

Project Charter & Communication Plan

Community Economic Road Map for London

January 26, 2015

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1 Introduction

The project charter is a reference document to be used throughout the creation of the Community Economic Road Map for the City of London to confirm the project scope and track progress towards the achievement of deliverables. The charter indicates

- Project sequencing and staging of tasks;
- Key decision points;
- The expected completion date of the project deliverables; and
- The roles and responsibilities of both the consulting team and city staff.

The project charter contents include a brief description of the Community Economic Road Map, a communication plan, a detailed work plan and timeline.

2 Project Description

The project will result with the development for a new overarching Community Economic Road Map for the City of London. It will be used by the community to inform the efforts of city departments and partner organizations in achieving long term sustainable economic growth. The objectives for this project to be as follows:

- Engage a range of key interested parties in the planning process;
- Increase the community's understanding of the importance of economic development to London's future economic growth;
- Identify economic opportunities;
- Recommend actions to avoid threats and address weaknesses;
- Build consensus regarding key priorities for action; and
- Communicate the project partners' commitment to support economic development over the long-term to both industry and the small business sector



3 Communication Plan

A strong communications plan is essential to supporting the successful development and subsequent implementation of the community economic road map. The communications plan includes:

- Definition of **key messages** (tied to important broader economic and other community development agendas);
- Support for preparing **media releases** and email updates to community stakeholders and organizations to assist with the launch of the project, and for periodic updates throughout the project;
- Identification of **alternate engagement channels** (innovative methods to engage the stakeholders including the use of social media); and
- Identification of the locations where **engagement and Community Economic Road Map** are to be held (three workshops at different phases of the project – see project timeline for details).

3.1 Key Messages

1. The City of London is developing an overarching Community Economic Road Map. This road map will guide decision making for the City of London over the long term by incorporating sustained input from business and community leaders.
2. This road map will identify the roles and responsibilities for the City of London and its partners; it will continue to build a strong local economy, which is investment ready.
3. The City of London recognizes the need to be proactive in responding to changes in not only the local, but broader regional, provincial and national economy.

3.2 Media Releases

Media releases raise the profile of London's Community Economic Road Map and support community and stakeholder participation throughout the project. The following project milestones should be accompanied by targeted media releases.



- At the start of the project and in advance of the project's business and community engagement activities. Media releases will provide general information about the project and direct participants to where they can follow the project process;
- Mid-way through the consultation activities another media release(s) informs business and community leaders of progress to date; and
- Lastly, a media release announcing the review and adoption of London's Community Economic Road Map will bring closure for project participants. This media release will also provide a call to action for any of the project's near term action items.

3.3 Alternate Engagement Channels

By asking a set of organizations outside of the City to act as additional engagement channels the profile of the project will be strengthened. The City of London has an active social media presence, and this audience should also be engaged. The additional engagement channels can share news releases and other information to attract more interest.

Organizations

It is expected that City staff will arrange for these organizations to support the road map by communicating with their membership and distribute communications to them.

Preliminary list of Additional Engagement Channels and Networks;

- London Chamber of Commerce
- London Community Small Business Centre
- TechAlliance
- London Region Manufacturing Council
- ONE network
- Venture London Business Competition
- Employment Sector Council London-Middlesex
- London Middlesex Immigrant Employment Council
- London Tech Jobs



Social Media

Facebook and Twitter are the most relevant social media channels to share information about the road map. The main purpose of public engagement is to increase the number of businesses completing the business survey. One way to market the survey on social media is to tweet and post specific questions, or shortened versions of the survey questions to spark interest. A link to the survey should be posted in several online forums.

3.4 Engagement

A further consideration in the development of the Community Economic Road Map for the City of London will be the opinions and thoughts of its business and community leaders. Of particular consideration will be the identification of any critical issues that must be addressed to facilitate, or foster sustainable economic growth.

While the City intends to create a Partnership Panel (advisory committee) that will provide input during the road map development process, it will be important to gain input from a wider range of constituents to ensure the road map's effective implementation. This would include one-on-one discussions with the Mayor and Members of Council, where appropriate, as well as local business leaders, senior municipal staff, educational institutions, community organizations and regional economic development agencies, as necessary. Individuals will be consulted with regard to current strengths and weaknesses, as well as future opportunities and threats affecting London's ability to foster sustainable economic growth.

