pages

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

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

- a. Welcome from Chief Wyse, Snuneymuxw First Nation**

**2. INTRODUCTION OF LATE ITEMS:**

**3. ADOPTION OF AGENDA:**

**4. PRESENTATIONS:**

- a. Mayor's Welcome and Introductions**

To be introduced by Mayor Krog.

- b. Mayor's Leaders' Table Terms of Reference**

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

- c. Mayor's Leaders' Table Meeting Procedures Presentation**

Sheila Gurrie, Director, Legislative Services, to provide a presentation regarding Table procedures.

1 - 12

**d. Mayor's Leaders' Table Working Group Terms of Reference**

13 - 14

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

Recommendation: That the Mayor's Leaders' Table approve the Working Group Terms of Reference.

**Presentations:**

1. Bill Sims, General Manager, Engineering and Public Works, re: Infrastructure Ask
2. Lisa Bhopalsingh, Manager, Community Planning, re: Doughnut Economic Philosophy
3. Bill Corsan, Director, Community Development re: Youth Attraction and Retention Strategy

**e. Zoom Breakout Rooms - 15 Minutes**

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

Breakout room options:

1. Doughnut Economic Philosophy
2. Infrastructure Ask
3. Youth Attraction and Retention Strategy

Breakout Room Deliverables:

- Determine Working Group Chair
- Determine date, time and place of next working group meeting

**f. Closing Remarks**

To be introduced by Jake Rudolph, Chief Administrative Officer.

**5. REPORTS:**


**6. OTHER BUSINESS:**

**a. Next Meeting Date**

*Purpose: To advise the Mayor's Leaders' Table of the next scheduled meeting date.*

Friday, September 24, 2021, 9:00-11:00 am, method to be determined.

**7. ADJOURNMENT:**




# Mayor's Leaders' Table

June 18<sup>th</sup>, 2021

*Project Planning Overview*

1



## Mayor's Leaders' Table "Table" - Terms of Reference

- Established consistent with the 2020 Mayor's Task Force on Recovery and Resilience Recommendations:
  - to advise, inform and collaborate across the community
  - to further Nanaimo's opportunities and address challenges
- **Table** members are the most senior or Chair (delegates are not permitted)
- It is a virtual round table – like the O in NanaimO.
- Eligibility is by invitation from Mayor Krog

2

## Table TORs, con't

- Quarterly meeting frequency
- City staff will support Table meetings
- Term of the Table is June 2021-2022 with optional annual extensions
- Governance structure is Mayor as Chair and two Councillors as alternate Chairs
- Non-voting representatives may be invited to attend specific to topics of shared interest
- All regular Table meetings are open to the public

3

## Legislation *Community Charter*

- All meetings are open to the public unless Section 90(1) or 90(2) of the *Community Charter* apply.
  - *Community Charter* provides specific rules for moving to closed session
  - All documents (handouts, presentations, PowerPoints, charts, graphs) provided to members at a meeting are public documents
    - Posted to [www.nanaimo.ca](http://www.nanaimo.ca)
    - Record in Legislative Services
    - Not audio/video recorded

4

## Council Procedure Bylaw 2018 No. 7272

### *What does this Bylaw Cover?*

- The procedure for all City of Nanaimo meetings

### *Who does it apply to?*

- All members of Council, Committees, Boards, Task Forces and Tables

### *What if something isn't covered by the Bylaw?*

- Roberts Rules of Order apply in cases not provided for under the Procedure bylaw.

5

## Mayor's Leaders' Table Meeting Proceedings

- City of Nanaimo Committee Operating Guidelines
  - Role of Members
- What "Council Procedure Bylaw 2018 No. 7272" covers:
  - Meeting Proceedings
  - Meeting Basics
  - Presentations and Delegations
  - Motions
  - Minutes
  - Notice of Motion

6

## Role of Table Members

- Prepare for and attend Table meetings;
- Complete any tasks assigned by the Table;
- Be accountable for all actions taken in the name of the Mayor's Leaders' Table;
- Contribute to the direction and work of the Table to the best of his or her ability; and,
- Adhere to the *Code of Conduct*.

