



Mayor's Leaders' Table

*Final Report
to Council*

July 18, 2022



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A Message from the Mayor

The effects of the global pandemic that began in 2020 were felt around the world, and continue to influence our community. In 2020, Council struck the Mayor's Task Force on Recovery and Resilience to engage community leaders in plotting a way forward for our unique city.

Task Force members were asked to look for ways to further Nanaimo's opportunities, address challenges and reach out to others across the community. The Task Force called for the establishment of the Mayor's Leaders' Table, which was organized into three working groups to develop a clear focus on the areas they consider most critical to Nanaimo's success.

At the same time, the City was engaging with the public and stakeholders through REIMAGINE NANAIMO to build a new, integrated City Plan. Council is pleased that members of the Table embraced the values and goals of *City Plan: Nanaimo Reimagined*, recently adopted by Council.

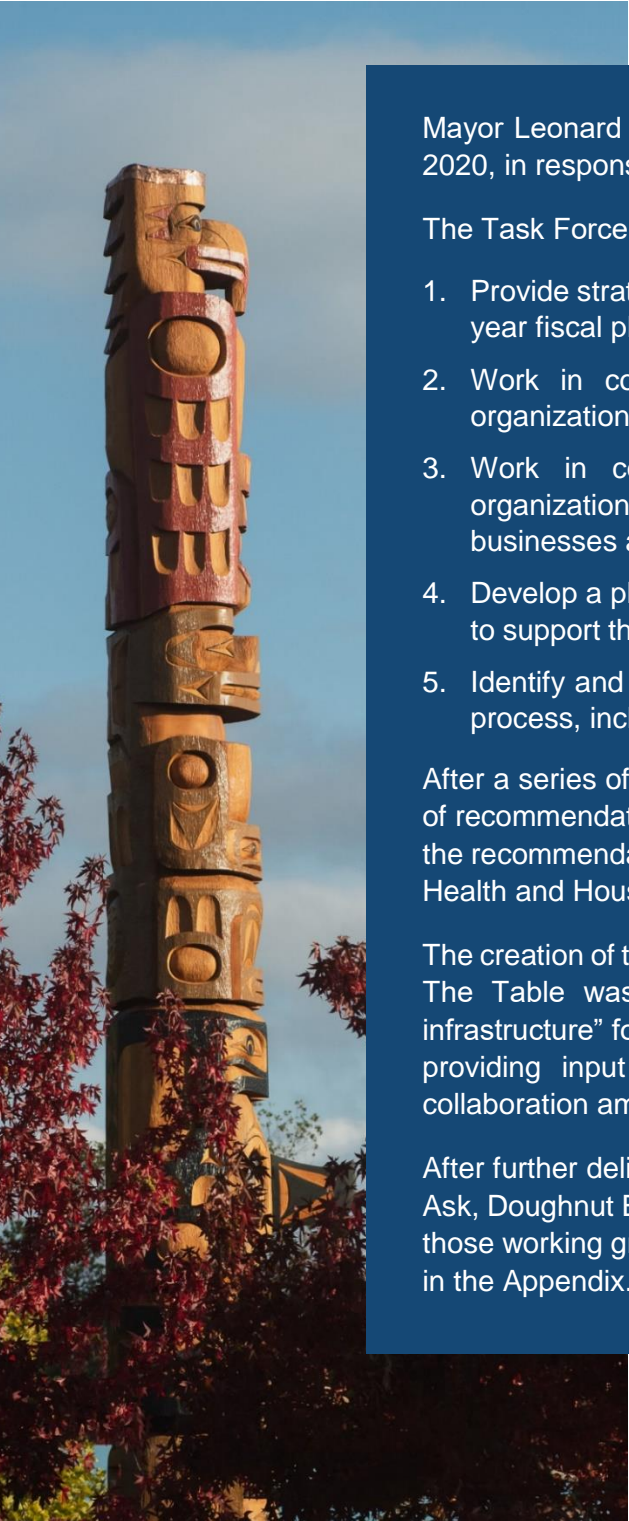
Despite the challenges of operating under public health orders, our City is thriving. Nanaimo has emerged as a preferred destination for many Canadians looking to relocate, and our employment picture is strong. Finding the sweet spot where we can flourish within the limits of our natural environment requires a focus on relationships – especially with First Nations on whose territory we reside – and the willingness of leaders from across our city to come together for the benefit of all. The work reflected in this final report of the Mayor's Leaders' Table is a very, very good start.

On behalf of the City of Nanaimo, I would like to thank the members of the Mayor's Leaders' Table for their work. Your ideas and your commitment are an important part of our recovery and resilience. Thank you for your service to the City of Nanaimo.

- Mayor Leonard Krog



Background



Mayor Leonard Krog launched the Mayor’s Task Force on Recovery and Resilience in 2020, in response to the impact on Nanaimo of the global COVID-19 pandemic.

The Task Force’s purposes were defined as follows:

1. Provide strategic recommendations to Council, which will inform the forthcoming five-year fiscal plan and align with the current Strategic Plan.
2. Work in collaboration with public bodies, private institutions and community organizations to build local resilience.
3. Work in collaboration with the business community and other community organizations to identify immediate economic recovery strategies for residents, businesses and community organizations.
4. Develop a plan for the coordination and implementation of recovery and relief efforts to support the community through the COVID-19 pandemic and its recovery process.
5. Identify and support community-driven ideas and solutions to assist in the recovery process, including the design and implementation of activities and programs.

After a series of meetings and broader consultations, the Task Force produced a series of recommendations for Recovery and Resilience. Aligned with the City’s Strategic Plan, the recommendations were intended to inform other task force discussions, including the Health and Housing Task Force and the Economic Development Task Force.

The creation of the Mayor’s Leaders’ Table arose from the Task Force recommendations. The Table was established with goals that included creating an “ask for capital infrastructure” for Nanaimo, developing a plan to address youth attraction and retention, providing input on major issues and opportunities facing the City, and building collaboration among key entities.

After further deliberation, the following three working groups were formed: Infrastructure Ask, Doughnut Economics and Youth Attraction and Retention. The recommendations of those working groups are the subject of this report, with further detail in their final reports in the Appendix.

Infrastructure Ask Working Group

A cross section of community leaders who invested significant time working together to collect, examine and identify a list of projects that are needed to help Nanaimo thrive and evolve.



“Our group focused on projects that reflected the goals of Nanaimo ReImagined – to be green, connected, healthy, empowered and prosperous. We emphasized the evolution of Nanaimo from a comfortable small town to a complex urban centre.”

Donna Hais - Chair of the Infrastructure Ask Working Group



Infrastructure Ask Working Group Members

Donna Hais	<i>Board Chair, Nanaimo Port Authority</i>
Councillor Ian Thorpe	<i>City of Nanaimo Council representative</i>
Councillor Tyler Brown	<i>Board Chair, Regional District of Nanaimo</i>
Ashwak Sirri	<i>Board Chair, Nanaimo Hospitality Association</i>
Brian Clemens	<i>President, Board of Directors, Port Theatre</i>
Charlene McKay	<i>Board Chair, School District #68</i>
Dave Witty	<i>Board Chair, Nanaimo Airport Commission</i>
Carolyn Holmes	<i>Executive Director, Nanaimo Art Gallery</i>
Grace Elliott Neilsen	<i>Executive Director, Tillicum Lelum Aboriginal Society</i>
James Hanson	<i>VP, Clinical Operations, Island Health</i>
John Manning	<i>Board President, Nanaimo Museum</i>
Sean Gallagher	<i>Nanaimo Arts Council</i>
Bill Sims	<i>City of Nanaimo staff liaison</i>

Infrastructure Ask Working Group

The Infrastructure Ask Working Group (IAWG) engaged with a broad range of community agencies and organizations before volunteer community leaders compiled a list of 20 infrastructure projects that require significant funding from senior governments.

After careful consideration and discussion, the IAWG developed criteria to evaluate each project through a process that considered alignment with *City Plan: Nanaimo Reimagined* along with other priorities and categories. The Working Group took a “Whole Person” view to determine the projects that are fundamental building blocks for Nanaimo to truly thrive, and that require critical funding to ensure success. While all projects considered by the Working Group have primary, secondary and tertiary benefits, the group focused on primary and secondary benefits.

