



AGENDA
SPECIAL MAYOR'S LEADERS' TABLE

Friday, May 16, 2025, 8:30 a.m. - 10:30 a.m.
Boardroom, Service and Resource Centre
411 Dunsmuir Street, Nanaimo, BC

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 - 6

Minutes of the Mayor's Leaders' Table Meeting held in the Boardroom, Service and Resource Centre, 411 Dunsmuir Street, Nanaimo, BC, on Friday, 2025-MAR-21 at 8:30 a.m.

5. AGENDA ITEMS:

a. Coordinated Strategic Planning for Nanaimo's Key Institutions - Discussion Continued from 2025-MAR-21 Meeting

7

To be introduced by Donna Hais, Member, Mayor's Leaders' Table.

b. Charter Definition and Potential Application in Nanaimo

8 - 10

To be introduced by Dave Witty, Member, Mayor's Leaders' Table.

c. Work Plan to Develop a Charter

11 - 15

To be introduced by Donna Hais, Member, Mayor's Leaders' Table.

Presentation:

1. Colin Stansfield, Chief Executive Officer, Nanaimo Prosperity Corporation

d. Roundtable Discussion

6. OTHER BUSINESS:

a. Next Meeting Date

The next scheduled meeting date for the Mayor's Leaders' Table is Friday,
2025-JUL-04.

7. ADJOURNMENT:



MINUTES

MAYOR'S LEADERS' TABLE MEETING

Friday, March 21, 2025, 8:30 a.m.
Boardroom, Service and Resource Centre
411 Dunsmuir Street, Nanaimo, BC

- Present:** Mayor L. Krog, Chair
Donna Hais, Chair of Board of Nanaimo Port Authority
Erralyn Joseph, Councillor, and Assistant Negotiator, for
Snuneymuxw First Nation* (joined at 8:49 a.m.)
Bob Moss, Partner, Tectonica Management
Dave Witty, Past Chair Nanaimo Airport Commission
- Absent:** Richard Horbachewski, Chief Advancement Officer and AVP
External Relations, Vancouver Island University
Mark Walsh, Secretary-Treasurer, Nanaimo Ladysmith Public
School District 68
- Staff:** B. Sims, General Manager, Engineering and Public Works
N. Vracar, Deputy Corporate Officer
K. Lundgren, Zoom Moderator
J. Vanderhoef, Recording Secretary

1. CALL THE MEETING TO ORDER:

The Mayor's Leaders' Table (the Table) Meeting was called to order at 8:30 a.m.

2. INTRODUCTION OF LATE ITEMS:

- (a) Add new Agenda Item 6(a) Discussion re: Potential City Position, Director of Housing, and reorder subsequent agenda items.

3. ADOPTION OF AGENDA:

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

* Denotes electronic meeting participation as authorized by "Council Procedure Bylaw 2018 No. 7272"

4. ADOPTION OF MINUTES:

It was moved and seconded that the minutes of the Mayor's Leaders' Table Meeting held in the Boardroom, Service and Resource Centre, 411 Dunsmuir Street, Nanaimo, BC, on Friday, 2024-DEC-13, at 8:33 a.m. be adopted. The motion carried unanimously.

5. AGENDA ITEMS:

(a) Coordinated Strategic Planning for Nanaimo's Key Institutions

Donna Hais, Member, Mayor's Leaders' Table, reviewed the diagram titled "Who is Nanaimo" (the diagram) included in the agenda package and noted the following:

- There is no clear definition, or identity, within the community about "who is Nanaimo" or what the goals are and there is a need to build social licence to create community buy-in and ownership
- That the Port of Honolulu refers to itself as a hub and how Nanaimo is also a hub with similar attributes and unique qualities which cannot be found in other local municipalities
- The Port of Nanaimo has the greatest potential for growth and impact on gross domestic product (GDP) of any port in Canada
- The contributions of various organizations listed on the diagram and how they impact the community. Highlights included:
 - The Nanaimo Port Authority is involved in supply chain and transportation which can provide opportunities for food security through its logistics hub and provides enhanced transportation options over and above ferry services which could increase the opportunities for businesses to relocate
 - Vancouver Island University (VIU) provides business programs to grow the local businesses sector
 - The Nanaimo Airport is enthusiastic to join the discussion and share their new Master Plan. They are directly tied to transportation and tourism
 - The Nanaimo General Hospital (the Hospital) is a tertiary hospital; therefore, it is tied to VIU. There is a desire to work with VIU towards a cancer technician training program. Noted ongoing discussions with the City regarding the potential for family doctor facilities in the proposed South End Community Centre
 - School District 68 (SD68) is conducting innovative partnerships with Island Health through the hospital campus

to create daycare seats which was previously identified as a deterrent in attracting new doctors to Nanaimo