7

## Mayor's Leaders' Table Working Groups - Terms of Reference

- In addition to other agenda items, three initial working groups will be established by the Table for the specific purpose of progressing the following:
  1. Infrastructure Ask
  2. Youth Attraction and Retention *Strategy*
  3. Doughnut Economic Philosophy *Awareness*
- Objective is to progress initiatives
- Eligibility – preference is for Table member, however, seat may be permanently or occasionally delegated
- Targeting a 1/3, 1/3 and 1/3 balance of membership

8

## Working Group TORs, con't

- Working group meetings to occur between quarterly Table meetings
  - maximum frequency of once per month with a maximum duration of 2 hours
  - minimum of one working group meeting should occur between quarterly Table meetings
- Each working group will elect a Chair voted in by the voluntary members:
  - all meetings must have a City staff liaison present
  - Chair needs access to non-City resources such as administrative assistance to convene the working group meetings and meeting space / supporting technologies (Zoom, etc.)

9

## Working Group TORs, con't

- **Working group chair responsibilities:**
  - initiate a *Call for Agenda Items* 10 days in advance of the meeting
  - produce and distribute an Agenda and associated package at least 3 days in advance
  - the Chair will be provided with contact information for each of the members, applicable City staff liaison and elected City of Nanaimo officials
  - Chair the meetings
  - formal minutes not required
  - anticipated that the Chair (or mutually agreed to working group member) will report working group progress at the Table meetings. These reports will form part of the Table agenda quarterly.  
Note: To facilitate reporting, maintaining an action log or list of informal action items and status would suffice.
- Working groups can collectively respond to a *call for Table agenda items* through the Chair or act independently and propose agenda items directly to the Mayor at each call for Table agenda items.
- Term is aligned with the Table or at the discretion of Mayor and Council

10

## Motion to adopt the Working Group TORs

Recommendation: That the Mayor's Leaders' Table approve the Working Group Terms of Reference.

11



12



# Infrastructure Ask – Strategic Investment

## Objective:

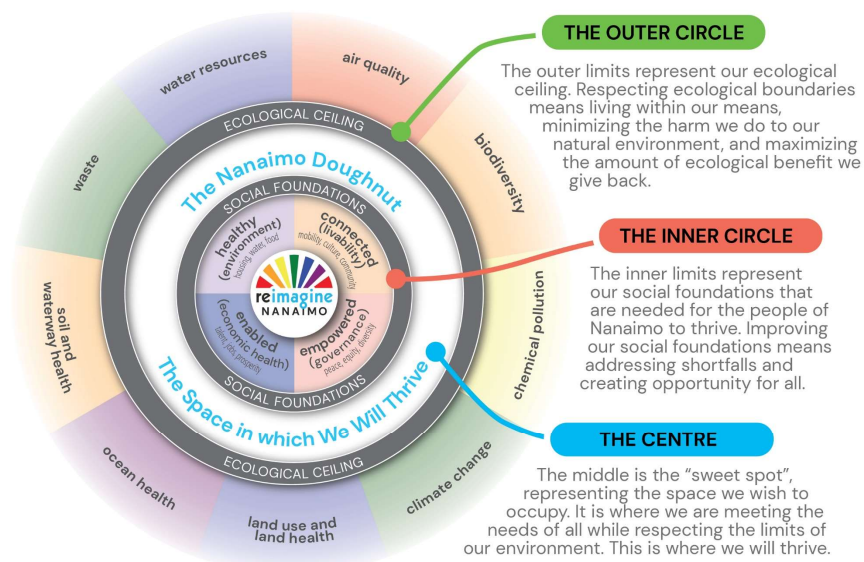
*“leverage broad community engagement at the Table to align strategically for multi-level government capital infrastructure asks”*

- Determine drivers of criteria?
  - reconciliation
  - socio-economic recovery & resilience
  - community amenity
  - operational effectiveness/efficiency, etc
- Sources of funding?
  - grants
  - philanthropic
  - taxation (city capital budgets)
  - entity contributions (0-100%)
- Preparation and progress
- Ready and aligned



13

## Doughnut Economics Philosophy



## Youth Retention and Attraction Strategy

### Objective:

*"leverage broad community engagement at the Table to develop a strategy for retention and attraction of youth"*

