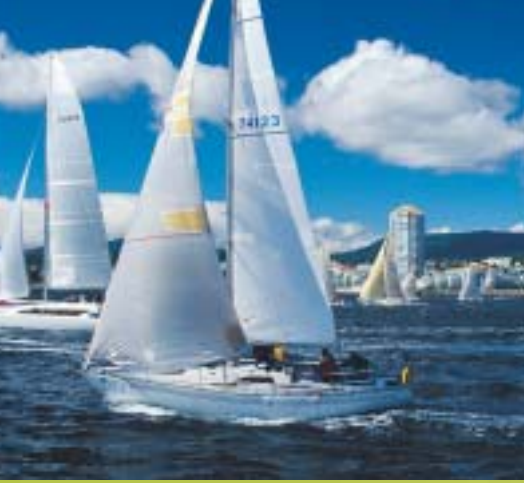


working together to build a *prosperous future*



NANAIMO'S COMMUNITY ECONOMIC DEVELOPMENT STRATEGY
Prepared by the Economic Development Group, May 2002



The Economic Development Group is a coalition of organizations, institutions, and businesses working together to create a community of social and economic opportunity.



*working
together*

*to build a
prosperous
future*

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WORKING TOGETHER TO BUILD A PROSPEROUS FUTURE

Nanaimo's Community Economic Development Strategy

Executive Summary

This economic development strategy was developed by Nanaimo's Economic Development Group (EDG) to guide the collective efforts of local organizations, businesses, citizens, and government to build a stronger local economy. The strategy provides leaders and decision-makers with a framework of common economic development goals that set priorities for action.

The Economic Development Group is a coalition of organizations, institutions, and businesses working together to create a community of social and economic opportunity. EDG provides leadership and a collective voice for economic development issues impacting Nanaimo.

Over the past decade, local population change and global economic trends have influenced the strength and diversity of Nanaimo's economy. While these changes have created new opportunity in Nanaimo, not all residents and businesses have benefited equally. In response to these concerns, EDG developed this strategy to guide actions that build a strong economy.

This strategy provides a framework for residents, businesses, and community leaders to understand the fundamental link between economic prosperity and quality of life, which together create a healthy community. The connection between these elements form a "Circle of Prosperity". In order to achieve this prosperity, Nanaimo must have a balance between economic drivers (businesses which bring new jobs and money to the community) and economic supporters (businesses and organizations that re-circulate wealth in our community).

As the wealth of drivers and supporters works together, the community vision can be realized, providing Nanaimo with a wide range of social, educational, recreational, cultural and artistic amenities and services. This, in turn, attracts and sustains a skilled workforce, expanding the base of economic drivers ... and the Circle of Prosperity continues.

The Circle of Prosperity relies on business, residents and government working together. For Nanaimo to sustain its Circle of Prosperity, it is critical to invest in people, community services, and facilities that provide a base for long-term, sustainable business growth.

Critical Elements of the Strategy

The Economic Development Strategy is shaped by four essential conditions and 9 goals:

Committed Leadership

- Business, political and community leaders that commit to a clear economic vision, act consistently and focus on priorities.
- Well-informed decision makers who improve the community and look to the future.

Excellent Foundations

- A business friendly environment that welcomes and supports business.
- A focus on economic drivers that generate new and sustainable wealth.

Quality Infrastructure

- A highly skilled and talented workforce.
- Physical infrastructure that connects businesses to their markets.
- Unique features that contribute to the quality of life for people and business.

Positive Image

- A positive attitude about Nanaimo among the local population.
- A positive reputation for Nanaimo outside of the region.

Since the strategy launch in February 1999, the Economic Development Group members have endorsed the strategy, formed community teams lead by "champions", committed resources, and implemented actions that support the strategy goals. Action is underway, and the strategy is achieving results.

As a result of this strategy, organizations, institutions and individuals have a clear focus for economic development efforts in Nanaimo. Resources and attention have been targeted at those activities that provide the greatest positive impact for the community and best serve its vision. There is a spirit of cooperation among local economic development organizations; this has created a strong "community team" that works together to achieve common goals.

