



AGENDA
MAYOR'S LEADERS' TABLE

Friday, March 21, 2025, 8:30 a.m. - 10:30 a.m.
Boardroom, Service and Resource Centre
411 Dunsmuir Street, Nanaimo, BC

| | Pages |
|--|--------------|
| 1. CALL THE MEETING TO ORDER: | |
| [Note: This meeting will be live streamed and recorded for the public.] | |
| 2. INTRODUCTION OF LATE ITEMS: | |
| 3. ADOPTION OF AGENDA: | |
| 4. ADOPTION OF MINUTES: | |
| a. <u>Minutes</u> | 1 - 5 |
| Minutes of the Mayor's Leaders' Table Meeting held in the Boardroom, Service and Resource Centre, 411 Dunsmuir Street, Nanaimo, BC, on Friday, 2024-DEC-13, at 8:33 a.m. | |
| 5. AGENDA ITEMS: | |
| a. <u>Coordinated Strategic Planning for Nanaimo's Key Institutions</u> | 6 - 10 |
| To be introduced by Donna Hais, Member, Mayor's Leaders' Table. | |
| <u>Presentation:</u> | |
| 1. Colin Stansfield, Chief Executive Officer, Nanaimo Prosperity Corporation | |
| b. <u>Review and Discussion of Mid-Island Strategic Vision (Charter)</u> | 11 - 17 |
| To be introduced by Bill Sims, General Manager, Engineering and Public Works. | |
| c. <u>Roundtable Discussion</u> | |
| 6. OTHER BUSINESS: | |
| a. <u>Next Meeting Date</u> | |

7. ADJOURNMENT:



MINUTES

MAYOR'S LEADERS' TABLE MEETING

Friday, December 13, 2024, 8:33 a.m.
Boardroom, Service and Resource Centre
411 Dunsmuir Street, Nanaimo, BC

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

1. CALL THE MEETING TO ORDER:

The Mayor's Leaders' Table Meeting was called to order at 8:33 a.m.

2. INTRODUCTION OF LATE ITEMS:

- a. Agenda Item 5(a) Verbal Discussion re: Mayor's Leaders' Table – Next Steps - Add PowerPoint presentation.

3. ADOPTION OF AGENDA:

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

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

4. ADOPTION OF MINUTES:

Minutes of the Mayor's Leaders' Table Meeting held in the Boardroom, Service and Resource Centre, 411 Dunsmuir Street, Nanaimo, BC, on Friday, 2024-JUN-14, at 8:31 a.m.

5. AGENDA ITEMS:

a. Verbal Discussion re: Mayor's Leaders' Table - Next Steps

Bill Sims, General Manager, Engineering and Public Works, provided a PowerPoint presentation. Highlights included:

- Provided a summary of the history of the Mayor's Leaders' Table (the Table) including topics or issues previously considered by the Table
- Reviewed the purpose of the Table as outlined in the Terms of Reference
- There are some overlapping priorities and mandates between the newly formed Nanaimo Prosperity Corporation and the Table
- Requested clarity regarding topics the Table will focus on going forward

Mayor Krog noted a number of capital projects within the community that require provincial support and other topics or initiatives that the Table could promote.

Table discussion took place. Highlights included:

- The impact various members of the Table have had on the community
- The work of Fair Care Alliance has just begun, and they have plans to continue working towards improvements and expansion of the Nanaimo Regional General Hospital
- New agreement underway between the Port of Nanaimo and Snuneymuxw First Nation (SFN)
- Creating a strategic vision for the City of Nanaimo, which will extend through the community of Central Vancouver Island
- The current City Plan is a land use plan and needs to be incorporated into a larger strategic plan
- Recent meeting with Honourable Brenda Bailey, Minister of Finance, regarding opportunities uniquely available to Nanaimo due to the Port Authority, Vancouver Island University (VIU), the airport, a tertiary hospital and other unique services/assets

