

DATE OF MEETING October 7, 2019

AUTHORED BY BILL CORSAN, DIRECTOR, COMMUNITY DEVELOPMENT

SUBJECT ECONOMIC DEVELOPMENT TASK FORCE – TERMS OF REFERENCE

OVERVIEW

Purpose of Report

To provide Council with the Terms of Reference for the proposed Economic Development Task Force.

Recommendation

That Council adopt the Terms of Reference for the Economic Development Task Force as outlined in the report titled “Economic Development Task Force – Terms of Reference” dated 2019-OCT-07.

BACKGROUND

Council has expressed a desire to increase investment in Economic Development. Council approved a Terms of Reference for a consultant to undertake a service review of the Economic Development Function in April 2019. The review included background research, interviews with key stakeholders, community engagement, and the presentation of the draft and final reports to Council for consideration.

At the 2019-SEP-09 Council meeting, the recommendations of the Final Report were endorsed by Council. The key recommendations include:

- Establishing an in-house/City-owned Agency hybrid model for the delivery of the City’s economic development function.
- Creation of an arm’s length Nanaimo Prosperity Agency.
- Allocating the following functions to the In-House function:
 - Creation of a new Economic Development Strategy;
 - Preparation of Nanaimo-specific economic reports,
 - Assistance to existing and prospective businesses navigating City Hall,
 - Manage the service contract with Tourism VI; and
 - Formulate City policies that will facilitate economic activity and investment.
- Allocating the following functions to the arm’s length Nanaimo Prosperity Agency:
 - Implementation of the Economic Development Strategy;
 - Coordination of the organizations with roles to play in the community’s ongoing economic development and business attraction activities.

- Establishing the Nanaimo Prosperity Steering Committee to oversee the creation of the new Economic Development Strategy and to fully develop the ownership, funding, governance, staffing, and other elements of the City-owned Nanaimo Prosperity Agency.

DISCUSSION

The Economic Development Function Service Review recommended the establishment of a steering committee to oversee the creation of the new Economic Development Strategy and to fully develop the ownership, funding, governance, staffing, and other elements of the City-owned Nanaimo Prosperity Agency.

Staff recommend the steering committee function as a task force and have a limited work plan and time mandate. Upon completion of the Economic Development Strategy and the establishment of the Nanaimo Prosperity Agency, Council may wish to establish a permanent, regular standing committee to provide input on economic development-related matters.

The Terms of Reference for the Economic Development Task Force (the “Task Force”) are outlined in Attachment A. The key tenants include:

- Expected Outputs:
 - Developing a request for proposal for the Nanaimo Economic Development Strategy;
 - Evaluating and hiring the consulting firm to complete the Economic Development Strategy;
 - Overseeing and providing feedback during the Economic Development Strategy process;
 - Endorsing the final strategy for adoption by Nanaimo City Council;
 - Investigate and review ownership, funding, governance, and staffing options for the Nanaimo Prosperity Agency; and
 - Recommend to Council a final operating model for the Nanaimo Prosperity Agency.
- Membership – 13 members, including Council, key economic development partners, and representation from five of the City’s key sectors.
- Meeting Frequency – at least monthly.
- Limited Term – upon completion of the key outputs or the fall of 2020.

If Council approves the Terms of Reference, Staff will reach out to the organizations identified in the document and request nomination of members. In addition, a notice will be issued for the four business leaders from the identified sectors.

Staff will return with a report for Council’s consideration outlining the proposed Task Force members. Once approved by Council, a Task Force meeting will be arranged and implementation of the Economic Development Function Service Review can begin in earnest.

OPTIONS

1. That Council adopt the Terms of Reference for the Economic Development Task Force as outlined in the report titled “Economic Development Task Force – Terms of Reference” dated 2019-OCT-07.
 - Advantages: Adoption of the Terms of Reference for the Economic Development Task Force will enable the City to move forward with the implementation of the

Economic Development Service Review. In particular, the Task Force will prepare the Terms of Reference for the Economic Development Strategy and further develop the in-house/City-owned Agency hybrid model for Council's consideration.

- Disadvantages: None identified.
- Financial Implications: The 2020 budget contains \$100,000 for the creation of the Economic Development Strategy. A subsequent business case will be presented to Council to fund the action items that are developed through the Economic Development Strategy.

2. That Council provide alternative direction with regard to the Terms of Reference for the Economic Development Task Force.

SUMMARY POINTS

- Council has expressed a desire to increase investment in Economic Development and approved a Terms of Reference for a consultant to undertake a service review of the Economic Development Function in April 2019.
- The Final Report recommendations were endorsed by Council at the 2019-SEP-09 Council meeting.
- The recommendations outline the establishment of an in-house/City-owned Agency hybrid model to deliver economic development services.
- The creation of the Economic Development Task Force will oversee the creation of the Economic Development Strategy and fully develop the ownership, funding, governance, staffing, and other elements of the City-owned Nanaimo Prosperity Agency.
- The work of the Task Force is expected to be complete by the fall of 2020.
- The Task Force will have 13 members comprised of representatives from the City's economic development stakeholders and the business community.

ATTACHMENTS:

ATTACHMENT A: Terms of Reference Economic Development Task Force |

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Concurrence by:

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