



**AGENDA**  
**ECONOMIC DEVELOPMENT TASK FORCE**

Tuesday, June 23, 2020, 1:00 P.M. - 3:30 P.M.  
Board Room, Service and Resource Centre,  
411 Dunsmuir Street, Nanaimo, BC

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Pages

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

Note: This meeting will be video recorded and published on the City of Nanaimo website [www.nanaimo.ca](http://www.nanaimo.ca).

**2. INTRODUCTION OF LATE ITEMS:**

**3. ADOPTION OF AGENDA:**

**4. ADOPTION OF MINUTES:**

**a. Minutes**

1 - 6

Minutes of the Special Economic Development Task Force Meeting held in the Board Room, Service and Resource Centre, 411 Dunsmuir Street, Nanaimo, BC on 2020-MAY-26 at 1:00 p.m.

**5. REPORTS:**

**a. Summary of Focus Group Sessions**

7 - 12

To be introduced by Bill Corsan, Director, Community Development

*Purpose: To provide the Task Force members with a summary of the Economic Development Focus Group sessions that took place on 2020-JUN-17.*

**b. Summary of Scenario Planning Session**

To be introduced by Bill Corsan, Director, Community Development

*Purpose: To provide the Task Force members with a summary of the Economic Development Scenario Planning session that took place on 2020-JUN-18.*

**c. Nanaimo Economic Development Strategy - Scenario Planning**

13 - 27

To be introduced by Bill Corsan, Director, Community Development

*Purpose: To provide the Task Force members with a copy of the presentation*

*by Steve Nicol, President, Lions Gate Consulting.*

**d. Economic Development - Focusing on the Long Game**

28 - 32

To be introduced by Bill Corsan, Director, Community Development

*Purpose: To provide the Task Force members with a copy of the presentation by Lee Malleau, CEO, m+a globalnomics.*

**e. External Agency**

33 - 42

To be introduced by Bill Corsan, Director, Community Development

Presentation:

1. Allan Neilson, Principal, Neilson Strategies, to provide a presentation regarding the External Agency.

**6. OTHER BUSINESS:**

**7. ADJOURNMENT:**

**MINUTES**  
**SPECIAL ECONOMIC DEVELOPMENT TASK FORCE MEETING**  
**BOARD ROOM, SERVICE AND RESOURCE CENTRE**  
**411 DUNSMUIR STREET, NANAIMO, BC**  
**TUESDAY, 2020-MAY-26, AT 1:00 P.M.**

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Present: Councillor J. Turley, Chair  
Councillor Z. Maartman (joined electronically)  
D. Backhouse (joined electronically)  
C. Beaton  
C. Carlile (joined electronically)  
D. Devana (Nanaimo Airport Alternative)  
J. Green (joined electronically at 1:11 p.m.)  
R. McLay (VIU Alternative) (joined electronically, vacated at 3:00 p.m.)  
J. Michell (NPA Alternative) (joined electronically at 1:22 p.m.)  
B. Moss (joined electronically)  
A. Sullivan (joined electronically)

Absent: M. Hooper  
I. Marr  
D. Saucier  
K. Smythe  
E. Thomas

Staff: J. Rudolph, Chief Administrative Officer  
D. Lindsay, General Manager, Development Services  
B. Corsan, Director, Community Development  
A. Manhas, Economic Development Officer (joined electronically)  
S. Snelgrove, Deputy Corporate Officer  
A. Bandurka, Recording Secretary

1. CALL THE SPECIAL ECONOMIC DEVELOPMENT TASK FORCE MEETING TO ORDER:

The Special Economic Development Task Force Meeting was called to order at 1:06 p.m.

2. ADOPTION OF AGENDA:

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

3. ADOPTION OF MINUTES:

It was moved and seconded that the Minutes of the Special Open Meeting of the Economic Development Task Force held in the Boardroom, Service and Resource Centre, 411 Dunsmuir Street, Nanaimo, BC, on Monday, 2020-MAY-13 at 10:00 a.m. be adopted as circulated. The motion carried unanimously.

4. REPORTS:

(a) Economic Development Strategy – Unique Selling Proposition

Introduced by Bill Corsan, Director, Community Development

Presentation:

1. Lee Malleau, CEO, m+a globalnomics, facilitated a discussion on Nanaimo's unique selling proposition:

- The objectives of the session were to work with the Task Force to develop a strong understanding of the local leadership perspective on Nanaimo's Value Proposition
- The exercises completed during the discussion will provide an opportunity to establish a baseline of information that will be used to build recommendations around Nanaimo's Unique Selling Proposition and how the City can position itself as a competitive environment for investment and growth

Exercise 1 - Round Table Opener

- The first part of exercise was to find out why the Task Force Members live and work in Nanaimo, responses included:
  - Affordability
  - Accessibility to wilderness
  - Central location on Vancouver Island
  - The many resources (sports, activities and clubs) available when raising kids
  - Proximity to other urban centres
  - Diversity in the community
  - Opportunities and size of town for operating a small business
  - Potential in Nanaimo for the future
- The second part of exercise asked that if the Task Force members could not live in Nanaimo, where would they live and why? Responses included:
  - Lower Mainland as friends and family live there
  - West End Vancouver as family lives there and the walkability and livability of the area
  - Victoria
  - Comox Valley or Okanagan
  - California for the warm weather
  - Bamfield for the fishing or Ottawa as family lives there
  - Castlegar or Nelson area or the Shuswap/Chase area as family lives there, or a more rural community on Vancouver Island like Chemainus or Black Creek for the affordability
  - Comox Valley or Victoria for lifestyle reasons
  - Parksville, Mill Bay or Maple Bay
  - Nanaimo for the central location on Vancouver Island and all the resources available
  - Anywhere on Vancouver Island