Multiple rounds of discussion produced the following list of the top five recommended infrastructure projects - not in priority order:

- Nanaimo Regional General Hospital patient tower
- Equitable housing
- Community fibre optic network
- Nanaimo Regional General Hospital Cancer Centre
- South End Community Centre

The Working Group’s recommended next steps to continue the momentum, energy and investment of community leaders note that proceeding together with Snuneymuxw is critical to Nanaimo’s success. The Working Group also recommends establishing a Table of Champions to:

- Monitor the status of projects
- Support proponents’ efforts
- Advocate and lobby on behalf of, or together with, proponents
- Provide letters of recommendation in support of projects
- Coordinate a single community voice with senior government
- Meet regularly and connect with the Nanaimo Prosperity Corporation, Nanaimo Systems Planning Organization, Chamber of Commerce and others

The full list of projects considered under the five goals of *City Plan: Nanaimo Reimagined* is available in the IAWG report in the appendix to this report.

Doughnut Economics Working Group

“The Doughnut Economics Working Group examined how we can help ensure our community understands the sustainable economic principles in the Doughnut framework. We can all benefit from sharing and celebrating progress towards the goals in *City Plan: Nanaimo ReImagined*.”

*Kim Smythe -
Chair of the
Doughnut Economics
Working Group*



The Doughnut Economic Model is the organizing framework for the five goals of the new *City Plan: Nanaimo ReImagined*. Working Group recommendations focused on raising awareness of the economic model among partners and stakeholders.



Doughnut Economics Working Group

Recognizing that the Doughnut model is embedded as an organizing framework for the five goals of *City Plan: Nanaimo ReImagined*, the Doughnut Economics Working Group (DEWG) recommended six approaches to raise awareness and promote adoption of the model and to encourage changes to financial reporting.

The recommendations are:

1. Include Doughnut Economics in orientation briefings for incoming Council and establish a committee to develop awareness training for City staff and Council to embed the concept throughout the City.
2. Develop an awareness program for City entities – Nanaimo Prosperity Corporation, Tourism Nanaimo, and the Systems Planning Organization - and engage with key stakeholders, such as the Port Theatre, Art Gallery and Museum.
3. Develop a Doughnut-focused, outcomes-based budgeting philosophy for Council.
4. Advocate for alignment of Doughnut Economy principles across the region.
5. Develop a Doughnut Economics Business/Non Profit Recognition Program.
6. Establish a Doughnut Economic Coalition with the wider Nanaimo community to support and promote the philosophy.

Doughnut Economics Working Group Members	
Kim Smythe	<i>President and CEO, Nanaimo Chamber of Commerce</i>
Mikaela Torres	<i>Executive Director, Nanaimo Multi-Cultural Society</i>
Bruce Halliday	<i>General Manager, Port Theatre</i>
Deborah Hollins	<i>Executive Director, Nanaimo Family Life Association</i>
Erralyn Joseph	<i>President, Petroglyph Development Group</i>
Signy Madden	<i>Executive Director, United Way</i>
John Horn	<i>Executive Director, John Howard Society</i>
Bill Corsan	<i>City of Nanaimo Staff liaison</i>



Youth Attraction and Retention Working Group

Young people are important for our city's future. We need a strategy to provide what they need most.



“Housing and employment emerged as the most critical issues for many young people considering whether to stay or settle in Nanaimo. Recreation was also top of mind for this group.”

Keith Wilson - Chair of the Youth Attraction and Retention Working Group



Youth Attraction & Retention Working Group Members

Keith Wilson	<i>CAO, Nanaimo Youth Services Association</i>
Mayor Leonard Krog	<i>Mayor, City of Nanaimo</i>
Councillor Sheryl Armstrong	<i>City of Nanaimo Council representative</i>
Ben Harrack	<i>VP of BC Operations, Save On Foods</i>
Cory Vanderhorst	<i>Board Chair/President, Innovation Island Technology Association</i>
Jenn MacPherson	<i>President, Nanaimo/Duncan District Labour Council</i>
Chief Michael Wyse	<i>Chief, Snuneymuxw First Nation</i>
Paul Sadler	<i>CEO, Harmac Pacific</i>
Deborah Saucier	<i>President and Vice Chancellor, Vancouver Island University</i>
Balraj Maan	<i>President, Young Professionals of Nanaimo</i>
Richard Harding	<i>City of Nanaimo Staff liaison</i>

Youth Attraction & Retention Working Group

The Youth Attraction and Retention Working Group surveyed young people in three age cohorts (15 to 18; 19 to 25; and 26 to 34) to understand their specific needs and barriers to committing to living in Nanaimo. Survey questions asked about general issues, housing, economy and employment, education and lifestyle/recreation.

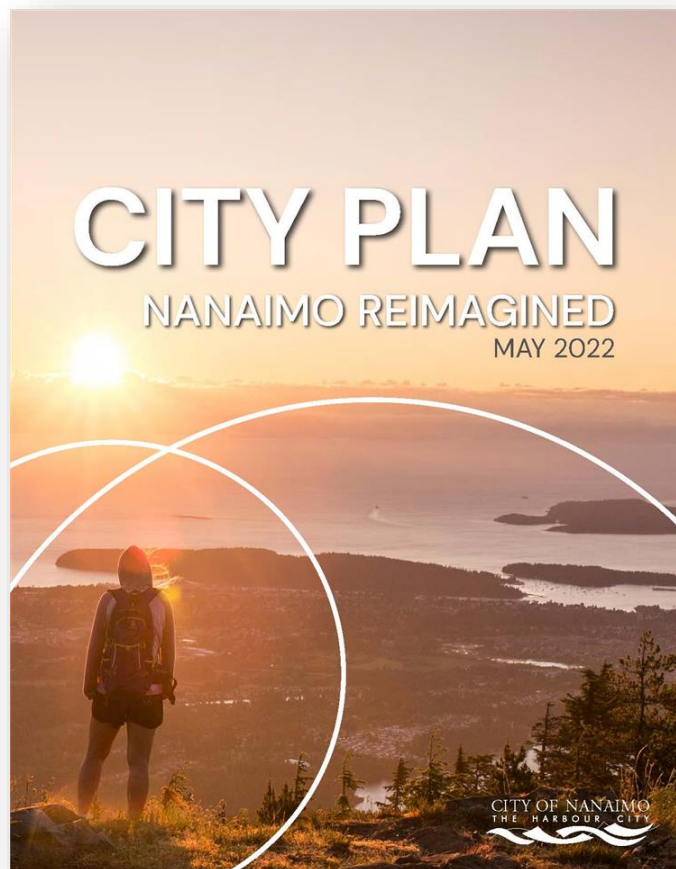
The survey garnered many positive responses and many concerns were similar to feedback submitted through public consultations for REIMAGINE NANAIMO. Survey questions and findings and the Qualicum Beach report, used as background research, are in the Appendix in the Working Group's final report.

Survey results showed that many of the concerns and suggestions gathered from respondents were also expressed through REIMAGINE NANAIMO and may be addressed in *City Plan: Nanaimo ReImagined*.

The recommendations of the Working Group are as follows:

Overarching Actions

- Work more effectively with law enforcement, other levels of government, service agencies and the community to address street level issues of homelessness, addictions, mental health and public safety.
- Create online resources to attract and retain youth with content related to accommodations, employment, recreation and entertainment.
- Develop communications collateral aimed directly at this age group, including social media posts, email newsletters and leisure/support events.



Youth Attraction & Retention Working Group Recommendations

Housing

- Develop a comprehensive strategy for affordable accommodation for single, young, employed people.
- Work with non-profits or other community groups to develop new housing options. Consider partnering with or creating an independent housing corporation.
- Enhance the business environment for the desired housing options through tax incentives, Development Cost Charges relief, favourable development and planning options, or other incentives for developers and landlords working on affordable housing projects.

Employment/Economy

- Develop a support system for small to medium enterprises and home-based businesses.
- Engage with employers looking for staff to assist with housing as part of employment packages.
- Use development incentives and zoning to allow for live/work spaces.
- Improve city regulatory processes for ease of access and response times.

Recreation and Leisure

- Support development of outdoor recreation options, focusing on supports for bike and mountain bike activities (paths, amenities).
- Work with Snuneymuxw First Nation and others to increase/enhance venues for organized sports.
- Develop village centre recreation and leisure options throughout the City.

Other

- Work with other agencies to address the shortage of family doctors.