- The Nanaimo Chamber of Commerce is planning to propose policy during the upcoming BC Chamber Annual General Meeting and Conference regarding federal funding that is now available to provinces to create health care solutions, and will also be spearheading discussions regarding establishing a Provincial “Port First Policy”
- The City is involved in the housing conversations impacting the community (in collaboration with the Nanaimo Systems Planning Organization (SPO)) and is collaborating with community groups regarding the proposed South End Community Centre
- Snuneymuxw First Nation (SFN) are working on several projects and expressed a desire to hear from the Nation regarding their ongoing and upcoming initiatives
- A desire for a cohesive voice to represent both the not-for-profit sector and the Arts and Culture sector to more cohesively align them with the overall diagram

Donna Hais, Member, Mayor's Leaders' Table, outlined the desired next steps:

- Filling in gaps and adding organizations not yet included in the diagram
- Putting forward a motion to Council seeking their support for the process of coordinating a strategic plan (including how it will be funded)
- Delegating an organization like the Nanaimo Prosperity Corporation (NPC) to work with the Mayor's Leaders' Table, and City staff, to prepare a draft strategic plan (or charter) outlining steps for implementation

Erralyn Joseph, Member, Mayor's Leaders' Table, joined the meeting electronically at 8:49 a.m.

Table discussion took place regarding the preference for a charter versus a strategic plan to empower action. A charter would outline who we are as a community and what our goals are. The document would be signed by all the collaborating organizations and stakeholders.

Dave Witty, Member, Mayor's Leaders' Table, offered to find examples of charters from other Cities to share with members of the Table.

Presentation:

1. Colin Stansfield, Chief Executive Officer, Nanaimo Prosperity Corporation, provided an on-screen presentation. Highlights included:
 - The importance of connectivity and working in collaboration to present a unified vision to higher levels of government
 - Taking advantage of current opportunities for resource optimization and enhanced competitiveness
 - The NPC has the capacity to take on drafting a strategic plan/charter initiative and suggested a "living systems" approach

Table discussion took place regarding capitalizing on current opportunities through a coordinated effort and it was requested that Petroglyph Development Group be added to the diagram noting their connections to transportation, trade, tourism, hospitality and other sectors.

(b) Review and Discussion of Mid-Island Strategic Vision (Charter)

Bill Sims, General Manager, Engineering and Public Works, provided an overview of the handouts provided in the agenda package and advised that Staff had collected publicly available documents from organizations discussed during the previous Table meeting and summarized that information into one document as a starting point for discussion. They noted the coherence that already exists between organizations and identified the following common themes: sustainability, environmental responsibility, community well being and inclusivity, economic development and innovation, collaboration and partnership, reconciliation and cultural respect.

Table discussion took place. Highlights included:

- The evolution of the Mayor's Leaders' Table and how its current role could bring previous pieces (e.g. Relmagine Nanaimo) together to implement a strategic plan (or charter) for the community
- It was considered too early to determine a mission statement at this stage
- It was requested that the Table provide suggestions to complete the diagram discussed earlier in the meeting

- Feedback from Table members will be provided to Donna Hais, Member, Mayor's Leaders' Table, to forward to Colin Stansfield, Chief Executive Officer, Nanaimo Prosperity Corporation, to update the diagram

Table discussion continued regarding the need to gather more input and gain a better understanding of the potential framework for a charter before presenting the concept to Council. A desire was expressed to have a charter completed and signed by the end of 2025.

6. OTHER BUSINESS:

(a) Discussion re: Potential City Position, Director of Housing

Bob Moss, Member, Mayor's Leaders' Table, put forward a suggestion that the City consider establishing a new Director of Housing position to identify specific housing projects and initiatives that need to be moved forward. The proposed position would work with community members and lobby other levels of government for support.