- West Vancouver or Oak Bay as they both have the amenities, accessibility that are required

J. Michell joined the meeting electronically at 1:22 p.m.

#### Exercise 2 – Building Character

- The first part of the exercise was to pick three words that describe the personality of Nanaimo, from a business perspective, suggestions included:
  - Affordable, vibrant, great community spirit
  - Untapped market, accessible, perfect transportation hub
  - Hard working, affordable, accessible
  - One foot in today, one foot in yesterday
  - Gateway, connected to large markets, diverse
  - Abundant, opportunity, welcoming, expansive
  - Supportive, collaborative
  - Inclusive, innovative, diverse
  - Connected, confused, misunderstood
  - Accessible, relaxed
  - Availability of land and opportunity
  - Potential, undiscovered, laid back or easy going
- The second part of exercise was to use three words in a sentence to describe Nanaimo:
  - Gateway to the world
  - Discover the potential of Nanaimo while enjoying a laid back lifestyle

#### Exercise 3 – Assessing Competition

- Task Force members were asked to identify another city or region (provincially, nationally, internationally) that Nanaimo competes with for business and investment:
  - Provincially: the Interior or Okanagan, Victoria, Comox Valley, Fraser Valley, Prince George, Lower Mainland, Tofino, Campbell River
  - Nationally: Halifax, Niagra region, some east coast cities
  - Internationally: New Zealand, Australia, Washington State, Pacific North West, Europe
- The second part of exercise asked Task Force Members to identify where Nanaimo needs to improve its competitiveness.
  - Tourism and the need to market some attractions better, such as Newcastle Island but need to find something that draws people to Nanaimo
  - Nanaimo needs a clearer vision of what it wants to be
  - There is a branding issue with Nanaimo
  - Communicative markets, more investment ready, focused on transportation infrastructure
  - Better links to lower mainland for people to get back and forth efficiently
  - Be better at giving a more precise outward facing view of Nanaimo
  - Needs to be a more expedited process for development with City for applications (business licenses and permits)

- Nanaimo can be a 'hub' for people travelling the island
- Develop a focus and determine where the competitive advantages are and target market those areas
- Improve investment readiness for new sectors like fibre technology, health innovation or education

D. Lindsay entered the Boardroom at 2:12 p.m.

- Improve marketing to who we want to attract
- Continue to improve the infrastructure (airport, port, transportation network)
- Work on the first impression and pride in the city
- Lack of industrial property

#### Exercise 4 – Target Audiences

- The first part of exercise was for Task Force members to imagine they have an eraser in their hand and could eliminate something about Nanaimo that should simply disappear, what would it be?
  - Redevelop the Jean Burns land and the A&B Sound building
  - Rejuvenation of Terminal/Nicol corridor
  - Redevelop the Departure Bay Ferry Terminal
  - Redo the major roadways to mirror how new streets are looking, for example, the new roundabout by Labieux Road
  - No more car lots
  - Refresh the waterfront area near Stewart Avenue to the Departure Bay ferry terminal
  - Address the homeless situation in a realistic way
  - Change the persona around the idea of Nanaimo
  - No more strip malls, where parking is on the street
  - Anti-development citizens with negative opinions
- The second part of exercise was for Task Force members to imagine they have a magic wand, make something appear in Nanaimo. Responses included:
  - Derelict buildings are replaced with new buildings for housing, community arts centre and shops
  - The Port Drive development would be complete and the boardwalk in Departure Bay would be constructed
  - Passenger ferry downtown to downtown Vancouver
  - Affordable, safe adequate housing for all residents and an indigenous culture centre that would be accessible to all
  - Accessibility to the hospital area from under the East Wellington overpass
  - Multi-use sports stadium
  - Downtown core comes back strong after COVID-19
  - Make development plans with high City standards
  - Set up treatment centres for mental health and addiction issues
  - Something iconic in Nanaimo that can tourism can be leveraged on and bringing vibrancy to Nanaimo

#### Exercise 5 – A Future with COVID-19

- The final exercise was for Task Force members to think of post COVID-19 changes and what new world opportunities might there be for Nanaimo?
  - Work in the tech industry, with people working from home and meetings happening online and working globally with people
  - More infrastructure development and have coordination between businesses and government
  - Streamlining processes, such as permit applications online
  - Attract people moving to the island from mainland for affordability options
  - Fundamental change in shared transportation services
  - Improving internet connectivity in the community
  - Bricks and mortar will change with more happening online and a change in logistics with companies like FedEx to move those products
  - A reversal of urbanization with people looking to relocate to smaller communities
  - Flexibility in provincial and federal government funding and looking at certain business cases slightly different to accelerate the funding
  - Creating a more social city
  - Keep shopping online with the curbside pickup option still available

(b) Economic Development Strategy Next Steps

Introduced by Bill Corsan, Director, Community Development

Steve Nicol, Lions Gate Consulting Ltd., talked about the next steps of the Economic Development Strategy:

- The unique selling proposition is part of Phase 1
- Two reports will be completed: the Current Situation report and the overall Economic Development Strategy
- The contact list with has been sent to the task force for review
- Focus group dates have been booked for June 17 and 18 at the Vancouver Island Conference Centre
- The contact list should be broken down into sectors, to see if there is enough representation from all sectors, with the banking industry being added to the list

R. McLay left the meeting at 3:00pm

5. ADJOURNMENT:

It was moved and seconded at 3:11 p.m. that the meeting terminate. The motion carried unanimously.

