

ECONOMIC DEVELOPMENT SERVICE MODEL REVIEW COUNCIL DISCUSSION



August 26, 2019



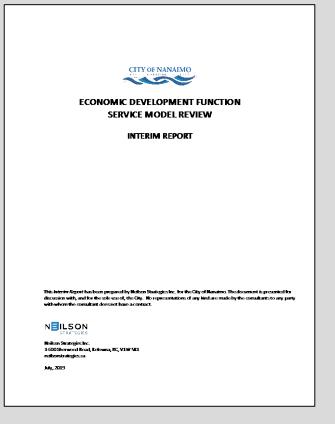
PRESENTATION

- ► Interim Report
- **Committee Review of** *Interim Report*
- Recommendations for Committee to Consider
- Discussion



INTERIM REPORT

- City seeking to enhance
 Economic Development Function
- Consider enhanced function:
 - ✓ scope of services
 - ✓ preferred service model
- Assignment emphasized importance of consultation





INTERIM REPORT

- Contents:
 - Introduction
 - Economic Development in Nanaimo
 - ✓ City of Nanaimo Service Scope
 - ✓ Service Model

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COMMITTEE REVIEW

- Hybrid Approach
- Inclusive Governance
- Multi-Sector Funding
- Economic Development Strategy
- Financial Plan
- Investment Fund
- Feedback from Interviewees

| | Figure 4.7 Assessment Matrix | | | | | |
|---------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| | Criteria | In-House | City Agency | Contract | In-House/ Agency | In-House/ Contract |
| | Use in Similar Cities | 0 | 0 | 0 | 0 | 0 |
| | Accountability | 0 | 0 | 0 | 0 | 0 |
| | Access to Decision-Makers | 0 | | 0 | 0 | |
| | Profile | 0 | | 0 | 0 | |
| | Cost-Effectiveness | 0 | 0 | 0 | 0 | 0 |
| | Ability to Leverage Funds | 0 | | 0 | 0 | 0 |
| | Flexibility | 0 | 0 | 0 | 0 | 0 |
| | Autonomy | 0 | | 0 | 0 | 0 |
| | Community Ownership | 0 | | 0 | 0 | 0 |
| | Broad Support | 0 | 0 | 0 | 0 | 0 |
| < | REVIEW WITH GOVERNAM | CE AND PRI | | | | ever and |
| < | | CE AND PRO staff and the emodes op if the review e service mo is. The Com onomic devi | ORITIES COI e consultan donswith C rwasto obt xlel options mittee hear elopment a | Infitte Losienald Council's Gov ain input, a s before fina d in the sar gencies, incl | emance an id address C lizing the rep ie meeting t uding MIBI, | ommittee part and iram the |
| < | REVIEW WITH GOVERNAM IS Monday, July 29, 2019, its assessment of the servic Committee. The purpose of members' questions on the providing recommendation representatives of threese | CE AND PRO staff and the emodes op of the review e service mo s. The Com onomic devo nerce, and C | ORITIES COL e consultan conswith C wasto obt xiel options mittee hear elopment a Community | Locience if s Gov ain input, ar s before fina d in the sar gencies, incl Futures (Cer | emance an id address C lizing the rep ie meeting t uding MIBI, uding MIBI, utral Islandj | d Priorities committee port and irom the |
| EZHONIK EXTEDINER STRATE LEDREL BEDREL BEZOREP | REVIEW WITH GOVERNAM In Monday, July 20, 2019, Respectively, July 20, 2019, Committee: The purposed members' questions; on the providing recommendation providing recommendation providing recommendation members' questions of the even Namaino Chamber of Com | CE AND FRM staff and the encoderop, f the review e service mo es. The Com onomic day nerce, and C erged during Committee that divided n in-house p ki be an ann 1 by the CKP | ORITIES CO Consultant conswith C wasto obt viel aptions mittee hear clapment a community g the review community g the review community g the review community g coup and a f scientsh a r, or an inde | Infinite Court FsGou ain input, ar before fina d in the sam gencies, incl futures (Cer with the Co spressed su (the City/see in outside en gency establ gency establ | emance an d address (izing the rep e meeting) uding MIBI, trai Islandij sminittee: pport for sc commic des tity. Wheti shed and o canization o | d Priorities committee port and from the me form relopment er the wined |
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RECOMMENDATIONS

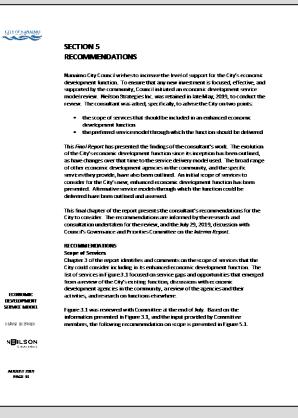
- Scope of Services
 - ✓ strategy
 - ✓ data analysis & reporting
 - ✓ navigating City Hall
 - ✓ service contract management
 - ✓ policy input
 - ✓ coordination of efforts
 - ✓ business attraction

| CITY OF NANALMO | |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | SECTION 5 |
| | |
| | RECOMMENDATIONS |
| | Nanaimo City Council wishes to increase the level of support for the City's economic |
| | development function. To ensure that any new investment is focused, effective, and |
| | supported by the community, Council initiated an economic development service model review. Neilson Strategies inc. was retained in late May, 2019, to conduct the |
| | review. The consultant was asked, specifically, to advise the City on two points: |
| | the scope of services that should be included in an enhanced economic development function |
| | the preferred service model through which the function should be delivered |
| | This Final Report has presented the findings of the consultant's work. The evolution |
| | of the City's economic development function since its inception has been outlined, |
| | as have changes over that time to the service delivery model used. The broad range |
| | of other economic development agencies in the community, and the specific |
| | services they provide, have also been outlined. An initial scope of services to consider for the City's new, enhanced economic development function has been |
| | presented. Alternative service models through which the function could be |
| | delivered have been outlined and assessed. |
| | This final chapter of the report presents the consultant's recommendations for the |
| | City to consider. The recommendations are informed by the research and |
| | consultation undertaken for the review, and the July 29, 2019, discussion with |
| | Council's Governance and Priorities Committee on the <i>Interim Report</i> . |
| | RECOMMENDATIONS |
| | Scope of Services |
| | Chapter 3 of the report identifies and comments on the scope of services that the |
| | City could consider including in its enhanced economic development function. The |
| | list of services in Figure 3.1 focused on service gaps and opportunities that emerged |
| | from a review of the City's existing function, discussions with economic development agencies in the community, a review of the agencies and their |
| ECONOMIC | oexexprinent agent is in the community, are new of the agent ies and then activities, and research on functions elsewhere. |
| DEVELOPMENT | |
| Service Model | Figure 3.1 was reviewed with Committee at the end of July. Based on the |
| | information presented in Figure 3.1, and the input provided by Committee |
| DHARME BE BOOKST | members, the following recommendation on scope is presented in Figure 5.1. |
| NBILSON | |
| - STRATEGIES | |
| | |
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| | |
| | |



RECOMMENDATIONS

- Service Delivery Model
 - ✓ In-House / City-Owned Agency
 - ✓ divide scope of services
 - Nanaimo Prosperity Steering Committee





RECOMMENDATIONS

- Steering Committee
 - Economic Development Strategy
 - ✓ Nanaimo Prosperity Agency

| CITY OF NANAIMO | |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| See | |
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| ETERANI, ISC 2500201 | members, the following recommendation on scope is presented in Figure 5.1. |
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