



AGENDA
SPECIAL MAYOR'S LEADERS' TABLE

Friday, September 24, 2021, 9:00 A.M. - 11:00 A.M.
Virtual Meeting

Pages

1. CALL THE MEETING TO ORDER:

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

2. INTRODUCTION OF LATE ITEMS:

3. ADOPTION OF AGENDA:

4. ADOPTION OF MINUTES:

a. Minutes

1 - 8

Minutes of the Special Mayor's Leaders' Table Meeting held virtually on Friday, 2021-JUN-18, at 9:30 a.m.

5. WORKING GROUP REPORTS:

a. Infrastructure Ask

Introduced by Donna Hais, Chair.

b. Doughnut Economic Philosophy

9 - 15

Introduced by Kim Smythe, Chair.

c. Youth Attraction and Retention Strategy

Introduced by Keith Wilson, Chair.

6. OTHER BUSINESS:

a. Member Generated Agenda Items

16 - 20

1. Councillor Armstrong - Attracting physicians to Nanaimo
2. Grace Elliott-Nielsen - Economic development, support for small developers and affordable housing
3. Signy Madden, Kim Smythe, Deborah Hollins
 - What relationship/and or role will the City have ongoing with the non-profit sector (in particular the social service sector) to plan for, curate and push for solutions. How will the City work with the sector to attract maximum provincial, federal and other funding to Nanaimo. (The SPO won't cover all social issues, etc and at this time there is no clarity as to how the sector representatives work with the City/staff roles, etc).
 - Is the City documenting the size of the non-profit contribution to the economy and including that in the Prosperity mandate, economic development planning? [Article and link to article attached].

b. Working Group Membership List

21

[Working Group Membership list attached for information.]

c. Next Meeting Date

The next meeting will be scheduled for Friday, December 3, 2021 from 9:00 am to 11:00 am. The meeting method (Zoom or in person) will be determined closer to the meeting date.

d. Proposed 2022 Meeting Schedule

22

To be introduced by Sheila Gurrie, Director, Legislative Services.

7. ADJOURNMENT:

MINUTES
SPECIAL MAYOR'S LEADERS' TABLE MEETING
VIRTUAL MEETING
FRIDAY, 2021-JUN-18, AT 9:30 A.M.

- Present:** Mayor Krog, Chair
Councillor Armstrong
Councillor Thorpe
Brian Clemens, President, Board of Directors, Port Theatre Nanaimo
Susan Clift, President, John Howard Society
Grace Elliott Nielsen, Tillicum Lelum Aboriginal Friendship Centre
(joined 9:38 a.m.)
Sean Gallagher, Nanaimo Arts Council
Donna Hais, Board Chair, Nanaimo Port Authority
Bruce Halliday, General Manager, Port Theatre
James Hanson, Vice President, Clinical Operations, Island Health
Ben Harrack, Vice President of BC Operations, Save On Foods
Deborah Hollins, Executive Director, Nanaimo Family Life Association
Debra Jacklin, Board President, Nanaimo Art Gallery
Erralyn Joseph, Petroglyph Development Group
Jenn MacPherson, President, Nanaimo/Duncan District Labour
Council (joined 9:35 a.m.)
Signy Madden, Executive Director, United Way
John Manning, Board President, Nanaimo Museum
Charlene McKay, Board Chair, School District 68
Paul Sadler, CEO, Harmac Pacific
Ashwak Sirri, Board Chair, Nanaimo Hospitality Association
Kim Smythe, President and CEO Nanaimo Chamber of Commerce
(joined 9:50 a.m.)
Cory Vanderhorst, Board Chair/President, Innovation Island
Technology Association
Keith Wilson, CAO, Nanaimo Youth Services Association
David Witty, Board Chair, Nanaimo Airport Commission
Chief Wyse, Snuneymuxw First Nation
- Absent:** Tyler Brown, Board Chair, Regional District of Nanaimo
Deborah Saucier, President and Vice Chancellor, Vancouver Island
University
Angelika Valchar, Senior Director, Nanaimo Multi-Cultural Society
- Staff:** J. Rudolph, Chief Administrative Officer
S. Legin, General Manager, Corporate Services
B. Sims, General Manager, Engineering and Public Works
B. Corsan, Director, Community Development
A. Groot, Director, Facility & Parks Operations
L. Bhopalsingh, Manager, Community Planning
F. Farrokhi, Manager, Communications
D. Blackwood, Client Support Specialist
S. Gurrie, Director, Legislative Services
S. Snelgrove, Recording Secretary

1. CALL THE SPECIAL MAYOR'S LEADERS' TABLE MEETING TO ORDER:

The Special Mayor's Leaders' Table Meeting was called to order at 9:34 a.m.

Jenn MacPherson joined the meeting electronically at 9:35 a.m.

- Chief Wyse, Snuneymuxw First Nation (SFN), provided a welcome.

