

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON JANUARY 11, 2016
FROM:	ART ZUIDEMA CITY MANAGER
SUBJECT:	LONDON'S COMMUNITY ECONOMIC ROAD MAP- ECONOMIC PARTNERSHIP ADVISORY PANEL

RECOMMENDATION

That, on the recommendation of the City Manager, the Municipal Council **BE REQUESTED** to appoint one Council Member to serve on the Economic Partnership Advisory Panel for the term ending November 30, 2018.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- June 23, 2014, “Economic Development Review” report, Strategic Priorities and Policy Committee.
- September 29, 2014, “Economic Development Review – Next Steps” report, Strategic Priorities and Policy Committee.
- January 26, 2015, “Community Economic Strategy”, verbal presentation by Lauren Millier, Vice-President of Millier Dickinson Blais, Strategic Priorities and Policy Committee.
- November 9, 2015, “London’s Community Economic Road Map” report, Strategic Priorities and Policy Committee.
- A full version of “London’s Community Economic Road Map” report may be found at: <http://www.london.ca/business/Resources/corporate-investments/Pages/Community-Economic-Road-Map.aspx>

BACKGROUND

London’s Community Economic Road Map was developed in 2015 as a collaborative community effort. The process involved the City of London, the London Chamber of Commerce, the London Economic Development Corporation and many other partners working together through a comprehensive process. The Road Map captures and aligns the priorities and expectations of business, government, and the community, and establishes shared economic priorities. It is a working, living document that will evolve as our community works together.

Economic Partnership Advisory Panel

Upon the endorsement of London’s Community Economic Road Map by Municipal Council on November 10, 2015, the current Partnership Panel Steering Committee has transitioned into the Economic Partnership Advisory Panel, and will be supplemented by three additional members: one Councillor for the City of London and two Community

Representatives.

Purpose:

The purpose of the Economic Partnership Advisory Panel (Advisory Panel) is to provide strategic guidance and a thoughtful sounding board for the Action Teams tasked with implementing each one of the five economic priorities. The Advisory Panel will help to ensure that the Road Map remains true to its mission. The Advisory Panel will play a role during the five year period following the launch of the Road Map (November 16, 2015) in helping to promote and provide strategic direction for its implementation.

Composition:

The Economic Partnership Advisory Panel will be chaired by the City Manager:

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

The Economic Partnership Advisory Panel shall be comprised of 9 members:

- Mayor of the City of London (ex-officio)
- City Manager for the City of London
- President and CEO of the London Economic Development Corporation (LEDC)
- Chief Executive Officer of the London Chamber of Commerce
- Director, Community and Economic Innovation
- Manager, Economic Partnerships
- Councillor for the City of London (New)
- Two Community Representatives (New)

Meetings:

The Advisory Panel will meet regularly to review progress, address strategic questions, and plan for the coming months.

The Advisory Panel will also meet semi-annually with the Action Teams Lead Coordinator to review progress, address strategic questions, and plan for the coming months.

Term of Appointment:

Members of the Advisory Panel serve in their individual capacity for a fixed term of one year, with automatic annual renewals of up to 5 terms, provided no modifications are necessary and subject to the Advisory Panel consensus. The Elected Official who is appointed to serve on the Advisory Panel shall serve for the term of Council during which they were appointed and shall be eligible for reappointment, should they be re-elected to office for the following Council term.

The Economic Partnership Advisory Panel shall be disbanded upon the completion of London's Community Economic Road Map's implementation in December 2020.

(Please refer to Appendix A: Draft Roles and Responsibilities of the Economic Partnership Advisory Panel document for more information).

Once the Advisory Panel achieves full complement, five Action Teams will be established for each economic priority (as per Diagram 1 on the following page), comprised of business, government and community partners. Everyone has a role to play in the successful implementation of this ambitious plan, as such, participation

opportunities for any interested individuals and/or organizations will be available through each one of the Action Teams (*please refer to Appendix B for a list of identified lead organizations*).



Diagram 1

Each Action Team will define terms of reference, alignment and engagement agreements, and create/finalize implementation plans for their respective economic priority. The Action Teams will select a Lead Coordinator from within their Action Team. As such, the Lead Coordinator of each Action Team will report to the Economic Partnership Advisory Panel with regular updates (at least quarterly) on performance against economic priorities and objectives, and will meet with the Advisory Panel semi-annually.

