

Draft Terms of Reference for the Community Economic Road Map for London

Purpose

The Community Economic Road Map will serve as a catalyst for maximizing economic success across London. When completed, the Road Map/Strategy will include:

- identification of local strengths, weaknesses, opportunities and threats;
- prioritization of economic opportunities; and,
- an action plan to maximize economic success.

The Community Economic Road Map is expected to guide the activities of the City of London and partner organizations over the short, medium, and long term time horizon. It will include broad objectives and specific actions related to various areas necessary to realize economic success.

The Community Economic Road Map development will involve key industry and business representatives, entrepreneurs and special interest organizations in the Road Map/Strategy development process.

Objectives

The project has several objectives related to both process and outcomes. Specifically:

- Engage a range of key community stakeholders 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 activities over the long-term to both industry and the small business sector.
- Identify metrics to track success.

Guiding Principles

The following guiding principles are intended to provide a framework for the development of a community economic road map

- Recognize the competitive advantages of London;
- Support opportunities;
- Recognizing that a competitive business climate enables all firms large and small, regardless of industry, to have an equal chance to prosper; and
- Decisions will take into account London's wide economic benefits and the objectives of sustainable development.

Roles and Responsibilities

- i. **Expert Consulting Team- Millier Dickinson Blais**
- ii. **Partnership Project Steering Committee**
- iii. **Partnership Panel (Advisory Group)**
- iv. **Community and Other Stakeholders**

i. Expert Consulting Team – Millier Dickinson Blais

Purpose:

The Expert Consulting Team, Millier Dickinson Blais, will play a key role in the development of the Community Economic Road Map, while working in collaboration with the Partnership Project Steering Committee and the Partnership Panel.

Role:

The primary role of the Expert Consulting Team will be to:

- Develop a project charter- a detailed project plan and timelines; this will also include a project task deliverable check list.
- Develop a detailed communications plan that makes clear how the stakeholder community will be engaged;
 - Clear communications through news releases, LEDC and City Websites, e-mails, online survey and social media;
- Lead the community and relevant stakeholder discussions associated with the development of the Road Map/Strategy through one on one meetings, and an On-Line Business and Community Surveys;
- Facilitate three two-hour presentations/workshops for the Partnership Panel:
 - The primary goal of the 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 expected outcomes; 2) the findings from the SWOT Assessment; and 3) action planning around the proposed goals and objectives.
- Develop a technical report that summarizes the research and analysis as outlined below:
 - Review available data, reports, studies and economic development strategies considered relevant to the completion of this study (i.e. the London Plan), complete an environmental scan;
 - Identify local, regional provincial and national trends in relation to the City's existing and emerging industries (look at factors and forces affecting the future of London);
 - Identify the City's competitiveness relative to Southwestern Ontario and the Province of Ontario;
- Develop a SWOT report that synthesizes the results of the research and analysis and stakeholder input;

- Prepare an implementation plan that will outline short/medium/long term prioritized action steps to be achieved:
 - Each action plan will indicate responsible individuals or organizations, resource estimates, dependencies, performance indicators and measures, possible funding sources and timelines;
 - Performance measures will also be developed.
- Participate in preparatory and debrief meetings;
- Maintain a record of meetings, prepare agendas;
- Prepare and present the final report (Community Economic Road Map), which documents assumptions, methodologies, findings and analysis together with the goals, objectives and recommendations, alongside the technical report and SWOT Assessment that reflects the work presented in the progress reports and any additional appendix material.

Composition:

- Project Lead: Principal, Lauren Millier- with more than 25 years' experience working with public and private sector clients from across the country.
 - She helped launch Millier Dickinson Blais as a vehicle for delivering high-value consulting assistance to communities and organizations.
 - Her clients range from all across North America including senior levels of government in both Ontario and Alberta.
 - Lauren's considerable economic development experience includes strategy development, market and industry analysis, public facilitation and consultation, downtown revitalization, investment attraction, cultural planning.
 - For the last 15 years, Lauren has facilitated the creation of a wide range of economic development initiatives, including: strategic plans, economic development strategies and cultural master plans for a wide range of communities and regions the City of Mississauga, City of Richmond Hill, City of Calgary, City of Edmonton and the City of Regina.
 - She has also made a strong commitment to economic development in Ontario as a Director of Economic Developers Council of Ontario, a member of the Economic Developers Association of Canada and as a member of the Toronto Board of Trade's Economic Development Committee.
- Project team member: Trudy Parsons will assist Lauren with the stakeholder consultation effort and provide input into workforce development and attraction challenges for the City of London.
 - Trudy has spent 25+ years helping companies, communities and sectors address workforce challenges and labor market planning. For over 10 years, she led a regional non-profit workforce planning board, an organization that was mandated to identify, empower and deliver solutions to communities and sectors to address local labor market challenges, skills gaps, and supply and demand disconnect. She joined Millier Dickinson Blais to launch its national Workforce Development division in January 2011.

- Project team member: Darren Shock will be responsible for the preparation of the Technical Report and the development of a current economic profile for the City of London.
 - He holds a Bachelor's Degree in Environmental Studies – Urban and Regional Planning from the University of Waterloo, as well as a Diploma of Excellence in Geographic Information Systems. Darren has worked on economic development strategies and studies for communities around the GTA focused on the identification and development of key sectors and clusters of activity.
- Project team member: Austin Hracs will assist Lauren and other team members with the day to day aspects of the project and be directly involved in community consultation effort and SWOT report.

He has completed his Masters in economic geography at Queen's University where he studied talent attraction and retention. Prior to MDB, Austin worked as a housing analyst where he examined trends in Ontario and the southern United States. He is well versed in facilitation and community consultation efforts and regularly leads focus groups and conducts one-on-one interviews. Moreover, his recent experience with workforce development projects for the City of London and surrounding counties (Elgin and Middlesex) afford him a working understanding of the local and regional economic context.

ii. Partnership Project Steering Committee

Purpose:

The Partnership Project Steering Committee, reporting through the City Manager's Office, will play a key role in overseeing the development of the Community Economic Road Map, while working in collaboration with the Expert Consulting Team and the Partnership Panel.

Role:

The primary role of the Partnership Project Steering Committee will be to:

1. Finalize the "Draft Terms of Reference for the Community Economic Road Map";
2. Liaise with the Expert Consulting Team in the preparation of meeting agendas;
3. Review and approve meeting minutes prior to distribution;
4. Review and publicize meeting records where appropriate;
5. Work closely with the Expert Consulting Team in order to provide all the necessary information required to develop a discussion paper (technical report) intended to assist in stakeholder engagement;
6. Work closely with the Expert Consulting Team to assist with the development of a detailed communications plan that makes clear how the stakeholder community will be engaged through this process;
7. Review any related materials and establish data needs and any other form of assistance that will help guide the development of the Road Map/Strategy;
8. Work closely with the Expert Consulting Team in order to determine the end product/scope the Road Map/Strategy will include;

9. Work collaboratively with the Partnership Panel, as well as provide guidance on consultation, communications and other issues as needed, and where appropriate;
10. Ensure that the nature of the interaction of the various economic development organizations funded by the City is documented within the Road Map/Strategy.
11. Provide the final approval for the Community Economic Road Map to move forward to the SPPC Committee.

Composition:

The Partnership Project Steering Committee will be chaired by the City Manager:

- The Chair of the Partnership Project Steering Committee will provide leadership to the Committee and encourage the members to consider issues from a broad perspective.

The Partnership Project Steering Committee shall be comprised of the City Manager and up to 5 additional key stakeholders, as identified by the City Manager and will include:

- President and CEO of the London Economic Development Corporation (LEDC)
- Chief Executive Officer of the London Chamber of Commerce
- Manager, Organizational Initiatives
- Specialist, Corporate Investments and Partnerships
- Director, Corporate Communications

Other resource personnel will be invited to attend the meetings as required. Substitutions of members shall not occur without the consent of the City Manager.

iii. Partnership Panel

Purpose:

The purpose of the Partnership Panel will be to ensure that the stakeholders in the study area (local economy) have their interests represented during the creation of the Community Economic Road Map, and that by playing a key role in its creation, the community will have a strong sense of ownership and support for the Road Map/Strategy. In this way the Partnership Panel will help to ensure that future actions identified within the Road Map/Strategy are appropriate for the London community as a whole.

