

Investment Readiness Assessment

# Nanaimo 2010

## Assessment and Analysis of Current Status

City of Nanaimo - Economic Development Office - 250.755.4465 - [www.nanaimo.ca](http://www.nanaimo.ca)



Produced & Published by:



ECONOMIC DEVELOPMENT • COMMUNITY DEVELOPMENT

Metro Vancouver Region:

Chilliwack, BC

604.858.7199

[wheeldon@edcdconsulting.com](mailto:wheeldon@edcdconsulting.com)

Okanagan Region:

Kelowna, BC

250.808.2905

[bond@edcdconsulting.com](mailto:bond@edcdconsulting.com)

This document was prepared by EDCD Consulting. While every effort has been taken in the compilation of this information to ensure that it is accurate at the time of publication neither EDCD Consulting, or any person acting on their behalf accepts warranty or liability from incorrect, incomplete or misleading information or its improper use. Readers should be aware that information in this publication may change at any time and without notice.

©2010, EDCD Consulting. All rights reserved and protected. This document (publication) may only be used in its entirety. No sub-section or text contained herein, or any part thereof may be used, reproduced, stored in a retrieval system, transmitted or distributed in any form, by any means, without the prior written approval of the copyright holder.

# Table of Contents

Project Overview.....	1
What is Investment Ready? .....	1
Investment Readiness Assessment.....	4
Section A: Basic Community Information and Profile.....	4
Section B: Land Inventory .....	9
Section C: Investment Marketing and Toolbox.....	11
Section D: Land Use Planning and Infrastructure .....	13
Section E: Economic Development Capacity.....	15
Section F: Site Selection Process.....	17
Section G: Monitoring Investment Inquiries.....	19
Investment Readiness Ranking .....	20
Appendix A: Community Profile Assessment.....	23
Appendix B: Land Inventory Assessment.....	27
Appendix C: Investment Marketing and Toolbox .....	29
Appendix D: Land Use Planning and Infrastructure .....	31
Appendix D: Economic Development Capacity.....	33
Appendix F: Site Selection Process .....	34
Appendix G: Monitoring Investment Inquiries .....	35

# City of Nanaimo Investment Readiness Assessment Assessment and Analysis of Current Status

## Project Overview

Communities are faced with many challenges – current economic downturn, aging demographics, increased global competition, government policies and resource depletion. Many communities across Canada are looking to rebound from the economic and social issues and transition into communities based on a diverse and robust economy. These communities are looking for ways to capitalize on their advantages, maintain their quality of life and strengthen their communities in a rapidly changing and competitive environment.

The City of Nanaimo is a community with many advantages. The City has experienced strong population growth over the past ten years and is one of the fastest growing mid-sized urban centres in British Columbia. BC Stats ranked Nanaimo as one of the top ten growth municipalities between 2008 and 2009. Population is estimated to be 84,228, representing a 1.8% increase from 2008 to 2009.

Economic diversify is important for a community to be sustainable and Nanaimo has a relatively diverse economic base. Using labour force numbers, the top five industries are Retail Trade, Accommodation & Food, Construction, Educational Services, and, Manufacturing.

Though the city possesses many advantages it does not necessarily mean it is ready for investment. The purpose of this project is to assess the current status of investment readiness for the City of Nanaimo. EDCD Consulting has evaluated the City's current status by reviewing:

- Economic Development Capacity
- Investment Marketing Readiness
- Development Approvals Readiness
- Available Properties Inventory
- Electronic Readiness

## What is Investment Ready?

Communities need to be ready for investment when the opportunity arises and the current economic dip provides a perfect time for Nanaimo to align itself for the upswing. Investment readiness means ensuring your community is as ready as possible to attract and retain business investment. It means having all the pieces in position to be in the right place at the right time.

Investors want to talk to communities who are knowledgeable, accessible and have current information available at their fingertips. Investment readiness means making the most of your community's resources – its land, people, unique characteristics and planning system. It also means being able to communicate your strengths effectively.

Being an “investment ready” community encompasses a wide variety of areas; the most significant of these are:

Investment Ready Priorities	Investment Ready Action
Physical Infrastructure	Regional capacity to provide mobility, support operations, and provide communication infrastructure for the economy.
Shovel Ready Employment Lands	Fast moving companies are not willing to wait for a community to find an appropriate site and determine its suitability for development.
Cost Competitive Environment	In order to be competitive, a community must provide a structure in which businesses can be profitable and have future growth opportunities.
Streamlined Development & Permitting Processes	Amenable governance and tax laws to business, speedy and efficient regulatory procedures, and easy navigation through administration procedures.
Investment-Oriented Web Site	Site location consultants and corporate investors rely on up to date, reliable demographic and statistical information to evaluate communities in their citing process.
Available Property Inventory	Over 80% of site searches are seeking either available buildings, or locations in business parks with all utilities and the infrastructure in place.
Innovation Climate/Skills Development	<p>“Innovation pipeline” that has strong linkages from research, to development to commercialization, supports existing and helps form new enterprise.</p> <p>“Skills pipeline” that prepares (primary and secondary education) advances (post-secondary university and college), and renews (continuing education) skills to meet industry cluster and supplier needs.</p>
Pro Active Economic Development Team	Team is everything: Integrated, synchronized regional and community management is essential (from vision to one-stop-services). Integrated regional partnership for development and marketing – avoid multiple voices.

The first step in the assessment of investment readiness is for the City of Nanaimo to complete an Investment Readiness Assessment Questionnaire. The questionnaire deals with key community contact, land use planning, and industrial land inventory data, marketing and other local resources. Over 150 data points are categorized into seven sections that represent key considerations for investors.

Once Nanaimo has completed its self assessment EDCD Consulting reviews the questionnaire and applies a score to rank investment readiness. We then complete a second and separate assessment based on specific site selector and investor needs. This second assessment provides an additional level of analysis that is unbiased and provides an “outsider’s” view into the community. Another score is then applied, based on the second assessment. Both scores are compared and combined to give a final score to rank investment readiness for the community.



## Investment Readiness Assessment

EDCD Consulting has reviewed the completed questionnaire and performed an assessment of the responses to each of the seven sections. We were then able to rank each section on strength of investment readiness.

### Section A: Basic Community Information and Profile

A community profile is your community's calling card. It is an excellent tool for providing potential investors with insight into your community and the people who live and work there. The community profile is usually the first piece of information that a site selector looks at regarding a community's potential suitability. A complete profile will present the community's unique assets and advantages. It sets out the current situation and provides an opportunity to express your community's vision for the future.

**The Community Profile is usually the first piece of information that a site selector or investor looks at regarding a community's potential suitability.**

Nanaimo produces a Community Profile. The profile is available on the City's website and has the following information available in the current 63-page document. The profile was produced in March, 2009 and the Table of Contents includes:

Introduction	Utilities and Support Services
Population and Demographics	Taxation
Employment and Labour Force	Research Base
Real Estate and Development	Government
Education	Quality of Life
Transportation	

The Investment Readiness Assessment Questionnaire asked specific questions related to the Community Profile. In addition to the answers received by the City of Nanaimo, the Community Profile was assessed separately based on the requirements needed by site selector consultants and other investors in mind. A key component of being investment ready is to have all your information available in one document. Site selectors and investors do not want to search through multiple documents to find their information. They want it to be readily available, up-to-date and in one easy to find spot.

The City of Nanaimo produces a Community Profile that provides much of the information that is required for investment purposes. The following provides suggestions for improvement to the community profile. Not all the suggestions need to be incorporated but are included as general information to encourage various methods that can expand a community profile's potential. In addition, the Appendix includes specific item by item comments in providing additional suggestions for improving the Community Profile.

**Include quantitative data with qualitative information to provide a more powerful case for investing in your community**

Many times a decision to relocate or establish a new business or to expand an existing business is made many miles away from your community. The decision is often made by individuals who know very little about your community and in fact, may only use your profile to make their preliminary decisions. By providing an additional level of information in your community profile you may enhance your ability to stay on the “potential community” list longer and therefore increase your opportunities.

*The Nanaimo Community Profile could add this type of qualitative data. You could consider providing some information (e.g. testimonials) from your existing business base or including information on recent projects, investments or expansions in your community.*

**Include your community’s vision statement**

A vision statement provides a clear sense of direction, motivation for action and a basis for community unity. Including an overall vision in the community profile shows potential investors that your community is progressive and willing to work together towards a common goal.

*The Nanaimo Economic Development Commission (NED) is currently in the process of creating a specific vision statement for economic development. The Community Profile should include this vision statement once it has been approved.*

**Include key objectives from your economic development strategy**

Including key objectives shows investors that you are committed to economic development and have specific approaches developed to accommodate investment.

*Currently the NED Commission is working towards developing a comprehensive economic development strategy. Once the strategy is completed, the Community Profile should include an overview of the specific goals and objectives the City is working towards.*

**Expand demographic profile**

The demographic information is one of the primary reasons investors will look at a community profile. It is essential that as much statistical data be included as possible. One challenge is that statistics are compiled differently in the US than in Canada. One method to overcome this discrepancy is to utilize the International Site Selection Data Standards. The standards can be accessed at [www.iedonline.com](http://www.iedonline.com).

*The Community Profile for Nanaimo does an excellent job of providing much of the information for site selectors and investors. Nanaimo also has prepared a separate document based on the international data standards mentioned above. This document*



*was produced through Nanaimo's membership with Linx BC, the provincial organization tasked with attracting investment into the province. We suggest adding the document to the City's website and/or including as an appendix to the community profile.*

### **Identify all post-secondary and training institutions in your region**

The global economy is a knowledge-based economy and post secondary institutions and other training facilities play a key role in attracting investment. Ensure your community profile includes all universities, community colleges and any other training facilities in your region. Be sure to include any programs offered through affiliated and satellite campuses and/or distance education. Investors are interested to know that your educational institutions are flexible and can offer customized training programs that will meet their industrial or commercial needs.

*The current profile provides excellent data regarding post-secondary institutions.*

### **Expand labour force profile**

Investment prospects need to fully understand a community's labour force. Labour force statistics should include as much available information as possible including: wage rates, turnover, absenteeism and shift work, breakdown of labour force by industry and occupation.

*The current profile provides excellent data regarding labour force information.*

### **Expand education profile**

Education attainment statistics in your community profile will give potential investors another level of understanding of the quality and skills of the labour force. Depending on the type of investment specific details regarding bilingual capacity are important aspects to include.

*The current profile provides excellent data regarding education statistical information.*

### **Include unemployment and participation rates**

In the expanded labour force statistics, ensure that your community's participation rate and unemployment rate are included. For investors, a high unemployment rate indicates a good supply of available labour. Look outside your own community boundaries for potential employees willing to commute to work in your community and include these numbers into your profile.

*The current profile provides excellent data regarding expanded labour force statistics.*

**Summarize your community's infrastructure**

An important part of attracting investment is the community's ability to accommodate development and growth. Infrastructure considerations are critical to the establishment of new business. Infrastructure information should include extent and quality of transportation networks, accessibility, distance to other markets, power sources, water and sewer capacity, landfill services, telecommunication capacity and bandwidth.

*Nanaimo provides some infrastructure information but it could be expanded to include capacity and future projections.*

**Quality of life attributes**

In the site selection process, there is a desire to locate in a community that provides a healthy, satisfying lifestyle. Your community profile needs to include housing options, cultural and entertainment attractions, natural and recreational opportunities and retail attractions, as well as education and health care services and facilities.

*The current profile provides most of the information on quality of life.*

**Real estate availability**

Availability of reasonably priced land, buildings and industrial parks is important in a site selector's decision process. Your community profile should include a summary of real estate inventory including the range of costs associated with purchases or leases and/or profiles of existing industrial parks.

*Nanaimo does not provide real estate or related information and should consider adding this type of information (i.e. floor space and land use, development fees, etc.)*

**Taxation**

Basic tax information should be included in your profile with links to sources of information to ensure the most up-to-date information is readily available.

*The current profile provides good taxation information.*

**Recent investments**

Provide recent investment examples of success stories and partnerships that have occurred in your community. These examples reflect optimism towards future investment. Including testimonials from local businesses can illustrate to investors how successful results can be achieved in your community.

*The current profile provides good information regarding a number of recent investments.*

**Make the profile available in every format**

Develop both hard and electronic copies of your community profile. It provides an additional flexibility for investors.