The Economic Partnership Advisory Panel will monitor and assess the performance of each goal area. A specialized application will be used to monitor quarterly progress of each action item identified in the Road Map. Based in the cloud, the application allows the Action Teams to interact with and manage all the information required for the strategy through a single application available on demand to the teams and is accessible 24/7 from anywhere. Each Action Team will be required to update the application at least quarterly.

In addition, the Economic Partnership Advisory Panel will provide regular annual progress reports on overall performance to the Strategic Priorities and Policy Committee (SPPC) in order to seek strategic direction and advice, and to ensure alignment with Council's 2015-2019 Strategic Plan.

The Advisory Panel will also lead the development and delivery of an annual community-wide Economic Road Map Summit to encourage dialogue, linkages, collaboration and support between local, provincial and federal partners.

The City, LEDC and the Chamber will be the coordinating body and provide support to the Action Teams, and the Economic Partnership Advisory Panel.

Moving forward, each objective and action area will require a detailed Implementation plan outlining tactical steps and resourcing requirements. These Implementation plans will be developed by the lead organizations with the support of partnering organizations and stakeholders. It is understood that some actions will require additional financial and human resources from public and private sector partners to implement. As such an update report will be presented to the SPPC in the early part of 2016 that will address implementation and resourcing of the actions specific to the City of London.

CONCLUSION

London's Community Economic Road Map is founded on the values of alignment, engagement and partnership. It seeks to increase collaboration, encourage partnerships, and a supportive business environment. Many of our partners have already voiced their enthusiasm and intention to be active in implementing London's Community Economic Road Map. Everyone has a role to play in the successful implementation of this ambitious and bold plan.

London's Community Economic Road Map is a working, living document that will evolve as our community strives to make London an international city known for its competitive and contagious business environment and proud people. There is significant need for participation, and more importantly partnership, to deliver on the economic priorities, objectives and actions within. It will take a "can do" attitude and alignment among all stakeholders to bring this Strategy to life and achieve our vision.

The first important step in the Road Map implementation process is completing the appointments to the Advisory Panel so that the required strategic guidance is in place and there is a thoughtful sounding board for the Action Teams tasked with implementing each one of the five economic priorities. As such, this report seeks direction with respect to filling the vacancy for a Member of Council for the term ending November 30, 2018.

PREPARED AND SUBMITTED BY:	REVIEWED AND RECOMMENDED BY:
CATHY DZIEDZIC MANAGER, ECONOMIC PARTNERSHIPS	KATE GRAHAM DIRECTOR, COMMUNITY AND ECONOMIC INOVATION
RECOMMENDED BY:	
ART ZUIDEMA CITY MANAGER	

- cc. Kapil Lakhotia, London Economic Development Corporation
- Gerry Macartney, London Chamber of Commerce

Appendix A: Draft Roles and Responsibilities of the Economic Partnership Advisory Panel

Purpose

The Economic Partnership Advisory Panel (Advisory Panel) is designed to provide strategic guidance and a thoughtful sounding board for the Action Teams tasked with implementing each one of the five economic priorities. The Advisory Panel helps ensure that the Road Map remains true to its mission. The Advisory Panel will play a role during the five year period following the launch of the Road Map (November 16, 2015) in helping to promote and provide strategic direction for its implementation.

Advisory Panel Members' Responsibilities

1. Assist in advancing the economic priorities of the Road Map, as may be appropriate.
 - Review any related materials and establish data needs and any other form of assistance that will help guide the implementation of the Road Map.
2. Act as stewards of the Road Map implementation and help ensure that the work of the Action Teams appropriately advances the Road Map's goals and objectives.
3. Track developments of the Road Map implementation plans with the Action Teams.
 - The Community Economic Road Map implementation process will involve Action Teams comprised of key industry and business representatives, entrepreneurs and special interest organizations, as well as government and community partners.
 - Ultimate responsibility for the implementation of each one of the five economic priorities lies with the Action Teams.
 - Each Action Team will define terms of reference, alignment and engagement agreements, and create/finalize implementation plans.
 - Action Team Lead Coordinators will report to the Advisory Panel with regular updates on performance against economic priorities and objectives, a standard electronic template will be used.
 - Semi-annual meetings between the Action Team Lead Coordinators and the Advisory Panel will be held to discuss the implementation progress.
 - The Action Teams are to operationalize and reflect the views, opinions and recommendations of the Advisory Panel.
4. Monitor and assess the performance of each goal area. A specialized application will be used to monitor quarterly progress of each action item identified in the Road Map. Based in the cloud, the application allows the Action Team Lead Coordinator to interact with and manage all the information required for the strategy through a single application available on demand to the teams 24x7 accessible from anywhere. Each Action Team will be required to update the application regularly. Semi-annual updated will be provided on the City website.
5. Develop and deliver an annual Community-Wide Economic Road Map Summit to encourage dialogue, linkages, collaboration and support between local, provincial and federal partners.
6. The Advisory Panel will provide regular annual progress reports on overall performance to the Strategic Priorities and Policy Committee of Council to seek strategic direction and advice and to ensure alignment with Council's Strategic 2015-2019 Plan.