Role:

The Partnership Panel will be created to provide London's business and community leaders an opportunity to have their interests represented during the creation of the overarching Community Economic Road Map in a focused and multi-interest group structure.

1. Input will flow from the Panel to the Expert Consulting Team and the Partnership Project Steering Committee throughout the planning process in the form of information, feedback, and recommendations which will be used by the Expert Consulting Team in collaboration with the Partnership Project Steering Committee for the purpose of developing the Overarching Community Economic Road Map.

2. The Panel will participate in three two-hour presentations/workshops through the duration of the project.
 - The Panel will share opinions and perspectives and offer collective advice to the Expert Consulting Team and the Partnership Project Steering Committee on actions to maximize economic opportunities in London:
 - Provide advice and guidance to the Expert Consulting Team and the Partnership Project Steering Committee;
 - Create a direct link to important professional and technical expertise;
 - Provide a broader perspective; and,
 - Provide independent advice on the development of new economic opportunities.

Composition:

The Partnership Panel shall be made up of (up to) 30 key stakeholders in the community, as identified by the London Chamber of Commerce and the London Economic Development Corporation.

The London Chamber of Commerce shall forward the names of the key representatives best suited to form the Partnership Panel to the City Manager's Office by January 31, 2015.

The Members shall be selected based on their past business experience, knowledge of London and a commitment to the community.

Members of the Partnership Panel shall be appointed by the London Chamber of Commerce in consultation with the London Economic Development Corporation, in concurrence with the Partnership Project Steering Committee.

iv. Community and Other Stakeholders

Purpose:

While the Partnership Panel will provide input during the Road Map/Strategy development process, it is also important to gain input from a wider range of constituents to ensure the Road Map's/Strategy's effective implementation.

Role:

The community and other stakeholders 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.

Working Relationship

The current working relationship involves a collaborative approach between the Expert Consulting Team, the Partnership Project Steering Committee and the Partnership Panel (with input from the community and other stakeholders), who will work jointly as a team in order to

develop an overarching Community Economic Road Map, intended to promote and support economic development in London.

Final decision-making authority in all project-related matters will lie with the Partnership Project Steering Committee with key input and endorsement from the Expert Consulting Team and the Partnership Panel.

Support services will be provided by the City Manager's Office.

Work Flow

The approach includes production and distribution of a (technical) discussion paper, a SWOT Analysis and a final Community Economic Road Map. The consulting team, with the assistance of the Partnership Panel Steering Committee will coordinate and lead three presentations/workshops for the Partnership Panel, one on one interviews with other key community stakeholders, and provide members of the public with the opportunity to submit comments and suggestions through an on-line business survey.

Governance

Advice and recommendations which require action and/or implementation by the City of London staff must be considered by the SPPC Committee and approved by Council before any action is taken.

Decisions about recommendations associated with the Community Economic Road Map subject matter, provided by the Partnership Panel, will be made by consensus. If necessary a vote will be taken.

Term of Appointment

The term of appointment shall be for the duration of the project commencing January 2015, until June/July 2015 (or as otherwise determined through an extension of the project-timeline).

The Partnership Project Steering Committee and the Partnership Panel shall be disbanded upon submission of a community wide comprehensive economic road map to the SPPC Committee for endorsement.

Meetings

The Partnership Project Steering Committee and the Expert Consulting Team will meet once a month, for six months, and may meet more frequently at the call of the Chair of the Partnership Project Steering Committee.

The Partnership Panel shall meet three times for two hour presentations/workshops and may be

requested to attend additional meetings at the call of the Chair of the Partnership Project Steering Committee.

Resources:

City Manager's Office will provide meeting organization and administrative support to the Expert Consulting Team, the Partnership Project Steering Committee and the Partnership Panel.

Remuneration

No remuneration is paid to the Partnership Project Steering Committee, the Partnership Panel, other key Stakeholders or any other community members that participated in the development of the Community Economic Road Map.