

MINUTES
SPECIAL ECONOMIC DEVELOPMENT TASK FORCE MEETING
HR TRAINING ROOM, CITY HALL
455 WALLACE STREET, NANAIMO, BC
MONDAY, 2019-DEC-09, AT 9:00 A.M.

Present: Councillor J. Turley, Chair
Councillor Z. Maartman
A. Sullivan (arrived 9:04 a.m.)
B. Moss
C. Carlile
C. Beaton
D. Backhouse
E. Thomas (arrived 9:08 a.m.)
I. Marr (arrived 10:06 a.m.)
J. Green
K. Smythe
M. Hooper
R. McLay (VIU Alternate)

Absent: D. Saucier

Staff: J. Rudolph, Chief Administrative Officer
D. Lindsay, General Manager, Development Services
B. Corsan, Director, Community Development
A. Manhas, Economic Development Officer
S. Snelgrove, Deputy Corporate Officer
A. Bandurka, Recording Secretary

1. CALL THE ECONOMIC DEVELOPMENT TASK FORCE MEETING TO ORDER:

The Economic Development Task Force Meeting was called to order at 8:59 a.m.

2. INTRODUCTION OF LATE ITEMS:

- (a) Bob Moss requested that the Task Force limit the time for Agenda Items (a) to (d) to 30 minutes.

It was moved and seconded that the Economic Development Task Force limit the time for Agenda Items (a) through (d) to 30 minutes. The motion carried unanimously.

- (b) Add Agenda Item 7(e) – Establishing End Date and Milestones for Economic Development Task Force and reorder items accordingly.

It was moved and seconded that the Economic Development Task Force add Agenda Item 7(e) – Establishing End Date and Milestones for Economic Development. The motion carried unanimously.

3. ADOPTION OF AGENDA:

It was moved and seconded that the Agenda, as amended, be adopted. The motion carried unanimously.

4. REPORTS:

(a) Introductions

Staff, Council representatives and the Task Force members introduced themselves.

(b) Meeting Procedures

Introduced by Sky Snelgrove, Deputy Corporate Officer, Legislative Services.

Sky Snelgrove, Deputy Corporate Officer, provided the Economic Development Task Force with a presentation regarding:

- Committee operating guidelines including the roles of Committee members
- “Council Procedure Bylaw 2018 No. 7272”
- Committee proceedings
- Meeting basics including quorum
- Presentations and delegations
- Motions and Minutes
- Notice of Motion procedures and closed meetings
- Question Period

Task Force discussion took place regarding:

- refraining from asking questions during Staff presentations to have meetings move smoothly
- members ask one question with follow up/clarification and then go to bottom of que for additional questions

(c) Economic Development Function Service Model Review

Bill Corsan, Director, Community Development, provided an overview of the Economic Development Function Service Model Review, which included the following information:

- Council endorsed Terms of Reference in April 2019
- The City hired Neilson Strategies as the consultant. The work involved background research, a review of economic development delivery in other communities to identify best practice and consultation with key stakeholders. A workshop was held with the stakeholders to review the preliminary findings
- The final report presented to Council in August 2019
- The Final Report laid out recommendations relating to the scope of the new economic development service and the delivery model
- In terms of scope, the report recommended the development of a new economic development strategy, formulation of Nanaimo specific economic reports, advice and assistance to existing and prospective businesses, management of the Tourism VI contract, input on policies that will facilitate

economic activity, coordination of the organizations that have a role to play in economic development and business attraction efforts

- With regards to the preferred delivery model, a hybrid approach was recommended with both an in house and external agency owned by the City delivering the service
- A key first step is developing an economic development strategy to guide the work and identify who is doing what. While the strategy is being formulated, the structure of the external agency can be fleshed out
- Council has been supportive implementing the recommendations from the report and in the 2020 draft budget has funded the economic development strategy, provided resources for an additional staff member in house and funding to establish the external agency

(d) Task Force Terms of Reference

Bill Corsan, Director, Community Development, provided task force members with an overview of the Task Force Terms of Reference, which included the following information:

- There are two key tasks for the Task Force: 1. Develop an economic development strategy. 2. Fully develop the ownership, funding, governance, staff and other elements of the City-owned external agency
- Task force has a limited term and will end next fall or sooner if the work is completed early
- First step is for the Task Force to develop a Request for Proposals (RFP) for Economic Development Strategy. This will be brought back to the next Task Force meeting for approval
- The Task Force will oversee the development of the strategy and will make a recommendation to Council at the end
- The Task Force will also flesh out the details of the external agency to align it with the economic development strategy and to identify the breakdown of tasks between the City function and the external agency
- The Task Force will meet at least once a month, or as needed
- The work of the Task Force will be done in an open and transparent process

(e) Establishing End Date and Milestones for Economic Development Task Force

Bob Moss spoke regarding establishing an end date and milestones for the task force. He advised there is sufficient knowledge around the table to be the authors of the economic development strategy and suggested that the end of March would be a reasonable time frame to complete the work.

