

ATTACHMENT A



TERMS OF REFERENCE ECONOMIC DEVELOPMENT MODEL CITY OF NANAIMO

INTRODUCTION

The City of Nanaimo is in the preliminary stages of exploring an appropriate service delivery model for its Economic Development function. The first step in the process is to engage the local business community and the City's economic development partners to identify common areas of focus and to explore delivery models that best fit the needs of the community.

Council recognizes that there is no single best model to deliver economic development and wishes the new Economic Development function to showcase collaboration and be rooted in community support.

The City has delivered Economic Development through both the "in house" and arms-length economic development corporation models. Council is open to re-examining these options and learning about other models that can help deliver an effective service.

The goal is to complete the initial consultation work in a timely manner to inform the 2020-2024 Financial Plan, with the goal of the new operation commencing in the first quarter of 2020.

PURPOSE AND GOALS

The City, led by a skilled consultant/facilitator, will embark on an intense process of community consultation in May and June 2019 to provide Council with sufficient information to select a new economic development delivery model for the City of Nanaimo. This could include the delivery of the services "in house", through an external agency, a service contract with other agencies, an economic development society or any combination of the above.

Specific deliverables from this exercise include:

- Research of existing economic development models in BC, Canada and the United States identifying the potential advantages and disadvantages of each;
- Mapping of existing economic development services in the community to identify gaps and areas of existing and potential collaboration;
- One-on-one confidential stakeholder discussions to identify economic priorities in the community;
- Roundtable discussions to report on emerging priorities, and to discuss the merits of various economic development functions;
- Broader community engagement through an online survey and open house to obtain feedback; and
- Presentation to Council with a summary of the consultation exercise and a recommended model for Council's consideration.

Once complete, Council will be in a position to direct staff to develop a business case for the new delivery model in the 2020-2024 Financial Plan.

ECONOMIC DEVELOPMENT CONTEXT

The City's Economic Development Department was established in the 1980's. Over time the department grew to meet the demands of the changing demographics and economic conditions of Nanaimo. In 2010, Council made a decision to establish an arms-length economic development corporation to deliver tourism and economic development services. One of the key rationales at the time for establishing the new organization was the perception that the "in house" model lacked both community and regional support.

In response, the Nanaimo Economic Development Corporation (NEDC) was established in 2011. The arms-length organization was well resourced by the City.

In the fall of 2016, Nanaimo City Council gave direction to cease the operations of NEDC. The Economic Development function was brought back in house within the City of Nanaimo's Community Development Department. Following the dissolution of NEDC, Council approved a Tourism service agreement with Tourism Vancouver Island (TVI), which expired in March 2019. That contract has now been extended until 2024-MAR-31. TVI provides destination marketing, visitor servicing and development services. The five year term commenced 2019-APR-01.

Council is now interested in re-establishing the economic development function for the City and doing so in a manner that builds on collaboration with the existing not-for-profit economic development partners in the community and meeting the needs of the local business community.

The City is currently witnessing unprecedented investment in housing, health care, higher education and industrial development. With a renewed sense of opportunity in the community, Nanaimo is entering a new era as the focal point for investment north of Victoria on Vancouver Island.

Re-establishing the City's role in economic development provides Council the opportunity to take a fresh look at models that can best meet the unique needs and characteristics of the community.

This is an exciting time, and critically important that the new Economic Development model leverages this opportunity.

PROCESS AND TIMELINE

To aid Council in their selection of a new Economic Development Model, a proposed intense period of public consultation is planned for May and June 2019. The information gained through the consultation process will be delivered to Council during their 2020 budget deliberations.

The anticipated steps in the process are as follows:

Phase	Process	Time Period
1	Background Research <i>Background research by the consultant to understand local economy, role of key partners and complete mapping exercise to document each partners mandate.</i> <i>Review of other economic development models (Local Government "In House" Department, Economic Development Corporation, Regional Models, Fee for Service or a Hybrid) with a summary report identifying relative advantages and disadvantages of each.</i>	May
2	One-On-One Stakeholder Meetings <i>Meeting with key stakeholders to confirm their role in delivering economic development in Nanaimo, their perceived economic priorities and their model preference.</i>	May
3	Focus Group Meetings <i>Facilitated focus group discussion centred around identifying areas of commonality, priorities and delivery models.</i>	May

4	Broader Public Engagement <i>Public engagement (online and live events) to report back on the findings from the stakeholder and focus group discussions. Online survey and public open house to obtain broader feedback.</i>	June
5	Report Findings to Council <i>Council update, presentation of findings focused on recommended priorities and delivery model.</i>	June/July

KEY ORGANIZATIONS

Key organizations are identified as those not-for-profit groups that currently deliver economic development services within the City and region. It is important that the work of each organization is mapped out to understand where opportunities for collaboration exist, and where there are currently gaps in service delivery.

Key groups include:

- Snuneymuxw First Nation
- Vancouver Island University
- Nanaimo Port Authority
- Nanaimo Airport
- Nanaimo Chamber of Commerce
- Mid-Island Business Initiative
- Tourism Vancouver Island
- Innovation Island
- Community Futures
- Business community (others?)

PUBLIC CONSULTATION

In addition to key organization discussions, it is important to engage a larger section of the community through a series of focus groups and general public consultation.

The public consultation process will include, but not be limited to:

- Focus groups (Phase 3)
- Online survey (Phase 4)
- Open house (Phase 4)
- Social media (All Phases)
- Project webpage (All Phases)

RESOURCES

City staff will assist with arranging key organization interviews, booking venues for roundtable discussions and providing the consultant with background materials as required. In addition the City will oversee the online survey, organize the open house and summarize feedback.