Appendix

Appendix A: Infrastructure Ask Working Group Final Report

Appendix B: Doughnut Economics Working Group Final Report

Appendix C: Youth Attraction and Retention Working Group Final Report



FINAL REPORT
of the
Mayor's Leaders' Table
Infrastructure Ask
Working Group

A Whole Person Approach to Thriving Community: Infrastructure Ask Working Group of the Mayor's Leaders' Table

Executive Summary

Established early in the pandemic, the Mayor's Task Force on Recovery and Resilience was the impetus for the Mayor's Leaders' Table to create an aligned approach and collaborate on a multi-level government "ask for capital infrastructure" for Nanaimo. This direction is consistent with the Economic Development Strategy of January 2021.

The Infrastructure Ask Working Group canvassed community organizations, with the intent of evaluating a broad list of projects to support Nanaimo into the future. The focus was to develop a shortlist that the community could support when attracting interest from senior government, industry and philanthropic organizations. The work of the Mayor's Leaders' Table and the Infrastructure Ask Working Group coincided with the process to develop *City Plan: Nanaimo ReImagined*. The Group shortlisted nineteen projects which aligned with the goals and policies of *City Plan: Nanaimo ReImagined*.

The Working Group also agreed to five key projects they considered indispensable to a thriving community. The five projects are:

- Nanaimo Regional General Hospital patient tower
- Equitable Housing
- Community fibre optic network
- Nanaimo Regional General Hospital Cancer Centre
- South End Community Centre

Lastly, there emerged a number of important projects that are in-stream, or already have funding, but still benefit from broad community support, which are listed in the pages below.

We feel strongly that the energy, positive work and momentum developed by the Mayor's Leaders' Table should continue into the future. The positive relationships and partnerships that have developed within the Table will support Nanaimo as it evolves into a major urban centre.

Work of the Infrastructure Ask Working Group

Purpose

Both the Economic Development Strategy and the Mayor's Task Force on Recovery and Resilience gave rise to the Mayor's Leaders' Table and the Infrastructure Ask Working Group.

Nanaimo is evolving into a large urban centre with corresponding community needs and expectations. This change requires a wide response to meet our growing community; not only on the part of its citizens in being active, supportive community members, but on the part of commerce, governments and agencies to develop a variety of infrastructure from the basics to innovative and forward-looking. The Working Group's task was to recommend a shortlist of projects that the community would support.

Method

A cross section of volunteer community leaders invested significant time and canvassed organizations to develop, then evaluate, a list of projects important to Nanaimo. The Infrastructure Ask Working Group took a "Whole Person" view – defined as meeting needs to find meaningful balance in all aspects of our lives.

Aligned with *City Plan: Nanaimo Reimagined*, the Whole Person approach looks at all needs of our community members – body, mind, heart and spirit. This approach helped the group to develop a project list as a coherent, community-driven selection of important projects. In addition, the Working Group took care to ensure that the work of the other Working Groups – Doughnut Economics and Youth Attraction and Retention – was considered.

Process

The Working Group distributed a request to a wide range of community organizations and agencies to submit near-term important projects. The group developed and agreed upon an evaluation matrix. The Working Group evaluated the implications and connections of projects with *City Plan: Nanaimo Reimagined* and with community needs.

The Working Group analyzed other identified criteria, priorities and categories, and used a synthesis of criteria to align and select various projects in a three-stage process.

Evaluation of each project occurred against a set of criteria developed by the Working Group; core to the evaluation were the questions:

- What projects do we need for Nanaimo to thrive?
- What are fundamental project building blocks for a new, emerging Nanaimo?
- What projects require critical funding to ensure success?

Alignment with City Plan: Nanaimo Relmaged

The selected projects align directly with the goals of *City Plan: Nanaimo Relmaged*, which are:

- | | |
|-------------------------|---|
| 1. A Green Nanaimo | <i>Resilient and Regenerative Ecosystems</i> |
| 2. A Connected Nanaimo | <i>Equitable Access & Mobility</i> |
| 3. A Healthy Nanaimo | <i>Community Wellbeing & Livability</i> |
| 4. An Empowered Nanaimo | <i>Reconciliation, Representation and Inclusion</i> |
| 5. A Prosperous Nanaimo | <i>Thriving and Resilient Economy</i> |



Working Group's Top Five



While all projects contained in this report are important to the community, a shortlist was required to focus on those projects that will benefit the community broadly, and that most citizens could agree are critical to a thriving Nanaimo. The Infrastructure Ask Working Group identified the following top five projects, in no particular order:

- **Nanaimo Regional General Hospital Patient Tower**
- **Equitable Housing**
- **Community fibre optic network**
- **Nanaimo Regional General Hospital Cancer Centre**
- **South End Community Centre**

Project List Aligned with City Plan: Nanaimo Reimagined

The Working Group saw importance in maintaining awareness of the many suggested projects it received to keep the list at the forefront of discussions. Compiled below are those projects, grouped in *City Plan* goal areas:

Agency / Project	City Plan Themes	Scope
 <h3>A Connected Nanaimo: Equitable Access & Mobility</h3>		
City of Nanaimo - Waterfront Walkway	<ul style="list-style-type: none"> ✓ Access to Nature ✓ Central Hub Identity ✓ Livable Neighbourhoods ✓ Waterfront Identity ✓ City Living ✓ Green Approach ✓ Mobility Choice 	<p>A green-shores trail way from Departure Bay to BC Ferries' terminal, enhancing foreshore habitat, and providing an accessible trail for all ages and abilities.</p>
Tourism Nanaimo - Inclusive and Adaptive Trail Network	<ul style="list-style-type: none"> ✓ Access to Nature ✓ Mobility Choice ✓ Inclusive & Equitable 	<p>Development of trail network for off-road hand cycles and adaptive mountain bikes, along with potential for an accessible skills park and support facilities.</p>
 <h3>A Healthy Nanaimo: Community Wellbeing, Livability</h3>		
City of Nanaimo - South End Community Centre <u>*Top Five Project</u>	<ul style="list-style-type: none"> ✓ Livable Neighbourhoods ✓ Mobility Choice ✓ Supportive City ✓ Inclusive & Equitable 	<p>Development of a new Wellness Centre in Nanaimo's south end to provide recreation, gathering and bookable space in partnership with other agencies.</p>
Island Health / RDN - New Patient Tower <u>*Top Five Project</u>	<ul style="list-style-type: none"> ✓ Central Hub Identity ✓ Livable Neighbourhoods ✓ Supportive City ✓ Inclusive & Equitable ✓ Great Jobs 	<p>Replacement and modernization of NRGH's patient tower to accommodate patient medical service needs, safety, accessibility and asset management.</p>

<p>Island Health / RDN - Cancer Centre</p> <p><u><i>*Top Five Project</i></u></p>	<ul style="list-style-type: none"> ✓ Central Hub Identity ✓ Livable Neighbourhoods ✓ Supportive City ✓ Inclusive & Equitable ✓ Great Jobs 	<p>Development of a much-needed dedicated cancer centre to provide both in and out-patient chemotherapy and radiation therapy.</p>
 		<h2 style="margin: 0;">A Healthy Nanaimo: Housing</h2> <p style="text-align: right;"><u><i>*Top Five Project</i></u></p>
<p>City of Nanaimo - Health and Housing Action Plan</p>	<ul style="list-style-type: none"> ✓ Livable Neighbourhoods ✓ City Living ✓ Supportive City ✓ Thriving Downtown ✓ Inclusive & Equitable ✓ Affordable City 	<p>Plan envisions 635 new program and housing spaces to support 4,300 people over the next five years. A number of projects are in-stream and highlighted below.</p>
<p>Kwumut Lelum / Tillicum Lelum – A Village Within a City</p>		<p>A Community-Hub concept that has housing, wellness, wraparound health and social services - could be at TeTuxtun or at Selby Street.</p>
<p>Nanaimo Affordable Housing - Various Housing Projects</p>		<p>Four affordable mixed-unit housing projects to support people with disabilities and low-to-moderate income seniors and families.</p>
<p>Tillicum Lelum - Hummingbird House</p>		<p>Purpose-built 20 unit housing to provide a critical need for lone-parent indigenous women with children.</p>
<p>BC Housing – MOU Projects</p>		<p>Seven new developments including 125 new affordable and supportive homes for individuals and families and 190 homes for those at risk of experiencing homelessness.</p>



