DATE OF MEETING  March 8, 2021  

AUTHORED BY  REIMAGINE NANAIMO TEAM  

SUBJECT  UPDATE ON DOUGHNUT ECONOMICS FRAMEWORK  

OVERVIEW  

Purpose of Report:  
To provide Council with an update on progress towards developing a Nanaimo Doughnut Economics City Portrait for use in the REIMAGINE NANAIMO process.  

BACKGROUND  

During the Special Council meeting held on 2020-DEC-14, Council passed the following motion:  

“That the City of Nanaimo adopt the Doughnut Economic Model as a cohesive vision for all City initiatives and planning processes; and that a city portrait for Nanaimo be created to scale down the doughnut economics framework, that the city portrait be blended with the REIMAGINE NANAIMO process and that the appropriate measurable targets and indicators relevant to the community be identified and included in the framework to track progress.”  

The ‘Doughnut Economics Model’ is described as a 21st-century approach to meeting key social needs, while ensuring we do not exceed the ecological limits of Earth’s life-supporting systems. The model is a new way of reframing existing economic theories to achieve thriving, resilient communities that do not exceed ecological limits, while meeting social equity goals. Although the model was developed to address change at global and nation-state levels, the approach can be ‘downscaled’ and adapted to local government and smaller places. This can be done by creating a customized “doughnut” along with a ‘City Portrait’ that allows local governments to customize the model to their unique environmental, social/cultural, economic, and political contexts.  

A City Portrait is explained as a holistic snapshot of the city and its impact through four lenses – social and ecological, and local and global – which together provide a new perspective on what it means for a city to thrive. The City Portrait methodology combines local aspirations (thriving people in a thriving place) with global responsibility (both social and environmental). This involves requiring every city to consider its complex interconnections with its immediate ecological context as well as the rest of the world. The city of Amsterdam has led the way with applying the method in Europe, and a few local governments in North America are also developing City Portraits (including Philadelphia and Portland). While these examples are very insightful, it is clear the process and outcome for developing a City Portrait is intended to reflect the unique context of each city/place.
DISCUSSION

Designing a City Portrait for Nanaimo

On 2020-FEB-24, Council endorsed six guiding principles for the REIMAGINE NANAIMO process. These include:

1. Build on successful policies in existing documents;
3. Acknowledge and address the priorities of climate change, Truth and Reconciliation, and sustainable service delivery;
4. Include robust community engagement in the creation of plans and strategies;
5. Incorporate a monitoring process to measure and track progress; and
6. Provide a clear and coordinated vision to guide community-building for the next 25 years.

Integrating these guiding principles into Nanaimo’s City Portrait aligns with the Doughnut Economics City Portrait process, which involves identifying the focus (lenses) or criteria for determining local standards of community and ecological well-being. Draft examples of how this can be framed using a unique Nanaimo Model is provided in Attachment A.

The following steps are underway and also being proposed to downscale the doughnut framework to apply to the REIMAGINE Nanaimo process:

1. Selecting our focus (lenses) for developing Nanaimo’s Doughnut Model and City Portrait
   This will be grounded in the United Nations’ Sustainable Development Goals (SDGs), and linked directly to the guiding principles that Council endorsed on 2020-FEB-24 for the REIMAGINE NANAIMO process, as well as the outcomes of the Phase 1 Engagement process.

2. Identify Targets and Indicators
   This will involve researching existing and potential targets and indicators, followed by workshops with Staff, committees, and Council to review and select a proposed set.

3. Mapping Nanaimo’s Social and Ecological Context
   This will involve using existing background research and baseline data.

4. Confirming Targets/Indicators/Portrait
   This will involve returning to Council with a finalized ‘City Portrait’ based on their input and the steps above.

5. Using Nanaimo’s City Portrait to Evaluate Possible Scenarios:
   Work with Council to evaluate future potential land use and policy scenarios prior to the launch of Phase 2 Engagement to gather community feedback.