2. PRESENTATIONS:

(a) Mayor's Welcome and Introductions

Mayor Krog advised:

- We are living through a time we haven't seen before and many folks have faced challenges and personal tragedies
- For the past year and a half we haven't been able to connect with one another in person or spend time with family
- In these very trying times there are children who haven't been able to attend school in person; elderly people who are worried about their health and struggling with isolation and loneliness
- The Mayor's Leaders' Table (Table) was formed from the Mayor's Task Force on Recovery and Resilience

Grace Elliott Neilsen joined the meeting electronically at 9:38 a.m.

- The purpose of the Table is to gather leaders in the community who have agreed to come together and want to talk about the future of Nanaimo and move forward in a positive way
- There is a sense now that the community is ready to move forward
- Recognition that residents have much to be grateful for as we live in a modern, liberal democracy with public education, public healthcare and arising out of COVID-19 there is a different and deeper understanding of our interconnectedness and relationships with each other
- Recognized the kinds of work that previously went unnoticed such as delivering health care and delivering essential services
- Recognition of our colonial past at a time when reconciliation must and is on all of our minds
- Due to the strong relationship the City enjoys with SFN there is a positive view of where we are going and where we are headed
- During the last year and a half there was the impression of a dramatic increase in street disorder and homelessness as everyone with access to shelter stayed home
- The City, through the work of the Health and Housing Task Force and provincially through mandate letters to Ministers, is addressing those problems
- The hotel rising behind the Vancouver Island Conference Centre is a symbol of progress, a symbol of where we are going and symbolic as SFN is working in conjunction with developers

- Priorities include working to make sure this part of Vancouver Island gets the much needed hospital
- Expanding the hospitality industry as people can begin to move around again
- Today is about being positive, examining where we have been, where we are and contributions moving forward
- Informed by findings and recommendations, align ourselves to collaborate with government to ask for infrastructure needed in Nanaimo
- Need to establish a working group to develop a plan to address youth attraction and retention
- Need to build collaboration among communities
- Encouraged participants to be candid, vocal and provocative, not afraid to say things that need to be said
- Mayor Krog noted he is confident this group will do good things for the people of Nanaimo and that we are all fortunate to live here and have the positions we do

3. APPROVAL OF THE AGENDA:

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

2. PRESENTATIONS: (continued)

(b) Mayor's Leaders' Table Terms of Reference

Introduced by Shelley Legin, General Manager, Corporate Services. Highlights included:

- There is no "head" of the Table as it is a round table format
- Established to be consistent with Mayor's Task Force on Recovery and Resilience
- The most senior decision makers (CEO, Chairs) are at the Table to bring a collective voice from organizations
- Opportunity to delegate working group participation
- Group represents a cross section of industry, culture, arts, healthcare, education and non-profit

Kim Smythe joined the meeting electronically at 9:50 a.m.

- There will be established quarterly meetings
- The term of the Mayor's Leaders' Table is for one year and expected to be extended annually
- Two alternate councillors sit at the Table
- Non-voting representatives can be invited to attend for topics of shared interest
- Meetings are live-streamed and video recorded

(c) Mayor's Leaders' Table Meeting Procedures and Presentation

Introduced by Sheila Gurrie, Director, Legislative Services. Highlights included:

- Local governments are the creation of the Province and there are laws that must be adhered to in order to be open and transparent
- Laws may seem bureaucratic but the purpose is to build trust with the public and uphold integrity
- Section 141/142 of the *Community Charter* is the legislation that applies to meetings
- There may be a need to go into a closed meeting if discussions are related to relationships, land acquisitions or discussions with other levels of government
- After matters are dealt with in a closed meeting they become public
- Hierarchy and explanation of legislation
- Proceedings outlined in committee operating guidelines
- "Council Procedure Bylaw 2018 No. 7272" covers all aspects of meetings which can be as formal or informal as the Table wishes to make them
- Role of Table members includes preparing for and attending Table meetings, completing tasks assigned by the Table or assigned by working groups and accountability for all actions taken in the name of the Table

(d) Mayor's Leaders' Table Working Group Terms of Reference

Introduced by Shelley Legin, General Manager, Corporate Services. Highlights included:

- The goal of the Table is to get outcomes and progress the work from the Mayor's Task Force on Recovery and Resilience
- The Table will move into three working groups and they may not be the final set of working groups
- Working group format gives more flexibility for workshops and debate
- Working group participation can be delegated
- Three working groups are:
 - "Infrastructure Ask" to determine what infrastructure is needed in Nanaimo and prepare a strategic, coordinated ask of senior levels of government
 - "Youth Attraction and Retention Strategy" to develop a strategy for retention and attraction of youth
 - "Doughnut Economic Philosophy" which is a new framework for making sure growth is conscious, planned, intentional and doesn't have unintentional negative consequences for marginalized groups or the environment
- Based on Staff's presentation each member can make a decision about what working group to move into
- Working groups will meet between quarterly Table meetings and meetings are suggested to be kept to two hours
- During breakout groups select a chair who has resources within their organization to host meetings
- Chair is responsible for making the call for agenda items and putting together an agenda package

- One senior staff member from the City of Nanaimo will participate in working group meetings for support
- Formal minutes are not required and an action log of items is sufficient
- Any Table member can let the Mayor know what they would like to discuss at the next Table meeting
- One delegated person from each working group should report at quarterly meetings to advise what's happening

It was moved and seconded that the Mayor's Leaders' Table approve the Working Group Terms of Reference. The motion carried unanimously.