An Empowered Nanaimo: Reconciliation, Representation & Inclusion

<p>Nanaimo Art Gallery Society - New Nanaimo Art Gallery</p>	<ul style="list-style-type: none"> ✓ City Living ✓ Thriving & Creative ✓ Downtown ✓ Inclusive & Equitable 	<p>Development of a new 25,000 square-foot Nanaimo Art Gallery, at a new downtown site, or within the existing footprint.</p>
<p>Nanaimo Museum - Gallery Renovation</p>	<ul style="list-style-type: none"> ✓ Central Hub Identity ✓ City Living ✓ Thriving, Creative ✓ Downtown ✓ Inclusive & Equitable 	<p>Renovations and updates to the Nanaimo Museum to bring Snuneymuxw history to the fore, and to provide further accessibility improvements.</p>
<p>Performing Arts Community - Small Performance Space</p>	<ul style="list-style-type: none"> ✓ Central Hub Identity ✓ City Living ✓ Thriving, Creative ✓ Downtown ✓ Inclusive & Equitable 	<p>A new 250-300 seat purpose-built performance space for broad community use.</p>
<p>Port Theatre Society - Port Theatre Completion</p>	<ul style="list-style-type: none"> ✓ Central Hub Identity ✓ City Living ✓ Thriving, Creative ✓ Downtown ✓ Inclusive & Equitable 	<p>Modernization and improvements to accessibility, storage, washrooms and additional reception space.</p>
<p>School District 68 - Replace Nanaimo District Secondary School</p>	<ul style="list-style-type: none"> ✓ Livable Neighbourhoods ✓ Mobility Choice ✓ Supportive City ✓ Inclusive & Equitable 	<p>Modernization, expansion and replacement of the end-of-life critical secondary school.</p>



A Prosperous Nanaimo: Thriving & Resilient Economy

<p>City of Nanaimo - Community Fibre Optic Network</p> <p><i>*Top Five Project</i></p>	<ul style="list-style-type: none"> ✓ Central Hub Identity ✓ Livable Neighbourhoods ✓ City Living ✓ Supportive City ✓ Mobility Choice ✓ Inclusive & Equitable ✓ Great Jobs & Businesses 	<p>Installation of 30 km of additional City-owned fibre optic network throughout the community for high-speed, resilient and low-cost connectivity.</p>
<p>Island Corridor Foundation – Island Rail Corridor</p>	<ul style="list-style-type: none"> ✓ Central Hub Identity ✓ City Living ✓ Mobility Choice 	<p>Upgrade rail infrastructure of entire line (Victoria to Courtenay, and Parksville to Port Alberni)</p>
<p>Nanaimo Airport Commission - Highway 1 Access</p>	<ul style="list-style-type: none"> ✓ Central Hub Identity ✓ City Living ✓ Mobility Choice ✓ Inclusive & Equitable ✓ Great Jobs & Business 	<p>Construction of two new signalized intersections on the TransCanada Highway to provide safe access to the Nanaimo Airport commercial and employment lands.</p>
<p>Nanaimo Port Authority - Marina Redevelopment</p>	<ul style="list-style-type: none"> ✓ Access to Nature ✓ Central Hub Identity ✓ Waterfront Identity ✓ Thriving Downtown 	<p>Reconstruction and updating of the marina from Swy-a-Lana to Cameron Island to enhance tourism, and support Saysatshun, Protection and Gabriola Islands</p>
<p>Vancouver Island University - Athletic Centre/Fieldhouse</p>	<ul style="list-style-type: none"> ✓ Central Hub Identity ✓ Livable Neighbourhoods ✓ City Living ✓ Mobility Choice ✓ Supportive City ✓ Inclusive & Equitable ✓ Great Jobs & Businesses 	<p>Development of a new gymnasium incorporating athletics and wellness for University and public use, along with a new fieldhouse supporting the stadium district and interconnecting multi-use pathway.</p>

Other Important Community Projects

Other projects were identified that require significant infrastructure funding and regional community support. The Working Group recognizes that these projects are essential to a thriving Nanaimo.

City of Nanaimo Infrastructure Projects

- Nanaimo Operations Centre
- RCMP Detachment
- Water Supply Upgrades

Regional Transportation Infrastructure Projects

- Nanaimo Airport Commission Airport Terminal Expansion – Phase 2
- Nanaimo Port Authority Duke Point Terminal Expansion

Recreation Partnership Project

- City of Nanaimo and SD68 north end artificial turf field

Recommendations

1. That City Council continue the momentum, energy and investment of community leaders exerted by the Mayor's Leaders' Table, to move Nanaimo forward.
2. It is critical that the community walk together with Snuneymuxw.
3. That Council endorse establishing a Table of Champions, with a mandate to:
 - Monitor projects' status
 - Support proponents' efforts through mentoring
 - Advocate and lobby on behalf of, or together with, proponents
 - Write letters of recommendation in support of projects
 - Coordinate a single community voice with senior government
 - Meet regularly and connect with Nanaimo Prosperity Corporation, Nanaimo Systems Planning Organization and Chamber of Commerce

Some Final Thoughts

The Infrastructure Ask Working Group reemphasizes a few points that developed in our work together:

- Examining the projects through a Whole Person approach (meaningful balance) directly responds to *City Plan*, and is an expansive means of thinking of infrastructure investment.
- It is important to note that projects cross *City Plan* goal areas. For example – Arts and Culture projects cover both Livability and Wellbeing AND Reconciliation, Representation and Inclusion.
- The work of the Infrastructure Ask Working Group has already sparked and strengthened partnerships which will synergize projects. This too is in keeping with the *City Plan* concept of Local Community Hubs.
- Projects have primary, secondary and tertiary benefits. Work of the group focused on primary and secondary benefits.
- Evolution and growth will have implications and expectations of individual community members – a positive, engaged and supportive citizenry will ensure success. As Nanaimo evolves from its roots to its destiny, building a community in which all can thrive will benefit all our citizens.

The members of the Infrastructure Ask Working Group are grateful for the opportunity to support our community in this way, and stand ready to support Council going forward.

Respectfully submitted,

Donna Hais, Chair
Infrastructure Ask Working Group
Mayor's Leaders' Table

Members of the Infrastructure Ask Working Group

- Donna Hais, *Chair*
- Councillor Ian Thorpe, *City of Nanaimo*
- Councillor Tyler Brown, *RDN Chair*
- Ashwak Sirri, *Nanaimo Hospitality Association Board*
- Brian Clemens, *Port Theatre*
- Charlene McKay, *School District #68*
- Dave Witty, *Nanaimo Airport Commission*
- Carolyn Holmes, *Nanaimo Art Gallery*
- Grace Elliott Neilsen, *Tillicum Lelum Aboriginal Society*
- James Hanson, *Island Health*
- John Manning, *Nanaimo Museum*
- Sean Gallagher, *Nanaimo Arts Council*
- Bill Sims, *City of Nanaimo Staff liaison*



FINAL REPORT

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Mayor's Leaders' Table

**Doughnut Economics
Working Group**



Doughnut Economics Working Group

The Nanaimo Doughnut is the framework for planning Nanaimo’s future in a balanced and integrated way, and is the organizing element for the Five City Goals arising from the draft City Plan - *Nanaimo ReImagined*.

Recognizing the importance of the Doughnut Model in working toward the City’s goals, the Doughnut Economics Working Group focused on recommendations to raise awareness among partners and stakeholders.