- The need for a strategic plan that is specifically for Nanaimo and outlines core values and mission statements, then allowing the Nanaimo Prosperity Corporation to bring in the necessary pieces to fill gaps
- Upcoming Healthcare Economic Study will highlight the economic impact of healthcare and having a tertiary hospital in Nanaimo
- The Port of Nanaimo is more accurately described as the Port of Vancouver Island and their strategic plan speaks to: core relationships with local First Nations, carbon footprint, and increasing sustainability/reliability
- The recent provincial promise of a new hospital tower is still only a promise with no action or timeline
- Upcoming meeting with presidents of medical staff associations across Vancouver Island to discuss the needs of patients in their areas
- Expanding conversations to coordinate various strategic plans between organizations such as the City, the Port of Nanaimo, VIU and others, in order to speak to the Province and the Federal Government as Central Vancouver Island (being led by Nanaimo as the central location of the infrastructure pieces)
- Desire to see the expansion plans for the Nanaimo Airport and potential discussions regarding rail on Vancouver Island
- The previous Table came forward with five infrastructure pieces. The Nanaimo Prosperity Corporation is working on items that fit within those pieces, but could use further direction from the Table
- Desire to invite local organizations to present to the Table to identify their top priorities and what they need to be successful
- Opportunities have been missed in the past due to a lack of coordination between organizations and the power that can be achieved by working together as a team
- VIU has the largest number of domestic students in a number of years, but they are seeing a decline in international students and would appreciate support when speaking with the province about the positive impacts international students bring to a community
- VIU is the only university north of the Malahat Highway and there is an opportunity to speak with the province to recognize the potential impact, and benefits, VIU brings to the region and the island
- Consider focusing more on Pacific Rim trade which may provide great opportunities for Nanaimo

- Concern regarding focusing too heavily on the planning and overlooking the bricks and mortar of accomplishing tasks
- Tackling the larger issue around housing/homelessness and addressing economic issues such as challenges attracting new employees
- Focusing on the key tools needed for implementing the strategic plan and potentially needing to reallocate resources
- Changing the terminology from a coordinated strategic plan to a charter
- Nanaimo driving the Provincial and Federal Governments to the table and leading by example for other communities
- Noted the Provincial Government's perspective shift on housing issues as a result of the recent election
- Recent discussion with Honourable Terry Yung, Minister of State for Community Safety and Integrated Services, who is planning to visit Nanaimo soon to gather feedback and learn about opportunities
- The disconnect between the media coverage and the actual number of unhoused residents across Vancouver Island communities
- Moving forward with the concept of a charter by comparing strategic plans (or relevant documents) from various organizations to gain a better understanding of where Nanaimo intersects and what is needed
- The Investing in Canada Infrastructure Program is below its goal within their mandate and may be looking for suitable applications. It was suggested a list of opportunities could be compiled by the Table
- Ensuring fair collaboration and inclusion when reviewing various strategic plans and ensuring no group is left out
- Potentially compiling an electronic list of who will be contacted to present to the Table in the new year and scheduling a longer meeting to accommodate the presentations
- Next steps should include exploring the concept of a charter and reviewing examples

Bill Sims, General Manager, Engineering and Public Works, noted challenges of having too many voices at the table. They suggested inviting the following organizations to present their strategic plans to the Table: VIU, SFN, Nanaimo Prosperity Corporation, Fair Care Alliance, Port of Nanaimo, Nanaimo Airport, the Nanaimo and District Hospital Foundation, and School District 68.

Table discussion took place. Highlights included:

- Potential opportunities to meet with members of the Chamber of Commerce as a point of contact for several other groups
- Suggestion that time be set aside at each meeting to talk about specific actions the City can take to implement actions

Bill Sims, General Manager, Engineering and Public Works, noted that much of the necessary background research has already been collected. He suggested ensuring alignment between the mandates of various organizations and then using that information to draft a cohesive charter.

Table discussion took place regarding a charter providing the City with more strength when addressing the Province.

6. OTHER BUSINESS:

The next scheduled meeting of the Mayor's Leaders' Table is currently 2025-FEB-07; however, Staff will provide members with alternative dates due to scheduling conflicts.

