

**MINUTES**  
SPECIAL MAYOR'S LEADERS' TABLE MEETING  
VIRTUAL MEETING  
FRIDAY, 2021-SEP-24, AT 9:00 A.M.

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- Present:** Mayor Krog, Chair  
Councillor Armstrong  
Councillor Thorpe  
Ben Harrack, Vice President of BC Operations, Save On Foods  
Brian Clemens, President, Board of Directors, Port Theatre  
Bruce Halliday, General Manager, Port Theatre  
Charlene McKay, Board Chair, SD68  
Cory Vanderhorst, Board Chair/President, Innovation Island  
Technology Association  
David Witty, Board Chair, Nanaimo Airport Commission  
Deborah Hollins, Executive Director, Nanaimo Family Life Association  
Deborah Saucier, President and Vice Chancellor, Vancouver Island  
University  
Debra Jacklin, Board President, Nanaimo Art Gallery  
Donna Hais, Board Chair, Nanaimo Port Authority  
Grace Elliott-Nielsen, Executive Director, Tillicum Lelum Aboriginal  
Society  
Jen Cody, Nanaimo Foodshare Society  
Jenn MacPherson, President, Nanaimo/Duncan District Labour  
Council  
John Manning, Board President, Nanaimo Museum  
Keith Wilson, CAO, Nanaimo Youth Services Association  
Kim Smythe, President and CEO, Nanaimo Chamber of Commerce  
Mikaela Torres, Executive Director, Nanaimo Multi-Cultural Society  
Paul Sadler, CEO, Harmac Pacific  
Sean Gallagher, Nanaimo Arts Council  
Signy Madden, Executive Director, United Way  
Susan Clift, President, John Howard Society  
Tyler Brown, Board Chair, Regional District of Nanaimo
- Absent:** Ashwak Sirri, Board Chair, Nanaimo Hospitality Association  
Chief M. Wyse, Snuneymuxw First Nation  
Erralyn Joseph, Petroglyph Development Group  
Heather Kelm, Executive Director, Foodshare Society  
James Hanson, VP, Clinical Operations, Island Health
- Staff:** J. Rudolph, Chief Administrative Officer  
B. Sims, General Manager, Engineering and Public Works  
B. Corsan, Director, Community Development  
L. Wark, Director, Recreation and Culture  
F. Farrokhi, Manager, Communications  
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 9:03 a.m.

2. INTRODUCTION OF LATE ITEMS:

- (a) Sheila Gurrie, Corporate Officer, noted that the document related to Agenda Item 6(a)(2) Member Generated Agenda Items from Grace Elliott-Nielsen was not attached and will be distributed to members after the meeting.
- (b) Sheila Gurrie, Corporate Officer, reminded committee members that the meeting is livestreamed and recorded on the City's website for the public.

3. ADOPTION OF THE MINUTES:

It was moved and seconded that the Minutes of the Special Mayor's Leaders' Table Meeting held virtually on Friday, 2021-JUN-18 at 9:30 a.m. be adopted as circulated. The motion carried unanimously.

4. WORKING GROUP REPORTS:

(a) Infrastructure Ask

Donna Hais, Chair, advised:

- Three meetings have been held
- Reviewed the purpose of the infrastructure working group as part of the City's economic development strategy and preparing an inventory of infrastructure asks and needs over the next ten years. Asks will include public and private infrastructure
- Expectation at end of the process is to be able to come forward with a list of infrastructure projects to be presented to the Federal and Provincial governments through City Council
- Some infrastructure needs will be large and long term whereas some will be smaller and the group may develop a secondary list of asks to share and determine alternate funding sources
- Working group has put together a list of various organizations they will approach through a letter, asking them to provide what they require for infrastructure
- Groups to consult with include but are not limited to Retirement Concepts, Island Health, Nanaimo Port Authority, City of Nanaimo and Arts and Culture groups
- Example of topics are recreation, sports, housing, RCMP detachment, rail transportation, black fibre, tourism and a downtown Nanaimo master plan

Jenn MacPherson joined the meeting electronically at 9:09 a.m.