Presentations:

1. Bill Sims, General Manager, Engineering and Public Works, provided a presentation regarding Infrastructure Ask. Highlights included:
 - Intention for Infrastructure Ask is to build coherence around social and economic recovery from the pandemic
 - The working group will be guided by the question "What does Nanaimo need to thrive?"
 - Come together as community leaders to develop a list of infrastructure projects and then reduce them to 3-5 significant projects that Nanaimo can support to attract the interest of senior levels of government, industry and philanthropic organizations
 - Criteria for projects to be developed by the working group but may include how the entire community can benefit from the ask, can further steps be taken to understand our personal and collective roles in reconciliation and determine what projects could benefit reconciliation efforts
 - Focus on how the projects can build resilience, not only physical for environmental threats, but social and economic for the entire community
 - Encouraging participants to see what sources of funding are available and looking to senior levels of government for grants
 - Goals are to be ready for action, to have something tangible to bring forward that community can support and that can be jointly presented to senior governments
 - Ideally the group would develop basic scope sheets or project descriptions
 - Mayor's Task Force on Recovery and Resilience developed recommendations to use as a starting point
 - Examples of potential projects include development of downtown sites, Nanaimo Port for a logistics hub, hospital as focal point for community, digital connectedness for Vancouver Island University, accelerating investment in the waterfront, transportation hub and technology readiness

2. Lisa Bhopalsingh, Manager, Community Planning, provided a presentation regarding the Doughnut Economic Philosophy. Highlights included:
 - Philosophy is a way of framing what is termed as sustainability and a way of organizing sustainability
 - Doughnut Economic philosophy is reflective of the Brundtland report authored in the 1980s and adopted worldwide which discusses meeting present needs without compromising the ability of future generations to meet their own needs
 - About ensuring we can meet everyone's needs while respecting environmental limits
 - There is an idea that we have an ecological ceiling (outer circle) which is a limit we don't want to push beyond
 - The inner circle represents social foundations that are needed for residents of Nanaimo while ensuring global residents have enough to meet their needs
 - The inner circle contains Council's strategic plan which is framed within the theory and is grounded in social development goals
 - Ideally, if we successfully meet everyone's needs within the environmental limit, everyone thrives
 - Foundational elements are thinking and acting locally and globally while considering how our actions impact the local, national and global community, economy, and environment
 - This philosophy has been incorporated into the REIMAGINE Nanaimo strategic planning process which is moving into phase 2 "Get Involved"
 - Table encouraged to provide feedback on how we apply different elements of sustainability
 - Evolve versus grow as a way to frame how we can thrive
 - A way to start thinking about your actions within your organizations that affect us locally, regionally and nationally
3. Bill Corsan, Director, Community Development, provided a presentation regarding Youth Attraction and Retention Strategy. Highlights included:
 - Last year the Economic Development Strategy was updated, a taskforce established and analysis took place to understand the current state of the economy and challenges faced
 - Key issue from the analysis was youth attraction and retention
 - Statistics show Nanaimo has a "missing middle" of youth
 - Examples of areas to focus on could include:
 - Courses offered by Vancouver Island University (VIU)
 - Determining what skills are desirable in the business community
 - How to retain younger people in the community
 - Having employment available so people stay in Nanaimo after graduating from VIU
 - There may be some overlap with other working groups such as Infrastructure Ask
 - Connected Coast initiative and providing high speed fibre internet through Telus

- Led by Richard Harding, General Manager, Parks, Recreation and Culture, the group will identify strategy and actions to take to retain and attract youth

(e) Zoom Breakout Rooms – 15 Minutes

Introduced by Shelley Legin, General Manager, Corporate Services. Highlights included:

- Members invited to join the breakout room that interests them, during breakout have a discussion to identify the chair and determine the working group's next meeting date, time and place
- Goal of working groups are to attain outcomes

The Mayor's Leaders' Table divided themselves into the following breakout rooms for discussion and determination of the deliverables.

1. Doughnut Economic Philosophy, next meeting to be determined
 - Kim Smythe, Chair
 - Bruce Halliday
 - Deborah Hollins
 - Erralyn Joseph
 - Signy Madden
 - Susan Clift
2. Infrastructure Ask, next meeting in July
 - Donna Hais, Chair
 - Councillor Thorpe
 - Ashwak Sirri
 - Brian Clemens
 - Charlene McKay
 - Dave Witty
 - Debra Jacklin
 - Grace Elliott Neilsen
 - James Hanson
 - John Manning
 - Sean Gallagher
3. Youth Attraction and Retention Strategy, next meeting July 16, 2021
 - Keith Wilson, Chair
 - Mayor Krog
 - Councillor Armstrong
 - Ben Harrack
 - Cory Vanderhorst
 - Jenn MacPherson
 - Mike Wyse
 - Paul Sadler