EDG will continue to initiate action, guide implementation, and track progress on an on-going basis. Economic development is happening through the collective efforts of EDG's community partners, working together to build a prosperous future for Nanaimo.

WORKING TOGETHER TO BUILD A PROSPEROUS FUTURE

Nanaimo's Community Economic Development Strategy

Introduction

This economic development strategy was developed by Nanaimo's Economic Development Group (EDG) to guide the collective efforts of local organizations, businesses, citizens, and government that share common economic development goals.

The Economic Development Group is a coalition of organizations, institutions, and businesses working together to create a community of social and economic opportunity. A strong economy provides jobs for residents, and a tax base that supports excellent services and amenities that contribute to our quality of life.

In 1999, EDG produced the first edition of "Working Together to Build a Prosperous Future", an economic development strategy for the Nanaimo area. This document is the second edition of that strategy, published in May 2002. While this edition has been updated to reflect wording changes to clarify intent, the strategy elements remain essentially the same.

The intended audience for the strategy is everyone who lives, works, does business in or receives services from Nanaimo. The strategy focuses on business, but it was created for the benefit of everyone who interacts with Nanaimo and the surrounding region.

The strategy provides a context for local decisions that impact the economy and serves as a tool for local leaders and decision-makers to bring about positive change. It also provides a framework for residents, businesses and community leaders to understand the fundamental link between economic prosperity and quality of life, which together create a healthy community.

EDG has been implementing the strategy using a project-based model where community teams, lead by a "champion", secure resources and provide leadership for clearly defined initiatives which advance the achievement of strategy goals. Considerable progress has been made since the strategy was launched; this progress is tracked by EDG on an on-going basis and published in annual status reports.

Background

Nanaimo has invested considerable time and effort in community planning processes, beginning with *Imagine Nanaimo*¹ in 1993, *Plan Nanaimo*² in 1996, and continuing with neighbourhood planning. Ongoing public input has helped shape a community "vision" for the long-term growth and development of Nanaimo, and laid the foundation for land-use policies to achieve that vision.

In building on those public planning processes, this strategy does several things. First, it brings together the workplans and activities of organizations in Nanaimo that are interested in economic development. Second, it provides a framework for residents, businesses and community leaders to understand the inter-dependence between economic prosperity and quality of life which creates a healthy community. Third, it identifies actions that community organizations are carrying out to build a stronger local economy. Finally, it links economic activities that support the goals of Plan Nanaimo and identifies what the community can do to support sustainable economic development.

In developing the strategy, EDG examined the economic planning approaches taken by other communities, to learn from the best practices of others. Two key elements were most pertinent to Nanaimo:

- First, the entire community needs to understand that there is a fundamental link between economic prosperity and quality of life – the two are inter-dependent. A sustainable economy will provide a diverse tax base to support public services and amenities. Those, in turn, contribute to the quality of life envisioned by residents³.
- Second, community leaders need to think systemically rather than in a piecemeal fashion about how to sustain the community's prosperity. Resources should be allocated strategically, on a system-wide basis, to support actions and initiatives that will maintain and enhance a high quality of life⁴.

Environmental Scan

Over the past decade, local population change and global economic trends have influenced the strength and diversity of Nanaimo's economy. The area currently has a relatively diversified economic base with over 4,000 businesses operating in the city; 25% of the local economy is based on goods-producing industries and 75% is based on the service sector.

Between 1991 and 2001, the population grew by 21% to 73,000 in the City of Nanaimo, and to 127,016 in the broader Nanaimo region, as newcomers relocated to the area from other communities in BC and from other provinces in Canada. Many of the newcomers are young, working-aged families in their income earning years. They provide a skilled and experienced workforce for area companies, and have increased demand for local goods and services. Population growth created new opportunities in local market sectors such as retail, construction, business and personal services, finance, health care, and education.