Stakeholder Interviews

At this stage of the project, Millier Dickinson Blais together with the Project Steering Committee will develop a key stakeholder list (up to a **maximum of 60**) that includes but is not limited to the following:

- Mayor and elected Members of Council;
- Senior economic development staff and city leaders;
- Senior executives from the business community, developers, entrepreneurs, community organizations and education stakeholders;
- Key regional economic development representatives; and
- Economic development partners.



Input will be sought from the City and the Project Steering Committee to identify the relevant individuals and organizations. Correspondence over the Mayor's and City Manager's signature will be sent to selected stakeholders prior to the consultation process being initiated.

On-Line Surveys

The qualitative analysis will be further supplemented with an online survey of the local business community and community-at-large. Using an online tool called Fluid Survey; the consulting team is able to get broad input on a range of community and economic development issues. A draft of the survey questions will be developed by the consulting team and then reviewed by the project's Steering Committee before dissemination.

As noted above, mass distribution of this through the City's relevant networks will be critical to ensuring adequate uptake. It is expected the City will lead this dissemination.

Economic Road Map Workshops

Given the City's desire to leverage the insight and expertise of a Partnership Panel in the development of London's Community Economic Road Map, there will be a series of presentations/workshops that assist with refining and 'ground-truthing' of the vision and intent for the road map.

These workshops will be approximately two hours in length (see the project timeline for the dates). The primary goal of these three workshops will be to gain feedback on the consulting team's completed work and provide local insights and knowledge that will help guide future work. The workshops would comprise a facilitated discussion to: **1) review the project approach and confirm expected outcomes; 2) the findings from the SWOT Assessment; and 3) action planning around the proposed goals and objectives.**

Assistance will be required from City staff to organize the location, timing and agenda for the workshops.



4 Detailed Work Plan

| Actions & Outcomes | Consulting Team Responsibilities | City of London (Staff) Responsibilities | Steering Committee Responsibilities | Comments | Proposed Timing |
|---|---|--|---|--|--|
| <u>Project Initiation</u> | | | | | |
| <ul style="list-style-type: none"> Prepare project charter and communications plan Review communications plan and timeline Present proposed approach to the Steering Committee and the Senior Leadership Team Present proposed approach to Council | <ul style="list-style-type: none"> Present project charter and communications plan to staff Prepare PPT for presentation to the Steering Committee and the Senior Leadership Team, Council Finalize work plan and milestones Prepare 2-pager for distribution to Mayor and Members of Council | <ul style="list-style-type: none"> Review communications plan and timeline Finalize work plan and milestones | <ul style="list-style-type: none"> Review communications plan and timeline Provide input to proposed approach and work plan | <ul style="list-style-type: none"> The project charter and communications plan will serve to keep the project on target and will be used as a reference point in reporting on the project's process | <ul style="list-style-type: none"> Meeting with the Steering Committee and the Senior Leadership Team Week of January 20 Presentation to SPPC January 26 |
| <u>Economic Road Map Workshop #1 - Visioning Session with Partnership Panel</u> | | | | | |
| <ul style="list-style-type: none"> Review the project approach and expected outcomes | <ul style="list-style-type: none"> Facilitate session, provide all presentation materials | <ul style="list-style-type: none"> Provide location Identify and recruit participants | <ul style="list-style-type: none"> Inform target participant list | | <ul style="list-style-type: none"> February 2015 (TBD) |
| <p><u>Situational Analysis</u></p> <p>A critical first step to understanding the London's economy and overall business and investment climate will be the collection and review of available data, reports, studies, and economic development strategies considered relevant to the completion of this study. This analysis will involve a background and literature review and an economic base analysis.</p> | | | | | |