7. ADJOURNMENT:

It was moved and seconded at 9:42 a.m. that the meeting adjourn. The motion carried unanimously.

CHAIR

CERTIFIED CORRECT:

DEPUTY CORPORATE OFFICER

Coordinated Strategic Planning for Nanaimo's Key Institutions

Introduction

Nanaimo stands at a pivotal moment, with the potential to harness collective strengths for a prosperous future. By aligning the strategic efforts of our city's key institutions, we can drive sustainable economic growth and enhance community well-being.

The Opportunity

- **Unified Vision:** Collaborative planning ensures all institutions work towards shared goals, amplifying impact.
- **Compelling Storytelling and Advocacy:** A shared narrative enhances our ability to communicate effectively with stakeholders, attract investment, and influence policy decisions.
- **Resource Optimization:** Pooling resources leads to efficient project execution and reduces redundancies.
- **Enhanced Competitiveness:** A cohesive strategy positions Nanaimo as an attractive destination for investors and talent.

Why Act Now?

- **Growth Opportunities:** Emerging sectors like life sciences, transportation, logistics, and advanced manufacturing are ripe for development.
- **Economic Resilience:** In uncertain times, a united approach strengthens our ability to adapt and thrive.
- **Community Well-being:** Collaborative efforts can address pressing social issues, improving quality of life for all residents.



The Role of Nanaimo Prosperity Corporation (NPC)

- **Aligned Governance and Objectives:** NPC's governance structure and mission are intentionally crafted to reflect the goals of its shareholders and community partners.
- **Purpose-Built Facilitator:** Established specifically to lead economic development initiatives, NPC is designed to bring together diverse stakeholders for collaborative growth.
- **Trusted Coordinator:** With a mandate to align initiatives with community priorities, NPC effectively orchestrates cross-sector projects that resonate with local needs.
- **Data & Impact Hub:** NPC manages real-time tracking and reporting on economic and social impact metrics, serving as a central repository for actionable insights.
- **Investment & Advocacy Leader:** Positioning Nanaimo as a forward-thinking economic model, NPC attracts new funding, businesses, and talent to the region.

Living Systems Backgrounder

Adopting a "**living systems**" approach to community economic development can transform strategic planning among anchor institutions (such as hospitals, universities, local governments, and large employers) by fostering dynamic, interconnected, and responsive ecosystems. This approach ensures that investments are both impactful and adaptable, creating shared prosperity through continuous feedback loops, real-time learning, and cross-sector collaboration.

1. Systems Thinking for Strategic Coordination

A living systems approach shifts planning from static, siloed efforts to a coordinated, evolving strategy by recognizing that community economic development functions like an ecosystem:

- **Interdependencies:** Anchor institutions interact with local businesses, nonprofits, and community groups in a shared environment.
- **Self-Organization:** Instead of rigid top-down directives, institutions can co-design strategies with the community, responding to emerging needs.
- **Resilience Building:** The system remains adaptive to economic shocks, workforce shifts, and environmental changes.

2. Real-Time Data & On-Demand Investment Analysis

Using real-time data systems (e.g., digital dashboards, GIS mapping, AI-driven analytics), institutions can monitor the impact of investments across different economic and social indicators, enabling:

- **Dynamic Resource Allocation:** Redirecting capital to areas showing the greatest return on equity, job creation, and long-term sustainability.
- **Cross-Sector Metrics:** Aligning economic, social, and environmental impact metrics in one place for a holistic performance view.
- **Scenario Modeling:** Simulating different investment strategies to understand potential system-wide effects before committing resources.

3. Anchoring Shared Prosperity Through Common Value Frameworks

A living systems approach fosters co-ownership of community economic development through:

- **Common Prosperity Goals:** Defining shared outcomes (e.g., inclusive hiring, wealth building, sustainability) that align across institutions.
- **Local Feedback Loops:** Ensuring investments are community-driven and co-created rather than institutionally dictated.
- **Circular Economy Strategies:** Encouraging local procurement, workforce development, and reinvestment in community assets.