At the same time, the Nanaimo region has been shifting from a commodity-based economy that traditionally relied on an abundance of natural resources in the forests and oceans, towards a service-based "knowledge" economy that relies on the skills and innovation of the local workforce. This transition has been accelerated by technological change and business globalization. New economic sectors have emerged in technology, advanced manufacturing, and tourism.

While these changes have created new opportunity in Nanaimo, not all residents and businesses have benefited equally. This is reflected in statistical indicators of economic and social health. Nanaimo has one of the highest rates of income assistance recipients in the province, and is a "net importer" of tax dollars as area residents collectively receive more in government transfer payments than they pay out in taxes. Personal income levels are below the provincial average, and indicate an increasing divide between low- and high-income earners. These trends have created concern among Economic Development Group members. EDG's response was to develop this economic development strategy as a guide for collective efforts to build a stronger local economy and prosperous future for all Nanaimo residents and businesses.

Circle of Prosperity

The foundation of a healthy community is a sustainable and diverse economy that generates wealth for residents, businesses, and all of those who interact with the city. That wealth provides income-earning opportunities for residents, and generates a tax base to support public services and amenities. Those, in turn, contribute to the quality of life by making the community an attractive place to live and by reducing poverty and crime – thereby achieving the vision for a healthy community. The connections between these elements form the "Circle of Prosperity" illustrated below.



Adapted From: Oregon Shines II, 1997

A community vision is a description of the place in which we want to live. To build that description, we need to answer two basic questions: What is important to the community – what are its priorities? And what must the community do to meet those priorities? How well the community answers those questions and then fulfills its vision will determine the success of its efforts.

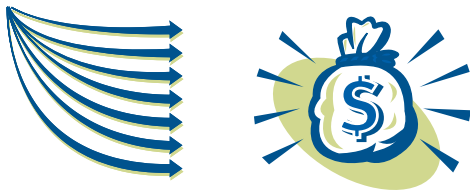
Public input gathered during Imagine Nanaimo identified the following vision for the community:

Nanaimo will be a community that respects people. It will hold neighbourhoods as the building blocks of the city. Nanaimo will be safe and supportive for people of all ages and all income levels. It will be an attractive place to live, with the historic downtown core forming the "heart" of the city. Change in the city will be based on the foundation of community participation. Nanaimo will be a community that respects and preserves the environment and one that is pedestrian-friendly. It will be a city of social and economic opportunity that has a diverse economy and a wide range of social, recreational, cultural and artistic amenities and services.

In the Circle of Prosperity there is a direct link between the community vision and economic activity: the community builds its vision with the financial resources provided by a sustainable economic base. That base is made up of economic drivers and economic supporters. Both are necessary for a balanced economy.

Economic Drivers

...bring in new wealth



Economic Supporters

*...recirculate wealth within
the community*



Economic Drivers

Economic drivers are "new wealth generators," or businesses that bring new and sustainable wealth into the community by providing goods and services to customers outside of the local area. Examples of economic drivers include tourism and export-oriented businesses that sell regionally or internationally. The wealth from these economic drivers increases the money available in the community, and is shared with:

- other businesses (through local purchasing and the strengthened spending capacity of residents),
- residents (through wages and job creation and their associated positive social impacts), and
- organizations responsible for providing local public services and amenities (through increased public funding).

Economic Supporters

Economic supporters are businesses that circulate money within the community, either from the sale of goods and services to residents, or as suppliers to other businesses. The market for these supporting industries typically grows in size and strength as a result of the activities of the wealth-generating economic drivers. Examples of economic supporters include retail and construction businesses.

Organizations that provide public services and amenities (e.g., schools, recreation groups, and not-for-profit agencies) are also considered economic supporters, because they provide the infrastructure and services that businesses need in the community. They also contribute to the quality of life that attracts the skilled workforce needed by all businesses.

Closing the Circle - Inter- Dependence

There is a mutually beneficial relationship between economic drivers and economic supporters. Economic supporters are sustainable when new wealth is generated by economic drivers; economic drivers rely on economic supporters to circulate wealth within the community by providing goods, services and amenities.

As the wealth of drivers and supporters works together, the community vision can be realized, providing Nanaimo with a wide range of social, educational, recreational, cultural and artistic amenities and services. This, in turn, attracts and sustains a skilled workforce, expanding the base of economic drivers ... and the Circle of Prosperity continues.

The Circle of Prosperity relies on business, residents and government working together. For Nanaimo to sustain its Circle of Prosperity, it is critical to invest in people, community services, and facilities that provide a base for long-term, sustainable business growth.

Why Should We Care About Economic Development?

The community needs financial resources – a balanced mix of economic drivers and economic supporters – in order to build its vision. Nanaimo needs to understand and respond to concerns that affect its businesses, to ensure that it has a strong economic base to support the community's vision. If the community fails to do that, a downward economic spiral could threaten Nanaimo's quality of life. But maintaining a balance is an ongoing challenge.

Nanaimo has grown as a centre for economic supporters over the past two decades, driven by population growth for most of that time rather than by growth in sustainable economic drivers. Resource industries have been undergoing a fundamental restructuring, and are no longer the primary source of economic prosperity for our community. Nanaimo is in transition, moving from dependence on the traditional economic drivers that have supported the economy to embracing the emerging "new economy". Nanaimo is diversifying its economic base by focusing on economic drivers that generate new wealth and this strategy is a key element in sustaining that focus.

Principles for Economic Development

The Economic Development Strategy is shaped by seven key principles that are important guides for leaders' decisions about economic development:

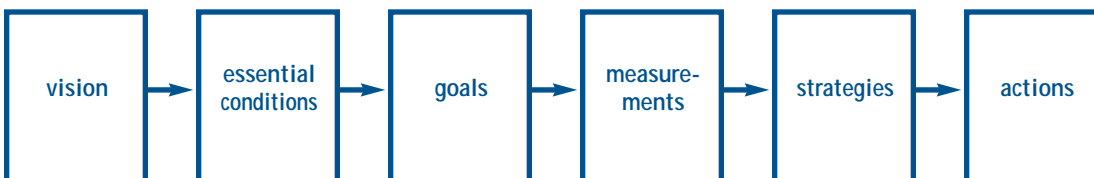
- **Circle of Prosperity** -- A sustainable economy that generates wealth for residents and businesses is the foundation for achieving the community's vision.
- **Shared Responsibility for Action** -- Economic development requires the participation of numerous partners, with a shared community responsibility for action. Leaders will support the initiatives of other community organizations that are working to achieve common economic goals.
- **Clear Priorities** -- Leaders will focus resources to effect positive local change.
- **Cooperation** -- If the authority for change is beyond local control, leaders will work with associations with common interests and other government jurisdictions (i.e., regional, provincial and federal) to advocate positive change.
- **Regional Success Leads to Local Success** -- Nanaimo is located within a regional economy – what happens in the region affects the city, and vice versa. Local activities should complement, rather than compete with the activities elsewhere in the region. Leaders recognize that success elsewhere, even beyond the region, contributes to local success.
- **Continuous Improvement** -- Nanaimo will focus on continuous improvement. This means that leaders' decisions must improve the average quality of businesses, infrastructure, services and amenities available in the community.
- **Putting Community First** -- Leaders will place the interests of the broader community ahead of the special interests of individuals.

How This Strategy Was Developed

This strategy builds on the workplans of a number of local organizations, and reflects the substantial amount of economic development effort underway in the community.

A Strategy Task Force was formed to produce the strategy. The task force reviewed the plans of a number of private- and public-sector organizations involved in economic development activities in Nanaimo, and synthesized their initiatives into a common framework. This framework, shown below, organizes the proposed actions of the Economic Development Strategy and sets priorities for the political, business and community constituencies.

Strategy Framework



The foundation for the Economic Development Strategy is the Nanaimo community vision. The essential conditions are the factors that are absolutely necessary, from an economic perspective, for that vision to be realized. The goals flow from the vision, filtered through the essential conditions and describe what needs to be achieved. For each goal, there are strategies and actions.

The balance of this document presents the details of the framework.

Essential Conditions

There are four essential conditions that need to be in place to create a viable and sustainable economy that supports the community's vision for Nanaimo. Each condition is necessary and of equal importance to the others. Together, they create the conditions that are critical to the success of this Economic Development Strategy.

Nanaimo must have business, political, and community leadership that is committed to a healthy economy.

Nanaimo's business, political, and community leaders need to understand how their decisions impact the economic well-being of the community. They need to focus resources strategically to ensure that Nanaimo has a prosperous economy and a quality of life that sustains a healthy community.

Nanaimo must have excellent foundations to create business success.

Nanaimo must build on its strengths. The city has a diverse economic base of small, entrepreneurial businesses. By building a foundation that supports these existing businesses and encourages them to grow, the city creates an environment that attracts new businesses and expands its base of economic drivers.

Nanaimo must have quality infrastructure that makes the most of economic opportunities.

Nanaimo businesses need skilled workers, infrastructure that supports training, market access, and global communications, as well as amenities that make the city a place where people want to live and work.

Nanaimo must have a positive image that builds on its strengths.

Nanaimo's image influences perceptions about the community's future and impacts business investment decisions. Within the community, we must feel good about where we live and work. Outside of the community, Nanaimo must have a reputation as an attractive and supportive place to live or invest.

The Economic Development Strategy is organized into nine goals. By allocating resources to these goals, Nanaimo will meet its essential conditions for a viable and sustainable economy.

*Goals, Measures,
Strategies and
Actions*

GOAL 1:

Business and political leaders that commit to a clear economic vision, act consistently and focus on priorities.

*Committed
Leadership*

A healthy community depends on clear and consistent leadership that focuses resources strategically to achieve the community vision. Nanaimo's business and political leaders need to understand the importance of the link between a prosperous economy and quality of life in building a healthy community. By working together, our leaders can ensure that Nanaimo has a balanced and diverse economic base that supports community priorities.

Strategies:

1. Build understanding among business, political and community leaders about the principles of leadership that link a prosperous economy to a healthy community.
2. Consistently apply the economic development principles in decisions, messages and actions (Circle of Prosperity).
3. Develop sustained involvement of business with political and community leaders to focus on solutions for a healthy community.

GOAL 2:

Well-informed decision-makers who improve the community and look to the future.

In order to ensure that resources are focused strategically for the greatest benefit, decision-makers need to understand their options and the consequences of their choices. They need information that is timely, complete and accurate.

Strategies:

1. Provide decision-makers with high-quality research and information about economic principles and consequences, to help them make the best-informed decisions possible.
2. Provide education and training to nurture leadership in the community.
3. Evaluate and provide feedback to decision-makers about the quality of their decisions.

GOAL 3:

A business-friendly environment that welcomes and supports business.

The "business climate" is the sum of the perceptions that businesses have about the environment in which they operate. The business climate is influenced by the attitudes of residents, businesses and government, by the focus of business and political leaders, and by the regulations and costs imposed on business.

A positive business climate supports the activities of existing businesses and attracts new business investment, benefiting the entire community. It is recognized that particular attention must be paid to small business, which represent the majority of businesses. Small businesses face different challenges and barriers than large businesses and have fewer resources available to deal with them.

Strategies:

1. Ensure that Nanaimo is competitive relative to other business locations in British Columbia.
2. Promote positive community attitude to support business.
3. Facilitate communication with and between businesses to help them achieve their goals.

GOAL 4:

A focus on economic drivers that generate new and sustainable wealth.

Nanaimo cannot be all things to all people; its resources are limited. It will take focused action to make progress on the community's vision.

A strong, diversified base of economic drivers is the foundation for economic prosperity. Businesses that bring new and sustainable wealth into the community (e.g., through the sale of goods and services outside the immediate area) create opportunity for residents and generate income for consumer spending. As Nanaimo expands its base of these economic drivers, all economic supporters – residents and businesses – benefit.

The region's economic drivers are in transition. Traditional resource-based sectors are not expected to grow significantly, but new growth industries are emerging. Building on the skills and experience of the local labour force, Nanaimo wants to position itself as a centre for knowledge-based businesses, film and video production, tourism, arts and culture, and manufacturing.

Strategy:

1. Retain, expand and attract businesses in the following economic driver target sectors:
 - The Knowledge-Based Business sector: Businesses that generate income primarily as a result of their intellectual capital. This includes "industries that stress research and development, employ a high proportion of scientists and technicians or produce or use technologically sophisticated products." (Source: BC Stats, Profile of the British Columbia High Technology Sector)
 - The Film and Video sector: Businesses involved in activities related to the production and post-production of movies, videos and television.

- The Tourism sector: Businesses involved in activities that attract or encourage people from outside the community to visit and stay in Nanaimo.
- The Arts and Culture sector: Businesses involved in the production, marketing and/or delivery of artistic or cultural products such as art, music, theatre, festivals and special events.
- Manufacturing: Businesses involved in the fabrication or production of products, with particular attention to advanced technological manufacturing, marine manufacturing and value-added wood manufacturing.

GOAL 5:

A community with a skilled and talented workforce that meets the needs of Economic Drivers.

A skilled and talented workforce with up-to-date expertise is critical for business success in all sectors. In today's economy, responding to change brought on by the continual introduction of new technologies is one of the biggest challenges.

To successfully meet changing skill requirements and strengthen Nanaimo's workforce, business, industry and educators must work together to integrate business needs into the training system. Businesses must make their needs known; training institutions must respond with programs that are flexible, timely, and relevant; and the labour force needs to commit to lifelong learning.

Strategies:

1. Ensure that targeted sectors have access to the relevant skills they need.
2. Facilitate the transition of the existing and future workforce to meet a changing environment.

GOAL 6:

Physical infrastructure that connects businesses to their markets.

The physical infrastructure that supports the community is important to business. It affects the ability of businesses to operate within the global economy and to move their products and services to their markets. Businesses that are economic drivers sell to markets outside of the local area; these businesses rely on effective communication and transportation links with the Lower Mainland, the United States and the rest of the world.

Strategies:

1. Ensure superior quality and assured supply of communication links (e.g., voice, data and image).
2. Expand, enhance and maintain physical transportation links for people and products between Nanaimo and its business markets.
3. Improve mobility and servicing efficiency within the community.

GOAL 7:

Unique features that contribute to the quality of life for people and business.

"If a thing isn't distinguished from anything else, it has no value. For our communities to have value, they must be distinguished. And their physical distinction – particularly the downtown – is a crucial element in that search for value." (Donovan D. Rypkema⁵)

Nanaimo has many unique features that make it a preferred location to live and work. Our waterfront, mild climate, unique downtown, and proximity to recreation opportunities have attracted people from across the country. Public services and amenities support the quality of life that residents enjoy. Businesses benefit from the access to a workforce of highly skilled and talented people who want to make Nanaimo their home – a key ingredient that supports a diverse and sustainable economy.

Strategies:

1. Enhance and promote a vibrant and diverse downtown.
2. Create and maintain public access to Nanaimo's waterfront, and encourage its use.
3. Invest strategically in public amenities, services and open space that give Nanaimo a unique identity while retaining availability, choice and access for residents and visitors.

GOAL 8:

A positive attitude about Nanaimo among the local population.

Nanaimo has experienced tremendous population growth in recent years. Newcomers from other areas of British Columbia and other provinces have been attracted by the city's beautiful location and low housing costs. While this growth has contributed to a highly skilled workforce, it has also resulted in some loss of community identity.

Local residents and businesses can be Nanaimo's best ambassadors. A positive self-image that projects confidence about the community's future is an essential part of achieving the community vision.

Strategies:

1. Build community pride and awareness of Nanaimo's history, accomplishments, assets and unique character.

GOAL 9:

A positive reputation for Nanaimo outside of the region.

Historically, Nanaimo has been viewed negatively by outsiders. Although the city has grown and become more sophisticated, historical perceptions persist, and they hinder the community's ability to attract new economic drivers.

Strategy:

1. Develop and implement a communications strategy for effective promotion of the Nanaimo "brand" outside of the region.

Implementation

The effectiveness of this Economic Development Strategy is directly related to how committed Nanaimo is to implementing it. A plan without action is useless; action without planning is waste.

Economic development doesn't just happen through the efforts and initiatives of governments and businesses – everyone in Nanaimo and the surrounding region is important to the successful implementation of the strategy. The collective action of leaders, organizations and individuals can achieve much more than the sum of single actions; working in partnership creates a significant force for change.

To successfully implement the strategy, leaders and organizations must:

- commit absolutely to making the strategy happen,
- understand the strategy goals,
- take responsibility for implementing their "piece" of the strategy,
- follow-through with action, and
- gather feedback and measure progress.

Since the strategy launch in February 1999, the Economic Development Group members have endorsed the strategy, committed resources, and implemented actions that support the strategy goals. The activities are diverse and complex, and build strong partners in Nanaimo's prosperity.

As a result of this strategy, organizations, institutions and individuals have a clear focus for economic development efforts in Nanaimo. Resources and attention have been targeted at those activities that provide the greatest positive impact for the community and best serve its vision. There is a spirit of cooperation among local economic development organizations; this has created a strong "community team" that works together to achieve common goals.

The implementation process is managed, on an ongoing basis, by the Economic Development Group through its Executive team, to provide continuity and consistency of key messages and actions. EDG reviews progress annually and makes adjustments as required to actions and responsibilities.

While the Economic Development Group can manage the implementation of the overall strategy, it is the individual strategies and specific actions that produce results. For implementation to succeed, each strategy and group of actions needs a "champion."

Where Are We Now?

What Is A "Champion"?

A "champion" is someone who voluntarily assumes responsibility for delivering a strategy and corresponding actions. A champion identifies what is needed, ensures that he or she is sufficiently informed (e.g., about opportunities and challenges), looks for areas of leverage and enlists others to help implement specific strategies and actions. In other words, champions are fully committed to doing everything they can to ensure success.

The best champions are action-oriented: they get things done. They are known in the community for their enthusiasm, commitment and ability to influence others. They are listeners who recognize the value of others' opinions, and understand the wisdom of bringing in expertise when it is needed.

Champions are catalysts for marshalling resources to move forward. For some of the strategies, natural champions emerge; for others, the Economic Development Group recruits suitable champions within the community.

Nanaimo has the capacity and the resources to build a prosperous future. To move forward, the community needs to keep its vision clearly in mind, focus on priorities and work together to achieve the goals of the Economic Development Strategy.

The strategy will continue to be implemented through the collective efforts of individuals. Some people are implementers, carrying out the work outlined in the strategies; others influence decision-makers and help set priorities for action; many play a support role. Together, we all share responsibility for ensuring that the strategy is implemented successfully.

The Role of the Economic Development Group

The Economic Development Group is actively working to make the strategy a reality – recognizing that the strategy cannot be successfully implemented without the support and involvement of many people and organizations. EDG supports implementation by:

- continually seeking commitment from leaders and organizations to implement the strategy, and to use it as a guide for decision-making, planning, programming and budgeting,
- expanding EDG representation to include key implementers and champions,
- managing implementation of the strategy by identifying champions, assigning specific responsibilities, and monitoring and updating recommendations,
- identifying measures-of-progress benchmarks that describe the current situation, making recommendations for obtaining measures of progress, reviewing the measures and identifying targets for the future, and
- producing annual status reports on progress towards strategy goals.