- Criteria for the infrastructure ask will be refined and include providing a long term impact, widespread support and overall benefit to the community

- Asks will be assessed based on criteria and more focussed criteria will be developed as a secondary step and will include items such as risk based considerations and various synergies
- Working group hopes to have letters distributed by the end of October
- A quick turnaround is required as conversations regarding rail are currently happening

Table discussion took place. Highlights included:

- Criteria will be further defined for groups to approach
- Concerns regarding Tillicum Lelum Aboriginal Society and other indigenous groups lacking involvement and inclusion in discussions and decision making processes
- Tillicum Lelum provides over 68 programs such as mental health programs, hampers in communities, high risk youth program, probation for youth program, scholarships distributed and Salish Lelum Affordable Housing
- Working Group starting the process and not yet at the stage to send letters to organizations but indigenous groups will be included
- Working group ask is for infrastructure and not to fund operating programs
- Connection between BC Housing and the City through a Memorandum of Understanding (MOU) and BC Housing's infrastructure plan for housing in Nanaimo
- Working group will not be involved in projects already in-stream but will look for new projects

(b) Doughnut Economic Philosophy

Kim Smythe, Chair, advised:

- Working group has met three times and is considering inviting a few more members such as youth members
- Conversations focus around opportunities to implement the doughnut economic philosophy within organizations
- Working group contains many social service groups which will work within the inside limit of the doughnut economic model to ensure the inside parameters such as public safety are met
- Addressing the ecological ceiling section of the model requires education
- Start education for protection of forestry and biosphere through partnerships
- Develop more programs and education regarding conservation of natural resources
- Develop more impactful policies and actions beyond organizational mandates that are aligned with the doughnut economic philosophy
- Consider the philosophy when discussing organizations or local social issues
- Methods to engage community, business, partnering organizations and First Nations
- Working with local First Nations to support indigenous start-ups and enterprises within the philosophy
- Will be looking to invite youth to the conversation and to have a youth voice to promote the philosophy
- Start to focus more on indigenous issues, how philosophy incorporates truth and reconciliation, and by asking and engaging with First Nations regarding what their priorities are in truth and reconciliation

- How can the City support businesses and organizations in adopting the framework and the City needing to develop policies on diversity and inclusion
- Strategies for the City to pursue such as improved communication with citizens on the doughnut economic philosophy
- New way of looking at growth and development to ensure focus on overall community wellbeing
- Need staff representatives to be part of the process moving forward and assess on a departmental level to see how staff can best engage the model
- Create funding model to assist local organizations to use facilities for projects that align with efforts to achieve doughnut economic philosophy
- Encourage compassionate fundraising that is equitable and not based on competition
- Suggestion to learn lessons from coalition in Amsterdam and transfer them to Nanaimo
- Focus on those outside City Hall driving the framework

Discussion:

- Working groups could have important comments to make for infrastructure committee and conversations regarding crossover between committees taking place at the Mayor's Leaders' Table
- The need to support the non-profit sector and understand contributions to the economy
- How to make volunteer hours visible and factor them to equate a financial benefit
- Discussion and consensus required for non-profits and businesses to share resources at a deeper level

(c) Youth Attraction and Retention Strategy

Keith Wilson, Chair, advised:

- Two meetings have been held
- Research and literature regarding youth retention was reviewed and five focus areas were decided upon:
  - Community perception, economy and employment, education, housing, recreation and lifestyle
- Three specific age groups within the youth sector were determined (15-18, 19-24, 25-34) and it was noted that all groups want something different regarding their futures
- Working group broke into subgroups to address each age category
- 25-34 age group developed recommendation and discussions points, 19-24 age group is working on their task and 15-18 age group is making plans to meet
- Not going to have easy answers in short term as it will take time to connect with the youth in the City and get them involved in the process
- General demographics of the working group are older than youth
- Need more youth engagement in order to get their perspectives at the working group level
- Need someone from Nanaimo-Ladysmith Schools and Vancouver Island University on the working group

Discussion:

- Deborah Saucier, President and Vice Chancellor, Vancouver Island University, advised she would participate on the youth working group
- Charlene McKay, Board Chair, SD68, advised that representatives from the School District can participate

Mikaela Torres joined the meeting electronically at 9:46 a.m.