### Up-to-date information

*Nanaimo provides the current profile in both formats.*

When developing a community profile, keep ongoing maintenance in mind. Outdated information is not useful to investors. Identify a specific individual who will be responsible for coordinating updates and keep a set schedule for the updates. Some information may only require annual updating while others (e.g. land inventory) will need more frequent updating. The format or design of your profile should allow for easy and affordable updates.

*The current profile was last updated in September 2009.*

## Section B: Land Inventory

The development of a land inventory provides a variety of uses to a community. It allows a community to readily respond to any inquiries received by potential investors. The inventory also enables a community to better manage and to preserve opportunities for industrial and commercial development.

**A land inventory can give a community the advantage of responding quickly to investor inquiries. It is another tool to ensure that the community is kept in the site selection process as long as possible.**

### Include a variety of information

Potential investors will always look for the availability of suitable sites as one of their first steps in evaluating a community. Your community must be able to respond quickly to any inquiry and to offer a choice of sites that will meet the initial specifications. Information should be available to the investor on quantity of available land, price, zoning specifics (uses and types of buildings permitted), infrastructure services (water, hydro, sewer, gas, roads), and any land contamination. Many communities now provide a web-enabled GIS (geographic information system) to improve access by businesses, governments, non-government agencies, general public and potential investors.

*Nanaimo provides limited information in their existing community profile. The information needs to include all available real estate options and include details for each property.*

### Develop a separate land inventory system

It is within most communities' capabilities to develop and maintain a land inventory system. This is an effective tool for answering investor questions. Although all the information may not be readily available, it is important that your community can identify the tools, contacts, references and resources to quickly provide any requested information.

*Nanaimo does not produce a land inventory database.*

### Develop partnerships

A land inventory should be developed in partnership with local real estate specialists, landowners, other agencies, and businesses to ensure a comprehensive product is available. Through these partnerships, the inventory should be able to be easily maintained and updated.

*Nanaimo does not produce a land inventory database, however, the project would provide an opportunity for the City to develop and maintain ongoing relationships with real estate and developers. This would ensure the most current information is available should an inventory project be undertaken. The*

*inventory should be made available on the City's website.*

**Incorporate the use of visuals**

A picture tells a thousand words. A site description is much more valuable if an investor can visualize the location through the use of a good map or photograph. Including detailed illustrations of official plan and zoning by-law information can also be very useful. List building/land specifics in both imperial and metric measurements.

*Nanaimo does not provide this information.*

**Make the inventory available in various formats**

Think of various methods to provide the information to investors including your website, a searchable database, electronic format for email and hardcopy to fax or courier.

*Nanaimo does not produce a land inventory database.*

**Be realistic about resources**

Although providing as many formats as possible is desirable, it is not realistic for every community. Be aware of your community's resources for producing and maintaining a land inventory. Before deciding on the level of details to be included, determine how much information your community can maintain and keep up-to-date on a regular basis.

*Nanaimo does not produce a land inventory database.*

**Include public properties**

Many communities across Canada have developed their own industrial or business parks. These sites must be included in any inventory.

*Nanaimo does not produce a land inventory database.*

## Section C: Investment Marketing and Toolbox

To attract business, industry or visitors, a community must market itself beyond its geographic boundaries. A marketing program may include advertising in printed publications, use of other media, company visits, public relations, promotions and an internet presence. An important aspect to consider is that you must tailor information for leaders of large and mid-sized companies as well as site selection consultants.

**Industry experts agree that if a community doesn't have a website, the website cannot easily be found or it doesn't have the right type of information, the site selector moves on to other communities that have the information.**

### Join regional partnerships and initiatives

Becoming a part of an investment marketing team will help expand investment marketing efforts for your community. The investment marketing team should be aware of and complementary to your individual community's needs. By joining a larger group, your marketing dollars will go farther.

*Nanaimo is a member of Linx BC. This organization provides the advantage of pooled resources to expand opportunities. Nanaimo also participates in a variety of Vancouver Island organizations focused on economic development.*

### Ambassador program

Many communities have developed an Ambassador Program which establishes a marketing team outside the community. This type of program allows past or current residents to advocate the merits of your community and the benefits of establishing a business there.

*Nanaimo does not have an ambassador program.*

### Past residents list

Consider tracking residents who leave the area. These individuals are often interested in returning for new employment opportunities or investment. It may be valuable to maintain a list and advise them when opportunities arise.

*Nanaimo does not maintain a list of past residents.*

### Develop a marketing plan

A marketing plan is designed to help your community establish, direct and coordinate marketing efforts. The plan should include an overview of your community's current situation, including information about its location, target markets and competitive environment. A SWOT (strengths, weaknesses, opportunities and threats) should also be included. The plan should outline your marketing objectives and include a strategy and timeline for achieving your objectives. The strategy should detail planned



marketing activities, costs, and responsibility and performance measures.

*Nanaimo does not have a formalized targeted sector plan and may be missing opportunities. No marketing specific action plan has been developed. Currently Nanaimo is in the process of developing a Comprehensive Economic Development Plan that will help address this.*

### **Participate in trade and investment marketing activities**

Development of a marketing plan will identify specific trade and investment activities including trade shows, hosting investors, trade mission, site visits, etc. These activities provide a community with the opportunity to meet face-to-face with potential investors.

*Nanaimo does participate in events or activities related to investment opportunities. The completion of the Comprehensive Economic Development Plan will identify specific events and related opportunities that would provide a more targeted approach.*

### **Media coverage**

Media coverage can be a valuable addition to marketing efforts and can be pursued at various levels. All community events should be viewed as potential opportunities for positive media coverage.

*Media coverage is limited at this time.*

### **Website and social media**

Develop a website that can respond to investment inquiries. Consider site maintenance and the selection of your domain name. You will need to also consider your target market and identify the right strategies for attracting attention to your site (e.g. search engines, directories). Link to websites that will add value (e.g. InvestBC). Develop a specific strategy for using social media to expand your marketing message (e.g. LinkedIn, Facebook, Twitter).

*Nanaimo does not have a separate economic development website or investment website.*

## Section D: Land Use Planning and Infrastructure

The community's official plan is an important resource that outlines potential opportunities for new investment and development within the framework of the community's overall land use planning and development goals and objectives. This long-term perspective provides the investor with a level of certainty and consistency.