Choosing Targets and Indicators to Measure Progress

Part of creating a unique, customized City Portrait involves understanding each local government’s ability to influence/control impacts on the social and ecological system they are
part of and setting targets to improve social and ecological priorities. One of Council’s guiding principles includes to “incorporate a monitoring process to measure and track progress”. This aligns directly with the second step in developing the Nanaimo City Portrait to identify “Official City Targets” and select “Performance Indicators”.

On 2021-JAN-27, the Environment Committee received a Report for Decision with a list of possible environmental indicators for incorporation into the Nanaimo City Portrait. After discussion, the committee passed the following motion:

“That the Environment Committee recommend that Council direct Staff to schedule a charrette to help refine indicators for use in developing the City Portrait for Nanaimo as part of the REIMAGINE NANAIMO process.”

Following Council discussion at the Regular Council meeting on 2021-FEB-22, Staff proceeded with sending out formal invitations for a virtual 2021-MAR-10 charrette (workshop) to all members of Council and two committees of Council (the Environment Committee, and Advisory Committee on Accessibility and Inclusiveness). Invitations were also sent out to other key stakeholders who had participated in the recently concluded Economic Development and Health and Housing Task Forces. This diverse and manageable representation will help ensure feedback on progress measures (targets and indicators) with those knowledgeable about Nanaimo’s Economic, Social, and Environmental context. Following this workshop, a draft list of targets and indicators can be circulated through Get Involved Nanaimo and stakeholder lists to allow a broader group to provide feedback.

Staff intend to return to Council at their 2021-MAR-22 GPC to confirm a list of possible targets and indicators, along with a draft City Portrait to be used as a framework to evaluate possible land use scenarios. Based on Council direction at this meeting, a workshop will be scheduled with Council in the early spring to review potential land use and policy scenarios. This will be done with the aim of finalizing one or more scenarios to gather community feedback as part of the launch of Phase 2 public engagement in April/May.

CONCLUSION

A preliminary draft Nanaimo Doughnut Economics Model has been developed for Council consideration using the guiding principles provided by Council for the REIMAGINE NANAIMO process, and in alignment with the United Nations’ Sustainable Development Goals.

As part of this, Staff have identified steps to create a customized Nanaimo City Portrait to apply the customized doughnut model. The portrait will provide a holistic snapshot of Nanaimo and its impact on both community and ecological well-being at both the local and global scale. Developing the portrait involves using technical research, together with a process for gathering feedback and direction from Council and committees to create a Nanaimo City Portrait that will involve targets, indicators, and benchmarks.

A Nanaimo City Portrait will provide the City with a unique perspective on what it means for our city and citizens to thrive while taking responsibility for our ecological and social impacts within our region and wider global context. Importantly, the City Doughnut Model and Portrait will serve as tools to evaluate potential land use and policy scenarios. This will help inform the wider community when they are asked to provide feedback on scenarios as part of Phase 2 of
the REIMAGINE NANAIMO engagement process. These tools are also the foundation for monitoring/tracking progress towards a final scenario selected by Council as part of Phase 3 of the REIMAGINE NANAIMO process that will also include community engagement.

**SUMMARY POINTS**

- A preliminary draft example of a Nanaimo Doughnut Economics Model has been developed using the guiding principles provided by Council for the REIMAGINE NANAIMO process and in alignment with the United Nations’ Sustainable Development Goals.
- Staff have identified steps to create a customized Nanaimo City Portrait to apply the doughnut model. City Staff are currently in the process of identifying existing and potential targets, indicators, and benchmark data to create a unique Nanaimo City Portrait.
- Following Council direction and discussion, a workshop has been scheduled on 2021-MAR-10 for members of Council, City committees, and other key community representatives to provide feedback on targets and indicators for the development of the City Portrait.
- A Council-endorsed City Doughnut Model and Portrait will serve as tools to evaluate potential land use and policy scenarios, central to community engagement during Phase 2 of the REIMAGINE NANAIMO process.

