

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING OF MAY 29, 2017
FROM:	MARTIN HAYWARD MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER & CITY MANAGER
SUBJECT	IMPROVING COLLABORATION WITH LOCAL BOARDS AND COMMISSIONS

RECOMMENDATION

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer & City Manager, the following actions be taken with respect to improving collaboration with local boards and commissions:

- a) That part b) of the Council Resolution dated April 20, 2016 (5/12/SPPC), “the Civic Administration BE INSTRUCTED to host a Civic Leaders Roundtable Event” **BE RESCINDED**, it being noted that the discussions intended for the Roundtable are taking place through other avenues; and,
- b) That this report **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- Council Resolution January 27, 2015
- Council Resolution January 12, 2016
- Item 5, Strategic Priorities and Policy Committee, April 18, 2016

BACKGROUND

Municipal Council confirmed its commitment to growing and sustaining positive relationships with community organizations and local agencies, boards and commissions (ABCs) in its 2015 – 19 Strategic Plan including the following strategies:

- Continue to build strong working relationships between City Council, Civic Administration, the City’s agencies, boards and commissions, and community partners; and
- Keep looking for new opportunities to share services and supports between the City of London and its agencies, boards, and commissions.

This report addresses several Council Resolutions regarding efforts towards implementing these strategies and improving collaboration with local ABCs. On January 13, 2016, Municipal Council resolved that the following actions be taken with respect to orientation sessions from the local Boards and Commissions:

- a) The Civic Administration BE REQUESTED to report back to the Strategic Priorities and Policy Committee on how Strategic Plans of the local Boards and Commission align with the Strategic Plan for The Corporation of the City of London; and
- b) The 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.

In response to this direction the Civic Administration and representatives from the ABCs engaged in a strategic plan alignment exercise. Submissions provided by ABCs showed clear alignment amongst the City's Strategic Plan and those of the ABCs and it was found that organizations had many common strategic priorities. Results from this exercise were reported to the Strategic Priorities and Policy Committee on April 18, 2016.

The April 18th, 2016 SPPC Report also proposed a communications framework to improve collaboration with ABCs and other local organizations engaged in the development of Council's Strategic Plan. On April 20, 2016, Municipal Council resolved, that, on the recommendation of the City Manager, the following actions be taken with respect to improving collaboration with local boards and commissions:

- a) The 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; and
- b) The Civic Administration BE INSTRUCTED to host a Civic Leaders Roundtable Event.

Standing Committee Delegations

In response to the April 20, 2016 resolution, the City Manager invited ABCs and local organizations involved in the development of Council's 2015-19 Strategic Plan to present at Standing Committee meetings in June of 2016. Organizations were requested to respond to the invitation by July 19th, 2016. The invitation clearly articulated that the opportunity was voluntary. Please see **Appendix A** for the presentation guidelines that were provided invitees.

Utilizing the standing committee framework provided each stakeholder an equal opportunity to proactively increase awareness about their organization and share information with Municipal Council and the public in an environment outside of the City's Budget Process. Of the 24 organizations invited, 11 took advantage of the opportunity (see **APPENDIX B** for a list of delegation dates). The delegations covered a variety of topics such as: Museum London's Centre at the Forks project, Eldon House's Barrier Free initiative and recommendations from Middlesex London Health Unit on food and drink offerings at City facilities.

The Civic Leaders Event

The April 20th resolution noted above, also directed the Civic Administration to host a Civic Leaders Event. The Civic Leaders Event was intended to provide an opportunity for representatives from the ABCs and the City to engage in strategic discussions in an informal, open environment. As outlined in the November 2016 Strategic Plan Progress Report, the Civic Administration set a target completion date for this Event of December 2016. Due to significant scheduling issues the Event has yet to take place. The Civic Administration has since reconsidered the necessity of this Event due to the following factors:

1. **Annual Budget Process Update:** As outlined in the January 13, 2016 resolution noted above, there was some concern that the City's move to a multi-year budget format may not require the same regularity of contact with the local Boards and Commissions. It is now understood that although the duration of budget deliberations will be streamlined, 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.
2. **Existing Collaboration Framework:** There are already many formal and informal mechanisms that facilitate regular communication between City Council, Civic Administration and the ABCs including: ongoing engagement through Strategic Plan implementation, the City's budget process, ongoing partnerships, and ABC Governance. In addition, Municipal Council and Civic Administration are currently working with representatives from local ABCs on a number of strategic initiatives such as: the Community Economic Roadmap, London for All: A Roadmap to End Poverty, the Child and Youth Network, the Culture Prosperity Plan, the Future Cities Strategy, and many others. There are also operational level arrangements in place where many City of London services work with the ABCs on shared programs and activities.