**The community's official plan drives planning and development decisions in a community.**

### Ensure your community's official plan is up-to-date

A community should regularly review its existing Official Community Plan (OCP) and zoning by-laws to ensure current and changing matters at the provincial level as well as those occurring in the community are reflected. The plan should also be reviewed to determine if it impedes new investment.

*The current OCP was adopted in September, 2008 with subsequent amendments.*

### Have an official plan that can accommodate a range of land uses

Flexible OCP designations and zoning by-laws in the right locations can help accommodate a range of new industrial and commercial uses. Investors want to know land use designations, applicable policies that indicate the types of land allowed for development (e.g. services available/required, phasing), specifics of zoning (e.g. uses and types of buildings permitted, setbacks, side yard and parking requirements).

*Current OCP does include a land use concepts section, however, the definitions and process could be better explained.*

### Include economic development policies in the plan

Consider including economic development policies into the OCP. It may eliminate the need for a second document which can be costly for smaller communities.

*The OCP does not include current economic development strategies.*

### Know what your official plan says

Ensure that all your economic development staff is familiar with your OCP and other investment related documents.

*Current economic development staff is aware of the OCP regulations and policies.*

### Inform investors of the planning process & authority

The planning process and approval authorities vary among communities. Inform any investors of your community's process,

timelines, authorities and contact information. A process flow chart, including timelines, is a useful tool that can send a positive message to potential investors and developers.

*A flow chart is not currently included.*

### **Environmental policies and regulations**

Ensure your investors are made aware of your community's position on environmental issues such as sewer use and municipal noise.

*Nanaimo has a comprehensive section in the current OCP dealing with Environmental Issues (Section 5). If not already done, this section should be summarized and made available to investors, developers, and builders to ensure that when planning projects, these items are taken into consideration.*

## Section E: Economic Development Capacity

An economic development strategic plan identifies a community's vision for economic development and the process required to reach that vision. It identifies goals, establishes priorities and defines the actions that will lead to achieving these goals. The existence of a strategy illustrates that a community is proactive and committed to new development.

**Vision without action is a dream. Action without vision is simply passing the time. Action with Vision is making a positive difference.**

### Create an economic development strategy

Whether included in your official plan or a separate document, an economic development strategic plan is important for a community wishing to attract investment. The strategy must consider your community's strengths, weaknesses, opportunities and threats. It must also take into account your available resources (financial and staff). The document will need to be reviewed on an annual basis and up-dated as required.

*Nanaimo has a Livable City Strategy produced in April, 2008. The strategy outlines goals and objectives, although the strategy lacks the detail necessary to fully understand the target industries for the City. The last economic development strategy is from 2002 however, they are currently in the process of creating a Comprehensive Economic Development Plan.*

### Single point of contact

Provide a "one-stop" approach to potential investors. Have a central source of information that is knowledgeable, dedicated, and accessible and empowered to make decisions. There will be times when a mix of professional staff and/or community representatives will be required. Ensure these individuals are aware of the expectations and responsibilities prior to any contact with potential investors.

*Nanaimo has a single point of contact for economic development, however, recent changes to staff leaves Nanaimo without an economic development officer.*

### Ongoing research to identify opportunities

Conduct ongoing research to identify existing investment opportunities or potential opportunities within a community. This is done by ensuring that you develop and expand your network within the community and the economic development industry.

*Nanaimo has relationships with most relevant agencies or organizations.*

**Develop strong relationships**

Strong relationships are critical and must be cultivated. This includes relationships with staff, politicians, economic development committee(s), post-secondary institutions, existing businesses and neighbouring communities. Relationships with federal and provincial agencies are also important.

*Nanaimo has relationships with most relevant agencies or organizations.*

**Business retention & expansion**

Existing businesses in your community are key sources of information. Investors like to talk directly with local businesses. The economic development department must have the names of these contacts at their fingertips. An excellent way of communicating with your local businesses is through a business retention & expansion program.

*Nanaimo has a Business Retention and Expansion program, however, the program is not used as effectively as it could be.*

## Section F: Site Selection Process

Site selection typically is a process of elimination. Communities that are unable to respond in an effective and timely manner will be left behind in favour of better prepared competitors. A site selection inquiry may come to a community from the company directly or through a representative such as a site selection consultant. Usually when a community receives a call from a site selection consultant it will be ten or fifteen ‘semifinalists’ who compete to be one of three or four ‘finalists’ for a site visit. It is crucial for a community to present themselves in the best possible manner by having accurate and up-to-date information at their fingertips. Communities who are able to respond quickly and with the relevant data hold the advantage.

**Communities who are able to respond quickly and with the relevant data hold the advantage**

### Assign one primary staff contact

It is important that your community has a primary contact to communicate with site selectors. Proper planning and facilitation of the site selection process is often what secures new investment to a community. Having one person as the key contact assists the process to run more smoothly.

*Nanaimo has support staff currently in place but does not have an economic development officer or manager.*

### Accurate and up-to-date information

Each inquiry will be unique in some way; however, there are questions that each inquiry will ask. Ensure your information is accurate and up-to-date and includes accessibility, labour costs, labour relations, utility costs, taxes, site and construction costs, environmental permitting and cost of living. Educate yourself on the needs of various industries, particularly your target industries, and be prepared to provide the appropriate information.

*Nanaimo has a solid community profile foundation and any improvement made will help to provide an increased level of the information required.*

### Site visit

Be aware that the “soft side” of site selection including protocol, presentation formats, accommodations, agendas and punctuality are important factors and should not be overlooked. Many communities think they know the basics when hosting a site visit. The following lists important factors to remember:

- Do not outnumber the prospective investors team



- Keep presentations concise and professionally formatted
- Prepare local firms for visits or interviews from the prospective investor
- Prepare a flexible itinerary
- Be prepared to give prospective investors personal time in the itinerary
- Ensure introductions always take place
- Do not interrupt
- Remind local team to be “politically correct”
- Make sure the prospective investor’s hotel room is perfectly appointed
- Use a large, comfortable vehicle to tour the town
- Ask for town clean-up the day before the visit
- Have your team arrive on time and be ready
- Refrain from negative comments about the competition
- Always tell the truth about what you have and what you can offer

*Nanaimo does not have a formulized set of protocols to follow during a site visit. It is recommended that procedures be developed.*

## Section G: Monitoring Investment Inquiries

Monitoring the investment inquiries provide a community with the opportunity to ensure they have a good process in place for attracting investment. The successes are easy to monitor but it is important to monitor the investments that did not land in your community.