(f) Closing Remarks

Jake Rudolph, Chief Administrative Officer, advised:

- There are lots of ideas and possibilities and potentially a lack of clarity on how to move forward and come together; therefore, staff will facilitate
- Conversations are harder to have online and looking forward to getting together in person
- Timing of this Table meeting aligns with the provincial reopening plan
- This effort is about recovery not response and now we are in recovery mode
- Most things are structural and won't happen overnight
- The City is the facilitator and each member of the Table is a leader coming out of this process with one voice as a community
- Translate potential into action and results

Mayor Krog advised:

- Expressed appreciation to the Chief Administrative Officer for taking on the role and helping turn the City around at a time when it's reputation was low
- Thanked all for participating and noted that membership is limited to the most senior member of each organization and if a group needs to be included to advise the Mayor
- This group is comprised of people who care and are prepared to give up time for the City

4. OTHER BUSINESS:

(a) Next Meeting Date

The next scheduled meeting date for the Mayor's Leaders' Table is Friday, September 24, 2021, 9:00–11:00 a.m. and the meeting method is to be determined.

5. ADJOURNMENT:

It was moved and seconded at 10:56 a.m. that the meeting adjourn. The motion carried unanimously.

CHAIR

CERTIFIED CORRECT:

CORPORATE OFFICER

Opportunities and Perspectives
Doughnut Economics Philosophy – Working Group
Mayor's Leaders' Table
(September 24, 2021)

"The eagle overlooks Jack's Point, and will tell us when the salmon are coming", he says. "When the bear roars, we know to get ready for the salmon. The killer whale is our protector at sea. And the woman is an ancestor telling us to take care of the land, and each other." Brown laughs ruefully as he adds, "But we don't listen." Noel Brown

Source: Welcoming pole recentres Snuneymuxw village at Nanaimo waterfront

<https://thediscourse.ca/nanaimo/snuneymuxw-welcoming-pole-maffeo-sutton>

Opportunities and Perspectives

Doughnut Economics Philosophy – Working Group

Mayor's Leaders' Table

INTRODUCTION

The Doughnut Economics Philosophy Working Group convened meetings in July/August to discuss the questions identified below. Members of the Working Group articulated perspectives and described opportunities to further develop, align with, and implement the Doughnut Economics Philosophy. This document is a synopsis of that dialogue and contains key messages for further discussion at the Mayor's Leaders' Table.

Q. What would it look like for your community or organization to align more fully with doughnut aspirations?

	<p>Reflecting on the social foundation of the Doughnut Economic Philosophy (DEP) model, organizations could revisit mission, vision, values, programing, supports, community partnerships in context of the DEP foundation and more fully align these statements.</p> <p>As social agencies, work within mandates and funding to ensure that the basic needs of our clients identified in the inside of the doughnut are met; food, shelter etc.</p> <p>The word peace is in the inside of the doughnut but that word does not traditionally include safety – public safety might be a more appropriate aspiration.</p> <p>Much of what is contemplated in the inside of the doughnut devolves to issues of exclusion vs inclusion, or inequality vs equity. “Societies can be deeply damaged by income inequality” said Kate Raworth, and the DEP posits social stability as the foundation to prosperity. Yet, from a community perspective, Nanaimo has a cohort in the community whose social exclusion is evident due to their unhoused status, whose networks are minimal or non-existent and for whom the basics of life are often insecure or entirely absent – given Kate’s statement, the larger this group gets the less secure our social foundation becomes. To realize the aspirations of the DEP, our societal values related to substance use and mental illness need to change as they are key contributors to social instability. Our community will need a significant shift in how we view these topics and how we include the marginalised in our community life.</p> <p>Addressing the ecological ceiling of the model requires education. For Nanaimo, a good places to start are:</p> <ul style="list-style-type: none">➤ education (environmental sciences) on protection of local eco-forestry and bio-sphere though a partnership with organizations like the Eco-Forestry Institute Society➤ more programming in partnerships with other organizations can be developed to educate members of the society on recycling/restoring, environmental degradation, and conservation of natural resources eg Synergy Foundation.
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	<ul style="list-style-type: none"> ➤ place more emphasis on the environmental impact of operations; reducing waste, improving the energy performance of buildings and reducing carbon emissions from fleets ➤ through education, hands-on experience and awareness, Nanaimo residents will all speak with more clarity of our commitment to the these issues and of our unity around a better tomorrow <p>Overall: Where identified, develop more impactful policies and actions toward outcomes beyond organizational mandate (aligned with DEP) and gain approval from governance.</p>
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Q. How can we engage the community, businesses, partnering organizations and First Nations in the development of the City's ambitions as a doughnut community?