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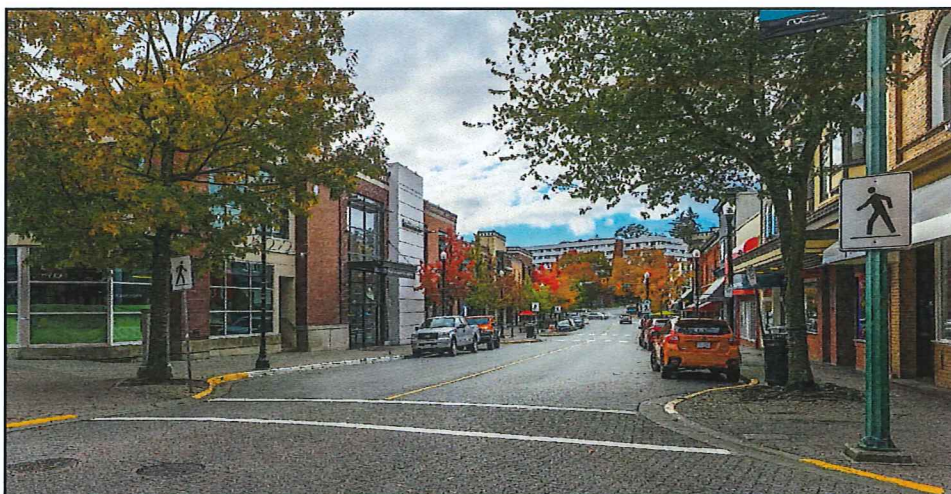
CHAIR

CERTIFIED CORRECT:

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CORPORATE OFFICER





## Economic Development Strategy Focus Group Sessions 2020-JUN-19

### Tourism



#### Issues:

- Pride of Place
- Promotion of City
- Downtown Core
- Homeless/Safety Issues
- No Brand Awareness

#### Opportunities

- Tourism Roundtables
- Business and Meetings Tourism Strategy (MOU with City, Tourism Nanaimo, VICC and NHA)
- More funds put towards marketing
- Branding needs to be a long game
- Build on mountain biking reputation



## Technology

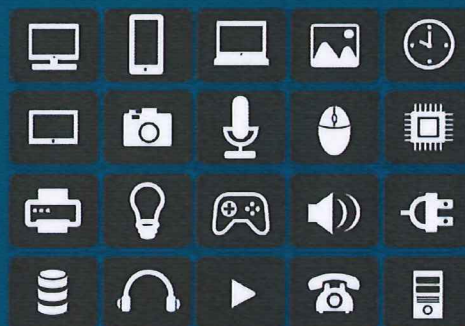


### Issues:

- Competition with big companies
- Retention of talent
- Investment money not always available for tech startups
- Filling coworking space

### Opportunities

- Engagement with VIU
- Potential for collaborations with technology meet-ups
- Foot Ferry would help with recruitment from Vancouver



## Land Use and Infrastructure



### *Land, Port and Transportation*

#### Issues:

- Slow Permitting
- Uncertainty
- Nanaimo's Reputation
- Safety and Security
- Supply of Industrial Land

#### Opportunities

- Redevelopment of Key Sites (Port Drive, A&B, etc.)
- Improved Streamline Permitting
- Re-Imagine Nanaimo process
- Transportation Master Plan for Vancouver Island
- Investment in Hospital
- Leveraging the University





## Industrial

### *Forestry, Agri-Food, Manufacturing and Construction*



#### Issues:

- Fibre Supply
- Transportation Costs to Move Product off the Island
- Supply of Industrial Land

#### Opportunities

- BRE for City's top Employers
- Better Marketing of Nanaimo
- Capitalize on People wanting to Leave Vancouver or Victoria
- Spin Offs from University



## Business Development

### *Entrepreneurship, Labour Market and Access to Capital*



#### Issues:

- Permit Process (Tenant Improvements)
- Competing with Amazon/Shopify
- Homelessness/Safety Issues
- Attracting a younger age demographic

#### Opportunities

- City led rezoning of specific corridors
- Fibre infrastructure
- Building unity within the community
- Working with VIU on recruitment/retainment



## Services

### *Business, Professional and Medical*



#### Issues:

- Permit Process / Red Tape
- Nanaimo isn't recognized by Province for funding in healthcare, opportunities given to Victoria
- Homelessness/Safety Issues
- Generation Gap

#### Opportunities

- Advocate for healthcare sector
- Hospital Campus being built
- Tourism packages through Port
- Leading role in homelessness discussion
- Partnering with other strategic organizations
- Job retention



## Place Making

### *Positioning and Promoting Nanaimo*



#### Issues:

- Reputation
- Vacant Prominent Sites
- Loss of DNBIA as a voice for downtown
- Unclear Vision and Goals for the City
- Homelessness/Safety
- Unfinished Business
- Vacuum of Leadership