**Monitoring investment inquiries can often uncover gaps in the community's process. It provides the opportunity for a community to improve its success rate.**

### Monitor performance

Monitoring your community's performance will help to track key factors that contributed to the success or failure to secure investment. By doing this, you will be able to identify gaps or opportunities that will improve your success rate.

*Nanaimo needs to review and evaluate their current monitoring system.*

### Assess performance

It is valuable to assess why an investment was not placed in your community. Take the opportunity to review the process in place, identify the investor's expectations and determine why your community was not successful.

*Nanaimo is aware of investment that went elsewhere – it is important to understand where the City fell short and if efforts were made to improve*

## Investment Readiness Ranking

EDCD Consulting has reviewed the questionnaire completed by the City of Nanaimo and in the previous section provided suggestions for improvement to increase your community’s investment readiness. The questionnaire was designed to measure your community’s investment readiness from the point of view of the economic development officer – from having information available, the current level of investment marketing, the economic development practices, site selection process and ongoing monitoring of inquiries.

We have analyzed the responses in each section of the questionnaire and have ranked your community accordingly. The seven sections are combined to provide a rank of the overall community’s investment readiness. It is important to remember the following rank is based on the perspective of the economic development officer versus the actual requirements and needs from a site selector or investor perspective. This rank is still important as it begins to identify where your strengths are and where improvement may be required.

RANKING ONE – COMMUNITY QUESTIONNAIRE				
	Not Ready for Investment – Must be Improved	Close to Ready with Basics in Place – Should be Improved	Ready – But can still be improved	Ready for Investment – Maintenance Mode
Basic Community Information and Profile			●	
Land Inventory	●			
Investment Marketing and Toolbox		●		
Land Use Planning and Infrastructure			●	
Economic Development Capacity				●
Site Selection Process				●
Monitoring Investment Inquiries	●			
Overall Community Readiness		●		

As you can see from the table above, Nanaimo has many of the basics in place for investment readiness. But further assessment is required as “Investment Readiness” is being ready from a site selector or investor perspective versus what the community believes.

Taking into consideration the completed questionnaire, a second analysis was performed based on site selector and investor requirements and needs. This second analysis provides an additional assessment of community investment readiness that is unbiased and relates directly to real investor needs.

RANKING TWO – INVESTOR/SITE SELECTOR				
	Not Ready for Investment – Must be Improved	Close to Ready with Basics in Place – Should be Improved	Ready – But can still be improved	Ready for Investment – Maintenance Mode
Basic Community Information and Profile		●		
Land Inventory	●			
Investment Marketing and Toolbox	●			
Land Use Planning and Infrastructure				
Economic Development Capacity	●			
Site Selection Process	●			
Monitoring Investment Inquiries	●			
Overall Community Readiness	●			

The two rankings are significantly different. Using the community questionnaire alone indicates Nanaimo is *Close to Ready*, however, when site selector and investor needs are assessed, Nanaimo ranks as *Not Ready* for investment.

It should be pointed out that the downgrade for investment readiness is due to a number of reasons:

- Nanaimo recently underwent staff changes and the previous economic development officer is no longer employed. The community questionnaire was completed when the EDO was in place. With no EDO currently in place, many of the key issues related to investment readiness no longer apply. Nanaimo is committed to economic development and it is expected that a new EDO will be hired by year end.
- A second reason is the lack of an economic development strategic plan. A Strategic Plan is instrumental to identifying target issues, creating specific marketing initiatives, developing and building relationships within key industries and within site selector circles. Nanaimo is currently in the process of developing a Comprehensive Economic Development Plan that will be completed in the fall 2010.
- There is no land inventory which creates a lack of knowledge concerning availability of land and buildings for potential investors or businesses. This section was one of the lowest ranked for both the community questionnaire and investor/site selector needs.

In addition to the above, particular attention should be paid to the following:

- **Community Profile** – Nanaimo has very good information in the current community profile; the information is up-to-date, relevant and easy to navigate. Utilizing the suggestions from Section A on page 4 and from Appendix A on page 23, the profile can be further improved. We recommend bringing in some of the International Data Standards statistics that Nanaimo already has from the Linx BC Site Selection Profile. We also recommend the Site Selection Profile be provided on the City’s website.
- **Land Inventory** – There is significant work to be done to raise the land inventory information to investment ready. The main issue is the lack of any available inventory database and we recommend an inventory be developed. Section B on page 9 and Appendix B on page 27 provides some suggestions. In addition, several American states have designed a process to certify land as “development ready”. The purpose is to provide consistent standards regarding the availability and development potential of commercial or industrial sites.
- **Investment Marketing and Toolbox** – Nanaimo does not have an economic development strategy nor is there an Investment Attraction Strategy. Target industries have not yet been clearly defined and the development of a strategy will provide you with a road map to opportunities that may be currently missed.
- **Land Use Planning and Infrastructure** – This received the highest ranking. From the questionnaire responses land use planning policies and procedures are adequately in place, however, there is need for the OCP to include economic development policies and a clearer understanding of the zoning by-laws would be beneficial. This would strengthen the ranking further.
- **Economic Development Capacity** – Besides the hiring of an Economic Development Officer, the most important addition is the clear identification and inclusion of targeted industry sectors for the City. Nanaimo possesses the advantage of having community support, particularly at the municipal level, for economic development.
- **Site Selection Process** – This ranked lower due to the lack of having a standard set of procedures for dealing with site selectors, little understanding to specific industry needs and time gaps in responding to requests. There may be value for Nanaimo to participate in a mock site selection process. This additional step will provide much needed additional information for assessment purposes.
- **Monitoring Investment Inquiries** – This section also ranked lower but can easily be improved by reviewing the current system to see where the gaps are. It is important to note when a community is aware of investment going elsewhere that the process be reviewed to see where improvements can be made.