	<p>Although we have made great strides, we have missed some opportunities, as a City, to engage specifically First Nations people as we attempt to work within a reconciliation environment that prioritizes the experiences of Indigenous peoples. So the first order of business should be to reach out. That means asking the Nations whose land we live, work and play on, what their view of the DEP is...how does it speak to and reinforce their traditional values and practices? (Note: In New Zealand the doughnut economy model was recreated in collaboration with members of the Indigenous (Maori) Maya Roy people of that country. The result was a model that embodied the wisdom of the Ancestral people, aligned with the needs of the modern world. The central question was: what is the role of Indigenous people in the circular economy?)</p> <p>For the broader community, business and partnering organizations, it is recommended that engagement occur through various means; talking circles, presentations, and idea café's. Providing various opportunities to fully flesh out the model and the ways in which to engage with it and be part of it would be crucial. Finding ways to include new input so that a finalized model is not the outcome, but an evolving process that can continually grow in inclusiveness.</p> <p>SFN are one owner of the Nanaimo Prosperity Corporation and should continue to play a lead role in developing the local economy. Invite input and empower. Work with local First Nations to support Indigenous entrepreneurialism, startups and social enterprise providing opportunities to work within the DEP.</p> <p>Specific reference to youth. How do you invite youth to the conversation? Opportunity to have a youth voice to learn and promote the doughnut economic philosophy.</p> <p>Communicate to stakeholders and the public how and why DEP-related decisions might have changed from prior times and how consideration of the DEP model modifies how we think about the work we do.</p> <p>Set examples by aligning and implementing the DEP model.</p>
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Q. How can the city's DEP model support and incorporate Truth & Reconciliation?

	<p>How do we ask/engage with First Nations to understand what their priorities are?</p> <p>Providing supports and funding for increasing business opportunities for Indigenous community.</p> <p>Partnering with Indigenous group to provide education to general public on history of local First Nations groups via e.g. cultural nights evening, cultural tours, cultural sports games events, written historical guides for newly arrived members of our community, and more presence on the social media.</p> <p>Increased communications throughout the community around values. Taking a strong stance publically on what is acceptable and what is not.</p> <p>Develop public joint infrastructure projects that celebrate our Indigenous population and celebrate working together.</p> <p>Consider:</p> <ul style="list-style-type: none">➤ Social equity is a key issue; traditionally the First Nations are not treated equally, nor do they have access to the same opportunities as the non indigenous population. On a pragmatic level this subordinate position is reflected and reinforced by our place names.➤ Income and work; opportunity to explore increased employment opportunities for First Nations within the City of Nanaimo and other public sector agencies.➤ Housing – the disparities in the quality of housing are clear; elders in our community have a tougher time finding housing stock to rent, and have been historically excluded from the mainstream economy to an extent that home ownership is not an option. Culturally appropriate and affordable housing must continue to be a priority.➤ Peace and Justice; Indigenous offenders are over represented in the criminal justice system (30%) and partly arises from judicial responses to offending behaviours. While most of the laws are outside the City's jurisdiction achieving the community's aspirations around reconciliation will require different thinking about why specific laws are created (municipal Bylaws), and on what basis should they be created going forward.
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Q. How can the City support the community, businesses, and partnering organizations in adopting doughnut economy principles and values into their own work?

	<p>Investing and supporting local businesses working towards Food sustainability, water and forest preservation, air quality improvements, recycling and reusing facilities etc.</p> <p>The City take a leadership role in celebrating achievements/actions aligned with the DEP, in a similar fashion to the Cultural Awards – for example: expand business awards to celebrate social foundation progress and ecological ceiling considerations.</p> <p>Establishing ethical standards not only based on specific professions but on the planetary boundaries.</p> <p>Developing policies on diversity and inclusion to create welcoming and inviting community that can be shared among all business partners and community organizations.</p>
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Q. What Strategies should the City consider in pursuing its goals? What are the priorities? Where are gaps? What opportunities exist?

