

Nanaimo Economic Development Strategy

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Annotated Outline of Report 2 of 2:

Strategic Plan

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Prepared for City of Nanaimo

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1 Introduction

- 1.1 Background
- 1.2 Purpose
- 1.3 Methodology
- 1.4 Report Structure

2 The Situation Today

- 2.1 recap of the CSA, demographics, labour force, economic base
- 2.2 key assets
- 2.3 key trends
- 2.4 economic development themes in City planning documents
- 2.5 engagement feedback
- 2.6 SWOT

3 Strategy Direction

3.1 Organizational Context

3.1.1 Delivery Agency (external, based on Neilson report)

- legal entity
- ownership
- governance

3.1.2 Aligning External and Internal Delivery

- planning
- communications
- service delivery
- performance measurement

3.1.3 Capacity Building and Resourcing

- staffing
- budgeting

3.2 Vision

- short, one-sentence vision, draft to be submitted to EDTF in late Sept.

3.3 Mission

- short, one or two-sentence mission, draft to be submitted to EDTF in late Sept.

3.4 Focus Areas

3.4.1 Strategic Partnerships

3.4.2 Business Development

- Business Climate
- BRE
- Entrepreneurship

3.4.3 Economic Infrastructure

- Waterfront
- Downtown
- Employment Lands
- Transportation, Cargo and Logistics
- Health Care

3.4.4 Human Capital

- Skills and Talent Development
- Work-at-home Attraction

3.4.5 Innovation and Technology

- Smart City Initiative
- Tech Ecosystem
- Tech Park
- Blue Collar Tech

3.4.6 Place Making and Attraction

- USP and Branding
- Marketing
- Investment Attraction

3.4.7 Economic Emergency Preparedness

3.5 Goals

- goal set to be submitted to EDTF in late Sept.

4 The Strategy in Brief

- high-level, one-page summary graphic

5 The Strategy in Full

- basic outline for strategies

5.1 Focus Area 1

5.1.1 Strategy 1

- rationale

- actions

6 Strategy Implementation

- tabular summary of all strategies



7 Measuring Performance

- logic model linking activities, inputs, outputs and outcomes
- outcomes to show linkages between Goals and Focus Areas
- indicators and data sources defined
- scheme for data assembly, benchmarking, tracking and reporting



8 References

- 8.1 Abbreviations Used
- 8.2 Literature Cited
- 8.3 Personal Communications