### Appendix A: Community Profile Assessment

Description	Maximum Score	Community Score	Suggestions and Comments
<b>Front Pages/Introduction to Community:</b> <ul style="list-style-type: none"> <li>• Letters from the community (i.e. mayor)</li> <li>• Location map</li> <li>• Community contact</li> </ul>	10	6	<ul style="list-style-type: none"> <li>• No welcome letter or letter from the community. Location map found a number of pages into the document. The map does not give reference to where Nanaimo is located. A small North America inset map would be helpful. Found ED contact information as a side panel of the Table of Contents. Address, telephone and website provided. Should also include an email address. Contact info, website, corporate identification could be provided as a footer of each page. Consider providing a toll-free number.</li> </ul>
<b>Demographic Information:</b> <ul style="list-style-type: none"> <li>• Population – history, current and forecast</li> <li>• Age distribution and gender</li> <li>• Migration and ethnicity</li> <li>• Households and income</li> </ul>	10	8	<ul style="list-style-type: none"> <li>• Population trends found in good, easy to read charts with supporting text. Comparisons made to other regions within the province but not the province itself. Age distribution does not provide gender breakdown.</li> <li>• Migration data found but ethnicity data (language composition) is found 30 pages after. This is the only ethnicity data found.</li> <li>• Some good household and income data found. A comparison to BC would be helpful.</li> </ul>
<b>Labour Force:</b> <ul style="list-style-type: none"> <li>• Size and growth</li> <li>• Participation, employment and unemployment rates</li> <li>• Commuting data</li> <li>• Labour force by industry</li> <li>• Labour force by occupation</li> <li>• Self-employment</li> <li>• Labour force income</li> </ul>	10	6	<ul style="list-style-type: none"> <li>• Labour data is one of the top information sources. The section should be available earlier in the profile.</li> <li>• Labour force and education data is mixed into one section. Would be better to separate into two distinct sections.</li> <li>• No labour data broken down by gender.</li> <li>• No commuting data.</li> <li>• Limited self-employment information.</li> <li>• No specific labour force income.</li> </ul>
<b>Education:</b> <ul style="list-style-type: none"> <li>• Educational attainment &amp; changes</li> </ul>	10	6	<ul style="list-style-type: none"> <li>• Education data is inserted into the Labour Force section. Should be separated into its own section.</li> <li>• Education data does not compare to</li> </ul>



<ul style="list-style-type: none"> <li>• Educational institutions</li> </ul>			previous years and only shows 2006 levels.
<b>Major Employers:</b> <ul style="list-style-type: none"> <li>• Public</li> <li>• Private</li> </ul>	10	7	<ul style="list-style-type: none"> <li>• Major employers found as an Appendix to the document. It would be helpful to have the private and public employers separated into two tables.</li> <li>• Good contact information provided.</li> <li>• Should indicate type of business (industry) and number of employees.</li> </ul>
<b>Access to Markets:</b> <ul style="list-style-type: none"> <li>• Market size</li> <li>• Proximity and access</li> </ul>	10	8	<ul style="list-style-type: none"> <li>• Some good market information. Distances to markets should be added.</li> </ul>
<b>Economic Sectors:</b> <ul style="list-style-type: none"> <li>• Employers by industry</li> <li>• Overview of industry sectors in community (i.e. natural resources, retail/wholesale trade, manufacturing, etc.)</li> </ul>	10	0	<ul style="list-style-type: none"> <li>• No information regarding industry sectors included. There is information regarding labour force by industry but this does not provide a full story of industry composition.</li> <li>• A short introduction to the top industries in the community should be included, providing industry highlights, competitive advantages, top employers, outlook, etc.</li> </ul>
<b>Business Development:</b> <ul style="list-style-type: none"> <li>• Business incorporations and bankruptcy</li> <li>• Business licensing</li> <li>• Industrial &amp; commercial activity</li> <li>• Major projects</li> </ul>	10	5	<ul style="list-style-type: none"> <li>• Business licensing information was found but no other information is in the profile.</li> <li>• Industrial and commercial activity is provided on page 29</li> <li>• Major projects should be added and can easily be found at – <a href="http://www.bcstats.gov.bc.ca/pubs/pr_mpr_oj.asp">http://www.bcstats.gov.bc.ca/pubs/pr_mpr_oj.asp</a></li> </ul>
<b>Infrastructure:</b> <ul style="list-style-type: none"> <li>• Transportation – highways, rail, air</li> <li>• Freight</li> <li>• Telecommunications and broadband</li> </ul>	10	4	<ul style="list-style-type: none"> <li>• Highway information is limited</li> <li>• Should consider adding contact information for each service provider (i.e. airlines, ferries, etc.)</li> <li>• No information found on telecommunications.</li> </ul>
<b>Utilities:</b> <ul style="list-style-type: none"> <li>• Electrical</li> <li>• Natural Gas</li> <li>• Water &amp; Sewer</li> </ul>	10	0	<ul style="list-style-type: none"> <li>• No information provided in the profile.</li> <li>• Profile should include service descriptions, rates, contacts, etc.</li> </ul>
<b>Tax Information:</b> <ul style="list-style-type: none"> <li>• Local taxes</li> <li>• Provincial taxes</li> <li>• Federal taxes</li> </ul>	10	2	<ul style="list-style-type: none"> <li>• Property taxes with comparisons found on page 34.</li> <li>• No other tax information found (corporate tax rate, capital taxes, payroll, GST, PST, etc). No definition of small business.</li> </ul>
<b>Business Support:</b>	10	6	<ul style="list-style-type: none"> <li>• Business resources listed as Appendix D.</li> </ul>