### 15 – 34 age group is an important demographic:

- Lowest average growth of any age group (0.8%, compared to 1.4%)
- 2016: 23,206 people in Nanaimo
- 2046: 30,390 people in Nanaimo (high growth)
- Jobs, housing, arts, culture & recreation
- Transitioning talent from post-secondary
- Community vibrancy

### VISION Economic Development Strategy

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



15

## Working Group Breakouts

### 15 Minutes to:

- Elect a Chair
- Determine date, time and place of first working group meeting
- Take a written attendance list in breakout





**TERMS OF REFERENCE**  
**NANAIMO MAYOR'S LEADERS' TABLE**  
**(April 2021)**

**BACKGROUND**

Establishing the Mayor's Leaders' Table (the "Table") is a key recommendation of the 2020 Mayor's Task Force on Recovery and Resilience. The specific recommendation is to: Establish a Mayor's Nanaimo Leaders' Table to:

Immediately:

- i. Be informed by findings and recommendations from the various task forces and committees and other entities plans to create an aligned approach and collaborate on a multi-levels of government "ask for capital infrastructure" for Nanaimo.
- ii. Establish a working group consisting of representatives from SD68, VIU, venture and technology incubators, youth services, cultural organizations and major employers to develop a plan to:
  - a. address youth (18-34 years) attraction and retention;
  - b. provide input on major issues and opportunities facing the City; and,
  - c. build collaboration among key community entities.

**PURPOSE**

Consistent with the 2020 Mayor's Task Force on Recovery and Resilience Recommendations, establish a Mayor's Leaders' Table to advise, inform and collaborate across the community to further Nanaimo's opportunities and address challenges. This broad community engagement at the Table, leveraging community-wide resources under the leadership of the City, constructs a forum to align the community strategically for multi-level government capital infrastructure asks, establish a youth attraction and retention strategy, build collaboration across entities, garner timely input, and, create an opportunity for broader implementation of the Doughnut Economics philosophy.

The specific focus areas have been identified according to the following documents:

- 2020 Mayor's Task Force on Recovery and Resilience Report titled, *Building a Healthy and Connected Community*.
- 2019 - 2022 Strategic Plan.

## **MEMBERSHIP**

The Mayor's Leaders' Table members shall be the most senior employee (Executive Director, President, Chief Executive Officer, Chief, etc.) or Chair of the Board of the identified entities. No delegates will be permitted.

In addition to the Mayor and two Council members (appointed by the Mayor), members representing the following (member entities):

- Snuneymuxw First Nation
- John Howard Society
- Nanaimo Family Life
- United Way
- Nanaimo Ladysmith Schools Foundation
- Nanaimo Regional General Hospital
- Nanaimo Airport Commission
- Port of Nanaimo
- Tillicum Lelum
- Petroglyph Development Group, SFN
- VIU
- RDN
- SD68
- Innovation Island
- Labour Organizations
  - Nanaimo/Duncan District Labour Council
- Arts and Culture Organizations
  - Nanaimo Arts Council
  - Port Theatre
  - Museum
  - Art Gallery
- Tourism and Hospitality Associations
  - Nanaimo Hospitality Association
- Nanaimo Chamber of Commerce
- Mid-Island Business Initiative (MIBI)
- Business Improvement Associations (BIAs)
- Major Employers
  - Harmac Pacific (Forestry)
  - Save-on Foods (Retail)
- Nanaimo Multi-Cultural Centre
- Nanaimo Youth Services Association
- 1 non-voting Staff liaison recommended by the CAO
- Others as determined by founding membership

## **ELIGIBILITY**

The Table will be convened by invitation from the Mayor. The member representing the entity shall be the most senior representative of the entity and the seat at the Table cannot be delegated.

## **MEETING FREQUENCY**

Table meetings will occur quarterly.

Committee meetings not constituting quorum can occur as required to progress initiatives. All committees will have a Chair voted in by the voluntary committee members and all committee meetings must have a Staff liaison present. NOTE: The Chair is expected to have access to non-City resources such as administrative assistance to convene the committee meetings and appropriate meeting space and supporting technologies.