Table discussion took place. Highlights included:

- Comparable work that is currently being done by senior City Staff
- Concerns regarding the cost associated with creating a new position and public perception/opposition to further taxation and spending
- The City is seeing a reduction in the number of building permits being issued
- The Vancouver Sun reported that the Provincial Government is considering abandoning one aspect of their 2023 housing plan "Homes for People" related to incentives to build secondary suites due to a lack of interest and concern from landlords around dealing with challenging tenants
- It was noted that in Europe many countries provide different types of government housing, whereas, in Canada the Federal Government stopped providing social housing in the 1990s
- The City may need to consider creative ways to fund the proposed position such as redirecting financial resources or seeking funding from the Province
- The importance of creating impactful jobs in the community to increase the mean income for individuals struggling to make ends meet and how the lack of housing infrastructure is deterring businesses from moving to Nanaimo

- Asking Dale Lindsay, Chief Administrative Officer, and/or Jeremy Holm, Director, Planning and Development, to explain what is currently in place to avoid duplication of efforts
- The Nation has found that it requires a substantial number of resources to see change within a lifetime and the Nation is struggling to catch up with the number of housing requests it receives. SFN has signed a Memorandum of Understanding (MOU) with BC Housing and is working with the City and BC Housing on several housing initiatives
- Petroglyph Development Group is working with VIU to develop a land use concept and preliminary feasibility ideas for upwards of 5,000 units on the SFN territory commonly referred to as the “DND” lands; however, major infrastructure is required to move that initiative forward

(b) Next Meeting Date

The next scheduled meeting date for the Mayor's Leaders' Table is 2025-MAY-16.

7. ADJOURNMENT:

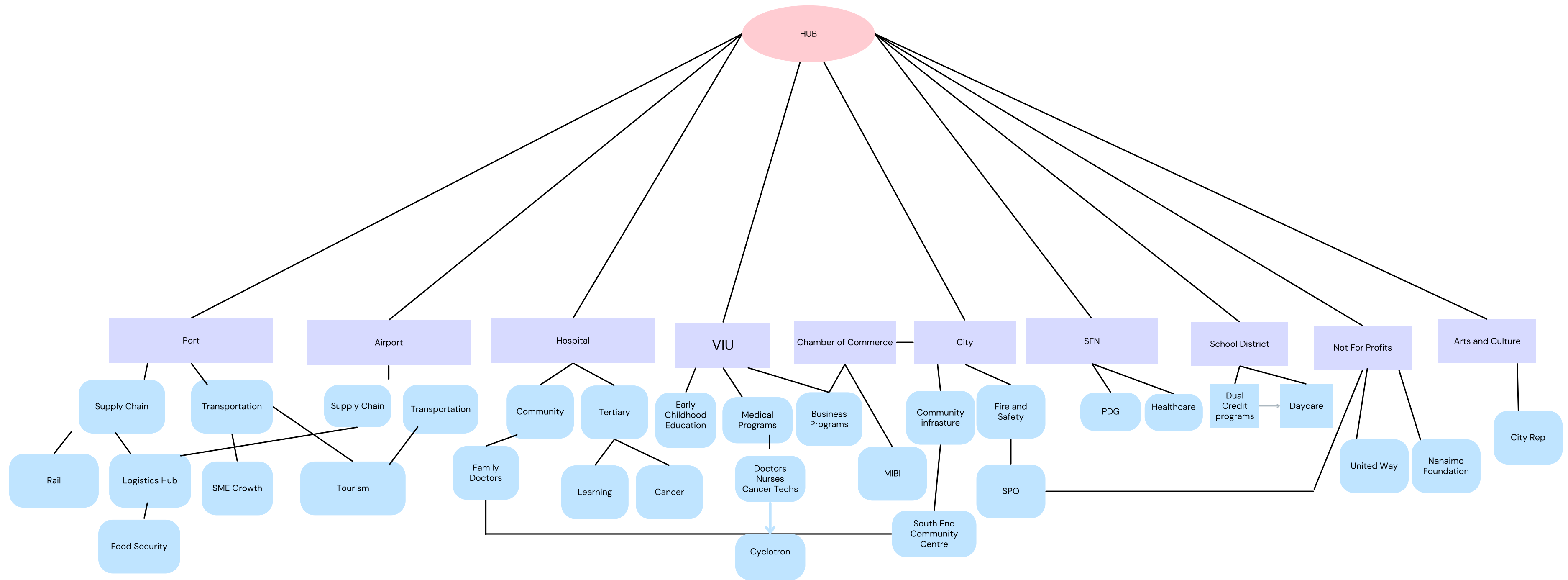
It was moved and seconded at 10:01 a.m. that the meeting adjourn. The motion carried unanimously.

