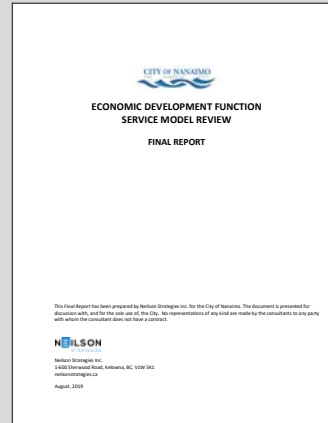




## FINAL REPORT

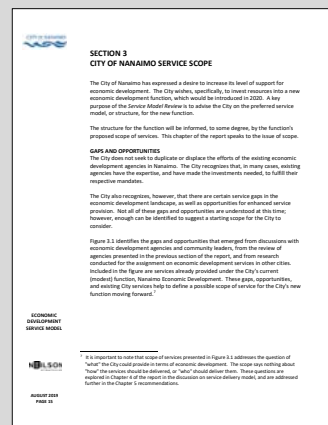
- City set out to enhance Economic Development Function
- Wanted to consider enhanced function in terms of:
  - ✓ scope of services
  - ✓ preferred service model



## FINAL REPORT

### *Scope of Services*

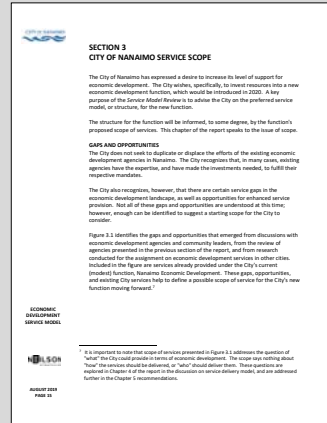
- Scope addresses question of "what" should be provided by the City in terms of economic development
  - ✓ "how" services are delivered and by "whom" addressed later



## FINAL REPORT

### Scope of Services

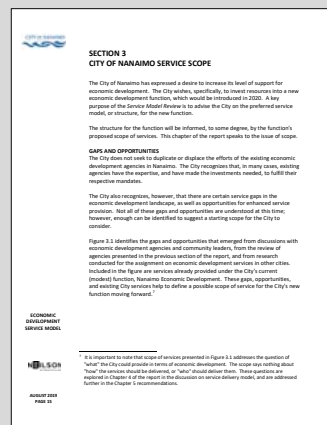
- Potential scope of services set out in the report, in formed by:
  - ✓ gaps and opportunities in existing economic development landscape
  - ✓ stakeholder input
  - ✓ strengths of existing (modest) function
  - ✓ review with Council Committee



## FINAL REPORT

### Scope of Services

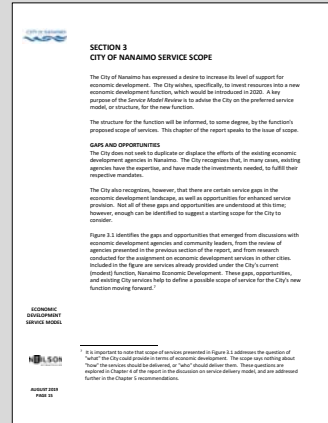
- Initial scope identified
  - ✓ ec. development strategy
  - ✓ economic reporting
  - ✓ navigating City Hall
  - ✓ service contract management
  - ✓ policy input
  - ✓ coordination of efforts
  - ✓ business attraction
  - ✓ investment fund



## FINAL REPORT

### *Scope of Services*

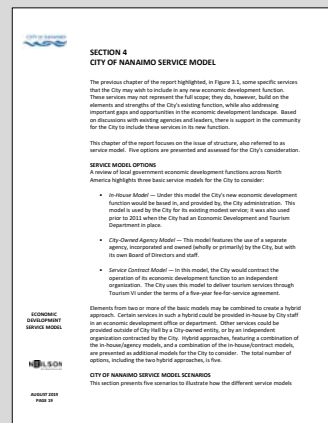
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  - ✓ economic reporting
  - ✓ navigating City Hall
  - ✓ service contract management
  - ✓ policy input
  - ✓ coordination of efforts
  - ✓ business attraction
  - ✗ investment fund




## FINAL REPORT

### *Service Model*

- Service Model addresses questions of:
  - ✓ "how" services that make up the function are delivered
  - ✓ by "whom"






## FINAL REPORT

### Service Model

- Five models considered:
  - In-House
  - City-Owned Agency
  - Service Contract
  - Hybrid x 2



#### SECTION 4

##### CITY OF NANAIMO SERVICE MODEL

The previous chapter of the report highlighted, in Figure 3.1, some specific services that the City may wish to include in any new economic development function. These services may not represent the full scope, they do, however, build on the elements and strengths of the City's existing function, while also addressing important gaps and opportunities in the economic development landscape. Based on discussions with existing agencies and leaders, there is support in the community for the City to include these services in its new function.