**ATTACHMENTS**

ATTACHMENT A: Draft Example of a Nanaimo Doughnut Model

Submitted by: Lisa Bhopalsingh
Manager, Community Planning

Concurrence by: Bill Corsan
Director, Community Development

Bill Sims
General Manager, Engineering & Public Works

Richard Harding
General Manager, Parks, Recreation and Culture

Dale Lindsay
General Manager, Development Services
ATTACHMENT A

DRAFT Example of a Nanaimo Doughnut Framework
P.R.U.S.T.

Purpose:

To Review and Confirm....

- What is a Doughnut Model/Portrait?
- Steps to build Nanaimo’s Portrait
- Scenario Development
- Next Steps
What is a Doughnut Economics Model?

- What is a Downscaled Doughnut/City Portrait?

- How does it relate to past and current sustainability efforts and Council direction?

- Why is it a useful way of visualizing sustainable development?

A way to visualize and organize ideas for achieving sustainable development shown in a series of circles with wedges.

Combines ideas about achieving social well-being for all humans while respecting ecological limits.

Uses United Nations’ Measure and Concepts of Sustainable Development.
What are the Foundations?

“What sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs”

1987 UN Brundtland Report
Our Common Future

What is a Downscaled Doughnut / City Portrait?

A way to explore how our City can support ‘thriving people in a thriving place’ (social, economic, environmental, cultural priorities), while also considering our local and global social and ecological responsibility.

A holistic snapshot of Nanaimo and its impact on both community and ecological well-being at both the local and global scale.
How does it fit with Council Direction?

Strategic Plan
Vision
To be a community that is livable, environmentally sustainable and full of opportunity for all generations and walks of life

City Planning, Sustainability, and Monitoring Progress....

OCP Adoption Plan Nanaimo (1996)
Progress Nanaimo (2006)
OCP Update planNanaimo (2008)
RGS Goals and Indicators (2011+)
REIMAGINE NANAIMO (2020-2022)
How does it fit with REIMAGINE?

**THE WHAT**
- Start a community conversation
- Understand where we are now
- Explore community priorities and issues
- Think long-term – where do we want to go?

**THE HOW**
- Develop scenarios to show our community can achieve its shared vision and goals
- Evaluate how scenarios support our goals
- Discuss trade-offs and difficult decisions together

**THE TOOLS**
- Develop policies and actions that will direct change to achieve our community goals
- Review the draft policies and actions together

**THE PLANS**
- Draft the plans: OCP Update; Parks, Recreation and Culture; Active Transportation; Climate Action;
- Align with Economic Development Plan and Water Supply Strategic Plan
- Review together
- Adopt and implement

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What is a Doughnut Model/Portrait?

Steps to build Nanaimo’s Portrait?

- Scenario Development
- Next Steps

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3/3/2021
Steps for Nanaimo’s Model & Portrait

- Be Calm
- Be Kind
- Be Creative!

You Pick
Doughnuts/Hubs/ Life Savers
and other round things??

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3/3/2021
PAINTING NANAIMO’S PORTRAIT...

1. Choosing Our Goals (Focus/Lenses)
2. Putting Together a Portrait
3. Identify Targets and Indicators
4. Confirm Targets/Indicators/Portrait
5. Use Portrait to Evaluate Scenarios

Choosing our Goals...

Current Area of Focus
Choosing Our Goals....

FEB 2020, Council endorsed guiding principles for REIMAGINE

1. Build on success

2. Incorporate Council’s strategic themes: Environmental Responsibility, Governance Excellence, Livability, and Economic Health

3. Acknowledge and address climate change, Truth and Reconciliation, and sustainable service delivery

4. Robust community engagement

5. Monitoring process to measure and track progress

6. Provide a clear and coordinated vision to guide community-building for the next 25 years

Choosing Our Goals...

**Strategic Plan Vision**

To be a community that is livable, environmentally sustainable and full of opportunity for all generations and walks of life
Choosing Our Goals...

Align Sustainable Development Goals with Council Strategic Plan and Direction

Choosing Our Goals...

Use PHASE 1 REIMAGINE ENGAGEMENT

HOW WE LIVE
Creating safe and well-connected neighbourhoods with easy access to our daily needs (see p.41)

HOW WE MOVE
Planning safe routes for all residents, regardless of the modes of travel they choose (see p.83)

HOW WE CONNECT AND PLAY
Providing a range of cultural and recreational opportunities while protecting our natural areas (see p.49)

HOW WE WORK
Creating quality, sustainable jobs that encourage economic growth and improve quality of life (see p.93)

HOW WE ADAPT AND STAY GREEN
Reducing impacts to environmentally sensitive areas and addressing climate change impacts (see p.75)

HOW WE CARE
Providing diverse and affordable housing opportunities and health services for all (see p.99)
Choosing Our Goals...

Use the Old Fashioned Doughnut

Organize our goals using customized layers of Doughnut Economics:

Local Social & Ecological
Global Social & Ecological

Amsterdam Example...

Putting together a Portrait
Putting together a Portrait

**Maori Example**

Teina Boasa-Dean reimagining of the doughnut from a Tūhoe Māori perspective, with the environment as its foundation, and social elements on the outer ring.

*Credit: An Indigenous View on Doughnut Economics from New Zealand* ([www.projectmoonshot.city](http://www.projectmoonshot.city))

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**Putting together Our Portrait**

**A DRAFT**

Nanaimo Example...

Based on Council direction in sync with the old-fashioned doughnut.
3 How do we use our Portrait? (Vision/Principles/Goals/Priorities?)

Where have we come from? (Measuring past progress: better or worse?)

Where are we now? (Current conditions: Benchmarks)

Where do we want to go? (Targets)

How will we know we are getting there? (Indicators)

3 Identify Targets and Indicators to Monitor

- VISION / PRINCIPLES: describe the Nanaimo that we want to achieve in the next 25 years
- PRIMARY GOALS: outline what we need to focus on in order to realize our vision
- TARGETS: identify specific, measurable achievements we’ll need to make along the way
- KEY INDICATORS: track progress to tell us if we’re moving closer or further from our targets
- DIRECTIONS: provide the policies and actions we’ll follow to take us there
- SCENARIOS: explored and evaluated in Phase 2 to see how different directions could help us reach our targets
Where do we want to go?
Do official Council-endorsed targets exist?

**GHG Reduction**
Reduce city-wide emissions to 55% below 2010 levels by 2030, and to be carbon neutral (100% below 2010 levels) by 2050.

**Build a strong & Resilient Economy**
Rank #1 in benchmark communities. Or increase to 75% from current 63% of population.

**Integrate growth and mobility investments to support climate, wellness and social / economic goals**
Increase the number of households living within close proximity to places to work, play, learn, and shop.

**Waste Diversion**
The City will work with the Regional District of Nanaimo to keep 90% of our region's waste out of the landfill by 2029.

How will we know we are reaching our targets...?
Identify Existing and Potential Indicators...Which best show past, current, and future performance?

Staff prepare for MARCH 10 Council Workshop/Charrette.
3 Map Nanaimo’s social and eco context
Where have we come from?
Where are we now?
What is our ecological and social context?

4 Review Existing and Potential Targets and Indicators,
Aim for 12-20 key indicators

MARCH 10 Workshop
Council + Committees

MARCH 22 GPC
Council Confirm Targets and Indicators

TARGETS....
Should be SMART!
Specific
Measurable
Achievable
Realistic
Timely

INDICATORS...
Should relate to things City has influence/control over.... and Legislated to do!
Using Targets, Indicators and Benchmarks to create a snapshot....

EXAMPLE Amsterdam....

WHAT WOULD IT MEAN FOR THE PEOPLE OF AMSTERDAM TO THRIVE?

