

<b>TO:</b>	<b>CHAIR AND MEMBERS STRATEGIC PLANNING AND PRIORITIES COMMITTEE MEETING OF APRIL 18, 2016</b>
<b>FROM:</b>	<b>ART ZUIDEMA CITY MANAGER</b>
<b>SUBJECT:</b>	<b>IMPROVING COLLABORATION WITH LOCAL BOARDS AND COMMISSIONS AND STRATEGIC PLAN ALIGNMENT</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the City Manager, the following actions be taken with respect to improving collaboration with local boards and commissions.

- a) That Civic Administration **BE AUTHORIZED** to invite each local board and commission as well as other organizations engaged in the development of Council's 2015-19 Strategic Plan to attend a Municipal Council Standing Committee Meeting;
- b) That Civic Administration **BE INSTRUCTED** to host a Civic Leaders Roundtable Event; and
- c) That this report **BE RECEIVED** for information.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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- Council Resolution January 27, 2015
- Council Resolution January 12, 2016

<b>BACKGROUND</b>
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On January 12, 2016, Council resolved that:

- a) *Civic Administration BE REQUESTED to report back to the Strategic Priorities and Policy Committee on how the Strategic Plans for the local Boards and Commissions align with the Strategic Plan for The Corporation of the City of London; and*
- b) *Civic Administration BE DIRECTED to liaise with the local Boards and Commissions to identify an effective framework for ensuring regular communication between the local Boards and Commissions and the City of London is maintained, in light of the fact that the City of London's move to a multi-year budget format may not otherwise necessitate the same regularity of contact with the local Boards and Commissions*

Growing and sustaining positive relationships with community organizations and local agencies, boards, and commissions (ABCs) is an important part of municipal service delivery. Council emphasized the importance of this in its 2015-19 Strategic Plan, in the following areas:

- **Diverse and resilient economy**, including a strategy to "Fund and partner with the London Economic Development Corporation, Tourism London, London Convention Centre, and other community and regional partners to increase economic activity in London."
- **Strategic, collaborative partnerships**, including a strategy to "Work better together for economic growth: Western Fair District, London Economic Development Corporation, London Hydro, London International Airport, Tourism London, London Convention Centre, Covent Garden Market, London Chamber of Commerce, Business Improvement Areas, and other key stakeholders."

- **Collaborative, engaged leadership**, including a strategy to “Continue to build strong working relationships between City Council, Civic Administration, the City’s agencies, boards and commissions, and community partners.”
- **Excellent Service Delivery**, including a strategy to “Keep looking for new opportunities to share services and supports between the City of London and its agencies, boards, and commissions.”

The City of London provides service to Londoners in collaboration with ABCs as well as many other partners, using service delivery mechanisms such as:

1. Municipal Service Board (e.g. Eldon House, London Convention Centre)
2. Municipal Service Corporation (e.g. Housing Development Corporation)
3. Purchase of Service (POS) Agreement (e.g. Tourism London, LEDC)

A list of these organizations, by type, is provided in [Appendix A](#). In developing a collaboration framework this report recommends including not only the City of London’s ABCs, but also its municipal service corporations and other organizations that were engaged during the development of Council’s 2015-19 Strategic Plan.

### **Collaboration Framework**

Currently there are several formal and informal mechanisms that facilitate communication between City Council, Civic Administration and ABCs. These include:

- **Strategic Planning** – the local ABCs are included in the preparation of Council’s Strategic Planning efforts, and in reporting out on progress.
- **The City’s budget process** – traditionally, the ABCs are invited to budget deliberations on an annual basis. Given the new multi-year budget process, it is anticipated that the duration of budget deliberations will be streamlined, but the interaction between the City of London and its ABCs will still be maintained. Going forward ABCs will still be invited, participate in and encouraged to attend the annual budget update process.
- **ABC Governance** – London City Councillors sit as members of the governing bodies of most of the City’s ABCs.
- **Municipal Council’s Standing Committees** – an ABC may make a submission to the appropriate Standing Committee, should a matter arise requiring action by Municipal Council. In some instances the submission may be just for information sharing purposes, but other situations may, for example, require endorsement or approval by the Municipal Council in order for a Board or Commission to access funding from other levels of government.
- **Ongoing partnerships** – there are numerous ways in which Civic Administration communicates and works with the ABCs, crossing all Service Areas.

### **Proposed Approach**

This report proposes a two prong approach to enhancing regular communication with ABCs and other community partners.

#### **1. Standing Committee Delegations**

First, each organization will be invited to attend a Standing Committee Meeting. At these meetings organizations will have the opportunity to update Municipal Council on key accomplishments, organizational activities and other developments. The purpose of these meetings would be to proactively increase awareness, build relationships and share information. By leveraging an existing communication structure, inter-organizational dialogue can be enhanced in an efficient way. Organizations would be invited to the corresponding Standing Committee Meetings as outlined in the table below.