All committees in addition to the inaugural committees will be established by the Table for the specific purpose of progressing an identified initiative which addresses an issue or an opportunity.

Inaugural Table Committees:

1. Infrastructure Ask
2. Youth Attraction and Retention
3. Doughnut Economic Philosophy Awareness

## **STAFF SUPPORT**

In addition to the CAO appointed Staff Liaison, the following City Departments will provide support to the Table in accordance with the ***City of Nanaimo Committee Operating Guidelines***:

- Legislative Services
- Other Staff as required

## **TERM**

The term of the Table is at the discretion of Mayor and Council but is initially assumed to be June 2021 to June 2022 with optional annual extensions of one year. Each member is expected to serve consecutive terms in accordance with applicable employment within the member entity.

## **GOVERNANCE STRUCTURE**

The Mayor will Chair the Table and appoint both Councillors as Alternate Chairs.

The Mayor will initiate a *Call for Agenda Items* 30 days in advance of the quarterly meeting and produce and distribute an Agenda and associated package at least 7 days in advance.

## **OBSERVERS & COMMUNITY SUPPORTS:**

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



## **TERMS OF REFERENCE**

### **NANAIMO MAYOR'S LEADERS' TABLE – WORKING GROUPS**

**(May 2021)**

#### **OVERALL PURPOSE**

The Nanaimo Mayor's Leaders' Table (the "Table") was established consistent with the 2020 Mayor's Task Force on Recovery and Resilience Recommendations, to advise, inform and collaborate across the community to further Nanaimo's opportunities and address challenges. This broad community engagement at the Table, leveraging community-wide resources under the leadership of the City, constructs a forum to align the community strategically for multi-level government capital infrastructure asks, establish a youth attraction and retention strategy, build collaboration across entities, garner timely input, and, create an opportunity for broader implementation of the Doughnut Economics philosophy.

Three initial working groups will be established by the Table for the specific purpose of progressing each of the following:

1. Infrastructure Ask
2. Youth Attraction and Retention
3. Doughnut Economic Philosophy Awareness

#### **ELIGIBILITY FOR WORKING GROUP MEMBERSHIP**

All members of the Table will be eligible to participate on the working group of their choosing with a goal to balance membership approximately 1/3<sup>rd</sup>, 1/3<sup>rd</sup>, and 1/3<sup>rd</sup>. The same individual participating at the Table is the eligible working group member. All Table members are encouraged to join a working group. Participation on the working group can be delegated.

#### **WORKING GROUP MEETING FREQUENCY**

Table meetings will occur quarterly with working group meetings occurring between quarterly meetings. It is anticipated that working group meetings will have a maximum frequency of once per month with a maximum duration of 2 hours. A minimum of one working group meeting should occur between quarterly Table meetings.

The objective for the working group meetings is to progress initiatives. All working groups will elect a Chair voted in by the voluntary members and all meetings must have a Staff liaison present. NOTE: The Chair is expected to have access to non-City resources such as

administrative assistance to convene the working group meetings and appropriate meeting space and supporting technologies.

## **WORKING GROUP CHAIR RESPONSIBILITIES**

The Chair will initiate a *Call for Agenda Items* 10 days in advance of the meeting and produce and distribute an Agenda and associated package at least 3 days in advance. The Chair will be provided with contact information for each of the members, applicable City staff liaison and elected City of Nanaimo officials.

Formal minutes will not be taken, however, it is anticipated that the Chair (or mutually agreed to working group member) will report working group progress at the Table meetings. These reports will form part of the Table agenda quarterly. Note: To facilitate reporting, maintaining an action log or list of informal action items and status would suffice.

Working groups can collectively respond to a *call for Table agenda items* through the Chair or act independently and propose agenda items directly to the Mayor at each call for agenda items. It is anticipated that the Table and working groups will function collaboratively and there will be a mix of working group and individual agenda items.

## **STAFF SUPPORT**

In addition to the CAO, an appointed Staff Liaison will attend all working group meetings.

## **TERM**

The term of the working groups is at the discretion of Mayor and Council but is initially assumed to be June 2021 to June 2022 with optional annual extensions of one year. Each member is expected to serve consecutive terms in accordance with applicable employment within the member entity.