CHAIR

CERTIFIED CORRECT:

DEPUTY CORPORATE OFFICER

Who is Nanaimo?



Charter Definition and Potential Application in Nanaimo

Community Charter: Potential Application in Nanaimo

The March 2025 Mayor's Leaders Table identified the desire to explore the potential use of a Nanaimo Charter to guide the Mayor's Leaders Table work and, concomitantly, the city over the long term. The following explores that opportunity.

1. What is a Charter?

There are various types of 'charters' that exist in relation to local governments. Some are old European documents dating back to the 13th Century that were created to set up and empower local governments to manage local affairs. Others, such as the Vancouver Charter and Winnipeg Charter, are modern Charters based on Provincial Government Acts¹ that relate to a mandate for the governance of those individual cities. Still other charters, such as the Freiburg Charter, inform the planning and development of a particular city such as Freiburg, Germany and do not have any connection to other levels of government. The latter types of charters are reflective of unique European city governance structures (significant authority across economic, environmental and social areas) and unique revenue streams (such as income taxes, corporate taxes etc.).

In Europe, a local government 'Charter' often focuses upon broader 'ambitions' and principles instead of detailed recommendations. Such Charters provide a framework for broad collaboration and 'strategic' direction at a '10,000 metre level'. Some have a 'strategic' approach to specific needs. But, they are not strategic plans nor are they called strategic plans. European City Charters are relatively brief statements of aspiration that frequently reflect a broad consensus of multi-stakeholder input and commitment and are unique and developed specifically for an individual local government and the particular aspirations of that jurisdiction. While the term 'Charter' may be used in Europe in a unique way (as differentiated from its use in Canada), the essence of its use is still informative as it addresses collaborative, holistic approaches to community well-being.

More recently, there has been increased debate in Canada about the role of cities in the 21st century. Those discussions relate to the recognition that local governments and much of the governance legislation that addresses local government matters is based on an old model when cities were relatively small and most of the population was rural-based. Today, there is a growing call in Canada for redistribution of decision-making and financial

¹ In BC the 'Community Charter' (2003) is an Act of the Province of British Columbia to provide governance direction for municipal governments, more particularly "to provide municipalities and their councils with (a) a legal framework for the powers, duties and functions that are necessary to fulfill their purposes, (b) the authority and discretion to address existing and future community needs, and (c) the flexibility to determine the public interest of their communities and to respond to the different needs and changing circumstances of their communities".

Charter Definition and Potential Application in Nanaimo

resources in recognition that 80 percent of Canada's population now lives in cities and towns. As a result, there is growing call for the creation of a new form of City Charter that calls for a redistribution of power and revenue generation so that local governments can better address local needs. For instance, John Sewell, a former Mayor of Toronto, spoke to the need for Canadian City Charters in York University's *Journal of Law and Social Policy* (Vol. 34, 2021). This Canadian version of a City Charter is different from the Freiburg Charter. The discussion of 'charters' in Canada is about developing legislative change to empower local governments to address local issues and have a greater and more diverse share of revenues. Therefore, the term 'charter' has a different connotation than its use in Europe and is likely not an appropriate term for Canada and Nanaimo. Nevertheless, notionally there is potential merit for the creation of a European-like 'charter' for Nanaimo.

2. The Freiburg Charter

Developed in 2012, the Freiburg Charter was produced by what is possibly the world's most sustainable city -the city which won the World Habitat Award in 2013, Freiburg Germany. Situated in southern Germany (population 230,000) Freiburg has long been a beacon of sustainable urban development, including recipient of the European City of the Year 2010 Award.

The Freiburg Charter was tailored for Freiburg by a cross section of interests and organisations. The Freiburg Charter contains nine objectives and 12 principles that were developed collectively and have guided planning and development of Freiburg over the past 13 years. The document continues to be used by planning authorities around the world as an example of building consensus in action.

(<https://www.academyofurbanism.org.uk/freiburg-charter/>). The Freiburg Charter has been recognised internationally as a useful tool for identifying accountable direction for Freiburg's cross-section of interests, institutions, private and public sectors, and non-government organisations (See: 'Sunday Video: Freiburg Is a Lesson in City Building', The Urbanist, October 22, 2023). The Freiburg Charter is recognised as a key ingredient in Freiburg's successful evolution (personal communication Wolf Daseking, September 2018).