#### Opportunities

- Big Ideas and Vision
- Readapt Space, such as the VICC
- Create Complete Neighbourhoods
- Build on the Great Bones (waterfront, downtown, parks)
- University Students
- Hospital as a Draw
- Make Things Happen

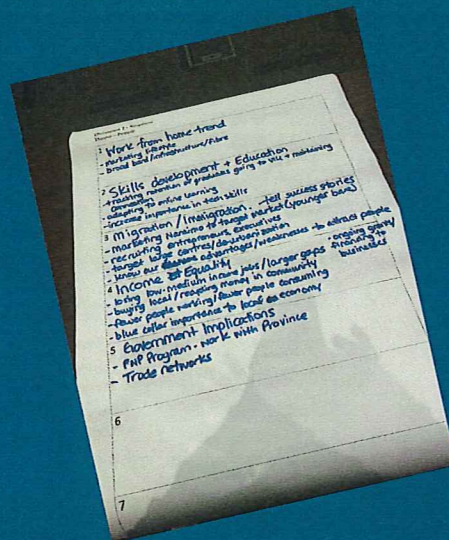




## Scenario Planning COVID-19 - People

CITY OF NANAIMO  
THE HARBOUR CITY

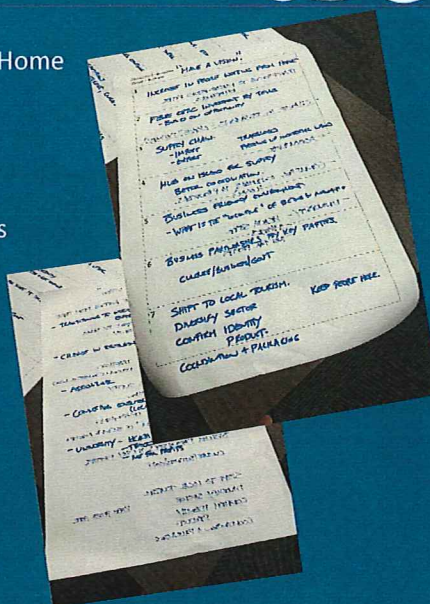
- Work from Home Trend
- Skills Development and Education
- Migration / Immigration
- Income Equality
- Government Implications



## Scenario Planning COVID-19 - Business

CITY OF NANAIMO  
THE HARBOUR CITY

- Income from People Working from Home
- Fibre Optic Investment by Telus
- Supply Chain
- Hub on Island for Supply
- Business Friendly Environment
- Business Partnerships by Key Parties
- Shift to Local Tourism
- Transitioning to Neighbourhood Retail Experiences
- Change in Restaurants (Mobile/Delivery)
- Agricultural
- Connecting Local Consumers to Producers
- University (Health Sector, Trades, Not-for-Profits)

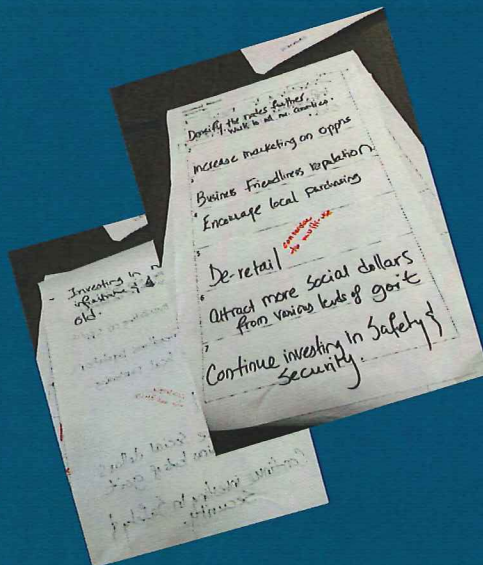


## Scenario Planning

### COVID-19 - Places



- Densify the nodes further
- Increase marketing on opportunities
- Business friendliness reputation
- Encourage local purchasing
- De-Retail
- Attract more social dollars from various leads of Government
- Continue investing in safety & security
- Investing in new infrastructure and refreshing old







# Nanaimo Economic Development Strategy

Scenario Planning, Economic Development Task Force  
June 18, 2020

# Agenda

- Welcoming remarks
- Purpose of the session
- Overview of scenarios
- Discussion 1: What are the implications of each scenario for Nanaimo?
- Discussion 2: What should be Nanaimo's strategic responses?
- Closing

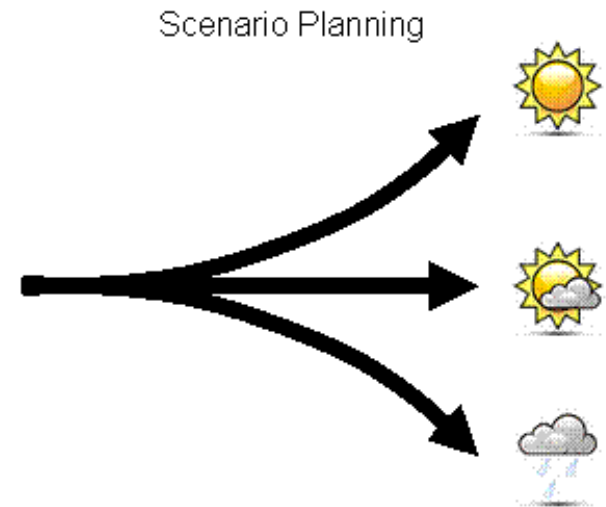


# Purpose of the session

- Discuss the implications of three possible covid-related futures
- Discuss potential strategic responses
- Set the groundwork for upcoming planning workshops