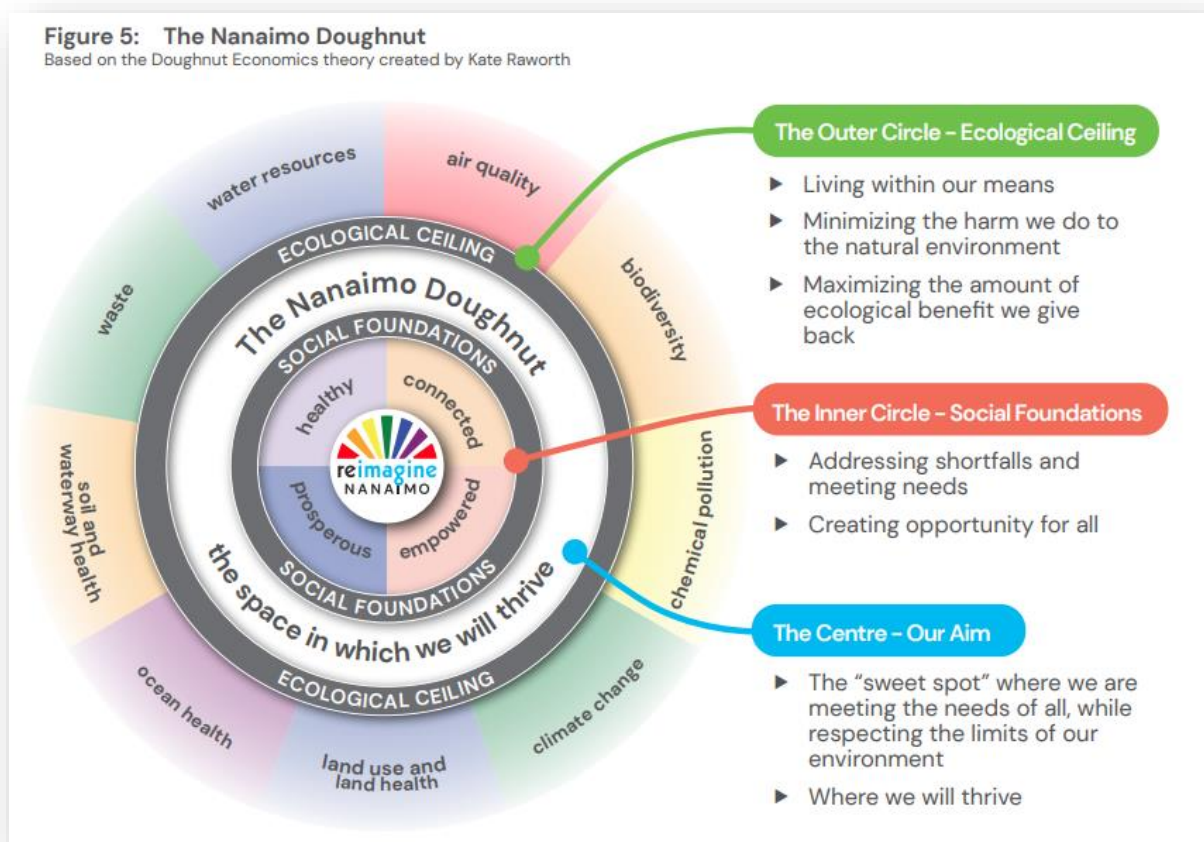


FIGURE 5: The Nanaimo Doughnut from Page 15 of City Plan

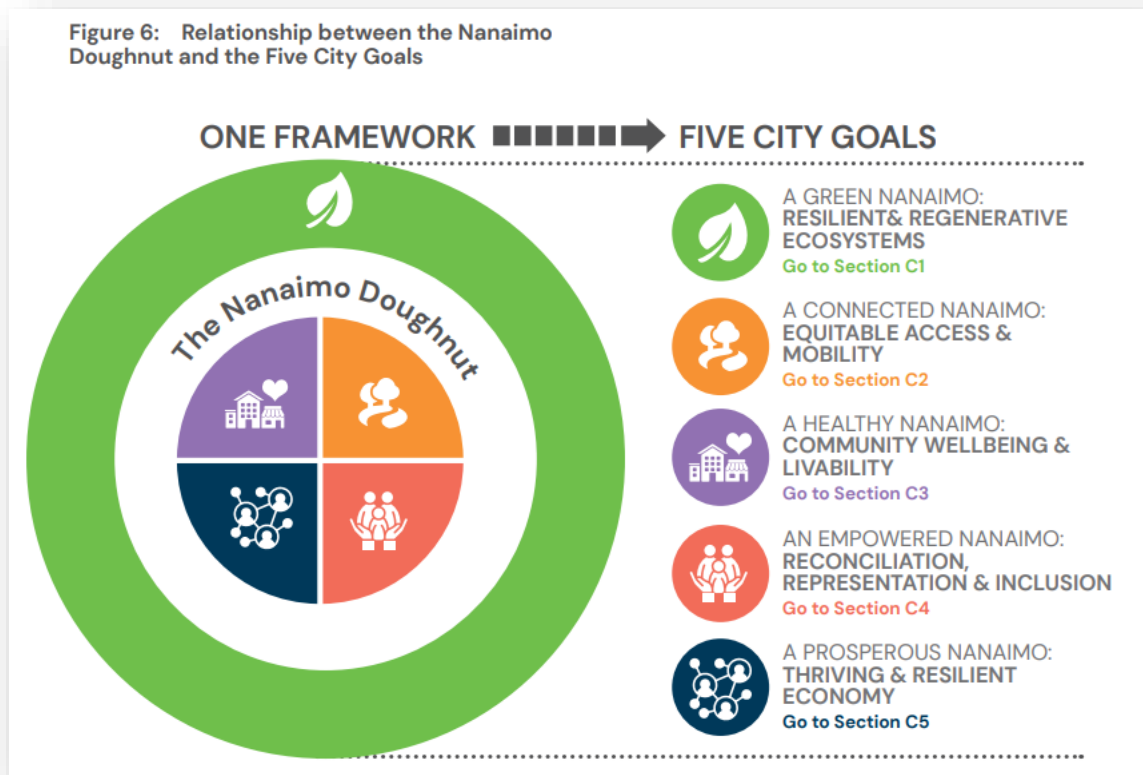


FIGURE 6: The Nanaimo Doughnut from Page 17 of City Plan

Doughnut Economics Working Group Recommendations

RECOMMENDATION 1:

- ▶ **Include in Council orientation for 2022/23 and establish an ad hoc Committee to develop awareness training for City staff and council to embed the concept through the organization.**

The program would include training City of Nanaimo staff and including a commitment to Doughnut principles in a new mission statement. Showcasing practical examples from City departments will demonstrate to others how to apply the concepts to programs, projects and policies.

RECOMMENDATION 2:

- ▶ **Develop an awareness program for City entities: Nanaimo Prosperity Corporation, Tourism Nanaimo, and the Systems Planning Organization, and engage with key stakeholders e.g. Port Theatre, Museum.**

The City funds and supports a number of external agencies and non-profits throughout the community. There is an opportunity to work with these groups to ensure that the principles of Doughnut Economics are embedded in their business plans.

RECOMMENDATION 3:

- ▶ **Develop a Doughnut-focused, outcomes-based budgeting philosophy for Council.**

This recommendation calls on the City of Nanaimo to develop a new budgeting process that aligns resources with results to meet municipal priority outcomes to deliver what matters most to citizens. Championed by the City of Baltimore, Outcome budgeting is intended to address fiscal constraints, reward innovation, measure performance and make the budget process more transparent.

RECOMMENDATION 4:

- ▶ **Advocate for alignment of Doughnut Economy principles across the region.**

Working with the Nanaimo Regional District and neighbouring municipalities, the City would promote and advocate adoption of the Doughnut Economic model.

RECOMMENDATION 5:

- ▶ **Develop a Doughnut Economics Business/Non Profit Recognition Program**

Encourage for profit and not-for profit organizations to showcase their journey towards adopting Doughnut Economics and recognize their progress. Models for social and environmental reporting include questionnaires, simple metrics and full disclosure of challenges, opportunities and successes. Participating organizations would report on metrics and undertake friendly competitions to reduce emissions, waste or water use, for example, and demonstrate strong social foundations.

RECOMMENDATION 6:

- ▶ **Establish a Doughnut Economics Coalition with the wider Nanaimo community to support and promote the philosophy.**

This recommendation aims to promote the doughnut model through effective outreach and education across the entire community – including schools, private and non-profit organizations. Tactics include simple, easy-to-understand materials that can be used as teaching modules in public schools, and other materials suitable for managers and Boards to showcase the outcomes and benefits of doughnut economics.



FINAL REPORT
of the
Mayor's Leaders' Table
**Youth Attraction &
Retention
Working Group**



Planning a Comeback: Youth Attraction & Retention in Nanaimo

Executive Summary

The Youth Attraction and Retention Working Group is pleased to provide this report to the Mayor's Leaders' Table. The findings of the Working Group are not unique nor new. In fact, many of the same items identified in our research are also reported in REIMAGINE NANAIMO.

It is worth noting though, that for youth in Nanaimo, housing and employment are key to their staying in the community. If older residents need to find a home or a job, the fact that they have settled in Nanaimo will often keep them looking inside the community. Young people do not have this commitment to community and are much less likely to stay in Nanaimo considering their current circumstances.

The Working Group believes that, of the 13 actions being recommended, there will be some overlap with the other working group's recommendations. For that reason, the Youth Attraction and Retention Working Group recommends that findings 1, 4, 9 and 10 be considered to be key to the success of a youth retention and attraction strategy.