<ul style="list-style-type: none"> <li>• Local financial services</li> <li>• Business resources, agencies and organizations</li> <li>• Local research &amp; development institutions</li> <li>• Local real estate market summaries</li> </ul>			<p>The list is limited and should be expanded to include local financial institutions.</p> <ul style="list-style-type: none"> <li>• No R&amp;D institutions included in list</li> <li>• Contact information is provided but a short description of services should be added.</li> <li>• Real estate market summaries not found. No description of real estate market, although some good information on residential housing is found on pages 16 – 21. Also provided is contact information for real estate board.</li> </ul>
<b>Property, Planning &amp; Development Approvals Process:</b> <ul style="list-style-type: none"> <li>• Property listings – industrial/commercial</li> <li>• Development fees and timelines</li> <li>• Appropriate contacts</li> </ul>	10	1	<ul style="list-style-type: none"> <li>• No property listings found for industrial or commercial</li> <li>• No contact information</li> <li>• Need a web link to a list for all properties</li> <li>• No information on industrial land found – either public or privately owned.</li> <li>• No information on development fees and timelines</li> <li>• Contact provided for Subdivision Approving Officer only</li> </ul>
<b>Quality of Life:</b> <ul style="list-style-type: none"> <li>• Climate</li> <li>• Protective Services</li> <li>• Healthcare facilities</li> <li>• Education</li> <li>• Childcare</li> <li>• Recreation</li> <li>• Arts, Culture &amp; other amenities</li> </ul>	10	4	<ul style="list-style-type: none"> <li>• Some good information found regarding quality of life but can be expanded to include additional details related to protective services (police, land/air ambulance).</li> <li>• School information includes private institutions but no contact information included for public.</li> <li>• Nothing found for childcare</li> <li>• No contact information or web links provided for recreation, arts and culture</li> </ul>
<b>Community Profile information is up-to-date and current</b>	10	7	<ul style="list-style-type: none"> <li>• Data uses 2006 census (last census available)</li> <li>• Profile is dated March, 2009 and should be updated at least annually to ensure the most up to date data is incorporated.</li> </ul>
<b>Community Profile is available for download from website in a single document and individual sections are easily found on the website or as a download</b>	10	5	<ul style="list-style-type: none"> <li>• The full profile is available for download from the Nanaimo website</li> <li>• No sections are available for either download or as a webpage</li> </ul>
<b>Total</b>	<b>170</b>	<b>75</b>	<ul style="list-style-type: none"> <li>• The Community Profile provides a good mix of information and is has a nice design</li> </ul>

format

- Content could be reorganized to make it easier to find key data and information. Some information and data is missing and needs to be included.
- Consider adding the web link or URL page for information source – this provides additional resource

### Appendix B: Land Inventory Assessment

Description	Maximum Score	Community Score	Suggestions and Comments
<b>Basic property listings information:</b> <ul style="list-style-type: none"> <li>• Location</li> <li>• Size</li> <li>• Zoning</li> <li>• Lease/purchase price</li> <li>• Allowable uses</li> <li>• Transportation access</li> <li>• Contract information</li> <li>• Previous use</li> </ul>	10	0	• No information provided
<b>Additional property information:</b> <ul style="list-style-type: none"> <li>• Utility providers (electric, water &amp; sewer, gas) and service size</li> <li>• Taxes</li> <li>• Heating costs</li> <li>• Site contamination/ environmental</li> <li>• Telecommunication</li> <li>• Property picture(s)</li> <li>• Location map</li> </ul>	10	0	• No information provided
<b>Building information:</b> <ul style="list-style-type: none"> <li>• Year built</li> <li>• Size (square feet/ metres)</li> <li>• Ceiling height (feet/ metres)</li> <li>• Building condition</li> <li>• Site contamination records</li> <li>• Number of storeys</li> <li>• Number of truck docks and drive-in doors</li> <li>• Heating costs</li> <li>• Building picture(s)</li> </ul>	10	0	• No information provided
<b>GIS Functionality</b>	15	0	• No information provided

- Properties can be mapped
- Demographics can be mapped based on property location buffer
- Businesses can be mapped based on property location buffer

Property information available electronically: <ul style="list-style-type: none"> <li>• Available to download from website</li> <li>• Available to email</li> </ul>	10	0	• Not available
PDF data sheet for each property listing	10	0	• Not available
Property information can be customized and downloaded in various formats	15	0	• Not available
<b>TOTAL</b>	<b>80</b>	<b>0</b>	No land inventory database is available

### Appendix C: Investment Marketing and Toolbox

Description	Maximum Score	Community Score	Suggestions and Comments
Community profile available on website	10	10	<ul style="list-style-type: none"> <li>• Profile assessed separately</li> </ul>
<b>Marketing/Promotional Collateral</b> <ul style="list-style-type: none"> <li>• Lure brochure</li> <li>• Small print brochure</li> <li>• Business directory</li> <li>• “Quick Facts” brochure</li> </ul>	10	0	<ul style="list-style-type: none"> <li>• No marketing material created specific to investment marketing</li> </ul>
<b>Marketing/Promotional Collateral</b> <ul style="list-style-type: none"> <li>• Available online and downloadable</li> <li>• Toll free phone number and other contact information</li> <li>• Designated ED staff person in place and their information provided</li> </ul>	10	0	<ul style="list-style-type: none"> <li>• Not available</li> </ul>
Investment Marketing Plan	15	0	<ul style="list-style-type: none"> <li>• No plan</li> </ul>
Ambassador Program to assist with external marketing	10	0	<ul style="list-style-type: none"> <li>• No program</li> </ul>
Regular newsletter distributed to target audience both internally and externally. Includes: <ul style="list-style-type: none"> <li>• Community stakeholders</li> <li>• Site selectors</li> <li>• Government reps</li> <li>• Real estate</li> </ul>	15	0	<ul style="list-style-type: none"> <li>• No</li> </ul>
Website incorporates international data standards set	15	0	<ul style="list-style-type: none"> <li>• No</li> </ul>
<b>Marketing Collateral on target sectors:</b> <ul style="list-style-type: none"> <li>• “Sell” sheets</li> <li>• Community strengths</li> </ul>	15	0	<ul style="list-style-type: none"> <li>• No</li> </ul>

<ul style="list-style-type: none"> <li>• Competitive advantages</li> <li>• Success stories</li> </ul>			
Part of a regional investment marketing team and participates in mutually beneficial projects	10	10	<ul style="list-style-type: none"> <li>• Belongs to Linx BC and Vancouver Island economic development groups</li> </ul>
Participates in: <ul style="list-style-type: none"> <li>• Trade shows</li> <li>• Trade missions</li> <li>• Conferences/ Network opportunities</li> </ul>	10	6	<ul style="list-style-type: none"> <li>• Has participated in trade shows, missions and conferences. Without an approved marketing plan with targets clearly defined, attendance at this event can be scattered and results not successful.</li> </ul>
Investment, Media & Government Relationships <ul style="list-style-type: none"> <li>• Maintains regular contact with municipal, provincial, national government representatives</li> <li>• Regular contact with site selectors</li> <li>• Regular contact and communication with local, regional and national media</li> </ul>	10	4	<ul style="list-style-type: none"> <li>• Some contact has been established with key site selectors and government agencies through participation in Linx BC.</li> <li>• Media communication is not maintained regularly</li> </ul>
Consistency in branding across all marketing materials	10	0	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>TOTAL</b>	140	30	<ul style="list-style-type: none"> <li>• Without an approved marketing plan many of the initiatives that fall within investment marketing cannot be done successfully</li> <li>• Once target industries are identified marketing materials and key contacts can be developed</li> </ul>

