

Agenda

Strategic Priorities and Policy Committee

5th Meeting of the Strategic Priorities and Policy Committee

April 10, 2025

1:00 PM

Council Chambers - Please check the City website for additional meeting detail information.

The City of London is situated on the traditional lands of the Anishinaabek (AUh-nish-in-ah-bek), Haudenosaunee (Ho-den-no-show-nee), Lūnaapéewak (Len-ah-pay-wuk) and Attawandaron (Add-a-won-da-run).

We honour and respect the history, languages and culture of the diverse Indigenous people who call this territory home. The City of London is currently home to many First Nations, Métis and Inuit today.

As representatives of the people of the City of London, we are grateful to have the opportunity to work and live in this territory.

Members

Councillors S. Lewis (Chair), H. McAlister, P. Cuddy, S. Stevenson, J. Pribil, S. Trosow, C. Rahman, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Franke, E. Pelozza, D. Ferreira, S. Hillier, Mayor J. Morgan

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Pages

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Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

From: Sandra Datars Bere, City Manager

Subject: Economic Development Strategy: Appointment of Consultant for RFP 2025-004

Date: April 10, 2025

Recommendation

That, on the recommendation of the City Manager, the following actions **BE TAKEN** with respect to the appointment of a consultant for the development of the Economic Development Strategy:

- a) Deloitte LLP **BE APPOINTED** as the Consultant to undertake the development of the Economic Development Strategy, for a total amount of \$233,820.00 (excluding HST), in accordance with sections 15.3d and 12 of the Procurement of Goods and Services Policy;
- b) the funding for this assignment **BE APPROVED** as set out in the Source of Financing Report attached hereto as Appendix 'A';
- c) the Civic Administration **BE AUTHORIZED** to undertake all the administrative acts that are necessary in connection with the Economic Development Strategy project;
- d) the approvals given herein **BE CONDITIONAL** upon the Corporation entering into a formal contract with the consultant for the work; and,
- e) The Mayor and City Clerk **BE AUTHORIZED** to execute any contract or other documents, if required, to give effect to these recommendations.

Executive Summary

This report recommends that Deloitte LLP be appointed to carry out consulting services for development of the City of London's Economic Development Strategy (RFP 2025-004).

Linkage to the Corporate Strategic Plan

The Economic Development Strategy project supports the 2023-2027 City of London Strategic Plan through the following:

- Strategic Area of Focus: Economic Growth, Culture, and Prosperity.
- Outcome: London encourages equitable economic growth and diversification.
- Expected Results:
 - Small and growing businesses, entrepreneurs and non-profits are supported to be successful.
 - Increased economic activity from the core and the greater community.
 - London is a regional centre that proactively attracts and retains talent, business, and investment.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- November 27, 2024: Special Council for Budget – [2025 Annual Budget Update](#).
- 1. May 28, 2024: Strategic Priorities and Policy Committee – [2023-2027 Implementation Plan: 2024 Update](#).
- March 1, 2024: Special Council for Budget - [Multi-Year Budget \(2024-2027\)](#).
- April 17, 2023: Strategic Priorities and Policy Committee – [Council's 2023-2027 Strategic Plan](#).

1.2 Background and Purpose

The direction to develop the City of London’s Economic Development Strategy comes from the Strategic Plan 2023-2027 and the adoption of the 2024-2027 Multi-Year Budget – specifically, Business Case #P-46, as amended. Business Case #P-46 includes a plan to “Develop and implement a new Economic Development Framework/Strategy (Consulting/Request for Proposal).”

The purpose of this report is to provide the outcome of the procurement process and recommend the appointment of Deloitte LLP to carry out consulting services for the development of London’s Economic Development Strategy.

2.0 Discussion and Considerations

2.1 Economic Development Strategy – Project Description

The primary goal of the Economic Development Strategy project is to develop a shared vision for London’s economic future; this includes developing evidence-based strategies with specific goals, measurable outcomes, and a practical plan for implementation. The strategy will be grounded in strong data and shaped by input from community partners. It will build on London’s strengths and priorities to provide a clear framework that guides future economic initiatives and investments.

The project will include the following major phases of work, noting that the consultant will collaborate with Civic Administration to finalize the detailed scope and activities:

- **Research:** Review of economic data, relevant studies, and applicable policies and regulations affecting London and the broader regional economy.
- **Economic Analysis:** Assessment of market trends, London’s current economic development approach, and the region’s competitive context, including political, economic, social, and technological factors.
- **Participant Engagement:** Design and delivery of a comprehensive engagement process—using tools such as focus groups, surveys, and workshops—to gather community insights and inform the strategy.
- **Strategy Development:** Synthesis of research, analysis, and engagement findings to create a strategic vision, framework, and key priorities for London’s continued economic development.
- **Implementation Plan:** Development of practical and high-impact short- and long-term actions, performance measures, and recommendations for optimizing roles, responsibilities, and delivery mechanisms for economic development in London.

The Economic Development Strategy will be developed concurrently with the Downtown Master Plan. While each initiative has distinct objectives and methodologies, given their points of overlap, Civic Administration will coordinate efforts to avoid duplication and ensure the two plans reinforce one another.