The Role of Individuals

Individuals can assist by:

- becoming informed about the Economic Development Strategy's goals,
- building awareness and understanding about the strategy by talking about it with co-workers and friends,
- influencing and supporting decisions which help achieve those goals,
- getting involved in activities that help implement the strategy.

The Role of Business, Institutions and Organizations

Business, institutions and organizations can assist by:

- becoming informed about the Economic Development Strategy's goals,
- building awareness and understanding about the strategy among staff and other organizations,
- identifying the parts of the strategy that they can support, influence, or implement,
- taking responsibility for implementing the parts of the strategy that are consistent with their mandate,
- allocating financial and human resources to activities which help implement the strategy,
- influencing and supporting decisions that are consistent with the strategy's goals.

The Role of City Council

This strategy provides an economic context for public policy which recognizes the link between economic prosperity and a healthy community.

City Council can take a leadership role in implementing the strategy by:

- providing a formal commitment to groups, businesses and the public to implement those parts of the strategy that relate to its responsibilities,
- requiring that all reports submitted to Council indicate the degree to which they meet the strategy goals, and
- using the strategy on a day-to-day basis as a benchmark against which all of the city's related matters are measured, decided and prioritized, including:
 - budgets,
 - grant requests,
 - policy decisions,
 - responses to initiatives,
 - requests for participation, planning and programming, and
 - involvement in the planning and programming efforts of other groups and organizations.

The Future of the Strategy

The goals of the Economic Development Strategy provide focus to move the community forward, and are not expected to change significantly over the next few years.

The Economic Development Group will continue to initiate action, monitor the strategy, report annually on progress and adjust priorities as required in response to economic shifts, progress on specific actions, and changes in social, political and business priorities. EDG will comprehensively review and update the strategy annually.



Appendix A:

Economic Development Group Participants

Anderson Civil Engineering
Assessment and Referral Centre of Nanaimo
British Columbia Ferry Corporation
Business Development Bank of Canada
Coastal Community Credit Union
City of Nanaimo Economic Development Office
Community Futures of Central Island
Downtown Nanaimo Partnership
Duke Point Development Limited
Duke Point Terminals Ltd.
EBA Engineering
Ed Poli & Associates
Film Nanaimo
Greater Nanaimo Chamber of Commerce
Human Resources Development Canada
Literacy Nanaimo
Malaspina University-College
Mid-Island Science Technology and Innovation Council
Nanaimo Airport Commission
Nanaimo City Centre Association
Nanaimo Port Authority
Nanaimo Youth Services Association
Pacific Offshore Energy Group
Royal Bank of Canada
RG Fuller & Associates
School District #68
Snuneymuxw First Nation
Tourism Nanaimo
Vancouver Island Real Estate Board
Various private businesses and individuals

Economic Development Strategy Task Force Participants

The Economic Development Group would like to acknowledge the following individuals who were involved in the initial creation of this strategy.

Brian Anderson

Greater Nanaimo Chamber of Commerce

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Assessment and Referral Centre

Melinda Entwistle, Chair

City of Nanaimo Economic Development Office

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Duke Point Development Limited

Moira Jenkins

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End Notes

- 1 Imagine Nanaimo was a community "visioning" process that gathered input from residents about the type of community they want Nanaimo to become.
- 2 Plan Nanaimo is the City of Nanaimo's Official Community Plan. Plan Nanaimo built on the input gathered in Imagine Nanaimo, to develop land-use policies that will help the community achieve its vision.
- 3 Oregon Shines II – Updating Oregon's Strategic Plan
- 4 Foundations for the Future – An Economic Strategy for the Central Puget Sound Region.
- 5 "The Importance of Downtowns and City Centres to Quality of Life", Donovan D. Rypkema, speech to the International Downtown Association 1998 Annual Conference.

The strategy provides leaders and decision makers with the framework of common economic development goals that set priorities for action.