<table>
<thead>
<tr>
<th>HEALTHY</th>
<th>CITY Target</th>
<th>CITY Snapshot</th>
</tr>
</thead>
<tbody>
<tr>
<td>HEALTH</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RESILIENT &amp; HEALTHY</td>
<td>Live longer, strong and healthy, with a diverse range of efficient and accessible health services and facilities</td>
<td>Reduction in life expectancy and significant improvements in health outcomes</td>
</tr>
<tr>
<td>AGE-FRIENDLY</td>
<td>Life expectancy reaches 100 years and more</td>
<td>Increase in life expectancy to 100 years</td>
</tr>
<tr>
<td>CLIMATE-SMART</td>
<td>Live in a world-class city with a sustainable and resilient infrastructure</td>
<td>Climate-neutral city with minimal environmental impact</td>
</tr>
<tr>
<td>HEALTHCARE</td>
<td>High-quality, affordable and accessible healthcare for all</td>
<td>Universal healthcare coverage and equal access to care</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EQUITY</th>
<th>CITY Target</th>
<th>CITY Snapshot</th>
</tr>
</thead>
<tbody>
<tr>
<td>EQUALITY</td>
<td>Education</td>
<td>Equity in education is achieved, with equal access to high-quality education for all</td>
</tr>
<tr>
<td>SOCIAL INCLUSION</td>
<td>Social inclusion is achieved, with fair representation and equal opportunities for all</td>
<td>Reduced levels of poverty and increased social cohesion</td>
</tr>
</tbody>
</table>
EXAMPLE of a Format to consider....

5 CORNWALL’S ENVIRONMENTAL CEILING

The environmental domains, relevant indicators and their current status based on most recent data available are summarised in Figure 4.

- Water resources: everyone has access to clean water
  - Target: posters
  - Indicator: status

- Waste: no littering and no waste in natural environments
  - Target: posters
  - Indicator: status

- Soil and waterway health: soil and waterways are healthy and pollution free
  - Target: posters
  - Indicator: status

- Ocean health: our seas are sustainable and pollution free
  - Target: posters
  - Indicator: status

- Land use change: we make more space for nature
  - Target: posters
  - Indicator: status

- Air pollution: we breathe cleaner air
  - Target: posters
  - Indicator: status

- Biodiversity: we live in and benefit from our natural habitats
  - Target: posters
  - Indicator: status

- Chemical pollution: our basic needs are healthy and pollution free
  - Target: posters
  - Indicator: status

- Climate Change: future generations do not suffer the consequences
  - Target: posters
  - Indicator: status

MARCH 22 GPC
Council Confirm

- Targets and Indicators

- Portrait

- Snapshot
What is a Doughnut Model/Portrait?

Steps to build Nanaimo’s Portrait

Scenario Development

Next Steps

Scenario Development

Current Area of Focus
Scenario Development

Use Portrait to Develop and Evaluate Scenarios
COUNCIL WORKSHOP APRIL 29

To Prepare for PHASE 2 Community Engagement

SCENARIO FRAMEWORK (preliminary)
A conceptual basis for REIMAGINE NANAIMO scenarios includes three key options. These will be refined through explorations with City staff and Council.

<table>
<thead>
<tr>
<th>Current Path</th>
<th>Scenario A</th>
<th>Scenario B</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008 OCP &amp; Policies Complete Corridors &amp; Nodes</td>
<td>Most existing policies remain to support continued concentration of growth in town centres and corridors</td>
<td>Most existing policies remain to support continued concentration of growth in town centres and corridors</td>
</tr>
<tr>
<td>Continue with current OCP and related policies</td>
<td>New policies to support anticipated population changes by diversifying and densifying neighbourhoods to meet needs of residents within walking distance</td>
<td>New policies to strongly direct increased diversity of land uses and future development into priority areas to achieve key City sustainability goals and meet growth projections</td>
</tr>
<tr>
<td>Based on projections with similar growth patterns that we’ve seen in recent years to 2046</td>
<td>Aims to accelerate rate of improved walkability and diversity of housing and amenities in town centres and corridors, and more efficient service provision</td>
<td>Aims to radically shift local and global social and environmental goals</td>
</tr>
<tr>
<td>Continues to concentrate and infill growth in urban nodes/town centres and corridors and improve efficient services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resulting in greater walkability and diversity and amenities in town centres and corridors, and more efficient service provision since 1990s</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### SCENARIO EVALUATION SUMMARY (EXAMPLE) - LOCAL LENSES

Note: Illustrative evaluation table only — selection of criteria, key indicators, and modeling/calculations to support the comparisons are to be determined through the process in Phase 2.