2.2 Procurement Process

The procurement process followed section 12 of the City of London's Procurement of Goods and Services Policy. Facilitated by Procurement & Supply Services, the Request for Proposal (RFP 2025-004) was issued on February 17, 2025 inviting submissions from consulting firms with the interest, qualifications, and capacity to support the development of an Economic Development Strategy. Proposals were reviewed and scored by a panel composed of staff from the City Manager's Office, Housing and Community Growth, and an external Economic Development representative.

Evaluation criteria included: qualifications (team competence and resources); project management methodology; project deliverables; interview and presentation; and cost. Additional details on these criteria are available in Appendix 'B'.

Proposals were submitted from the following firms:

- Ernst & Young
- Deloitte LLP
- Hickey Global Canada
- KPMG LLP
- NorthGuide Inc.
- Optimus SBR Inc.
- PricewaterhouseCoopers LLP
- Stiletto Consulting Ltd.
- StrategyCorp Inc.

Deloitte LLP received the highest weighted score among the proposals received and has therefore been identified as the selected consultant to support the development of London's Economic Development Strategy. The firm was selected based on the strength of its technical proposal, which reflected a thoughtful understanding of the economic development landscape. The approach balanced data-driven insights with meaningful engagement of key partners. The proposal was noted for its clear methodology and the firm's relevant experience in supporting the development of economic strategies.

2.3 Schedule

The initial project plan seeks to complete the project by the end of 2025; however, this timeline is contingent upon the detailed project scoping process with the awarded proponent. Full project planning will involve further defining the project's scope, objectives, deliverables, and timelines in collaboration with the proponent. Planning that affects the target completion date will be communicated to Council.

3.0 Financial Impact/Considerations

The total fee estimate is \$233,820.00, excluding HST, to complete the assignment.

Funding for this assignment is available in the approved capital budget as noted in the Source of Financing Report attached hereto as Appendix 'A'.

Conclusion

Deloitte LLP was selected through the RFP process as the firm offering the best overall value to the City for consulting services for the development of the Economic Development Strategy. The proposal demonstrated a strong understanding of the

project, along with the capacity to deliver on time and within budget. It is recommended that Deloitte LLP be awarded the assignment.

Prepared by: Cathy Parsons, Manager
Economic Partnerships

Submitted by: Trevor Fowler, Director
Strategy, Innovation, and Economic Development

Recommended by: Sandra Datars Bere, City Manager

Cc: Alan Dunbar, Manager, Financial Planning & Policy
Dylan Dubois, Finance Supports

Appendix "A"

#25057

April 10, 2025

(Award Contract)

Chair and Members

Strategic Priorities and Policy Committee

RE: RFP 2025-004 Appointment of Consultant for Economic Development Strategy

(Subledger NT25GG03)

Capital Project EP1724 - Economic Development Framework/Strategy

Deloitte LLP - \$233,820.00 (excluding HST)

Finance Supports Report on the Sources of Financing:

Finance Supports confirms that the cost of this project can be accommodated within the financing available for it in the Capital Budget and that, subject to the approval of the recommendation of the City Manager, the detailed source of financing is:

Estimated Expenditures	Approved Budget	Committed To Date	This Submission	Balance for Future Work
Engineering	450,000	0	237,936	212,064
Total Expenditures	\$450,000	\$0	\$237,936	\$212,064

Sources of Financing

Drawdown from Economic Development Reserve Fund	450,000	0	237,936	212,064
Total Financing	\$450,000	\$0	\$237,936	\$212,064

Financial Note:

Contract Price	\$233,820
Add: HST @13%	30,397
Total Contract Price Including Taxes	264,217
Less: HST Rebate	-26,281
Net Contract Price	\$237,936

Jason Davies

Manager of Financial Planning & Policy

ah

Appendix “B”

Request for Proposal Evaluation Criteria

1. Qualifications (Team Competence and Resources)

- Resources and Staff: Adequate resources and staff based on firm size and identified resources.
- Team Qualifications: Experience of team members outlined in a project team experience matrix or resumes.
- Relevant Experience: Expertise in developing Economic Development Strategies or similar projects.
- Statistical Analysis: Proficiency in statistical analysis.
- Engagement: Experience engaging diverse participants using various methodologies.
- Strategic Alignment: Understanding of economic development and alignment with corporate strategies (e.g., City of London Strategic Plan 2023-2027).
- Scenario Development: Experience in developing, integrating, and analyzing scenarios to support strategic planning.
- Anti-Racism and Anti-Oppression: Experience working with anti-racism and anti-oppression principles.

2. Project Management Approach/Methodology

- Proposed Approach: Description of the approach and methodology for the project.
- Creativity and Innovation: Innovative and creative approach.
- Clarity and Objectives: Clear process and approach to meet objectives and deliverables.
- Trend Analysis: Accounts for global, national, and local trends, and best practices.
- Alignment: The methodology facilitates coordinated efforts between the City and its economic partners.
- Communication: Ability to communicate analysis in an engaging way for different audiences.
- Scope Understanding: Understanding of the scope of work and potential extensions.
- Progress Reporting: Regular budget and project updates.
- