

3RD REPORT OF THE
SERVICES REVIEW COMMITTEE

Meetings held on August 15, 17, 30, and 31, 2011, commencing at 9:07 a.m., 1:05 p.m., 11:04 a.m., and 9:12 a.m., respectively.

August 15, 2011

PRESENT: Councillor N. Branscombe (Chair), Mayor J. Fontana and Councillors J. L. Baechler, M. Brown, J. P. Bryant, D. Henderson, P. Hubert and J. Swan and B. Westlake-Power (Secretary).

ALSO PRESENT: J.A. Fielding, R. L. Fair, M. Hayward, P. McNally, R. Armistead, A. Barbon, G. Barrett, G. Bridge, R. Brown, L. Burgess, R. Campbell, B. Coxhead, J. Fleming, P. Foto, L. Green, A. Gilliam, S. Houde, S. Hubbard-Krimmer, D. Ikeno, J. Jackson, T. Johnson, L. Karlovcec, C. Keller, B. Mehan, K. Owen, L. Pallarchio, J. Smout, B. Warner, L. Webb, R. Wilcox and J. Winston.

August 17, 2011

PRESENT: Councillor N. Branscombe (Chair), Mayor J. Fontana and Councillors J. L. Baechler, D. Brown, M. Brown, J. P. Bryant, P. Hubert and J. Swan and B. Westlake-Power (Secretary).

ALSO PRESENT: J.A. Fielding, M. Hayward, P. McNally, D. Ailles, A. Barbon, J. Braam, R. Brown, R. Campbell, L. Ducharme, J. Fleming, L. Green, A. Gilliam, S. Houde, G. Kotsifas, B. Kritchker, D. Ikeno, J. Lucas, S. Maguire, L. Oldenhof, L. Pallarchio, K. Paleczny, R. Standish, J. Senese, R. Welker, I. Wilcox and R. Wilcox.

August 30, 2011

PRESENT: Councillor N. Branscombe (Chair) and Councillors J. L. Baechler, D. Brown, M. Brown, J. P. Bryant, D. Henderson, P. Hubert and H.L. Usher and B. Westlake-Power (Secretary).

ALSO PRESENT: R.L. Fair, M. Hayward, A. Barbon, M. Bushby, R. Campbell, A. Dunbar, J. Fleming, A. Gilliam, L. Green, S. Houde, D. Ikeno, I. Listar, A. Macpherson, L. Oldenhof, G. Pollett, L. Stevens and R. Wilcox.

August 31, 2011

PRESENT: Councillor N. Branscombe (Chair) and Councillors J.L. Baechler, D. Brown, M. Brown, J.P. Bryant, P. Hubert and J.P. Swan and C. Saunders (Acting Secretary).

ALSO PRESENT: J.A. Fielding, M. Hayward, J. Braam, R. Brown, M. Bushby, R. Campbell, I. Collins, N. Graham, L. Green, G. T. Hopcroft, S. Houde, O. Katolyk, L. Karlovcec, G. Kotsifas, J. Lucas, I. Mackay, D. O'Brien, J. Stanford and M. Turner.

I YOUR COMMITTEE RECOMMENDS:

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| 1.1.2 - Arts,
Culture &
Heritage
Advisory and
Funding | 1. That the following actions be taken with respect to Arts, Culture & Heritage Advisory and Funding (1.1.2):

(a) the Cultural Prosperity Plan, targeted for 2012, BE REFERRED to the Investment and Economic Prosperity Committee; and,

(b) the Civic Administration BE REQUESTED to look at shared service models (ie. Centre for Social Innovation) that may be utilized by arts organizations within the City; it being noted that measurables will be incorporated in both granting and evaluation criteria. |
| 1.1.3 - Art
Gallery &
Museums | 2. That Civic Administration BE DIRECTED to report back with respect to current subsidies and potential re-allocation of resources, related to heritage, arts and culture. |
| 1.3.1 - Libraries | 3. That the following actions be taken with respect to Libraries:

(a) the London Public Library Board BE REQUESTED to petition the Province with respect to providing changes to the regulatory framework related to the fees that a public library may charge for services in order to allow for revenue generation within the library service; and, |

- (b) the London Public Library Board **BE REQUESTED** to provide information to the Services Review Committee, related to the Board's fundraising, funding initiatives and innovations currently being undertaken or considered.

2.1.7 - Covent Garden Market

4. That the Civic Administration, in conjunction with the Covent Garden Market, **BE REQUESTED** to report back to the Services Review Committee with respect to governance options, funding, building ownership options and other opportunities related to the Covent Garden Market.

2.1.1 – Business Attraction and Retention

5. That the following actions be taken with respect to business attraction and retention:

- (a) the Chief Administrative Officer's August 12, 2011 presentation to the Economic Summit **BE FORWARDED** to the Investment and Economic Prosperity Committee, when enacted; and,
- (b) the London Economic Development Corporation **BE REQUESTED** to provide information, and assist with opportunities, to strengthen business retention, particularly as it relates to accessing private capital funding.