Key Findings

Overarching Actions

1. Work more effectively with law enforcement, other levels of government, service agencies and the community to address street level issues of homelessness, addictions, mental health and public safety.
2. Create an online presence aimed at youth attraction & retention, as well as traditional communications collateral aimed at youth.

Housing

3. Develop a comprehensive strategy for affordable accommodation for single, young, employed people.
4. Work with non-profits or other community groups to develop new housing options. Consider partnering with or creating an independent housing corporation.
5. Enhance the business environment for the desired housing options through tax incentives, DCC relief, favourable development and planning options or other incentives for developers and landlords working on affordable housing projects.

Employment/economy

6. Develop a support system for small to medium enterprises and home-based businesses.
7. Engage with employers looking for staff to assist with housing as part of employment packages.
8. Use development incentives and zoning to allow for live/workspaces.
9. Improve City regulatory process for ease of access and response times.

Recreation & Leisure

10. Support development of outdoor recreation options, focussing on supports for bike and mountain bike activities (paths, amenities).
11. Work with Snuneymuxw First Nation and other groups to increase/enhance venues for organized sports.
12. Develop village centre recreation and leisure options throughout the City.

Other

13. Work with other agencies to address the shortage of family doctors.

Overview

The Youth Attraction and Retention Working Group focused on young people in three specific age cohorts: 15 to 18, 19 to 25 and 26 to 34. Experience has shown that the interests of the entire age spectrum are very different and that these three divisions reflect individual groups with common concerns about their future. The Working Group created an online survey for young people with the assistance of the City of Nanaimo. The survey's questions are included in this report as Appendix A. The goal of the survey was to gain an understanding of the most significant impediments to keeping Nanaimo youth in the community as well as the amenities that might induce young people to move into and reside in the City of Nanaimo.

Out of those who responded to the survey, 40.3 percent reported being in the 25 to 34 age cohort while 17.9 percent were in the 19 to 24 age category. 90.8 percent reported having taken or completed some post-secondary education, which indicates that the results are skewed away from youth with less than a post-secondary education — only 9.2 percent have a high school diploma or less education.

In a literature review prior to undertaking the development of the survey, it became apparent that the issue of youth retention and attraction had been looked at by another municipality close to Nanaimo. The Town of Qualicum Beach undertook a similar project in 2012 to gain an understanding of this age group's needs and wants. The Working Group used the completed Qualicum Beach report as part of the background for its work. See details of the QB report in Appendix B.

What do Nanaimo Youth Want?

As is evident from the survey appended to this report, the working group asked questions in five specific areas: General, Housing, Economy and Employment, Education, and Lifestyle/Recreation. Each section had between five and 10 questions that included quantitatively-focused questions as well as ones that solicited open-ended qualitative responses.

Quantitative Results

There were three major areas that came through as prominent concerns for the survey respondents. The three presented here were far ahead of any others in terms of the number of times mentioned throughout the survey. Results of the survey reflected the following key points:

Housing

When looking for a place to live, respondents were asked to choose the three most important considerations when choosing a location. The three most chosen options were housing, lifestyle and proximity to family. Housing outscored the next category by nearly 2 to 1.

In contrast to the new housing being constructed currently, respondents to the survey favoured living areas of less than 1,500 square feet (82.1 percent). Only slightly more than 17 percent considered more than 1,500 square feet to be desirable.

When asked about the proportion of a pay cheque that should go to accommodation, 62.7 percent reported they believe that 30 percent of their income should go to housing. 24 percent believed that only 20 percent should be allocated to that budget item.

Qualitatively, comments focused on affordability for students, singles and everyone. There were a variety of solutions proposed including rent control, increased density, innovative zoning and alternative housing options.

There is no argument that the costs and availability of accommodation is primary in the minds of young people in the mid-Island region. Even more alarming is the fact that rental costs have risen as much as 27 percent over the past year alone¹.

In the Youth Attraction and Retention survey, housing cost and availability were clearly the primary considerations for youth trying to determine whether they would stay in the Nanaimo area. It also was a concern to youth outside of the area who might consider moving to Nanaimo.

In terms of availability, the community's focus in terms of affordable housing seems to be on young families and single parents. Single young people between the ages of 19 and 34 are faced with the option of paying more than \$1,200 per month for a studio apartment or more than \$1,500 for a one-bedroom apartment. Given that the income of a single person earning a minimum wage is \$32,552, current studio apartment rent would consume approximately 44 percent of their gross wages. Rent on a one bedroom apartment would eat up more than 55 percent.

Further consideration should be given to the fact that, if a person is paying up to half of their gross income for accommodation, they probably cannot afford a car. Therefore, public transportation becomes a necessity unless they live very close to their work. Many survey respondents pointed out that the transit service either did not go near their work or did not have schedule options that would get them to and from work in a viable fashion.

¹ <https://www.zumper.com/rent-research/nanaimo-bc> 2022-04-06

Employment/Work

Respondents indicated that they were generally employed and had been at their current job for at least a year. 35.5 percent reported being employed at their current position for more than two years. Of those responding, 18.4 percent were currently unemployed. Just under a half of respondents travel to and from work by car while 17.3 percent report working from home.

While qualitative comments mentioned some weaknesses with the transit system, more than 46 percent said they used a car to go to and from work. When asked how happy they were with their mode of transportation, 77.3 percent were happy to very happy with their current transportation.

Qualitative results indicate that, while there are many entry level jobs available in the hospitality, retail and tourism sectors, there aren't as many options for long-term career prospects.

The responses around employment in the survey ignored the potential for good careers at some of Nanaimo's established industrial, manufacturing and service industries as well as jobs in the public sector. Over the course of our work on the working group, it is apparent that the job market in Nanaimo, as elsewhere, has become an employee's market. In forestry, manufacturing, health, social services and other areas, staff shortages are commonplace. Career ads on Indeed.com in the forestry sector in Nanaimo are offering from \$20 per hour to upwards of \$200,000 per year for a skilled equipment operator. Laborers in manufacturing can earn from \$22 to \$34 per hour and a maintenance supervisor is earning near \$100,000 annually. A job market like this should be able to entice young people to explore a career that doesn't involve a university education.

University graduates in the fields of accounting, law, engineering and health care are all in high demand as well. Several postings for engineers, lawyers and accounting staff are on the site. Health care workers, both in medicine and community care, are also in demand.

It may be that, if an attraction/retention website or microsite is created to target young people, these options can be highlighted on a regular basis to make the community aware of the options that they have.

Recreation/Entertainment

It was clear from the survey that preferred recreational activities take place outdoors. This was the preference reported by the majority of respondents. Curiously, the second highest response, while noticeably lower on the scale, was pub crawling, socializing and night clubbing as leisure activities.

When asked their opinion of lifestyle and recreation in Nanaimo, more than 88 percent of those responding said it was good to amazing. Only 6.6 percent rated it poor.

Qualitative Conclusions

While looking at the numbers gives a clear picture of where the community viewpoint generally is, far more information can be gleaned from the narrative answers and comments requested throughout the survey. While the working group did a good job on identifying the major challenges facing young people in our community, we did not anticipate many of the issues brought up in the commentary.

Some of the more interesting and/or significant issues brought up include the following:

There is a general feeling that the downtown area is unsafe. This is due to the visible homeless population panhandling, camping openly and displaying signs of mental health and addictions issues. Young residents hesitate to locate downtown due to the perceived risks.

Crime was mentioned several times as a consideration. While crime statistics are not a part of this report, it may be worthwhile to review these numbers and refute the issue of crime if the numbers don't support increases in the crime rate.

Housing affordability and good jobs are continually reported as the key decision-makers in whether or not a young person will stay in Nanaimo or leave – either for a better job or a lesser expensive housing cost.

Many respondents mentioned green space, proximity to wilderness/rural areas and outdoor recreation options as desirable traits that Nanaimo has.

Another recurring theme in the qualitative responses was family. This would seem to be a positive force in keeping young people in Nanaimo. If there is a marketing thrust to youth retention, the topic of family may be an effective tool to use to remind young people of the benefits of staying in the city.

Snuneymuxw Discussion

In a separate discussion with Chief Michael Wyse from Snuneymuxw, the concerns of the Snuneymuxw community as they pertain to youth retention were shared. Chief Wyse pointed out that retention and attraction of young Snuneymuxw community members is not really an issue – on the contrary, there are not enough homes on SFN lands to house all of the First Nation's members that wish to remain in the community.