	<p>Strategies:</p> <ul style="list-style-type: none"> ➤ improved communication with City citizens through various means, reflections/reporting on city progress and achievements, vision sharing, tasks groups, and community engagements, etc. Inclusion of DEP Decision Making Framework in staff reports. ➤ Direct statement about growth, and a new way of looking at growth and development. The ‘wellbeing’ economy. Defining the metrics for success of growth. ➤ the City should undertake an evaluation of its practices and legislative framework with a post-modern lens; what are the implicit biases embedded in what is done? ➤ instill knowledge, awareness of goals, and integrated thinking among the shareholders, directors, employees and contractors of the future Nanaimo Prosperity Corporation (NPC) about the role of that organization and those individuals in incorporating DEP thinking in their goals and mission. Direct the NPC to seek out business and industry that align with the doughnut economy and attract these unique businesses to be part of our progressive community. ➤ understand that all social issues have a distinct connection with the economy. <i>You simply can’t have a healthy economy – no matter what the model is – if you don’t have a healthy community.</i> Everyone needs to continue to advocate to senior levels of government to provide the funding and resources necessary, across ministries, to provide relief to those on the street and opportunities for them to be helped. ➤ have key City staff representing various City departments be part of the steps forward, partnering with community organizations to engage in learning opportunities, and to assess on a departmental level, how to best engage in developing the DEP model
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	<ul style="list-style-type: none"> ➤ the City needs to maintain a heightened profile for this ‘aim’ in its communications with citizens so it doesn’t get passed off as ‘flavour of the day’ thinking. Point to examples in work on the ground, highlight community partners in their actions, and seek out new stakeholders in our growth to a doughnut economy. <p>Priorities:</p> <ul style="list-style-type: none"> ➤ the priorities need to be the inner circle; the social foundations as local government has a lot more control over the influencing factors in this area than they do over the global climate or macro- economic policy ➤ increased diversification of the economy; labour market opportunities – business and work, retention of workers, young people, students, creating a welcoming and diverse community, improve health and social condition for many vulnerable residents, and provide educational opportunities for young people <p>Gaps:</p> <ul style="list-style-type: none"> ➤ better collaboration and understanding among stakeholders of their services, business, etc. ➤ challenging the status quo - joint events/ symposiums...these need to be frequent and regular at the beginning to build momentum <p>Opportunities:</p> <ul style="list-style-type: none"> ➤ exist in supporting local business and development of local business to integrate the DEP into a startup and/or operations ➤ ‘there is nothing but opportunity. Over the past years and in particular, through the pandemic much clarity has come out around inequities and abuses in our society. This is the time for bold action...a time to show that we truly mean it. Let us seize the day...Carpe Diem! ➤ use of the public realm to achieve some of our goals; privileging the car over all else has come at an ecological cost; there is an enormous road network facilitating urban sprawl, perhaps the road network could be transformed to serve the ideas of social inclusion or environmental renewal as well ➤ Consider: some citizens of Nanaimo look at the homeless as a source of shame for the community. What is not heard enough is, “what have we done as a community that has caused this?” or “how can I as a taxpayer fund programs that are not currently available to the mentally ill, homeless or addicted?” What is behind unhelpful attitudes is the assigning of crime, poverty and addiction to some sort of moral failing. ➤ Also consider: the City may not be the public body that directly funds programs needed, but the City can be very vocal and strongly advocate for them. This sends a strong signal to program funders that the City of Nanaimo is willing to work with partners to address social issues within the DEP.
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Q. How would your organization like to be engaged?

	<p>Non-profits can play an important role to build a more caring and just economy - Help non-profits to model practices, work with community leaders to provide space for conversations, presentations on community led ideas and alternatives.</p> <p>Create a funding model to assist local organizations use public facilities for projects / conversations that align with and move forward our efforts.</p> <p>Exploring financial and community partnerships that would increase staff of non-profits of all sizes to have adequate healthcare coverage and insurance coverage, as one example.</p> <p>Exploring cooperative social enterprise to model creative and compassionate fundraising that is not based on competition but is more equitable. (Currently, there are a couple of large and well-known organizations that get a lot of public attention for fundraising, leaving smaller non-profits scrambling for smaller amounts.)</p> <p>Contribute energy to a continuing committee or task force of local economic stakeholders to maintain conversation, interest and awareness of the ongoing efforts to pursue practices of a DEP and incorporate a periodic communications campaign to talk on the subject, and perhaps host lunch and learns or similar educational events (Nanaimo Chamber).</p> <p>Doughnut Economic Coalition (Amsterdam) – what lessons could be transferred to Nanaimo? Force outside of City Hall driving the DEP Framework.</p>
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Agenda Item 6 a – Member Generated Agenda Items

Link to article provided by Signy Madden, Kim Smythe and Deborah Hollins

https://charityvillage.com/municipal_nonprofit_partnerships_the_future_is_now/

MUNICIPAL-NONPROFIT PARTNERSHIPS: THE FUTURE IS NOW

About this article+



Contemplating entering into partnership with a government body is something that can send shivers down the spines of executive-level staff at nonprofits and charities. Fear of being controlled by bureaucrats, losing your organization’s sense of mission, and being beholden to those less able to comprehend the realities of a particular client base being served are all potential pitfalls.

But sometimes appearances can be deceiving and approaching a government – municipalities for the purpose of this article – can result in pleasant surprises, if you do it right, that is.

“Y” you should consider it

The [National Capital YMCA-YWCA](#) in Ottawa is a case in point. Though Y’s across the country have the advantage of a long history of serving communities with proven results, the fact remains they too have to rely on essential partnering with their municipalities to expand and improve on their operations.

Tony Pacheco, president and CEO of the [Metro Central Y](#), told **CharityVillage** that it’s crucial for sector organizations to understand there are tangible benefits to engaging with municipalities. For his organization, the advantages come in two main areas: first, on a programmatic level and second, with respect to facilities.

“It’s a mutual benefit. First and foremost, we’re able to take our mission into new communities where it would not be possible without the partnership of the municipality because of the cost of delivering the facilities,” he said. “From programmatic and capital points of view [the city’s] investment in us also allows us to develop programs in order to drive the mission. [In one municipality] we were able to build about a \$12 to \$14-million facility. Our part in that is we equip that facility and operate it. The benefit to the city is that it gets a proven, effective operator in that community. Our benefits are numerous: we get into the community and expand on our mission, which is what we’re really all about as a charity. It’s more about mission than financial bottom line.”