4. Networked Governance & Trust-Based Collaboration

Traditional planning often struggles with siloed governance and misaligned incentives. A living systems approach establishes:

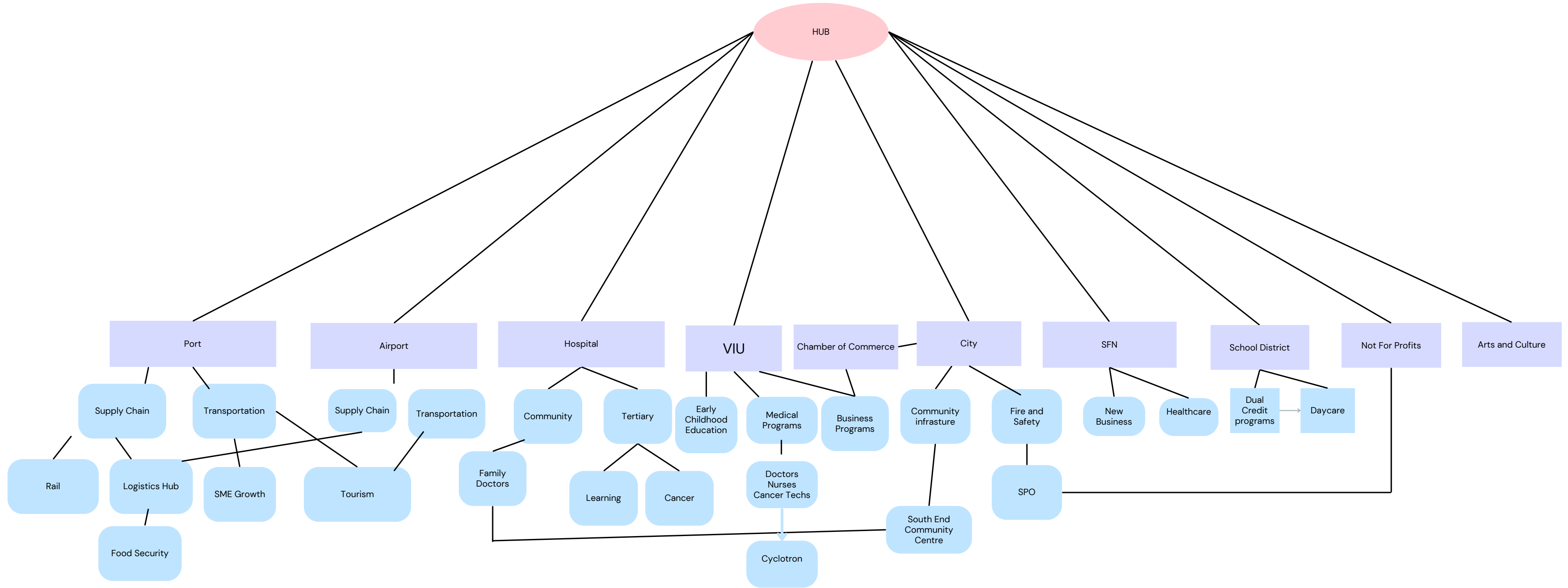
- **Collaborative Networks:** Institutions move from isolated planning to ongoing partnerships, leveraging their strengths in a complementary way.
- **Adaptive Policies:** Governance structures allow for continuous iteration based on system-wide learning and community input.
- **Trust-Based Relationships:** Institutions move beyond transactional engagement toward long-term, trust-based commitments to community well-being.

5. Learning Ecosystems & Community Resilience

A living systems approach integrates learning with action and adaptability to enhance community resilience:

- **Ecosystem Mapping:** Identifying and analyzing the interconnections among community assets, stakeholders, and resources to understand system dynamics and areas for intervention.
- **Micro-Investments:** Allocating targeted funding to small-scale, community-driven projects that stimulate innovation, support local enterprises, and address specific needs.
- **Responsive Interventions:** Implementing adaptive strategies that can evolve based on continuous feedback and changing community conditions, ensuring sustainable development.