- Challenges with youth dropping out of school to work
- Focus on service providers for students in care for age category 15-18
- Working group will be reaching out to various organizations including the Ministry of Children and Family Development, Tillicum Lelum and Kwumut-lelum

Jen Cody disconnected from the meeting at 9:48 a.m.

- Working group will be asking for opinions from the age categories directly as it is important not to assume to know what those demographics want
- Age groups decided through literature on youth support agencies, looked at cohorts, then broken out by programming
- Starting to work with youth at age 9
- Mayor will be inviting the president of the Young Professionals of Nanaimo to the Mayor's Leaders' Table

5. OTHER BUSINESS:

(a) Member Generated Agenda Items

1. Councillor Armstrong – Attracting physicians to Nanaimo

Discussion:

- Hearing concerns from many people regarding the lack of family doctors in Nanaimo
  - Approximately 2,000-3,000 people without a family doctor in Nanaimo and 800,000 in BC
  - Looking for support or ideas about what the Table could do
  - Nanaimo Division of Family Practice has a recruitment committee, budget and strategy
  - Island Health is working in this area as well
  - Greater Nanaimo Chamber of Commerce works closely with Nanaimo Division of Family Practice and one challenge when recruiting doctors is providing professional opportunities for their spouses
  - Potentially invite the Nanaimo Division of Family Practice as a delegation to Council
2. Grace Elliott-Nielsen - Economic development, support for small developers and affordable housing

Discussion:

- Council criticized for approving too much housing by some and not enough by others
  - Advocating to BC Housing and the MOU regarding building subsidized and supportive housing across the community
  - Having knowledge and understanding about the community is important to meet needs of citizens already here and those yet to come
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?

Discussion:

- Throughout the pandemic, conversations have been happening regarding the health of the non-profit sector from a funding and infrastructure perspective
- Significant Reaching Home funds will end 2022-MAR-31 which will result in a dramatic drop in service levels from social services and have a significant impact in the community
- There is a need to talk about what level of service and funding is available and not leave it to individual organizations to make the case for those services
- Need to look at social service sector as a piece of the economy and ask for the maximum amount of funding and shape policy at a Provincial and Federal level
- Examine how non-profits can work together in a coordinated fashion to define priorities in the community
- People who have been helped over the last two years will be hit hard by the discontinuation of funding
- Starting to see two tiers of non-profit organizations
- Non-profit programs wrapping up in the next month or two and there will be some charities that struggle
- May see consolidation effect as some organizations have to merge together to be big enough to access grants
- City's Systems Planner Organization won't cover all social issues
- Focus on how non-profit organizations are making their case to the Federal and Provincial Governments for social needs to be addressed
- City has a role as funder and attracting affordable housing
- May be an opportunity to start to encourage the non-profit community to consolidate so that it is easier to access services
- Whether Nanaimo has an effective delivery of services with the level of money involved
- Youth attraction group looked at five issues, dropped the sixth one which was community partnerships

- Urgency to have non-profit groups be more aligned to avoid competing for dollars and industry space with others on the Island
- Working together with others to curate the strongest ask
- How to structure a more efficient non-profit sector/social service sector
- Recognizing that a number of programs provided by non-profits are duplicated
- Unique role the City can play to be a funnel and help make connections as new non-profits enter the sector
- Opportunity for collaboration has never been better and the need never greater
- Doughnut economic philosophy can guide discussion going forward

(b) Working Group Membership List

Provided for information.

(c) Next Meeting Date

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

It was noted that most members would prefer an in-person meeting.

(d) Proposed 2022 Meeting Schedule

Sheila Gurrie, Director, Legislative Services, reviewed the proposed schedule, noted that meetings will be held on a quarterly basis and recommended that working groups host at least one meeting between Table meetings.

6. ADJOURNMENT:

It was moved and seconded at 10:28 a.m. that the meeting adjourn. The motion carried unanimously.

CERTIFIED CORRECT:

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CHAIR

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CORPORATE OFFICER