Composition

Current Partnership Panel Steering Committee will transition into the Economic Partnership Advisory Panel. This group will be supplemented by three additional members.

The Economic Partnership Advisory Panel will be chaired by the City Manager:

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

The Economic Partnership Advisory Panel shall be comprised of the 9 members:

- Mayor of the City of London
- Municipal Councillor for the City of London
- City Manager of the City of London
- President and CEO of the London Economic Development Corporation (LEDC)
- Chief Executive Officer of the London Chamber of Commerce
- Director, Community and Economic Innovation
- Manager, Economic Partnerships
- Community Representative
- Community Representative

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

Working Relationship

The current working relationship involves a collaborative approach between the Advisory Panel and the Action Teams (with input from the community and other stakeholders), who will work in collaboration in order to implement London's Community Economic Road Map.

Final decision-making authority in all project-related matters will lie with the Advisory Panel.

Support services will be provided by the City Manager's Office, LEDC and the Chamber.

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 London's Community Economic Road Map subject matter, provided by the Advisory Panel, will be made by consensus. If necessary a vote will be taken.

Terms of Appointment

Members of the Advisory Panel serve in their individual capacity for a fixed term of one year, with automatic annual renewals of up to 5 terms, provided no modifications are necessary and subject to the Advisory Panel consensus.

The Elected Official who will occupy the vacant Councillor seat will be appointed by Municipal Council, for the term of office of the Council Member and concurrent with the term of Council that appoints the Councillor Representative

The two Community Representatives will be appointed by the original members of the Partnership Panel Steering Committee who transitioned into the Advisory Panel. Community representative selection will be based on specific criteria.

- The Partnership Panel will nominate new community representatives to the Advisory Panel (two spots available).
- In the interest of consistency, nominees will be reviewed within the context of other

nominees from their respective stakeholder groups.

- The Advisory Panel will look at the strength of a nominee's background and experience, and the degree to which their expertise and background could contribute to the overall Advisory Panel's goals.
- The selection criteria will include:
 1. Overall experience and current position
 2. Experience in stakeholder engagement
 3. Experience with Strategic Plan development and implementation
 4. Degree to which expertise and background could strengthen the Advisory Panel group

Advisory Panel membership is selected to provide the mix of expertise necessary to inform the implementation of the Road Map. At any one time, the Advisory Panel strives to have 9 active members.

The Economic Partnership Advisory Panel shall be disbanded upon the completion of London's Community Economic Road Map's implementation in December 2020.

Meetings

The Advisory Panel will meet regularly to review progress, address strategic questions, and plan for the coming months.

The Advisory Panel will meet semi-annually with the Action Teams Lead Coordinators to review progress, address strategic questions, and plan for the coming months.

The Advisory Panel may also hold additional meetings at other times of the year as particular issues develop at the call of the Chair.