<b>Standing Committee</b>	<b>Local Board or External Organization</b>
<b>Civic Works Committee</b>	London Transit Commission
	Lake Huron Primary Water Supply
	Elgin Area Primary Water Supply
	London Airport Authority
	Public Utilities Commission
<b>Community and Protective Services</b>	London Police Services Board
	London Public Library
	Middlesex London Health Unit
	Housing Development Corporation
	Museum London
<b>Corporate Services Committee</b>	Covent Garden Market (Major Public Facilities)
	Eldon House
	Western Fair Association
<b>Planning and Environment Committee</b>	The Argyle Business Improvement Area
	London Downtown Business Association Improvement Area
	Old East Village Business Improvement Area
	Kettle Creek Conservation Authority
	Lower Thames Valley Conservation Authority
	Upper Thames River Conservation Authority
<b>Strategic Priorities and Policy Committee</b>	London Middlesex Housing Corporation
	London Hydro
	London Economic Development Corporation
	Tourism London
	London Convention Centre

## 2. Civic Leaders Roundtable Event

In addition to Standing Committee delegations, this report recommends the City host a Civic Leaders Roundtable Event. This would provide an opportunity to bring the many organizations that work hard to provide services to Londoners together in one room. Representatives from all ABCs and Community partners described in Appendix A would be invited.

The Event would include four facilitated roundtable discussions, each centered on a Strategic Area of Focus from Council's Strategic Plan as outlined below.

1. Strengthening Our Community
2. Building a Sustainable City
3. Growing our Economy
4. Leading in Public Service

The Roundtable Event would provide a venue for strategic discussions. It would create opportunities for ABCs to engage not only with Municipal Council but also with each other. It would also allow organizations to engage in discussions about ways to better work together and strengthen relationships.

Should Council endorse the recommendations in this report, it is recommended that this Roundtable occur late in 2016, following the Standing Committee Delegations.

The two prong approach ensures that each organization is provided with an opportunity to update Municipal Council on their organizational activities as well as engage in strategic discussions in an informal, open environment. This report recommends evaluating the approach in 2017 to assess whether or not it should be adopted on an annual basis.

### **Strategic Plan Alignment**

Administration was also directed to report back on how the Strategic Plans for the ABCs align with the Strategic Plan for the City of London. In order to help facilitate this process each ABC as well as organizations that were engaged during Strategic Plan development were sent a template to collect information. Submissions were received by every organization, except those that do not have formal Strategic Plans (Water Boards and PUC). The process was generally met with positive feedback and appears to have been a useful activity.

*“This process has been a worthwhile exercise; it underscored our alignment with the city’s strategic plan as we reviewed our own.” **London Hydro***

*“At Eldon House, we strive to be an active partner in the City’s ongoing plan to actualize London’s potential. As such, we are embracing this opportunity to align our goals with the community’s priorities, as we update our Strategic Plan in 2016.” **The Eldon House Team***

*“It was a great opportunity to reflect back on both our plans and discover how much we work together to help make London a great place to live, work and play.” **London Public Library***

The submissions describe alignment beyond where organizations are specifically mentioned in Council’s Strategic Plan. In fact, many organizations reported alignment within all four Strategic Areas of Focus. Common Strategic Priorities are paraphrased below:

- Improved customer experience and satisfaction
- Fiscal responsibility and stewardship
- Collaborative partnerships
- Improved spaces and places
- Economic development
- Community engagement

Submissions also focused on improving public experiences, providing employment opportunities, and promoting environmental responsibility. [Appendix B](#) highlights a selection of specific strategies mentioned by organizations. Full submissions are attached in [Appendix C](#).

It should be noted that some ABCs as well as Conservation Authorities are governed by their own legislation which would identify their mandate, objects, duties and responsibilities bestowed upon them by the province. The extent to which their strategic plans would align with the City’s would in part be driven by the legislation that governs them.

<b>CONCLUSION</b>
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Taking time to consider ways to improve collaboration with ABCs is an important exercise. Council has committed to building strong working relationships with the boards and commissions in its Strategic Plan and is taking important steps to fulfilling that commitment.

This report highlights the strong alignment between the Strategic Plans for the City of London and its local boards and commissions, and recommends opportunities to continue to improve alignment and find new ways to work together.

<b>PREPARED BY:</b>	<b>REVIEWED BY:</b>
<b>KRISTEN PAWELEC SPECIALIST, COMMUNITY PLANNING AND REPORTING</b>	<b>KATE GRAHAM DIRECTOR, COMMUNITY AND ECONOMIC INNOVATION</b>

<b>RECOMMENDED BY:</b>
<b>ART ZUIDEMA CITY MANAGER</b>

## APPENDIX A

### City of London Local Boards

	<b>Name</b>	<b>Organization Type</b>
1.	The Argyle Business Improvement Area Board of Management	Local Board
2.	The Board of Health of the Middlesex-London Health Unit	Local Board
3.	Covent Garden Market Corporation	Local Board
4.	Eldon House Corporation	Local Board
5.	Elgin Area Primary Water Supply System Joint Board of Management	Local Board
6.	Lake Huron Primary Water Supply System Joint Board of Management	Local Board
7.	London Convention Centre Corporation	Local Board
8.	London Downtown Business Association Improvement Area Board of Management	Local Board
9.	London Police Services Board	Local Board
10.	London Public Library Board	Local Board
11.	London Transit Commission	Local Board
12.	Museum London	Local Board
13.	Old East Village Business Improvement Area Board of Management	Local Board
14.	Public Utility Commission (PUC)	London Board

### City of London Municipal Service Corporations

	<b>Name</b>	<b>Organization Type</b>
1.	Housing Development Corporation, London	Municipal Services Corporation/ Ontario Corporation with share capital/ Wholly-owned by the City of London
2.	London Hydro Inc.	Ontario Corporation with Share Capital/ Wholly-owned by the City of London
3.	London Middlesex Housing Corporation	Ontario Corporation with Share Capital/ Wholly-owned by the City of London

### Other Organizations Engaged in Council's 2015-19 Strategic Plan Development

	<b>Name</b>	<b>Organization Type</b>
1.	Kettle Creek Conservation Authority	Conservation Authority/Independent of City (governed by Conservation Authorities Act)
2.	London Airport Authority	Corporation/Independent of City
3.	London Economic Development Corporation	Corporation/Independent of City (relationship defined by POS)
4.	Lower Thames Valley Conservation Authority	Conservation Authority/Independent of City (governed by Conservation Authorities Act)
5.	Tourism London	Corporation/Independent of City (relationship defined by POS)
6.	Upper Thames River Conservation Authority	Conservation Authority/Independent of City (governed by Conservation Authorities Act)
7.	Western Fair Association	Corporation/Independent of City (relationship defined by POS and lease agreement)

## **APPENDIX B**

### **Strengthening our Community**

*“Continue to develop a service that is reflective and understanding of the diverse community we serve.” – London Police Services Board*

*“Museum London has increased partnerships, advocates and ambassadors supporting the work of the museum in different communities such as arts, government, academia, and corporate organizations.” – Museum London*

*“Foster and grow our many ethnic festivals and upgrade the accessibility of our building” Covent Garden Market*

*“London Hydro offers the LEAP Low Income Energy Assistance program to provide assistance to low income earners. London Hydro also administers the Ontario Energy Support Program for low income consumers implemented in 2016.” London Hydro*

*“Broaden educational tools for all ages; Participate in Museum School; Review Eldon House education program; Revise current programming in light of new school curriculum.” Eldon House*

### **Building a Sustainable City**

*“The UTRCA spearheaded the Designation of the Thames as a Canadian Heritage River. We continue to monitor river health and report to the Canadian Heritage Rivers System to ensure our designation is protected and respected.” Upper Thames River Conservation Authority*

*“Master Site Plan/Parking – enhance grounds through greening, modernization of facilities and improved parking” Western Fair Association*

*“Urban Forest Strategy – We just invested close to \$10,000 in 2015 as part of this strategy” – London Airport Authority*

*“Promote and enhance the Forest City Brand by targeting large tracts of land for reforestation (one acre or greater).” – Kettle Creek Conservation Authority*

*“LCC is looking to partner with the City for a public art piece for the King St. Park outside the LCC. LCC initiated a special projects reserve funding a 35’ mural inside the pedway between the LCC and Doubletree by Hilton.” London Convention Centre*

### **Growing Our Economy**

*“Leading, connecting and catalyzing. To position Downtown London in a collaborative leadership and partnership role in London’s regional economic growth agenda.” London Downtown Business Association Improvement Area*

*“Assist youth employment through tourism initiatives” – Tourism London*

*“We will enhance the appearance of the Argyle BIA by improving street scape in a unique and creative way above and beyond what the municipality already does” The Argyle Business Improvement Area*

*“OEV economic development plan identifies partnership strategies for targeted affordable home ownership and rental units linked to apprenticeship training and need for point of entry food and cultural workers” Old East Village Business Improvement Area*

*“LEDC markets Industrial Land for foreign investments & expanding local companies.” London Economic Development Corporation*

## **Leading in Public Service. Shared Services**

*“Demonstrated Fiscal Accountability - The strategy calls for prudent fiscal and operational management supporting sustainability, competitive positioning, affordability and valued return on investment. The investment return includes social, economic and environmental returns.”*  
London Transit Commission

*“Our strategic plan outlines the need to identify and implement effective strategies to gather community input, provide staff with the appropriate training and incorporating feedback into decision making.”* Middlesex London Health Unit

*“Promote co-operation, partnerships and initiatives between community agencies, the private sector and governments to improve access to affordable housing stock for low income households”* Housing Development Corporation, London

*“Develop a strategy to support LMHC's provision of shared services and property management services to other housing providers.”* London Middlesex Housing Corporation

*“Discussions with other CAs around opportunities for shared services and other efficiency measures e.g. Elgin County Shoreline Management Plan”* Lower Thames Valley Conservation Authority

*“Continue to participate in & explore shared services opportunities where appropriate, e.g. cloud service to St. Thomas & Elgin public libraries, fleet management plan with City of London, payroll services to Museum London & Eldon House”* London Public Library

## **APPENDIX C**

Submissions included as an attachment