# Purpose of Scenario Planning

- To consider how Covid-19 and other forces or trends could play out under different plausible futures
- To better respond or adapt to them by carefully considering the implications of those futures
- To make better decisions in the context of an uncertain future
- Scenario Planning is NOT about predicting the future



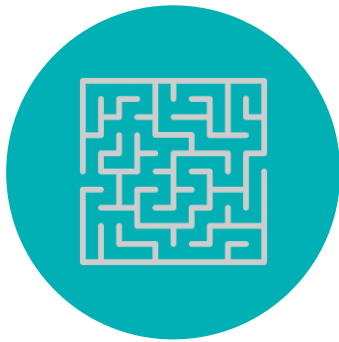
# Scenarios as risk management



# Characteristics of a scenario

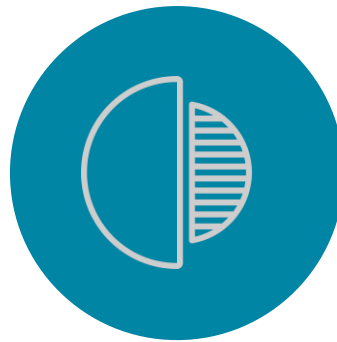
- A specially constructed story about what life will be like under certain assumptions about the future
- Multiple scenarios are typically presented to represent different futures under different assumptions
- Scenarios cause us to challenge deeply held assumptions about how we think the world works
- One bias we have is that the world will continue to work much the same as it has in the recent past

# The scenarios



## **Here to Stay**

Covid-19 uncontrolled



## **Muted Recovery**

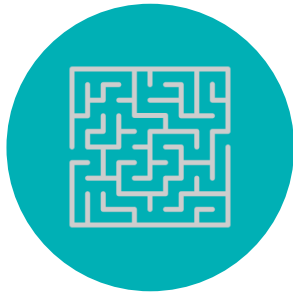
Covid-19 managed



## **Return to "Normal"**

Covid-19 eliminated or controlled

# Scenario 1 – Here to Stay

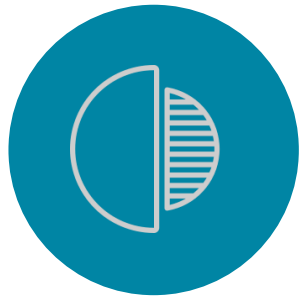


## Here to Stay

The Covid-19 pandemic continues with limited success in public health strategies. All areas of the economy are affected with some winners such as e-commerce and many losers such as tourism and other service sectors that are onsite critical or primary.

Driving Forces	Description
Covid-19	Broad failure of control and public health interventions
Public Health	Social distancing, no group assembly, restricted travel
Economy	Severe disruptions, business closures, slow growth, long-term structural change, go-local increases
Workforce	Widespread job loss, households focus on necessities, work-at-home trend grows rapidly
Social	Growing income disparities, increased govt interventions, increased social unrest

# Scenario 2 – Muted Recovery

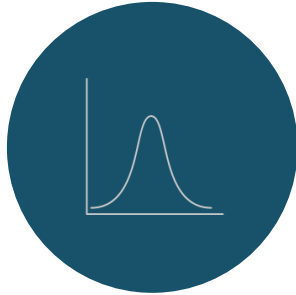


## Muted Recovery

The Covid-19 pandemic is controlled through vaccines and anti-viral treatments and other public health measures. However, the virus continues to mutate and necessitate ongoing mitigation. Many sectors continue to be adversely affected as consumers avoid what they perceive to be high-risk environments and situations.

Driving Forces	Description
Covid-19	Effective response, but ongoing resurgences
Public Health	Fewer restrictions on social distancing, group assembly and travel
Economy	Disrupted supply chains, business closures in tourism and some service sectors, slow long-term growth
Workforce	Widespread job loss in 2020, pent-up demand drives household spending in 2021, work-at-home trend persists, people work fewer hours
Social	People re-orient the way they consume and travel, more likely to support local

# Scenario 3 – Return to “Normal”



The Covid-19 pandemic either disappears or is effectively and permanently controlled. The public health emergency is lifted and there is a return to normal by 2021. Even though there have been short-term business casualties, the economy returns to the growth trend established in 2019.

## Return to “Normal”

Driving Forces	Description
Covid-19	Rapid and effective response
Public Health	Cessation of social distancing, assembly and travel restrictions
Economy	Damage minimized, business and consumer confidence restored, return to long-term growth trend by 2021
Workforce	Job recovery and then growth, households resume spending, work-at-home reduced but still trending, fewer hours worked
Social	People increase trading and sharing, incomes become more equitable



# Discussion 1 - Impacts

- What are the implications for Nanaimo in 5-10 years?
- Consider:
  - **people**, workforce, jobs, training, education, immigration, networking, social capital
  - **place**, land use, infrastructure, transportation
  - **business**, investment, innovation, e-commerce, retail, office, industrial

# How we will work

- Divide into three groups
- Each group will discuss one scenario in detail (30 minutes)
- One person will read aloud the scenario
- One person will be a scribe
- Record discussion on handouts under one of three themes:
  - People
  - Place
  - Business

# Discussion 2 - Response

- What should be our strategic response to ensure economic prosperity in this environment?
  - How do we encourage investment?
  - How do we create sustainable jobs?
  - How do we improve quality of life?

# How we will work

- Participants will form into three groups, one for each theme
- Review theme impacts as a team (5 minutes)
- Write down on the handouts three to five key strategies based on the impacts (30 minutes)
- Report out to plenary (15 minutes)

# Closure


- Next steps
- Questions?

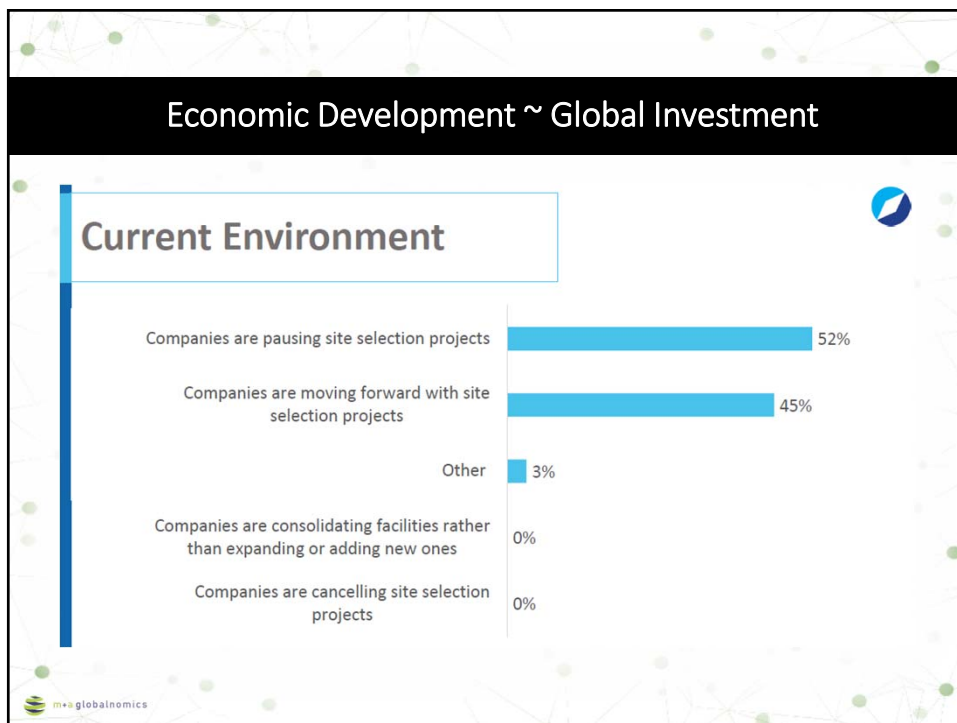


**Economic Development  
~ Focusing on  
the Long Game**

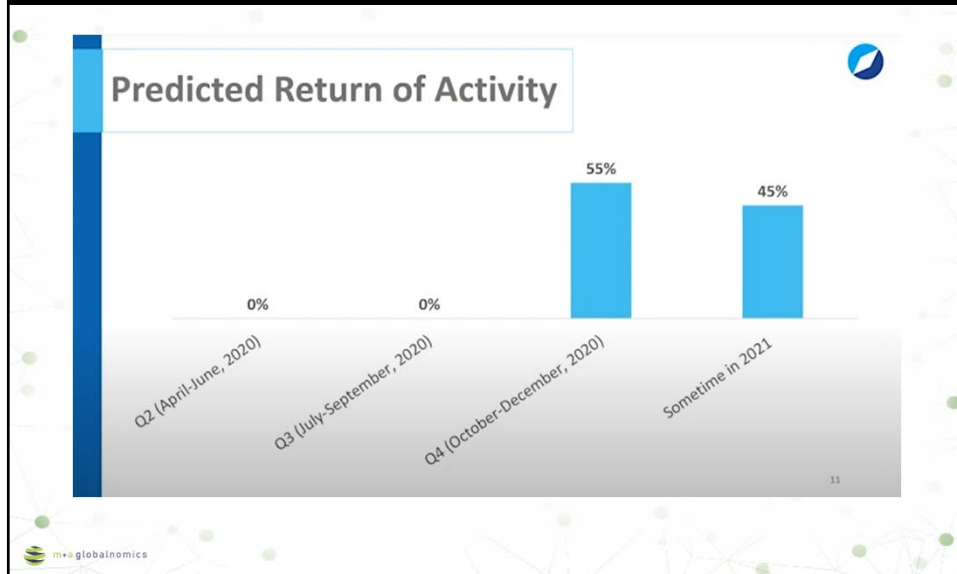
**Tips and Tactics**

1. COVID has created a global pause.
2. Your Focus should emulate global trends.
3. Location decision process has slowed, but 45% has not paused
4. Fully resume last Quarter 2020 with pent up demand
5. Technology has leveled the playing field
6. De-urbanization trends
7. Opportunities for Nanaimo have never been better

 globalnomics



## Economic Development ~ COVID Recovery



## Economic Development ~ Staying Focused

### Trends to Prepare For in a Post COVID World

- De-risking supply chains – MAJOR priority
- Transportation and Logistics
- Advanced Manufacturing and Materials Science – micro manufacturing and 3D printing, pivoting and retooling
- Focus on life sciences and health sciences with AI and whole health
- Agriculture and Agrifood production and processing – Food Security!
- Telecommunications infrastructure and security
- Mobile workforces

## Economic Development ~ Staying Focused

### Changing Strategies

- **"Local for Local"**
  - Regionalized manufacturing strategy
- **Smaller plants**
  - Capacity based on market size to be served
- **Strategic commodities closer to home**
  - Minimize risk exposure; government strategies/support
- **Increased automation/AI**
  - Less reliance on low cost manual labor
- **Short-term vs Long-term**
  - Run on Distribution/WH space in short-term for increased inventory



### The Work From Home Experiment

- What does the new work force look like?
- What does the new office look like?
- What does regionalization look like?
- How are decisions going to be made about location?
- Where is the new remote workforce going to be?



