

REPORT TO COUNCIL

April 2026

NANAIMO
PROSPERITY CORP.



NPC acknowledges

that our work takes place on the traditional lands and waters of the Snuneymuxw First Nation, whose connection to this territory has sustained them for generations.

Impact Objectives

Champion Major Projects

To realize transformative growth, generate employment, and establish Nanaimo as a leader in shaping the future of our regional economy.

Elevate Local Industries

To enhance competitiveness, create higher-wage opportunities, and foster a diversified, resilient economy.

Strengthen Community Development

To improve infrastructure and services that elevate quality of life and ensure inclusive, long-term growth

Stimulate Investment

To spur innovation, fuel business expansion, and secure sustainable economic prosperity.



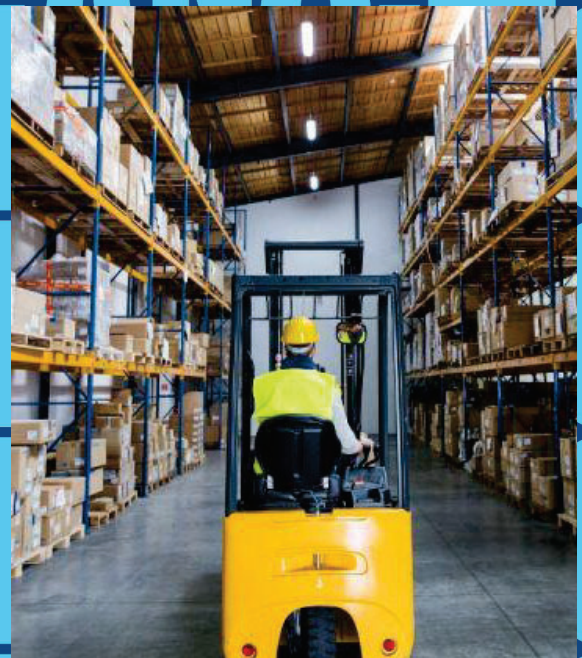
Foreign Direct Investment

We're putting Nanaimo on the map as a destination for smart, values-aligned investment.

With support from Export Canada, we've completed a Foreign Direct Investment strategy that highlights our strengths - from logistics and advanced manufacturing to the blue economy and marine innovation.

We're working closely with Invest in Canada, Trade and Invest BC, and Global Affairs to raise Nanaimo's global profile.

This is about attracting capital that builds long-term value - economically, socially, and environmentally.



Building on our strengths to attract global investment

We have completed Nanaimo's first comprehensive Foreign Direct Investment (FDI) strategy - establishing a clear, data-driven foundation for attracting and securing global capital.

- Defined a compelling investment narrative grounded in Nanaimo's unique strengths and competitive positioning.
- Built a robust evidence base through asset mapping, investment indicators, and cost competitiveness analysis.
- Identified priority sectors and emerging opportunities aligned with provincial and national economic strategies.
- Translated insights into action through sector scorecards, targeted playbooks, and an implementation roadmap.
- Positioned NPC and partners to coordinate investment attraction, support investors, and actively market Nanaimo to global markets.

This work shifts Nanaimo from opportunity awareness to intentional, coordinated investment attraction.



Positioning Vancouver Island to capture Canada's Defence Investment Wave

Canada is making generational investments in defence, security, and dual-use technologies - creating a significant opportunity for regional industry. Through VIEA's Trade and Invest Vancouver Island Committee, we are working with partners across the Island to ensure Nanaimo and Vancouver Island companies are positioned to participate, compete, and win.

- **Unlocking procurement-driven growth (ITBs):** Coordinating regionally to ensure Island firms can access federal procurement opportunities, where major contracts require equivalent investment in Canada - creating pathways for local suppliers and partnerships.
- **Advancing dual-use innovation:** Supporting companies in sectors like marine tech, advanced manufacturing, AI, and cleantech - where civilian and defence applications intersect and federal investment is accelerating commercialization.
- **Coordinating regional intelligence and readiness:** Identifying capable firms, strengthening supplier readiness, and connecting businesses to defence primes, procurement opportunities, and export pathways.