This chapter of the report focuses on the issue of structure, also referred to as service model. Five options are presented and assessed for the City's consideration.

#### SERVICE MODEL OPTIONS


A review of local government economic development functions across North America highlights three basic service models for the City to consider:

- In-House Model** – Under this model the City's new economic development function would be based in, and provided by, the City administration. This model is used by the City for its existing model service. It was also used prior to 2011 when the City had an Economic Development and Tourism Department in place.
- City-Owned Agency Model** – This model features the use of a separate agency, incorporated and owned (wholly or partially) by the City, but with its own board of directors and staff.
- Service Contract Model** – In this model, the City would contract the operation of its economic development function to an independent organization. The City uses this model to deliver tourism services through Tourism V under the terms of a five-year fee-for-service agreement.

Elements from two or more of the basic models may be combined to create a hybrid approach. Certain services in such a hybrid could be provided in-house by City staff in an economic development office or department. Other services could be provided outside of City hall by a City-owned entity, or by an independent organization contracted by the City. Hybrid approaches, featuring a combination of the In-House Agency model, and a combination of the In-House/Contract model, are presented as additional models for the City to consider. The total number of options, including the two hybrid approaches, is five.

#### CITY OF NANAIMO SERVICE MODEL SCENARIOS


This section presents two scenarios to illustrate how the different service models



## FINAL REPORT

### Service Model

- Assessed against criteria:
  - use in similar cities
  - accountability
  - access to decision-makers
  - profile
  - cost-effectiveness



#### SECTION 4

##### CITY OF NANAIMO SERVICE MODEL

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#### CITY OF NANAIMO SERVICE MODEL SCENARIOS

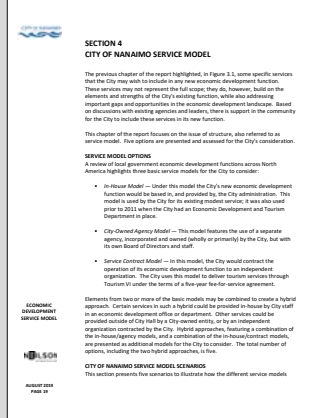
This section presents two scenarios to illustrate how the different service models

## FINAL REPORT

### Service Model

#### Assessed against criteria:

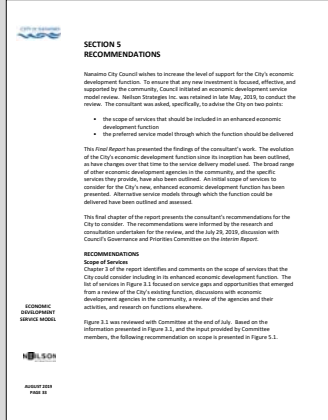
- ✓ ability to leverage funds
- ✓ flexibility
- ✓ autonomy
- ✓ community ownership
- ✓ broad support



Criteria	In-House	City Agency	Contract	In-House/ Agency	In-House/ Contract
Use in Similar Cities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accountability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to Decision-Makers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Profile	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost-Effectiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to Leverage Funds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Autonomy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Ownership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Broad Support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## FINAL REPORT

### Recommendations Endorsed

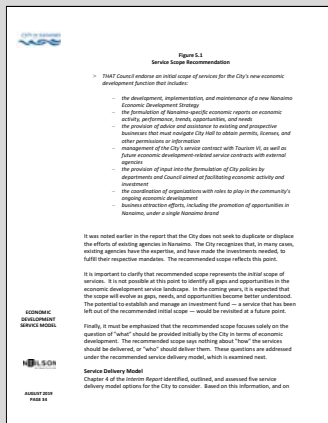


## FINAL REPORT

### Recommendations Endorsed

- *THAT Council endorse an initial scope of services for the function that includes:*

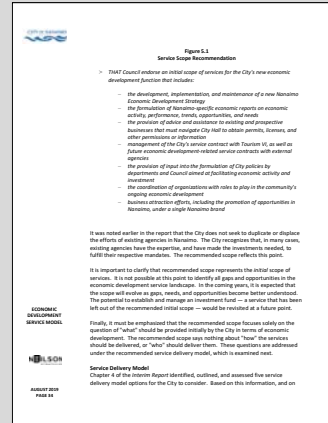
- ✓ economic development strategy
- ✓ economic reporting
- ✓ navigating City Hall
- ✓ service contract management