### Appendix D: Land Use Planning and Infrastructure

Description	Maximum Score	Community Score	Suggestions and Comments
Community's OCP and zoning is current and reflects economic development goals	10	5	<ul style="list-style-type: none"> <li>The OCP is sufficiently current but does not define the economic development goals of the city. While the previous strategy is mentioned, it provides limited details</li> </ul>
Policies/designations in OCP are general enough to accommodate most development proposals without need for amendments	10	8	<ul style="list-style-type: none"> <li>Plan contains comprehensive definitions</li> </ul>
Definitions in by-laws easy to understand	10	6	<ul style="list-style-type: none"> <li>Zoning bylaws are comprehensive</li> </ul>
Sufficient land designated with appropriate zoning provisions to accommodate new investments	10	4	<ul style="list-style-type: none"> <li>OCP appears vague on the availability of land. While it states that sufficient land is available, it does not adequately describe where business or industry can find it</li> </ul>
OCP includes integrated strategy for economic development	10	4	<ul style="list-style-type: none"> <li>Minimal mention of economic development in OCP</li> </ul>
Community has information system that provides OCP and zoning in easily readable format	10	4	<ul style="list-style-type: none"> <li>It is difficult to find specific industrial designations without looking through numerous categories. Site selectors and investors want to find the information easily and quickly</li> </ul>
Community has flow chart outlining steps in land-use planning and development approvals and time frames	10	0	<ul style="list-style-type: none"> <li>No flow chart evident</li> </ul>
Information available on length of time typical development application/proposal takes for approval	10	0	<ul style="list-style-type: none"> <li>No information provided or evident</li> </ul>
Community has information on application fees and other associated charges imposed on	10	0	<ul style="list-style-type: none"> <li>No information provided or evident</li> </ul>



applications/ developers			
Information outlined above is available online without having to download full OCP	10	5	<ul style="list-style-type: none"> <li>• OCP is available online but the information that investors need (timelines, land inventory, etc) is not readily available</li> </ul>
Availability of expedited planning and building approvals process if required	10	0	<ul style="list-style-type: none"> <li>• Not aware of any and this is not demonstrated as a clear option</li> </ul>
<b>TOTAL</b>	<b>110</b>	<b>36</b>	<ul style="list-style-type: none"> <li>• The information that is available needs to be produced in an easy to read format for investors. The OCP is well presented but various portions need to be summarized into individual documents so that they are available to potential clients.</li> </ul>

### Appendix D: Economic Development Capacity

Description	Maximum Score	Community Score	Suggestions and Comments
<b>Approved Economic Development Strategy:</b> <ul style="list-style-type: none"> <li>• Identifies vision and goals</li> <li>• Identifies target industries</li> <li>• Budget, responsibilities and timelines</li> </ul>	10	0	<ul style="list-style-type: none"> <li>• No strategy plan</li> </ul>
<b>Economic Development Commission or Board:</b> <ul style="list-style-type: none"> <li>• Meets regularly</li> <li>• Municipal/planning representation</li> <li>• Private sector representation</li> <li>• Target industry(s) representation</li> <li>• Involved in strategic planning process</li> </ul>	10	8	<ul style="list-style-type: none"> <li>• New Commission formed but without a strategy in place, unsure if appropriate target industry representation is in place</li> </ul>
<b>Designated ED contact person in place:</b> <ul style="list-style-type: none"> <li>• Full understanding of ED practices</li> <li>• Familiar with planning &amp; development processes</li> <li>• Aware of provincial and federal policies, programs &amp; services</li> </ul>	10	0	<ul style="list-style-type: none"> <li>• No economic development officer in place</li> </ul>
<b>Staff and process in place to monitor opportunities and provide response to inquiries</b>	10	5	<ul style="list-style-type: none"> <li>• Current support staff can provide response however an economic development officer or manager is required to provide full service</li> </ul>
<b>Business Retention &amp; Expansion program active and ongoing</b>	10	5	<ul style="list-style-type: none"> <li>• Program is not as active as it should be</li> </ul>
<b>TOTAL</b>	50	18	<ul style="list-style-type: none"> <li>• The lack of an economic development officer or manager prohibits full functionality of the department</li> </ul>

### Appendix F: Site Selection Process

Description	Maximum Score	Community Score	Suggestions and Comments
<b>One key point of contact for all inquiries:</b> <ul style="list-style-type: none"> <li>• Familiar with site selection process</li> <li>• Set of procedures</li> <li>• Can respond quickly &amp; appropriately</li> <li>• Understands target sector(s) needs</li> </ul>	10	0	<ul style="list-style-type: none"> <li>• No economic development officer or manager in place</li> </ul>
<b>Up-to-date, reliable information:</b> <ul style="list-style-type: none"> <li>• Demographic</li> <li>• Labour stats</li> <li>• Specific industry information</li> <li>• Land/Building</li> <li>• Cost of doing business</li> </ul>	10	5	<ul style="list-style-type: none"> <li>• Have some good basic information on hand but lacking in land/building inventory and specific industry information</li> </ul>
<b>Community Site Visit:</b> <ul style="list-style-type: none"> <li>• Site visit procedure &amp; protocols in place</li> </ul>	10	0	<ul style="list-style-type: none"> <li>• No set protocols are in place and without an economic development officer, only limited hosting can happen</li> </ul>
<b>TOTAL</b>	30	5	<ul style="list-style-type: none"> <li>• Requires set standards and procedures and a full time economic development officer</li> </ul>

### Appendix G: Monitoring Investment Inquiries

Description	Maximum Score	Community Score	Suggestions and Comments
<b>Monitor all inquiries:</b> <ul style="list-style-type: none"> <li>• Follow up procedure</li> </ul>	10	0	<ul style="list-style-type: none"> <li>• No standard procedure in place</li> </ul>
<b>Performance Assessment:</b> <ul style="list-style-type: none"> <li>• Review performance of each inquiry</li> <li>• Learn why community was not successful</li> </ul>	10	0	<ul style="list-style-type: none"> <li>• No follow up or review of inquiries</li> </ul>
<b>TOTAL</b>	20	0	



For more information please visit  
[www.nanaimo.ca](http://www.nanaimo.ca)