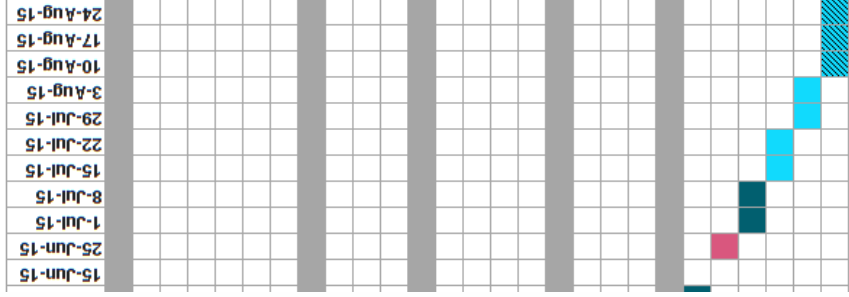
| Actions & Outcomes | Consulting Team Responsibilities | City of London (Staff) Responsibilities | Steering Committee Responsibilities | Comments | Proposed Timing |
|---|---|---|--|--|--|
| <p>Literature Review</p> <ul style="list-style-type: none"> Identify the historic and emerging market conditions impacting the City's competitive position within the larger regional and provincial economies <p>Economic + Industry Sector Analysis</p> <ul style="list-style-type: none"> Identify the City's competitive position in the province. Identify issues impacting the City's capacity to create a sustainable economy | <ul style="list-style-type: none"> Prepare list of data requirements from staff Identify data limitations Present findings to staff and Steering Committee | <ul style="list-style-type: none"> Respond to list of data requirements prepared by the consulting team Identify additional existing data sources that may be of relevance Extend invitation to the Steering Committee to attend findings presentation Confirm date and location of findings presentation | <ul style="list-style-type: none"> Attend findings presentation | | <p>Literature Review</p> <ul style="list-style-type: none"> Weeks Feb 9 – 23, 2015 <p>Economic Base Analysis</p> <ul style="list-style-type: none"> Weeks Feb 16 - March 2 <p>Prepare Findings Report and Presentation</p> <ul style="list-style-type: none"> Weeks of Mar 9 - March 23 Presentation to Steering Committee Week of March 23 |
| <p>Community and Stakeholder Consultation</p> <p>We will carry out a maximum of 60 stakeholder interviews with senior staff and elected officials from the City, business and community leaders. Community and business surveys will also be launched and analyzed during this phase.</p> | | | | | |
| <ul style="list-style-type: none"> Capture unique local and issue-based knowledge on the community Up to a maximum of 60 interviews Launch online surveys | <ul style="list-style-type: none"> Prepare interview guide Schedule and conduct interviews Document and analysis discussions Develop Survey questions and prepare survey tool | <ul style="list-style-type: none"> Letters of Invitations Identify key stakeholders to be interviewed (including members of the Steering Committee) Assist in circulating requests for | <ul style="list-style-type: none"> Participate in interview sessions Review and approve the online survey Assist with the dissemination of survey to business community and | <ul style="list-style-type: none"> Considerable lead time is required to ensure interview participation Media materials to promote the survey must be reviewed by the City's communications well in advance of | <ul style="list-style-type: none"> Community and Business Surveys Weeks of March 9 – April 6 Interviews Weeks of Mar 23 – Apr 13, 2015 Schedule for Mayor and Members of |