We are ensuring Vancouver Island is organized, aligned, and ready to capture its share of Canada's defence investment.



BRE Programming Re-imagined

Conventional BRE was designed for a more stable, predictable economy; today's environment demands a coordinated, intelligence-driven system that can detect change early and respond collectively.

- Episodic outreach to continuous intelligence
- Siloed efforts to coordinated action
- Reactive support to proactive intervention

That is why we are working with partner organizations to co-create a BRE program that reflects today's business realities and enables shared intelligence and coordinated action.



Signals from Nanaimo's Business Community

Nanaimo's business community is under strain, and the conditions required for confidence, investment, and growth are not currently in place.

- Business confidence is fragile.
- Cost pressures remain the dominant concern.
- Policy and administrative complexity matter.
- Businesses want a strong voice in policy conversations.

Nanaimo businesses are not asking for special treatment, they're looking for predictability, consultation, and a policy environment that supports investment and growth.

Living Systems Program

A shared approach to understanding, aligning, and activating Nanaimo as a living system - connecting data, decision-making, and delivery across sectors.

Moves us from fragmented efforts to coordinated action by:

- **aligning** around shared values, ambitions, and indicators
- **translating** strategy into a portfolio of high-leverage initiatives
- **enabling** continuous learning through measurement, feedback, and adaptation

Building requires:

- **integration** (linking economy, environment, and community)
- **accountability** (measuring what matters and tracking outcomes over time)
- **shared action** (mobilizing institutions to move together, not in silos)

This is how we ensure that growth translates into broad-based wellbeing and that Nanaimo competes as a coordinated, confident, and future-ready city.



Compass Initiative

Through the Compass Initiative, we have moved from fragmented efforts toward a shared foundation for coordinated action:

- **Aligned on a common foundation:** a clear set of shared values and guiding principles to define how we work together and make decisions as a system.
- **Defined a shared direction of travel:** a set of collective ambitions that describe the conditions required for long-term prosperity, resilience, and quality of life.
- **Focused on high-leverage action:** a set of transformative projects with the potential to unlock disproportionate value and generate cascading benefits across the community.
- **Shifted how we work as a community:** moving from isolated initiatives toward a coordinated, systems-based approach to delivering impact at scale.

This is the foundation of the Nanaimo Accord: a shared compass, a shared agenda, and a growing capacity to act together.



Measuring Quality of Life

When we treat our economy as a living system - where growth is only meaningful if it improves the conditions of everyday life - quality of life becomes the mechanism for accountability, ensuring that prosperity is measured not just by output, but by whether people across the community are benefiting.

The challenge is to move beyond fragmented reporting toward a shared, coherent framework that allows us to understand, track, and act on what matters most.

- A **locally grounded measurement framework** aligned with national and global standards, translating complex systems into clear, decision-useful insights.
- A **Living Systems Dashboard** that brings together disparate data into a single, evolving picture of Nanaimo's social, economic, and environmental health.
- A **lab-based approach that uses measurement as a tool** for learning, alignment, and action - testing how better data can drive better decisions across institutions.



Workforce Housing

The successful delivery of Nanaimo's transformative projects depends on a set of enabling conditions that allow people, capital, and opportunity to move together. Among these, housing stands out as one of the most critical.

Affordable and attainable housing is foundational economic and social infrastructure.

The challenge is not only to build more housing and the right type of housing but also to enable the consistent delivery of homes that remain attainable over time.

- **Missing-middle forms** such as townhomes, multi-unit buildings, and small-scale developments that fit within neighbourhoods and serve households across the income spectrum.
- **Non-market and below-market approaches** where affordability is secured through financing, ownership, and governance, rather than left solely to market forces.



Telling Our Story

We proactively tell Nanaimo's story - shaping a clear, consistent narrative about our economy, our opportunities, and the path to long-term prosperity across every channel we operate.

- Newsletter
- LinkedIn
- Field Notes
- Special Events
- We love a good hang!



Thank-you

Connect with us online at
investnanaimo.com

Email your questions or ideas to
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