3. Framing a Nanaimo 'Charter-like' conversation

Research suggests that in the Canadian context the use of 'charter' as a term for local government consensus and action may be a misnomer. It appears that the term 'charter' as used in Canada is very different from the term used in Europe. Yet, the 'ambition' of the term remains similar. For instance, the Nanaimo Mayor's Leader Table has identified a need to speak to local needs, issues and ambitions that reflect a cross-section of cultural,

Charter Definition and Potential Application in Nanaimo

economic, environmental and social considerations identified by, and held in common by, the local government, First Nations, non-government organisations, institutions, health authorities, private sector, not-for-profit groups and other groups unique to the community being considered. The Mayor's Leaders Table believes such matters are critical to the long-term well-being and functioning of Nanaimo. Such collective 'ambition' is not a replacement for or in competition with Nanaimo's Official Community Plan. Rather there appears to be an opportunity to complement the OCP by collectively identifying principles, objectives and actions that are framed by both internal needs and external influences. But, if 'charter' is not a suitable term for Nanaimo, what term might be appropriate?

There needs to be an accepted name that supports the work of bringing various sectors and groups together: a term that empowers accountable collective commitment to action for all of Nanaimo's key stakeholders.

4. Next Steps

The Mayor's Leaders Table could be a catalyst for exploring the creation of a unique approach in Nanaimo. Perhaps such an approach is more aptly termed an accord, a covenant, a convention or a protocol. Such an approach could identify Guiding Principles that point to a future for Nanaimo that sets Nanaimo apart as a special place with collectively defined and supported unique attributes and ambitions that will make Nanaimo one of British Columbia's most successful, high quality, diverse, well functioning cities. That work (whatever it is called) could explore the integrated relationships of a host of organizations and institutions that collectively contribute and commit to the dynamic qualities of Nanaimo that make it unique. In short, the process and documentation could be a rallying cry for action and a vehicle for advocating for Nanaimo across a cross-section of areas and governments.

Toward a Nanaimo Accord: A Shared Vision for Action

Overview

Nanaimo is a city on the rise but we lack a shared, compelling statement of who we are becoming and what we will stand for. To secure our future prosperity, we need a clear identity and a coordinated agenda for action.

We propose the creation of a Nanaimo Accord: a short, powerful document that sets out the principles, ambitions, and identity that will set Nanaimo apart as one of British Columbia's most successful, high-quality, dynamic, and diverse cities.

This Accord will not replace existing plans like the City Plan. Instead, it will complement them by giving institutions, governments, businesses, and investors a rallying cry for collaboration and investment. It will be principle-driven, action-oriented, and designed to align local efforts and external support around a clear and compelling future.

The Accord will recognize that Nanaimo is a living system, where our environment, economy, culture, and community are interconnected. It will frame our future not as a set of isolated actions but as a set of reinforcing efforts that build on each other, creating momentum and resilience.

The work will deliver two major outputs:

- First, the Nanaimo Accord itself, identifying our shared principles, identity, and ambitions. Target completion: October 2025.

**The Accord could be revealed at the Vancouver Island State of the Island Economic Summit, setting the stage for a dynamic 2026 launch of action and advocacy.*

- Second, a curated Portfolio of prioritized projects, strategies, and initiatives that advance the Accord's vision and can drive real-world action. Target completion: December 2025.

To achieve these outcomes, we will follow a three-phase work plan that ensures vision, priority actions, and momentum are all developed together.

With focused leadership from the Mayor's Leaders' Table, active collaboration from key institutions, and a disciplined, pragmatic approach, we can lay the foundation for a generation of success and rally the partners needed to get there.

Work Plan: Three Clear Phases

Phase 1: Building the Accord and Early Opportunity Discovery

May 2025 to October 2025

Objectives:

- Define guiding principles and ambitions
- Build institutional and sectoral support
- Surface early project and strategy opportunities
- Finalize and launch the Nanaimo Accord

Key Activities:

- Establish a Core Design Team drawn from the Mayor's Table and key partners.
- Run a rapid Current State and Opportunity scan using existing plans and studies.
- Facilitate co-creation workshops with key stakeholders to shape principles and explore priority actions.
- Circulate a draft Accord for feedback and endorsements.
- Finalize the Accord in time for the VIEA Summit.