Competitive Advantage

6. That the London Economic Development Corporation **BE REQUESTED** to provide the Competitive Advantage Report to the next meeting of the Committee of the Whole.

2.1.6 – Tourism & Sports Attraction and Services

7. That Tourism London **BE REQUESTED** to provide an information report to the appropriate standing committee with respect to the formulation of a plan for tapping niche markets and for the establishment of an attraction or entertainment destination within the City of London.

Hotel Tax

8. That the following actions be taken with respect to the potential establishment of a "Destination Marketing Fee" or "Hotel Levy" in the City of London:

- (a) the Civic Administration **BE DIRECTED** to report back at a future meeting of the Services Review Committee (SRC) with respect to the feasibility and logistics of considering the implementation of the above-noted fee, including consultation with Tourism London; and,
- (b) Tourism London **BE REQUESTED** to provide information to the SRC with respect to possible future direction of the Provincial Government with respect to this matter, including potential changes based on the October 2011 election.

Conservation Authorities

9. That the Municipal Council **BE REQUESTED** to petition the Association of Municipalities of Ontario to lobby the Provincial Government with respect to the need for a review of the funding model for Conservation Authorities in Ontario.

3.2.1 – Environmental Programs

10. That the following actions be taken with respect to the City of London Green Bin Program, as noted in the Environmental Services program business plan:

- (a) the support of the Services Review Committee (SRC) for the Green Bin Program **BE CONFIRMED**;
- (b) the examination of a "utility model" for the implementation of the Green Bin Program **BE INCORPORATED** in to the pilot project, including potential revenue streams; and,
- (c) a report related to the utility model, noted above in part (b), **BE FORWARDED** to a future meeting of the SRC.

Capital Funding for Repairs to Arts Building in Queens Park

11. That the Western Fair District (Western Fair Association) **BE REQUESTED** to consider a more substantive contribution to the re-use of the Arts Building at Queens Park, in consideration of the current rental agreement; it being noted that the SRC is fully supportive of the re-use of the building.

Community Centres

12. That the Civic Administration **BE DIRECTED** to report back with respect to potential revenue generation opportunities related to sponsorship of facilities, naming rights, etc. related to community centres.

- Golf 13. That, notwithstanding the current Council direction related to the Municipal Golf System, the matter of municipal golf **BE “PARKED”** for consideration with all projects; see clause 30, below.
- Special Events 14. That the Civic Administration **BE ASKED** to report back with respect to opportunities to re-evaluate rental fees for “for-profit” events, with a charity component, based on the amount of event-profit being provided to the charity.
- Sports Services 15. That the Civic Administration **BE REQUESTED** to report back to the Services Review Committee with respect to efficiencies related to the administration of adult sports, sports tourism, and like activities, that may be advantageous to consider consolidating.
- Parks and Horticulture 16. That the following actions be taken with respect to the Parks and Horticulture Business Plan;
- (a) the Executive Director of Community Services **BE REQUESTED** to bring forward a report to the Services Review Committee (SRC) related to a business case for the roadside maintenance requirements of the Veterans’ Memorial Parkway;
 - (b) the Civic Administration **BE REQUESTED** to report back to the SRC related to opportunities for maintenance of community spaces and common areas, including programs such as “adopt-a-park”; and,
 - (c) the Civic Administration **BE REQUESTED** to investigate opportunities related to the maintenance of subdivision developments (boulevards, stormwater management ponds, etc.), including retro-active opportunities.
- Downtown Revitalization Programs 17. That the Civic Administration **BE REQUESTED** to provide an information report to the Services Review Committee (SRC) with respect to the feasibility of establishing “sunset” dates for existing subsidy programs and incentives; it being noted the SRC held a general discussion with respect to funding programs and the potential re-introduction of development charges for the downtown area, in order to assist in funding such projects as urban civic public spaces.
- Building/Fire Inspection Services 18. That the Civic Administration **BE DIRECTED** to review and report back to the Services Review Committee with respect to the potential for the integration of Building and Fire Inspection services in order to streamline inspections, provide a more efficient and cost effective services as well as take advantage of revenue generation opportunities.
- 2012 Budget 19. That the following actions be taken related to the 2012 Budget:
- (a) the Civic Administration **BE DIRECTED** to prepared a summary of the process undertaken by the Service Review Committee (SRC) with respect to Pre-Budget preparation and indicate that the Budget process is intended to deal with the “parked items” (add and cut list);
 - (b) the Civic Administration **BE DIRECTED** to prepare report back to the SRC with respect to initiatives to improve the public engagement process during the Budget process; and,
 - (c) the Chair of the Service Review Committee **BE DIRECTED** to meet with the Mayor to review the Pre-Budget process undertaken by the Service Review Committee in preparation for the Budget review process.
- Services Review Committee – Mandate 20. That the following actions be taken with respect to the Services Review Committee:
- (a) the name of the Service Review Committee (SRC) **BE CHANGED** to “Service Review – Pre-Budget Committee”;
 - (b) at an October meeting of the SRC, the need to petition the Province of Ontario to undertake legislative changes to provide more flexibility for municipalities to collect fees for services provided by the municipality in order to maintain current service levels, specifically related to animal control to support activity and

alternative means of delivering the service, **BE INCLUDED** on the agenda for discussion.