Task Force discussion took place regarding:

- Concern that if the process is rushed, staff resources may not be available to
- The work should include a review of previous strategies and a summary of what other groups strategies are from outside of the City
- We should use a consultant who is familiar with Nanaimo
- The Strategy should review, modify and build on what has been done previously
- Many components of strategy already exist

- The Task Force members have a good understanding of economic development in Nanaimo
- May be able to create a quick result if the Task Force members did the work.
- The City is undertaking a Strategic Plan Review (OCP, Parks Recreation & Master Plan etc) and will include the economic development strategy in this review and leverage opportunities for community consultation
- Rather than hire a consultant, Task Force could engage a facilitator for the group and have the group allocate a lengthy meeting for the development of strategy
- Shorter meetings will slow down process, have a half-day or full day meetings
- Opportunity to consult with industry sectors (tech, construction, etc.) to hear from sectors with gaps in task force

(f) Priorities of the Economic Development Strategy

Amrit Manhas, Economic Development Officer, provided task force members with a presentation on the Economic Development Strategy. Mrs. Manhas asked task force members to write down their top three priorities for the RFP, in order to assist Staff with preparing the RFP.

Task Force discussion took place regarding:

- Importance, scope of work, value of assignment, general idea for consultant
- Need a consultant with an economic development background to know different strategies
- All agree that community consultation is important to process
- The City will use the Strategic Policy Review engagement consultant to undertake the public consultation component of the economic development strategy. The economic development strategy consultant will meet with stakeholders and organize workshops with sectors etc.
- Through the Strategic Policy Review, the results of the Economic Development Strategy will be incorporated into other key City plans
- The consultant will identify strategies that support developing sectors
- Look at retaining the talent that is already here
- Need all partners to be in the strategy so we can leverage resources with each other (airport, Port, VIU)
- Economic Development is all about working with partners
- Strategic Policy Review timeline shouldn't slow economic development strategy down but there needs to be alignment.
- Strategic Policy Review and Task Force need to be coordinated, work of Task Force can charge ahead and brand the work of the Economic Development Strategy and have a different brand and a distinct difference
- Need to work with other partners to support the strategy
- What can Task Force can do in the down time until RFP processed?
- A high quality process will create buy-in and long-term benefits
- Quick-wins/short-term initiatives along with long-term strategies and actions
- Look for how Snuneymuxw First Nation can contribute to building Nanaimo economy, key to have community input, opportunity for fresh ideas and bring all interests to play
- Review work that has been done in the past, during the Nanaimo Economic Development Corporation time

- Economic impact studies have been done and can be reviewed by the consultant as background materials
- Currently doing a land inventory capacity review which will be available for the consultant.
- We should look at everything to see where the City can make the most impact

E. Thomas vacated the HR Training Room at 10:02 a.m.

- Political change can shift priorities
- Is there a way to scope strategy for long-term vision with actions captured in 5-year increments
- Strategy is guide for 5 years

E. Thomas returned to the HR Training Room at 10:05 a.m.

I. Marr entered the HR Training Room at 10:06 a.m.

- Strategy should be broad and look at what attracts business to our City
- Strategy should be the instruction document to tell the entity and its governance model what must be done within a certain time frame
- Strategy needs to provide a map or road map for the new external entity
- Content can be developed short, medium and long term
- New entity would develop their own strategy, give them a fence and they can determine how to resource

The Economic Development Task Force Meeting recessed at 10:10 a.m.

The Economic Development Task Force Meeting reconvened at 10:18 a.m.

- A round table discussion took place regarding the Task Force's RFP priorities, which included (in no particular order):
 - Identify impediments/barriers
 - Identify strengths and weaknesses
 - Sectors to focus on for business attraction
 - Be nimble, actions that move at the speed of business
 - Develop a ten-year plan
 - Identify synergies between different groups
 - Ensure strategic alignment between City and external agency
 - Find ways of strengthening the transportation network
 - Identify specific growth sectors and the land use that will support their development
 - Built-in performance measurements (KPI's and roadmap)
 - Indigenous/First Nations opportunities
 - Ensure comprehensive consultation
 - Move at speed of business – timing
 - Identify opportunities and strategies for workforce development
 - Flag the City's competitive advantages and disadvantages
 - Summary of relevant studies and documents

- Develop a decision matrix (evaluation criteria on initiatives) to help prioritize which actions are worked.
- City can play a role in capacity building for economic development
- Ensure facilitation is built into the strategy

Further Task Force discussion took place regarding:

- How detailed the strategy needs to be
- The strategy should identify the roles and functions of the in house and external agency functions
- Task Force consultation will be done by hired consultant, via RFP, and the broader consultation will be done by OCP review
- Timing should be around the same time as the OCP review
- City/External should initially have a work plan, projects or initiatives to work on or deliver when set up. The work plans can be updated revised as time goes on.
- Important to have facilitator with Economic Development background
- Should have fundamental tactics that have not been done in the past
- Simple broad strategy with some tactics
- The consultant should seek input from Task Force, Community and Council
- RFP should reflect a strong facilitator, doesn't necessarily need an economic development background
- Does need to have a work plan with a time frame and to know the priorities and who takes leadership
- Task Force should help define the communities economic priorities

(g) Future Meeting Schedule

Introduced by Sky Snelgrove, Deputy Corporate Officer, Legislative Services.

The next meeting will take place on January 6, 2020. Timing of the meeting is to be determined.

Task Force discussion took place regarding the next meeting:

- Follow up to be completed by members:
 - Speak to those in business community to see how what it is like to have business in Nanaimo
 - Have conversations in the interim prior to the consultant starting
 - Make key decisions at the meetings

5. QUESTION PERIOD:

There were no members of the public in attendance who wished to ask questions.

6. ADJOURNMENT:

It was moved and seconded at 10:59 a.m. that the meeting terminate. The motion carried unanimously.

CHAIR

CERTIFIED CORRECT:

CORPORATE OFFICER