However, the Chief did recognize that sports facilities in the city currently cannot support larger events for indigenous and non-indigenous team sports. He mentioned that improved venues would probably bring tournaments in many sports to the region, both for indigenous and non-indigenous teams.

He also mentioned that younger SFN members hoped to stay in the city and looked to permanent employment opportunities to allow them to remain here.

Recommended Actions

The following recommendations are made by the Youth Attraction and Retention Working Group:

Overarching Actions

- Work more effectively with law enforcement, other levels of government, service agencies and the community to address the street level chaos that is homelessness, addictions, mental health and disregard for personal safety. This is especially important in the city centre but is also evident in many other parts of the city.
- Create an online presence around youth attraction and retention for Nanaimo with solid content on accommodation options, employment assistance and recreation and entertainment suggestions.
- Develop communications collateral aimed directly at this age group – social media, email newsletters and leisure/support events would be potential communications that would appeal to them.

Housing

- Develop a comprehensive strategy to increase the number of affordable accommodation options for single, young, employed people.
- Work with nonprofits, social enterprises and/or other community groups to develop new transitional and affordable housing options in the city.
- Develop different housing options. Other BC communities are appealing to young workers and families by offering smaller rental homes as an option on existing lots. Canal Flats, for example, has developed Accessory Dwelling Units as part of an infill strategy to increase affordable options. The District of Tofino has created an independent housing corporation whose mandate is “housing development, funding, communications and advocacy, and organizational development and strategic priorities and actions required to facilitate the development of 150 below market rental units and 30 price-restricted resident restricted homes in the next 10 years².” (2021)
- While there is a common view that housing is a provincial and federal responsibility, both of those levels of government have made it clear that they believe all levels of government are involved in the solution to the affordable housing shortage. The Province funded Housing Needs Reports for municipalities and regional districts in 2020. They also work with local and regional housing corporations through BC Housing to support affordable accommodation development across the province.
- While local government doesn’t need to commit to being in the housing business, it has considerable regulatory authority over land use and building standards. It also can provide a climate that supports secure investment in affordable housing through tax incentives, DCC

² <https://tofinohousingcorp.ca/about-us> 2022-04-06

relief, favourable development and planning options and similar incentives for developers and landlords working on affordable housing projects³.

Employment/Economy

- Work with employers in the City to create an awareness/marketing/attraction campaign around the availability of good paying jobs in the region.
- Develop an entrepreneurial support system as well as infrastructure to support contemporary business opportunities for small to medium enterprises, home-based businesses and light impact sole proprietorships.
- Work with nonprofits in the business sector to provide capacity improvements and outreach support to SMEs and home-based entrepreneurs to ensure the success of their enterprises. Community Futures and the Chamber of Commerce are likely partners for this type of support.
- Engage with employers looking for staff to suggest providing housing as part of an attractive employment package.
- Use development incentives and zoning to allow for live/workspaces where the workspace is adjacent to or integrated into living spaces. The City of Courtenay and the Village of Canal Flats have examples of these in their communities.
- Make the municipal regulatory process more business friendly and improve response times to applications.

Recreation & Leisure

- Support the development of recreation and leisure support services. For example, specific zoning changes in the City of Nanaimo and the Regional District of Nanaimo that would provide for bicycle maintenance, rental, sales centres near established bike paths may be desirable.
- Work with established community groups in the area of off-road biking to improve our world-class biking destination. This would provide benefits to local bikers as well as increase tourist visits to our region.
- Work with Snuneymuxw First Nation and others to provide additional affordable venues for organized sports. These could be available to the community as well as to groups wishing to hold regional, provincial or national events.
- Develop village centre recreation and leisure options throughout the region. These would mean less travel to existing venues from distant parts of the city and would also improve pride-of-place in the neighbourhoods in which they are located.

Other Considerations

- Work with other community agencies to alleviate the shortage of family doctors.

³ Hachard, T., Eidelman, G., & Riaz, K. (2022) Backgrounder: Municipalities and Housing Policy. Who Does What: The Municipal Role in Housing, Institute on Municipal Finance and Governance (IMFG), Munk School of Global Affairs & Public Policy, University of Toronto.

Conclusion

The Youth Attraction and Retention Working Group was heartened by the positive responses garnered in the survey and was optimistic that many of the other suggestions and concerns could be addressed in a relatively easy manner. Many concerns were common to this survey and the REIMAGINE NANAIMO process, so they will often be addressed through that process.

Finally, our Working Group thanks the Mayor and City Council for the opportunity to participate in this process and provide our input into a very large wish list for the city going forward. We look forward to the final results of the Mayor's Leaders' Table deliberations and the ensuing progress that they call for. Some of the Working Group members have also indicated that they would be pleased to continue with this work if they were asked.

Thank you.

Members of the Youth Attraction and Retention Working Group

- Keith Wilson, *Chair*
- Richard Harding, *City of Nanaimo staff*
- Ben Harrack, *Save On Foods*
- Chief Mike Wyse, *Snuneymuxw First Nation*
- Cory Vanderhorst, *MNP LLP*
- Sheryl Armstrong, *City of Nanaimo*
- Jenn MacPherson, *Nanaimo Duncan & District Labour Council*
- Leonard Krog, *City of Nanaimo*
- Paul Sadler, *Harmac Pacific*
- Deb Saucier, *Vancouver Island University*
- Balraj Maan, *Young Professionals of Nanaimo*

First meeting: June 18, 2021

Other meetings: 2021: July 16, September 10, November 26; 2022: January 14, February 25, May 13.

Overall objective:

“Leverage broad community engagement at the Mayor’s Leaders Table to develop a strategy for attraction and retention of youth”

Context of Discussions: 15 to 34 age group is an important demographic in Nanaimo:

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

For the purposes of this report, “youth” and “young people” refer to the entire age group of 15 to 34. In the report, more emphasis has been placed on the two older groups (19 to 25 and 26 to 34) as they are more likely to be living on their own and making decisions about where to live, work and play in the immediate years ahead.

APPENDIX A – Survey Questions

Q1 Please provide your age.

15-18 years 19-24 years 25-34 years 35 years and over

Q2 GENERAL In what order would you put the following considerations when thinking about a move to a new job or home? (Please number 1-5 in order of importance with 1 being the most important.)

- Housing
- Employment options or opportunities
- Lifestyle and recreation
- Educational option and support
- Community support

Q3 If you are planning on leaving Nanaimo in the near future, what would be the key factor in your decision to leave

Job opportunities elsewhere Desire to travel Other (please describe)

Q4 If you are planning to stay in Nanaimo in the near future, what is the key factor in your decision to stay?

Q5 Pick your top 3 priorities related to living in Nanaimo.

- Good paying job opportunities
- Affordability of rent
- Access and affordability of programs and services
- Reduction of crime
- Reduction of homelessness in the city
- More mental health and well-being resources
- Transportation around the city
- Active transportation options (i.e. bike lanes or dedicated bike corridors)
- More options for entertainment/restaurants/night life
- Improved safety in the downtown
- New or improved neighbourhood recreation facilities
- Outdoor facilities - sports fields, boat/kayak launches
- Support for arts, entertainment and culture
- Access to a family doctor
- Outdoor recreation - parks, trails, nature programs
- Other (please specify)

Q6 What is your perception of Nanaimo? (Rank high to low with 1 being Amazing and 5 being Poor.)

- 1 Amazing 2 3 4 5 Poor

Q7 What could the City of Nanaimo do to improve perception?

Q8 HOUSING What are the most important issues you consider when looking for a location to work and live? (Pick the 3 most important to you.)

- Lifestyle
- Housing
- Job for partner
- Medical services - access to family doctor and/or specialists
- Public transportation
- Crime
- Entertainment venues
- Restaurants and bars
- Proximity to family
- City support for entrepreneurs/business
- Other (please specify)

Q9 In terms of housing, what are the most important considerations? (Number in order of importance from 1 to 5 with 1 being the most important.)

- Housing Prices
- Location
- Access to public transportation
- Access to recreation
- Proximity to entertainment/dining options

Q10 What size of accommodation would you consider suitable over the next 5 years?

- Under 800 square feet
- 800 to 1,000 square feet
- 1,000 to 1,500 square feet
- More than 1,500 square feet

Q11 How much of your pay cheque do you believe should go to housing?