Who is Nanaimo?



City of Nanaimo Strategic Priorities

City Plan – Vision for 25 years

- A Green Nanaimo: resilient and regenerative eco systems including GHG reductions, climate change and mitigation
- A Connected Nanaimo: equitable access and mobility including walk, roll, cycle and transit networks and complete streets
- A Healthy Nanaimo: community wellbeing and livability including community safety, affordable housing and emergency preparedness
- An Empowered Nanaimo: reconciliation, representation and inclusion
- A Prosperous Nanaimo: thriving and resilient economy

Social, Health, and Public Safety Challenges

The City will continue to implement the Downtown Safety Action Plan and through the Nanaimo Systems Planning Organization provide support to the community's homelessness response and coordinated action and advocacy by Nanaimo's non-profit organizations, Snuneymuxw First Nation, other levels of government, the business sector and the broader community.

Maintaining and Growing Current Services

Our current core services include everything from public safety, transportation and waste management to parks, recreation and community development. Over this term Council will ensure the City plans, maintains and grows these services as our population grows while ensuring we are fiscally responsible and responsive to the evolving needs of our community.

Capital Projects

Key capital project priorities identified to date include:

- Development of the Waterfront Walkway to provide access to the waterfront
- Planning for and development of 1 Port Drive to invigorate the downtown
- Development of a community centre to serve Nanaimo's South End neighbourhood
- Planning for a new police station to support the delivery of RCMP services to the City
- Redevelopment of the Nanaimo Operations Centre to support the delivery of essential City services
- Significant downtown capital investments to support continued redevelopment of the heart of the city
- Small but big impact capital improvements across the city

Communicating with the Community

Our commitment to communication is based on the principles of transparency, accountability and accessibility, and is an essential part of our efforts to build trust and confidence in our government.

Governance and Corporate Excellence

Over this term, Council will continue to develop the City's culture of good governance and service delivery excellence and ensure innovative, expeditious, informationbased decision making.

Link: [2023-2026 Council Strategic Framework](#)

Snuneymuxw First Nation

Link: [Snuneymuxw First Nation](#)

Snuneymuxw governance is rooted in our Snawayalth (teachings) and worldview, which emphasize our core values: mutual respect and recognition, the interconnection of all things in creation, and our stewardship and jurisdiction over our lands and resources. The longhouse, lands, language, and laws are all active expressions of core values that play an essential role in our governance. It is through our model of governance that Snuneymuxw has always upheld its self-determination and territorial sovereignty.

The primary purpose of our government is to protect and safeguard our citizens and their rights, our lands and waters, enhance quality of life, and create opportunities to unlock social and economic potential. We seek to advance Snuneymuxw individuals and our Nation as a whole through the decisions we make as a government.

Our Snawayalth directs us to be respectful in our consultation and to listen to each voice and build towards a decision based on group consensus. A key principle of our decision-making is unity. All of our voices have a place in the decisions that must be made, and we are vigilant in nurturing and advancing our shared purpose.

Since time immemorial, the Snuneymuxw People have resided in Snuneymuxw Territory as the first peoples, sustaining our lands, resources, culture and spiritual way of life.

On December 23, 1854, the Snuneymuxw People entered the Sarlequun Snuneymuxw Treaty of 1854 to forever and always preserve and protect Snuneymuxw villages, enclosed fields, waterways, harvesting and gathering, and the rights to hunt and fisheries as formerly.

Now, in the midst of a climate crisis, Snuneymuxw is driven by the urgent need to heal the Land and its communities. Snuneymuxw First Nation warmly welcomes you to continue the Snuneymuxw legacy of learning from, caring for, protecting, and enjoying the unsparing blessings of this sacred place.

Port of Nanaimo – Vision & Purpose

Link: <https://npa.ca/about-the-port/corporate/vision-purpose/>

VISION

To be the Vancouver Island port connecting the Island to the world via the Salish Sea, providing the safe and sustainable movement of people and goods while delivering economic growth that benefits Canada, British Columbia and the Island.