Phase 2: Portfolio Development and Prioritization

October 2025 to December 2025

Objectives:

- Refine and prioritize the project and strategy opportunities identified during Phase 1
- Develop a structured, fundable Portfolio of high-impact initiatives aligned with the Accord
- Build early-stage funding and partnership strategies

Key Activities:

- Conduct targeted Priority Sprint workshops with key institutions.
- Cluster potential projects into categories such as Capital, Policy, Programmatic, and Systems Initiatives.
- Apply a simple Prioritization Matrix evaluating Impact, Influence, and Readiness.
- Draft and validate a Prioritized Project Portfolio
- Match top initiatives to potential funding partners and advocacy opportunities

Phase 3: Launch and Action

January 2026 onward

Objectives:

- Begin implementation and advocacy.
- Use the Accord and Portfolio to drive funding proposals, partnerships, and investments.
- Establish ongoing governance for tracking and adapting the vision.

Key Activities:

- Public launch of the Accord and Portfolio.
- Targeted government and funder engagement.
- Set up a lightweight Charter Stewardship Group to maintain momentum.
- Begin the first wave of initiatives aligned with the Accord.

Conclusion

What makes this work powerful is that it grows out of what we are already doing together.

Through the stakeholder mapping we have underway, we can see just how connected Nanaimo really is, and how much strength we have when we move as a system, not as isolated organizations.

The work ahead with the Accord and the Portfolio is a natural extension of that insight. It is a way to turn what we have recognized here, that collective action will shape Nanaimo's future, into something visible, investable, and real.

We have already started building the foundation. Now we have the opportunity to take the next step together.

APPENDIX A

How does this relate to the living systems approach to strategic planning?

The way the plan is structured already embeds living systems thinking. Specifically:

- The Accord itself is about recognizing that Nanaimo's future identity, economy, environment, and community systems are interdependent.
- The priority projects and strategies are intended to reinforce each other - not isolated initiatives but linked investments and actions that create cascading benefits (like how living systems evolve).
- The process (especially workshops and the Current State/Opportunity Scan) is designed to surface connections - across sectors, institutions, and opportunities - rather than treating issues or projects in isolation.
- The implementation phase is intended to be flexible and adaptive, meaning it learns and evolves based on what emerges - another living systems principle.

Clarifying the Two Outputs and Three Phases

Two outputs:

1. the Nanaimo Accord and
2. the Prioritized Project Portfolio.

Three phases of work:

1. build the Accord and early opportunities,
2. finalize and prioritize the Portfolio,
3. launch and act.

Key Messages for the Mayor's Leaders' Table

- This is not another static plan. It is a rallying point for action and investment.
- Our work will respect that Nanaimo is a living system, where economic, environmental, and social vitality are connected.
- We are moving fast and focusing on what we can influence now.
- Visible leadership across sectors will reinforce Nanaimo's reputation as a serious and ambitious city.
- Action starts January 2026, supported by a clear, shared vision and a ready list of initiatives.

APPENDIX B

Why \$50–60K is reasonable for our scope:

1. We are NOT running a massive, city-wide, multi-year public consultation like an Official Community Plan.
2. We already have anchor institutions identified and at the table - no need for heavy discovery phases.
3. The stakeholder mapping and City Plan already exist - we can lean on them rather than commissioning expensive new research.
4. The deliverables are short and strategic - we are not writing a 300-page economic strategy or a land use plan.
5. Public engagement is scoped tightly - no need for surveys, open houses, or major facilitation events.
6. We can apply some internal capacity - a part-time project coordinator (NPC) and in-house graphic design support (?) can reduce external costs.

How the approach would need to be scaled to fit \$50-60K:

- Lean facilitation: only 2–3 targeted sessions with prepared stakeholders.
- Document simplicity: Accord = 5–8 pages; Portfolio = short strategic profiles of key projects.
- Rapid current state scan: desktop research, no new surveys or studies.
- Minimal overhead: use stakeholder facilities for meetings; minimal travel or honoraria.
- Strategic, not operational: focus on principles and major initiatives, not detailed operational action plans.

Practical Summary

\$50–60K buys us:

- A strong, professional process
- A high-quality Accord
- A credible and fundable Project Portfolio
- A public-ready launch package
- Focused, efficient stakeholder engagement

It does not buy:

- Full public consultation
- Dozens of workshops
- Deep operational planning or business cases for each project