Over in Toronto, **Christopher Hilkene**, president of Ontario’s [Clean Water Foundation](#), concurs with Pacheco on the benefits of hooking up with a city and all it can provide. With respect to the [City of Toronto](#)’s funding of his foundation’s environmental publication, *Water Smart*, Hilkene guesses that

without the money from the city, his message would have much less reach. “Toronto’s financial contribution to our work is modest in terms of our overall budget, but their contribution to our actual publishing budget is significant. I think it would be terribly unlikely that we would produce the publications we do without their support,” Hilkené said. “We certainly would not have the reach or impact that we do without their involvement. The city has been willing to give us money for things that are often more difficult to get due to competition. As a result we’ve been able to reach mass audiences well beyond the city of Toronto because of that budget. A lot of other municipalities will make use of our publications and we can provide them for free. So the City of Toronto may pay us, but other regions like Peel and Durham will ask us for thousands of copies. We had a call from Medicine Hat, Alberta, not too long ago, wondering if we could rebrand the publication for them.”

For their part, municipalities increasingly view these partnerships as a winning formula as well.

The city view

Though the [Association of Municipalities of Ontario \(AMO\)](#) was unable to answer specifically about how its members viewed municipal-nonprofit scenarios – the subject falls outside the AMO’s mandate and is not an area it “has expertise in,” according to an association spokesperson – it’s clear from the above examples that cities in the province, and indeed across the country, have a stake in fostering these relationships as well.

Andrew Pask, social policy analyst with the [City of Vancouver’s Social Policy and Research Department](#), said that his municipality takes municipal-nonprofit initiatives very seriously. While Vancouver maintains a number of granting mechanisms for nonprofits and charities to access, it also wants to ensure a continuity of coverage for its citizens.

“In addition to grants, the city regularly partners with nonprofits in the course of dealing with priority social issues, sometimes through ‘policy tables’ (e.g. seniors’ issues), sometimes through collaborative events (e.g. National Aboriginal Day), sometimes through project-specific RFPs (e.g. city hall’s community garden is managed by an NPO), sometimes through advisory committees (the city has a number of arms-length advisory bodies and members of these often have organizational affiliations), and so on. The city also supports some social enterprise activities, including neighbourhood sanitation projects [and] the provision of space in city buildings for nonprofit use,” among others, Pask said.

Jenny Kain, a policy and research planner with the [City of Edmonton](#), also stressed her municipality’s priority to engage with nonprofits and partner with them on multiple services and projects. “In looking to further the quality of life for our community...we’re sometimes a partner, other times a collaborator,” she said. “We administer funding to nonprofits and in 2008 launched the [Edmonton Social Enterprise Fund](#),” which has a goal of “securing a capital pool” to invest in charities and nonprofits.

Kain added that the City of Edmonton, among other nonprofit topics, is also now updating its policy C187 – last updated in 1981 – about entering into agreements with nonprofits who vie to oversee “the development, operation or maintenance of parkland and recreation facilities.”

But how do sector organizations go about approaching the cities?

You can’t fight city hall, and you needn’t

Pask suggests that nonprofits and charities wanting to schedule a meeting with municipal staff need to understand the lay of the land before making a pass at city hall. And if you're walking in blind, it's likely you won't be meeting anyone in person. He has some advice for executive directors and heads of organizations thinking about this move.

"Since there are often a number of organizations working on a particular issue, it's always helpful for newer nonprofits to do an environmental scan to determine whether or not there are any other projects of a similar nature currently being undertaken. In this regard, the city encourages collaboration between different agencies," Pask said. "Because of limited resources, it's often difficult for the city to assist with pre-planning work on projects. So if a nonprofit is in the early stages of developing a proposal it should consider formalizing the project first so that it is able to present something that is well thought out, reflective of a good assessment of the issue at hand, key actors and stakeholders, etc."

Which isn't to say that the city can't help with "brainstorming ideas," he said. But nonprofit organization heads should respect that city staff's time for "that sort of thing can be at a premium. Best to do your homework first."

Finally, Pask counsels organizations to review their municipalities' websites to determine which department and/or staff person would be "most relevant" to the project in question. "If that doesn't work, the city's 311 operators should be able to assist."

Both Hilkené and Pacheco view it much the same way and advise their colleagues and readers to make sure they have their ducks in a row before any attempt at enlisting a municipality's financial help is made.

Hilkené lays out a four-point checklist to review before meeting with city officials.

1. Know who you're going to speak with, what they do, and what they're interested in.
2. Go in genuinely wanting to help the city deliver on their objectives through the work that you do. "I don't find going in and telling [municipalities] what you do and what you want to be effective strategy. If you go in and say, 'Our understanding is that this is what you're trying to accomplish and this is where we feel we can make a contribution,' and quantify it – that's a valuable provision."
3. Have some idea of how what you'll be doing is going to impact the municipality.
4. For municipalities and all government levels, it's critical not to go in wearing your typical "environmental hat" of wanting to be critical and tell them how to do it better. "You may still tell them that, but it's about how to deliver that message. Usually [talking about] efficiency and effectiveness is the context I come and talk to people on."