- 20% 30% 40% More than 40%

Q12 What is your opinion of diversity and inclusion / accessibility / social justice / equity as it relates to housing in the city? (Rank high to low with 1 being Amazing and 5 being Poor.)

- 1 Amazing 2 3 4 5 Poor Don't know

Q13 What could the City of Nanaimo do to improve the housing situation?

Q14 **ECONOMY AND EMPLOYMENT** How long have you been in your current job?

- Less than 6 months
 6 months to 1 year
 1 to 2 years
 More than 2 years
 Currently unemployed

Q15 What is your mode of transportation to your place of work?

- Walk
 Bus
 Drive
 Car share
 Bicycle
 Plane or ferry
 Work from home
 Other (please specify)

Q16 How happy are you with your mode of transportation? (Rank 1 to 5 with 1 being Very Happy and 5 being Very Unhappy.)

1 Very Happy 2 3 4 5 Very Unhappy

Q17 What is your opinion of diversity / inclusion / accessibility / social justice / equity as it relates to equal employment opportunities in the city? (Rank high to low with 1 being Amazing and 5 being Poor.)

1 Amazing 2 3 4 5 Poor

Q18 What is your opinion on the job market and opportunities in Nanaimo? (Rank high to low with 1 being Amazing and 5 being Poor.)

1 Amazing 2 3 4 5 Poor

Q19 What could the City of Nanaimo do to improve the economy here?

Q20 EDUCATION What is your highest completed level of education?

- Less than Grade 12
- High School Diploma
- Some post-secondary (in progress or not completed)
- Post-secondary education (certificate, diploma, bachelors, masters, professional degree or doctorate)

Q21 Do you plan on getting more post-secondary training in the City of Nanaimo (i.e. diploma or certificate program, bachelors, masters, other)?

Yes No

Q22 When you finish your education / training (or when you finished), how important is it to you to have a good paying job opportunity in the city? (Rank high to low with 1 being Very Important and 5 being Not Important at all.)

1 Very Important 2 3 4 5 Not Important at all

Q23 Do you feel that you need to leave Nanaimo to get further training/education?

Yes No Don't know

Q24 What is your opinion of diversity and inclusion /accessibility / social justice as it relates to education opportunities in the city? (Rank high to low with 1 being Amazing and 5 being Poor.)

1 Amazing 2 3 4 5 Poor Don't know / N/A

Q25 What is your opinion on education in the City - school district, post-secondary, other? (Rank high to low with 1 being Amazing and 5 being Poor.)

1 Amazing 2 3 4 5 Poor Don't know

Q26 What could the City of Nanaimo do to improve education opportunities?

Q27 **LIFESTYLE/RECREATION** Do you currently participate in a recreation program delivered by the City or at a City facility?

Yes No

Q28 What activities do you prefer?

- Outdoor/nature
- Organized team sports (i.e. hockey, soccer)
- Individual sport activity (i.e. biking, skiing)
- Live music/theatre or other performance
- Arts/crafts and other creative activities
- Art gallery/museum/library
- Pub crawl/socializing/night club
- None of the above
- Other (please specify)

Q29 What is your opinion of lifestyle and recreation in the City (Rank high to low with 1 being Amazing and 5 being Poor.)

- 1 Amazing 2 3 4 5 Poor Don't know

Q30 What is your opinion of diversity / inclusion / accessibility / social justice as it relates to lifestyle and recreation in the city? (Rank high to low with 1 being Amazing and 5 being Poor.)

- 1 Amazing 2 3 4 5 Poor Don't know / N/A

Q31 What could the City do to improve lifestyle and recreation?

Q32 Any further comments?

Appendix B. QUALICUM BEACH REPORT

The Youth and Young Families Attraction and Retention Strategy Resource Group was assembled by the Town of Qualicum Beach (“TQB”) in early 2012 through requests to selected local agencies and by inviting applications from the citizens-at-large through news ads. The nine representatives offered rich and diverse perspectives regarding the challenges related to building a multigenerational community. Specifically they were charged with framing recommendations for town council to support this strategic initiative: “The Town shall develop a strategy to attract, retain and engage young people in Qualicum Beach for the purpose of supporting local schools, diversifying the community’s demographics and creating economic prosperity.”

Qualicum’s short term recommendations:

- Convene community representatives to discuss the report’s recommendations that are of common interest, and seek their commitment to a pooling of energy and resources to effectuate the recommended changes.
- Examine all bylaws and policies to determine where they encourage or discourage managed economic growth and housing options.
- Create a virtual “welcoming package” for the TQB website that includes TQB’s vision and commitment to a multigenerational community, with identification of assets specific to the interests of youth and young families.
- Create clearly visible website links to organizations and community agencies through which prospective residents can gain easy access to information.
- Develop and publish on the TQB website a comprehensive updated community resource database in which talents, skills and professional services of residents and the strength of human resources in the community are profiled.
- Consider adopting guiding principles that reflect the Qualicum Beach’s commitment to:
 - the ideals of a vibrant multi-generational community,
 - a healthy education system supported by the whole community,
 - a clearly defined range of entry points on rental or purchase housing,
 - collaborative partnerships with other district organizations that will attract and retain youth and young families,
 - valuing youth and young families in their contribution to participation and leadership in the community, and
 - identifying the TQB attributes that make it ideal for youth and young families.

Qualicum’s mid-term recommendations:

Housing:

- develop a comprehensive inventory of available housing along with a clear explanation of available entry points to rental and purchase for prospective families.
- identify areas where housing opportunities are available,
- identify where there appears to be a marked need, and adjust zoning bylaws and policies to enable the creation of a TQB housing profile attractive to prospective families

- offering a clear progression of family housing options
- defining “affordable” as pricing that favourably compares to options available in neighbouring Vancouver Island communities.

Community development:

- TQB should initiate and lead a coalition of community organizations and resident experts whose central task would be to formulate a vision, and a corresponding mindset, of a vibrant multi-generational community supported by an environment of economic vitality.
- Initiate a series of venues for purposeful dialogue to determine what an ideal multigenerational community might look like.
- Develop plans for two recreational initiatives:
- Work with RDN to expand the pool to make it a multi-use facility,
- Examine and support initiatives related to the creation of youth-friendly indoor spaces and service delivery.
- Ensure clear linkage of Youth Family Attraction Strategies with that the current TQB initiatives in Arts and Culture - ensuring that some options are “youth and family affordable”.

Appendix C. CITY PLAN REFERENCES TO KEY FINDINGS

Overarching Actions:

1. C.4 Supports improved access to health and housing services through partnerships to help meet the needs of marginalized residents » Encourages the more effective coordination of services to meet community health and housing needs » Supports and encourages development of accommodation options to rapidly re-house those experiencing homelessness.
2. C4.4 Seeks to reduce barriers in the community so people of all ages and abilities can move freely.

C4.6.13 Increase public awareness, understanding, and appreciation of Nanaimo's heritage through the continued use of promotional and educational materials such as interpretive signage, online information and brochures.

D6.1 (Page 240) As our society modernizes, so too do our recreation needs. Continuing to analyze emerging trends and considering them in the specific context of Nanaimo is at the core of adapting and updating our parks, recreation, culture, and wellness services for the future.

Housing (items 3,4 and 5)

C3.1 Considers a range of tools to support and encourage new affordable housing and limit loss of existing affordable housing » Seeks to increase the variety of housing options and tenures to meet changing housing needs » Supports incentives for the provision of affordable housing » Restricts short-term rentals and prevents conversion of market rental buildings to strata when rental vacancy rates are low » Supports working with the RDN, First Nations, and local governments to address regional housing needs.

Employment/economy

6. C5.3 » Seeks to support business retention and expansion » Works collaboratively with First Nations to identify areas of joint action and economic development initiatives that bring shared prosperity.
8. C4.5.4 Encouraging property owners to include spaces that support arts and culture (for example, live/work spaces, studio spaces, etc.).

Recreation & Leisure

10. C3.6.19 Plan for community recreation, culture, and wellness facilities including: Outdoor recreation amenities (such as outdoor classrooms, courts, sport fields, spray parks, playgrounds, sport pitches, bike parks, and skateparks). Refer to C4.9 Parkland & Park Amenity Management for additional policies related to outdoor recreation amenities.

11. C2.3.7 Establish good relations and pursue land, trail building, and maintenance partnerships among trail users, mountain bike clubs, volunteers, First Nations, and all levels of government.
12. C4.9.6 Prioritize incorporation of park space within all Urban Centres.