PURPOSE

With safety, security and sustainability top of mind our purpose is to build and maintain port resources. We will stimulate projects and initiatives, in cooperation with community partners and businesses that will create new jobs and increase economic development and opportunities.

Vancouver Island University – Strategic plan

Link: <https://gov.viu.ca/sites/default/files/viu-strategic-plan.pdf>

VISION

Welcoming people, Honouring place, Building potential

KEY VALUES

1. **Understanding.** We seek to understand the diversity of thought, identity, and experience of everyone at VIU, and to bring that openness of mind and that curiosity of spirit to all that we do.
2. **Connection.** We believe in the power of personal connection and kindness in building experiences that matter.
3. **Commitment.** We are motivated by a deep commitment and pride in the growth of our learners, our employees, and our communities.

Nanaimo Airport – Vision & Mission

Link: <https://ycd.ca/nanaimo-airport-commission/vision-mission/>

VISION

As “your most centrally located gateway between Vancouver Island and the World” we provide exemplary and sustainable passenger and aviation-related services that support regional economic development.

MISSION

To manage the Nanaimo Airport’s assets and relationships with our exceptional team to provide safe, financially sustainable, friendly, high-quality services to our customers, business partners and the community while contributing to our region’s environmental, social and economic needs.

VALUES

Our values drive our actions and decisions.

Collaboration

- We believe the best solutions and opportunities are discovered by working together for the social, economic, and environmental well-being of our community.

Customer Service

- We are focused on delivering exceptional service to our customers, business partners and community.

Environment

- We are focused on minimizing our environmental impact and achieving Net Zero emissions by 2030.

Excellence

- We are committed to being the best that we can in every aspect of our airport operations and development.

Financial Sustainability

- We are focused on investments that generate value and contribute to the financial, social, and environmental sustainability of the airport and the community we serve.

Reconciliation

- We acknowledge the history of the land on which the airport operates and that it is the traditional territory of our neighbouring First Nations communities. We are committed to proactively supporting reconciliation initiatives.

Safety and Security

- The safety of all who use the airport and its precinct is fundamental to all our decisions.

Fair Care Alliance - mission

Link: <https://weneedhealthcare.ca/who-we-are/>

Our Mission is to ensure that all people North of the Malahat have access to appropriate and comprehensive, tertiary healthcare in Nanaimo on the traditional territory of the Snuneymuxw First Nation.

Nanaimo and District Hospital Foundation – Strategic Plan

Link: <https://nanaimohospitalfoundation.com/strategic-plan/>

It's in our Nature to Give.

- Community Engagement: We are the top-of-mind charity for the central/north Island region.
- People: We are a people-first organisation invested in the happiness of our staff, volunteers, and donors.
- Innovation: We use an entrepreneurial approach to revenue development, marketing, communications and technology.
- Partnerships: We believe mutually beneficial partnerships grounded in the desire to improve healthcare outcomes are key to the Foundation having impact well beyond our traditional resources.

Nanaimo Ladysmith Public Schools (School District 68) – Strategic Plan

Link: <https://www.sd68.bc.ca/strategicplan-2024-2028/>

Vision Statement:

- Guided by our commitment to Justice, Equity, Diversity, and Inclusion (JEDI) principles and the Syeyutsus Reconciliation Framework for Truth and Reconciliation, our vision in Nanaimo Ladysmith Public Schools (NLPS) is to create an inclusive and equitable learning community where every individual thrives.

Mission Statement:

- NLPS is committed to multiple approaches and pathways to success for all students. Students will imagine, reflect, and innovate within a safe, equitable, and responsive learning environment that develops their academic, social and emotional growth and holistic well-being.

Nanaimo Prosperity Corporation – Mission & Values

Link: <https://investnanaimo.com/who-we-are/economic-growth-nanaimo-about-npc/>

MISSION

To leverage Nanaimo’s strategic assets to develop and sustain a vibrant local economy by leading initiatives, partnering on projects, supporting business development, encouraging innovation, promoting reconciliation, and attracting investment.