Additionally, he insists patience and hard work go a long way to cementing a successful relationship with a city, especially if there's already synergy between your organization and theirs.

Follow the synergizer bunny

According to Hilkené, the Clean Water Foundation is "about outreach and engagement. We target citizens and consumers – two different people with the same bodies. In going after consumers, we look at them to make choices in terms of smarter product purchases. The City of Toronto, when we first got

together (in 2004), was developing rebates for certain water-efficient products and technologies for the home. So it just made very good sense for us. They were taking a market approach to making efficient technologies comparable in price, and in our consumer engagement that's what we're trying to [advocate], to make the environmentally friendly choice an easier option. So it made a lot of sense to be working with the city, because they were in the same mind-state.

"We took a social marketing approach. And we were talking about a lot of things with the city to try and measure success. But it became quite clear in those early discussions that there was this synergy in terms of 'how do we get to the market and get people to purchase these products?' That's been the core of our relationship."

After a couple of years, Hilkené said the relationship with the city had "fully blossomed" and it's now at the point where his organization and the municipality can "anticipate each other's needs, and I find I don't need to always be there in person and do that 'rapport' stuff anymore."

For his part, Pacheco still likes to make the rounds and maintain a personal touch with staffers in Ottawa, although he said he does delegate this duty to some of his staff, who liaise with different departmental staff than he does in the capital region.

"We've identified the municipality as a strategic partner in our mission going forward," Pacheco said, adding that his advice to nonprofits wanting to approach municipalities begins with one word: research.

"It all starts with research, research and more research at the beginning. That includes knowing [your] partner well, their mission and your mission, and what the overlap is. That's first – understanding that it's a mutual [deal], how you help the municipalities achieve their mission and how they can help you achieve yours," he said. "Once that's done, it's about relationships. It's about meeting with [municipal] staff, first and foremost. Once there's an understanding at that level, it gives you an opportunity to talk to the politicians about your mission, explain how we can better serve communities together, and how we can look at projects that come out of it. It may simply be an alliance around community issues out there, or a programmatic partnership that has tangible benefits for both partners. Or it can be an infrastructure project. There's a variety [of results] and they all have value."

Get informed, get results

Though not an official part of his role or mandate, Pacheco said he is always open to giving advice to colleagues in the sector on how best to get the most out of municipal partnerships.

"Like all charities, we share. So if our partners ask for advice, we provide advice. But we don't package it or solicit it. There are many Y's and charities that have been successful [at partnering with municipalities] and I believe they would share advice. That's the spirit you'll generally find in the sector. That's what makes the third sector so neat, I think," he said. "It behooves a charity to present something [to the municipality] that has mutual benefit in it. Once the municipalities see the benefit, they're wonderful partners."

Just make sure you do a good job once you have the city's ear...or more importantly, its cash, Hilkené advises.

"It does take time to build a relationship and build trust in your capabilities and [prove] you're an honest broker."

Checklist for meeting with city officials

1. Know who you're going to speak with, what they do, and what they're interested in.
2. Go in genuinely wanting to help the city deliver on their objectives through the work that you do.
3. Have some idea of how what you'll be doing is going to impact the municipality.
4. For municipalities and all government levels, it's critical not to go in wearing your typical "environmental hat" of wanting to be critical and tell them how to do it better.

Andy Levy-Ajzenkopf is president of [WordLaunch](#) professional writing services in Toronto. He can be reached at andy@wordlaunch.com.

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Mayor's Leaders' Table Working Groups

Doughnut Economic Philosophy

1. Kim Smythe, Chair
2. Mikaela Torres
3. Bruce Halliday
4. Deborah Hollins
5. Erralyn Joseph
6. Signy Madden
7. Susan Clift

Infrastructure Ask

1. Donna Hais, Chair
2. Councillor Thorpe
3. Ashwak Sirri
4. Brian Clemens
5. Charlene McKay
6. Dave Witty
7. Debra Jacklin
8. Grace Elliott Neilsen
9. James Hanson
10. John Manning
11. Sean Gallagher
12. Tyler Brown

Youth Attraction and Retention Strategy

1. Keith Wilson, Chair
2. Mayor Krog
3. Councillor Armstrong
4. Ben Harrack
5. Cory Vanderhorst
6. Jenn MacPherson
7. Mike Wyse
8. Paul Sadler

Not in a group:

- Heather Kelm, Executive Director, Nanaimo Foodshare
- Deborah Saucier, President and Vice Chancellor, Vancouver Island University

City of Nanaimo

**MAYOR'S LEADERS' TABLE
KEY DATE CALENDAR – 2022**

Committee meetings are held in the Boardroom on the first floor of the Service and Resource Centre at 411 Dunsmuir Street unless otherwise stated. Meetings may be held electronically or in-person and will be determined closer to the meeting dates.

Committee	Start Time	End Time	Day of the Month
Mayor's Leaders' Table	9:00 a.m.	11:00 a.m.	Friday

March 4..... Mayor's Leaders' Table

June 10..... Mayor's Leaders' Table

No August Meetings

September 5..... Labour Day

September 9..... Mayor's Leaders' Table