Resources

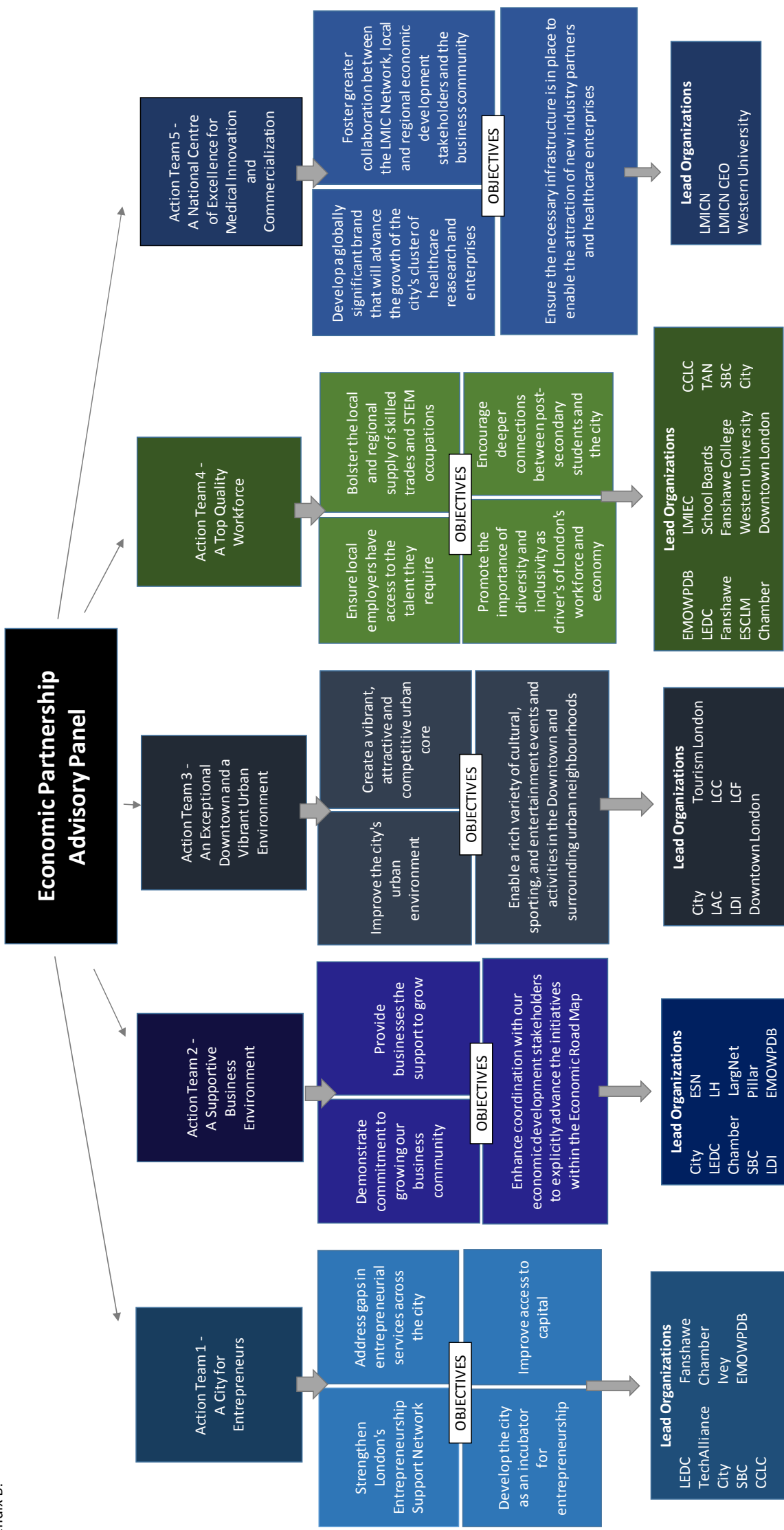
The City, LEDC and the Chamber will be the coordinating body and provide support to the Action Teams, and the Economic Partnership Advisory Panel.

City Manager's Office will provide meeting organization and administrative support to the Advisory Panel and the Action Teams.

Remuneration

No remuneration is paid to the Advisory Panel, the Action Teams, key Stakeholders, or any other community members that participate in the implementation of London's Community Economic Road Map.

Appendix B:



List of Acronyms and Abbreviations

CCLC - Cross Cultural Learner Centre
Chamber – London Chamber of Commerce
City – City of London
EMOWPDB - Elgin Middlesex Oxford Workforce Planning and Development Board
ESCLM – Employment Sector Council London – Middlesex
ESN – Entrepreneurship Support Network
Ivey- Richard Ivey School of Business
LAC - London Arts Council
LCC – London Convention Centre
LCF - London Community Foundation
LDI - London Development Institute
LEDC - London Economic Development Corporation
LH – London Hydro
LMICN - London Medical Innovation and Commercialization Network
LMIEC – London – Middlesex Immigrant Employment Council
Pillar - Pillar Nonprofit Network
SBC - London Ontario Small Business Centre
School Boards - Thames Valley District School Board, London District Catholic School Board, Conseil scolaire Viamonde and Conseil scolaire de district des écoles catholiques du Sud-Ouest.
TAN – The Apprenticeship Network