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| Finance | 21. That the Civic Administration BE DIRECTED to provide a report evaluating the administrative restructuring with respect to the reporting relationships to the City Treasurer and Chief Financial Officer, including providing information on the resources required to ensure that administration is right-sized for the area. |
| Legal | 22. That the City Solicitor BE REQUESTED to submit a Business Plan. |
| 311 | 23. That the Civic Administration BE DIRECTED to submit a Business Plan for the implementation of a 311 System; it being noted that improved customer service and internal efficiencies are a priority for the Service Review Committee. |
| Energy Efficiency Initiatives | 24. That the Director of Environmental Programs & Solid Waste BE REQUESTED to provide a report to the Services Review Committee with respect to energy initiatives that have been and will be undertaken, including information from London Hydro with respect to energy initiatives that they are undertaking, in order to ensure a coordinated approach. |
| Fleet Service | 25. That Service Shop Operations Leads from London Police Services, London Transit Commission, London Fire Services and London Hydro BE INVITED to attend a future Services Review Committee meeting to discuss the potential for integrated fleet service shops. |

II YOUR COMMITTEE REPORTS:

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| Business Planning Process | 26. That the Service Review Committee reviewed and received an addendum to Appendix A “Business Planning Process”. |
| Community Engagement in Business Planning | 27. That the Service Review Committee reviewed and received an information report from the City Treasurer and Chief Financial Officer regarding Community Engagement in Business Planning Process. |
| Toronto Service Review Program – Observations & Comparison to London | 28. That the Service Review Committee reviewed and received an information report from the City Treasurer and Chief Financial Officer regarding the Toronto Service Review Program – Observations and Comparison to London. |
| Business Plan Workbook 2012 – 2016 | 29. That the Service Review Committee reviewed and received the Business Plan Workbook 2012 to 2016. |
| “Parked” Business Cases and Business Plans – Future Consideration | <p>30. That the Services Review Committee (SRC) “parked” the following business cases for consideration and review at a future meeting of the SRC, with a recommendation to be forwarded to the Municipal Council in conjunction with the 2012 Budget:</p> <ul style="list-style-type: none"> • Library – Service to Seniors • Business Plan 2.1.2 (Community Improvement/BIA) – Mainstreet portion, pending information from Civic Administration with respect to the uptake of the program • 5.2.1 - Land Use Planning, awaiting analysis related to the staffing in this area • 5.3.1 Development Approval Business Unit, pending information specific, but not exclusive to, staffing levels and revenue streams • Community Development and Funding – London Strengthening Neighbourhoods Strategies (LSNS) • 4.1.7 – Golf • Sports Services – Sports park development • Urban Civic Spaces, noting that this will be an amenity associated with the 2013 World Figure Skating Championships • Parks, Recreation and Neighbourhood Services – Management of Emerald Ash Borer Infestation |

- Business Plans 31. That the following matters were reviewed and noted by the Services Review Committee:
- August 15
- 1.1.2 Arts, Culture and Heritage Advisory and Funding
 - 1.1.3 Art Gallery and Museums
 - 1.3.1 Library Services
 - 2.1.7 Covent Garden Market
 - 2.1.3 Conventions, Meetings & Events Attraction (LCC)
 - 10.1.15 Risk Management
- August 17
- 5.1.1 Building Approvals
 - 8.2.1 London Transit Commission
- August 30
- 4.1.1 Aquatics
 - 4.1.3 Children's Services
 - 4.2.3 Parks & Natural Areas
- 4.1.11 – Storybook Gardens 32. That the Services Review Committee requested on-going updates with respect to efficiencies and new ideas for consideration related to the operation of Storybook Gardens.
- Disclosures 33. The following pecuniary interests were disclosed:
- (a) Councillor J.B. Swan with respect to the business plan of Centennial Hall, as his employer rents space from Centennial Hall;
 - (b) Councillor D. Henderson with respect to the business plan of Centennial Hall, as he operates a related business;
 - (c) Councillor D. Brown with respect to the business plan Transportation (8.2.1), as her employer has transportation contracts;
 - (d) Councillor P. Hubert with respect to Ontario Works (7.4.6), as he is the Executive Director of a Social Service Agency that has a contract with Ontario Works;
 - (e) Councillor D. Brown with respect to the business plan for Subsidized Transit (7.4.5), as her employer has a contract with Ontario Works
34. The meetings adjourned at 2:27 p.m., 4:58 p.m., 2:08 p.m. and 1:15 p.m., respectively.