## FINAL REPORT

### Recommendations Endorsed

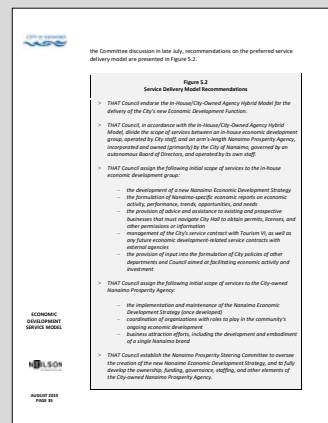
- *THAT Council endorse an initial scope of services for the function that includes:*
  - ✓ policy input
  - ✓ coordination of efforts
  - ✓ business attraction



## FINAL REPORT

### Recommendations Endorsed

- *THAT Council endorse the In-House/City-Owned Agency Hybrid Model to deliver the function*



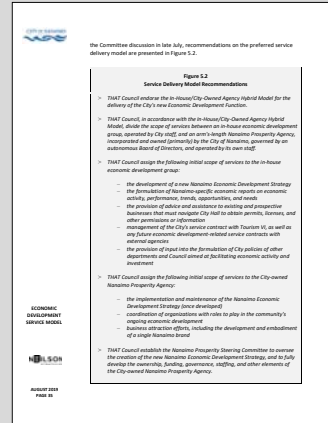




## FINAL REPORT

### Recommendations Endorsed

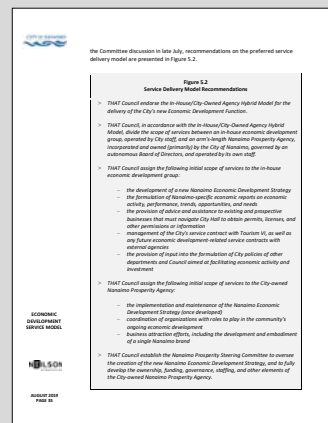
- **THAT Council divide the scope of services between:**
  - ✓ in-house (City staff) Economic Development Group
  - ✓ arms'-length Nanaimo Prosperity Agency, owned (primarily) by the City, run by own Board and staff



## FINAL REPORT

### Recommendations Endorsed

- **THAT Council establish the Steering Committee to:**
  - ✓ oversee creation of Nanaimo Economic Development Strategy
  - ✓ fully develop ownership, funding, governance, staffing, and other elements of the City-owned Nanaimo Prosperity Agency

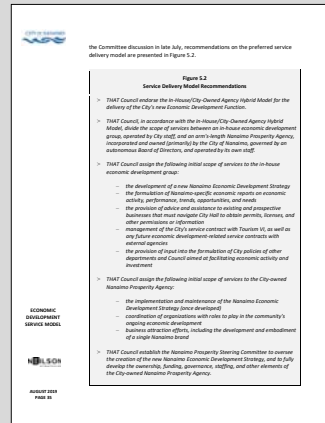




## FINAL REPORT

### Recommendations Endorsed

- *THAT Council establish the Steering Committee to:*
  - ✓ oversee creation of Nanaimo Economic Development Strategy
  - ✓ fully develop ownership, funding, governance, staffing, and other elements of the City-owned Nanaimo Prosperity Agency



## OUR TASK

- Develop a charter for the new, City-owned Nanaimo Prosperity Agency



## SUCCESS FACTORS

- ▶ What factors are going to be critical to the Agency's success?
  - ✓ list adjectives that describe a successful Agency

Inclusive	Broadly Supported
Collaborative	Broadly Funded
Autonomous	Flexible
Focused	Understood
Accountable	?
Cost-Effective	



## AGENCY CHARTER

- ▶ What elements, taken together, define the charter of the Nanaimo Prosperity Agency



## AGENCY CHARTER

- ▶ To identify, think about the following questions:
  - ✓ *The Nanaimo Prosperity Agency exists to...*
  - ✓ *The Nanaimo Prosperity Agency is owned by...*
  - ✓ *The Nanaimo Prosperity Agency is governed by its own Board of Directors, which is comprised of...*
  - ✓ *The Nanaimo Prosperity Agency is funded by...*
  - ✓ *The Nanaimo Prosperity Agency is operated by...*
  - ✓ *The Nanaimo Prosperity Agency operates out of...*



## AGENCY CHARTER

- ▶ To identify, think about the following questions:
  - ✓ *Decisions of the Nanaimo Prosperity Agency Board require...*
  - ✓ *The Nanaimo Prosperity Agency's is held accountable through*
  - ✓ *The Nanaimo Prosperity Agency's performance is measured using...*
  - ✓ *The Nanaimo Prosperity Agency's is connected to stakeholders and others through...*



## SUMMARY & NEXT STEPS

CITY OF NANAIMO  
ECONOMIC DEVELOPMENT TASK FORCE

## EXTERNAL AGENCY DISCUSSION

February 18, 2020  
Nanaimo City Hall