<table>
<thead>
<tr>
<th>LOCAL LENS: SOCIAL</th>
<th>Current Path</th>
<th>Scenario A</th>
<th>Scenario B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthy People &amp; Society</td>
<td>Existing Policies</td>
<td>下升？</td>
<td>上升？</td>
</tr>
<tr>
<td>Social / health sustainability indicator</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment &amp; Economy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sustained employment and tax base</td>
<td>下降？</td>
<td>上升？</td>
<td>上升？</td>
</tr>
<tr>
<td>Recreation &amp; Culture</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accessible programs and facilities</td>
<td>下降？</td>
<td>上升？</td>
<td>上升？</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LOCAL LENS: ENVIRONMENT</th>
<th>Current Path</th>
<th>Scenario A</th>
<th>Scenario B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Climate / Environment</td>
<td>Existing Policies</td>
<td>下降？</td>
<td>上升？</td>
</tr>
<tr>
<td>Achieved GHG / adaptation / ecology / hard targets adaptation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managed Growth</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing / job spectrum to match demographics</td>
<td>下降？</td>
<td>上升？</td>
<td>上升？</td>
</tr>
<tr>
<td>Balanced Mobility</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Active / EV adoption / vehicle km travelled (VKT)</td>
<td>下降？</td>
<td>上升？</td>
<td>上升？</td>
</tr>
<tr>
<td>Natural and Built Infrastructure</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sustainable drainage / watersheds / utility assets</td>
<td>下降？</td>
<td>上升？</td>
<td>上升？</td>
</tr>
</tbody>
</table>

### SCENARIO EVALUATION SUMMARY (MOCK-UP EXAMPLE) - GLOBAL LENSES & FINANCIAL CRITERIA

Note: Illustrative only — selection of criteria, key indicators, and modeling/calculations to support the comparisons are to be determined through the process in Phase 2.

<table>
<thead>
<tr>
<th>GLOBAL LENSES</th>
<th>Current Path</th>
<th>Scenario A</th>
<th>Scenario B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Social Lens</td>
<td>Existing Policies</td>
<td>下降？</td>
<td>上升？</td>
</tr>
<tr>
<td>Nanaimo purchasing policy and advocacy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Global Ecological Lens</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nanaimo purchasing policy and eco management</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FINANCIAL CRITERIA</th>
<th>Current Path</th>
<th>Scenario A</th>
<th>Scenario B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Cost to Taxpayers</td>
<td>$↓/↑</td>
<td>$↓/↑</td>
<td>$↓/↑</td>
</tr>
<tr>
<td>Nanaimo Operations and Maintenance Effort</td>
<td>$↓/↑</td>
<td>$↓/↑</td>
<td>$↓/↑</td>
</tr>
<tr>
<td>Cost/inconvenience to Private Sector</td>
<td>$↓/↑</td>
<td>$↓/↑</td>
<td>$↓/↑</td>
</tr>
<tr>
<td>Partnership Potential (Co-fund)</td>
<td>$↓/↑</td>
<td>$↓/↑</td>
<td>$↓/↑</td>
</tr>
<tr>
<td>Future Longterm Asset / Adaptation Cost</td>
<td>$↓/↑</td>
<td>$↓/↑</td>
<td>$↓/↑</td>
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</table>
What is a Doughnut Model/Portrait?

Steps to build Nanaimo’s Portrait

Scenario Development

Next Steps

- Data Organization
- Confirm Targets/Indicators/Portrait
- Scenario Development
- Phase 2 Engagement
Next Steps

Mar 10 Workshop (Charrette): Targets and Indicators

FOCUS ON WHAT WE’RE ALREADY DOING AND BUILD FROM THERE

- Council
- Advisory Committee on Accessibility and Inclusiveness
- Environment Committee
- Economic, Health and Housing Representatives

REIMAGINE

Steering Committee feedback

- What are your thoughts on the steps?
- Other comments?
Hay ch q’a