## Global Trends ~ Future Focus

**Technology has Levelled the  
Playing Field**

**Will this lead to the De-  
urbanization of Cities?**



## Global Trends ~ Staying Focused


Decision Making Factor	Ranking	Percentage
<b>Security and Safety</b>	1	61%
Connectivity and Broadband	2	51%
Supportive Business Environment	3	49%
Transportation and Logistics	4	43%
Income and Prosperity	5	40%
Strong Community Leadership	6	39%
Return on Investment	7	39%
Affordability and Accessibility	8	38%
Access to Markets	9	33%
Access to Capital and Financing	10	32%

THANK YOU

Lee Malleau –  
Globalnomics  
[lee@globalnomics.com](mailto:lee@globalnomics.com)







## PRESENTATION

- ▶ Work to Date
- ▶ Success Factors for Nanaimo Prosperity Agency
- ▶ Review of DRAFT CHARTER
- ▶ Next Steps



## WORK TO DATE

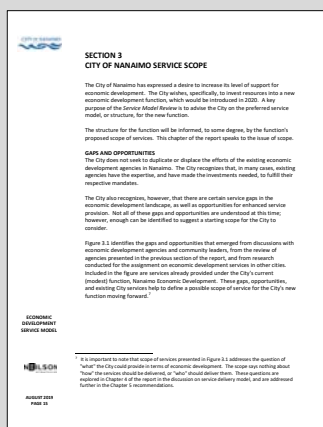
- City set out to enhance Economic Development Function
- Wanted to consider enhanced function in terms of:
  - ✓ scope of services
  - ✓ preferred service model



## WORK TO DATE

### *Scope of Services*

- Scope addresses question of "what" should be provided by the City in terms of economic development
  - ✓ "how" services are delivered and by "whom" addressed later

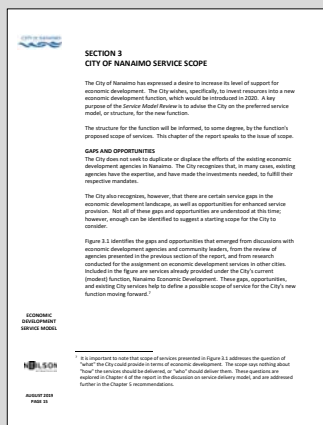




## WORK TO DATE

### *Scope of Services*

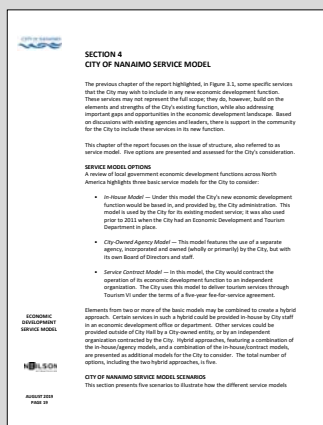
- Scope identified
  - ✓ ec. development strategy
  - ✓ economic reporting
  - ✓ navigating City Hall
  - ✓ service contract management
  - ✓ policy input
  - ✓ coordination of efforts
  - ✓ business attraction



## WORK TO DATE

### *Service Model*

- Service Model addresses questions of:
  - ✓ "how" services that make up the function are delivered
  - ✓ by "whom"

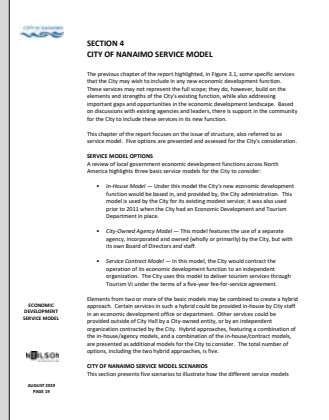


## WORK TO DATE

### Service Model

#### ► Five models considered:

- ✓ In-House
- ✓ City-Owned Agency
- ✓ Service Contract
- ✓ Hybrid x 2

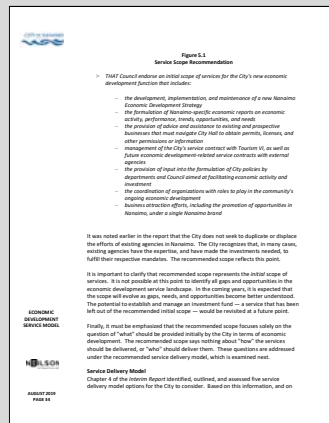


## WORK TO DATE

### Recommendations Endorsed

#### ► THAT Council endorse an initial scope of services for the function that includes:

- ✓ economic development strategy
- ✓ economic reporting
- ✓ navigating City Hall
- ✓ service contract management