VALUES

Collaboration

- We welcome partnership with other organizations to solve problems and pursue opportunities.

Inclusion

- We promote and celebrate equity, diversity, and inclusion so that residents can access opportunities and achieve prosperity, regardless of gender, race, or ability.

Resiliency

- We nurture ideas, supporting actions and lasting solutions for economic stability and vibrancy.

Integration

- We recognize that a thriving Nanaimo economy is interdependent with, and inseparable from, community well-being and a healthy environment.

Engagement

- We build trusting relationships to drive meaningful dialogue and facilitate positive change.

Reconciliation

- We’re committed to working with Snuneymuxw First Nation to pursue strategic opportunities and achieve economic reconciliation at the municipal level.

Mid Island Charter (Working Title) **Draft for Discussion**

Common Themes

1. **Sustainability and Environmental Responsibility**
 - **City of Nanaimo:** Focus on resilient and regenerative ecosystems, GHG reductions, and climate change mitigation.
 - **Nanaimo Airport:** Commitment to minimizing environmental impact and achieving Net Zero emissions by 2030.
 - **Nanaimo Prosperity Corporation:** Integration of economic stability with community well-being and a healthy environment.
2. **Community Well-being and Inclusivity**
 - **City of Nanaimo:** Emphasis on community safety, affordable housing, and emergency preparedness.
 - **Snuneymuxw First Nation:** Focus on protecting citizens' rights and enhancing quality of life.
 - **Nanaimo Ladysmith Public Schools:** Commitment to creating an inclusive and equitable learning community.
 - **Fair Care Alliance:** Ensuring access to comprehensive healthcare for all.
3. **Economic Development and Innovation**
 - **Port of Nanaimo:** Stimulating projects and initiatives for economic growth.
 - **Vancouver Island University:** Fostering growth and innovation in learners and communities.
 - **Nanaimo Prosperity Corporation:** Supporting business development, encouraging innovation, and attracting investment.
4. **Collaboration and Partnerships**
 - **Nanaimo Airport:** Belief in discovering solutions through collaboration.
 - **Nanaimo Prosperity Corporation:** Welcoming partnerships to solve problems and pursue opportunities.
 - **Nanaimo and District Hospital Foundation:** Building mutually beneficial partnerships to improve healthcare outcomes.
5. **Reconciliation and Cultural Respect**
 - **Snuneymuxw First Nation:** Upholding self-determination and territorial sovereignty.
 - **Nanaimo Airport:** Commitment to supporting reconciliation initiatives.
 - **Nanaimo Prosperity Corporation:** Working with Snuneymuxw First Nation to achieve economic reconciliation.

Proposed Mission, Vision, Values Document

Mission: To collaboratively foster a sustainable, inclusive, and prosperous community that respects cultural heritage, promotes well-being, and drives innovation through strong partnerships and environmental stewardship.

Vision: A thriving, resilient, and equitable community where every individual has the opportunity to succeed, and where economic growth and environmental sustainability go hand in hand.

Values:

- **Sustainability:** Commitment to environmental responsibility and achieving Net Zero emissions.
- **Inclusivity:** Ensuring equitable access to resources, opportunities, and services for all community members.
- **Collaboration:** Building strong partnerships to address challenges and create opportunities.
- **Innovation:** Encouraging creativity and forward-thinking to drive economic and social progress.
- **Reconciliation:** Respecting and integrating cultural heritage and supporting reconciliation initiatives.

City Plan Goals (based on extensive community engagement):

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

References

City Plan – Executive Summary [city-plan---executive-summary---2022.06.03.pdf](#)

City Plan – Phase 1 Engagement Summary [reimagine---phase-1-engagement-summary---2020-02-08.pdf](#) (page 6-14)

City Plan – Phase 2 Engagement Summary [reimagine---phase-2-engagement-summary---2021-11-09.pdf](#) page IV