3. **City Manager's Office Priorities:** In 2017, The City Manager enhanced efforts to strengthen relationships and improve collaboration with ABCs. This work is currently underway, and is focused on fostering collaboration through innovation, improving the effectiveness of service delivery models, and looking for opportunities to share services and supports.

Given the factors outlined above, this report recommends that strategic discussions with ABCs be facilitated through existing collaboration mechanisms and that the direction to host a Civic Leaders Event be rescinded.

CONCLUSION

Council has committed to building strong working relationships with the ABCs 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 using existing mechanisms to further strengthen relationships and improve collaboration with local Boards and Commissions.

PREPARED BY:	SUBMITTED BY:
KRISTEN PAWELEC MANAGER, ECONOMIC PARTNERSHIPS	KATE GRAHAM DIRECTOR, COMMUNITY AND ECONOMIC INNOVATION

RECOMMENDED BY:
MARTIN HAYWARD, MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER & CITY MANAGER

cc. Senior Leadership Team

APPENDIX A

2016 Stakeholder Delegations at City of London Standing Committees

Presentation Guidelines:

The upcoming Standing Committee presentations are meant to provide you with an opportunity to share new innovations or ways to improve collaboration with Council outside of the current communication framework. They are also intended to give all stakeholders an equal opportunity to share information with Council and Londoners.

The template below provides you with a starting point for your presentation development and gives you an idea about the kind of information Council is interested in hearing from you. The template is also intended to ensure consistency in presentations, which will help generate themes for the upcoming Civic Leader's Roundtable discussions.

Presentations should be no more than **10-15 minutes** and will be followed by questions and answers. It is suggested that you limit your presentation to approximately **5 slides**. Your presentations along with any handouts will need to be submitted to the Standing Committee Secretary approximately one week in advance of the meeting. Submission deadline dates and times will be provided to once you have confirmed a date.

Suggested Presentation Template:

<p>Slide 1: Introduction</p> <ul style="list-style-type: none">• Name / Title• Organization's Mission and Purpose• Services provided to Londoners	<p>Slide 2: Accomplishments</p> <p>Key Accomplishments (Recent within the last 6 months – 1 year)</p>	<p>Slide 3: Innovation</p> <ul style="list-style-type: none">• New Opportunities or ongoing projects• Ways to engage the City and other stakeholders in economic growth• New Partnerships
<p>Slide 4: Collaboration</p> <ul style="list-style-type: none">• Ways to enhance ongoing collaboration with the City or other Service Providers• Opportunities for shared services or supports with the City or other Service	<p>Slide 5: Announcements / Updates that you want to share with Council</p> <p>Examples: Opening of New Facilities; Offering New Services; Upcoming Events; Release of key/strategic documents</p>	

APPENDIX B

2016 Standing Committee Delegations

Standing Committee	Local Board or External Organization	Delegation Date	Committee
Civic Works Committee	Elgin Area Primary Water Supply		
	Lake Huron Primary Water Supply		
	London Transit Commission		
Community and Protective Services	London Police Services Board		
	London Public Library	Nov. 15, 2016 cancelled	CPSC
	Middlesex London Health Unit	July 19, 2016	CPSC
	Museum London	Oct. 18, 2016	CPSC
Corporate Services Committee	Covent Garden Market		
	Eldon House	September 6 th or September 20 th , 2016	CSC
	Western Fair Association	Oct. 18, 2016	CSC
Planning and Environment Committee	Kettle Creek Conservation Authority	Sept. 19, 2016	PEC
	Lower Thames Valley Conservation Authority	Sept. 19, 2016	PEC
	Upper Thames River Conservation Authority	Sept. 19, 2016	PEC
Strategic Priorities and Policy Committee	Housing Development Corporation		
	London Airport Authority		
	London Convention Centre	Aug. 29, 2016	SPPC
	London Downtown Business Association Improvement Area	Aug. 29, 2016	SPPC
	London Hydro		
	London Economic Development Corporation	Aug. 29, 2016	SPPC
	London Middlesex Housing Corporation		
	Old East Village Business Improvement Area	Sept. 26, 2016	SPPC
	Public Utilities Commission		
	The Argyle Business Improvement Area	Aug. 29, 2016	SPPC
Tourism London			