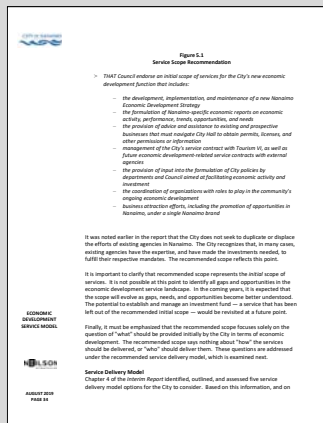


## WORK TO DATE

### Recommendations Endorsed

- *THAT Council endorse an initial scope of services for the function that includes:*

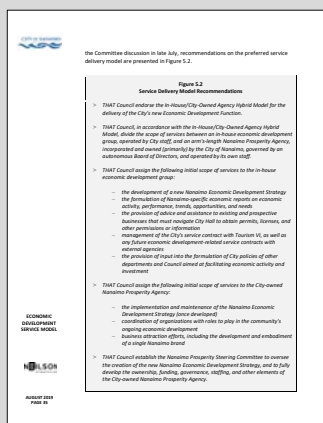
- ✓ policy input
- ✓ coordination of efforts
- ✓ business attraction



## WORK TO DATE

### Recommendations Endorsed

- *THAT Council endorse the In-House/City-Owned Agency Hybrid Model to deliver the function*

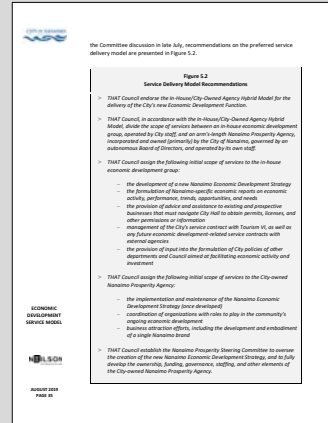




## WORK TO DATE

### Recommendations Endorsed

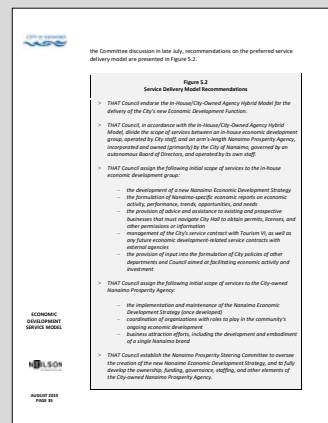
- **THAT Council divide the scope of services between:**
  - ✓ in-house (City staff) Economic Development Group
  - ✓ arms'-length Nanaimo Prosperity Agency, owned (primarily) by the City, run by own Board and staff



## WORK TO DATE

### Recommendations Endorsed

- **THAT Council establish the Steering Committee to:**
  - ✓ oversee creation of Nanaimo Economic Development Strategy
  - ✓ fully develop ownership, funding, governance, staffing, and other elements of the City-owned Nanaimo Prosperity Agency



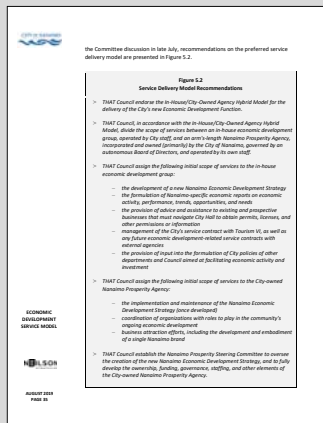




## WORK TO DATE

### Recommendations Endorsed

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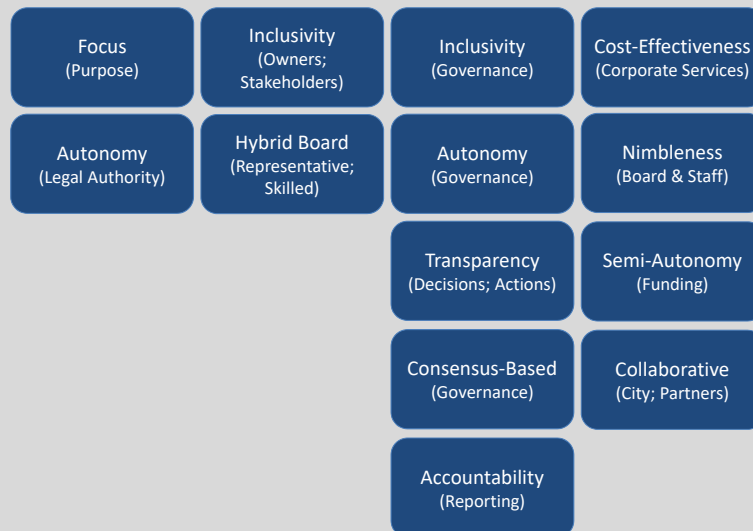
## ECONOMIC DEVELOPMENT TASK FORCE

- Develop a charter for the new, City-owned Nanaimo Prosperity Agency
- Met pre-COVID in February, 2020, to start work



## SUCCESS FACTORS

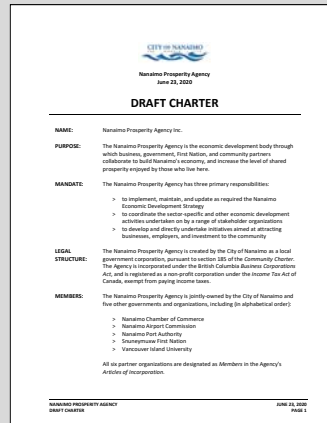
- What factors are critical to the Agency's success and should inform, and be reflected in, the Charter?





## AGENCY CHARTER

- Review a DRAFT Charter of the Nanaimo Prosperity Agency, created to capture all important elements



## NEXT STEPS