| Actions & Outcomes | Consulting Team Responsibilities | City of London (Staff) Responsibilities | Steering Committee Responsibilities | Comments | Proposed Timing |
|---|---|---|---|--|---|
| | <ul style="list-style-type: none"> for deployment Analyze survey results | <ul style="list-style-type: none"> interviews Lead the dissemination and promotion of the on-line survey Coordinate scheduling of meetings with Mayor and Members of Council | community at large | the survey launch | Council TBD |
| <u>SWOT Assessment</u> | | | | | |
| The SWOT assessment will allow the project team and Steering Committee to refine the vision for the City's Economic Road Map and identify the actions required to achieve the vision and goals set for sustainable economic growth in the City of London. | | | | | |
| <ul style="list-style-type: none"> Identify and layout the strengths, weaknesses, opportunities and threats that were identified throughout the project | <ul style="list-style-type: none"> Prepare and present a detailed SWOT assessment | <ul style="list-style-type: none"> Coordinate the presentation location and timing and invite the Steering Committee | <ul style="list-style-type: none"> Attend findings presentation | | <ul style="list-style-type: none"> Presentation of SWOT Report to Steering Committee Week of May 4, 2015 |
| <u>Economic Road Map Workshop #2 - Discussion of SWOT Assessment and Themes with Partnership Panel</u> | | | | | |
| <ul style="list-style-type: none"> Review the findings from the SWOT Assessment Identification of strategic priorities | <ul style="list-style-type: none"> Facilitate session, provide all presentation materials Finalize strategic priorities based on collective input | <ul style="list-style-type: none"> Provide location Identify and recruit participants Confirm strategic priorities | <ul style="list-style-type: none"> Inform target participant list Participate in discussion of strategic priorities | <ul style="list-style-type: none"> The established priorities will guide the plan and inform the actions or next steps required to achieve the vision and goals for economic prosperity | <ul style="list-style-type: none"> Week of May 11, 2015 |
| <u>Development of Draft Economic Road Map + Economic Road Map Workshop #3 - Action Planning Around the Proposed Goals and Objectives</u> | | | | | |
| <ul style="list-style-type: none"> Determine the goals, objectives | <ul style="list-style-type: none"> Develop the goals, objectives and | <ul style="list-style-type: none"> Confirm location and time of | <ul style="list-style-type: none"> Participate in workshop | | <ul style="list-style-type: none"> Preparation of Draft Community |



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| <p>and actions of the plan</p> <ul style="list-style-type: none"> Facilitate the London Community Economic Road Map Workshop Draft the Road Map Draft the Road Map's implementation and management plan <p>Performance Measures</p> <ul style="list-style-type: none"> Identify measures that can monitor the progress being made towards the outcomes of the plan | <p>actions of the plan</p> <ul style="list-style-type: none"> Identify achievable timelines, cost implications and performance measures Conduct best practice research around the use of performance metrics in evaluating economic development objectives Present findings to the Steering Committee and SLT (Senior Leadership Team) Staff | <p>workshop</p> <ul style="list-style-type: none"> Recruit and invite participants Circulate draft Community Economic Road Map to workshop participants Participate in workshop Confirm goals, objectives and actions Provide input on performance metrics | <ul style="list-style-type: none"> Confirm goals, objectives and actions Review Draft Provide input on performance metrics | | <p>Economic Road Map Week of May 18 – June 8</p> <ul style="list-style-type: none"> Action Planning Workshop Week of June 25 Final Draft Community Economic Road Map Week of July 8 2015 Presentation to Steering Committee Weeks of July 15 or July 22, 2015 |
| <p>Final Economic Road Map + Presentation to Council</p> <p>A final consolidated version of the economic road map, reflecting changes and feedback from City staff and the Senior Leadership Team will be provided to the City.</p> | | | | | |
| <ul style="list-style-type: none"> Finalize the Economic Road Map | <ul style="list-style-type: none"> Prepare final copy of the London Community Economic Road Map Present to City Council | <ul style="list-style-type: none"> Circulate final copy to City Council in advance of presentation Sign off on final copy of Economic Road Map Confirm council date | | | <ul style="list-style-type: none"> Presentation of Final Community Economic Road Map to Senior Leadership Team and Council – TBD |



Committee



5.1 Proposed Milestone Checklist

This checklist will be updated with input from City of London and the Project Steering Committee

- Project Initiation Meeting – January 20, 2015
- Presentation to SPPC-Council of project process – January 26, 2015
- Economic Road Map Workshop #1 - Visioning Session (TBD)
- Presentation of Technical Report to the Steering Committee (TBD)
- Interviews with Mayor and Members of Council (2 day window for onsite interviews TBD)
- Online Business Survey Launch (TBD)
- Presentation of SWOT Assessment Report to the Steering Committee (TBD)
- Economic Road Map Workshop #2 - Discussion of SWOT Assessment and Themes (TBD)
- Economic Road Map Workshop #3 - Action Planning for Goals and Objectives (TBD)
- Final Economic Development Plan (TBD)
- Presentation of Draft Community Economic Road Map to the Steering Committee and the Senior Leadership Team (TBD)
- Presentation of the London Community Economic Road Map to Council (TBD)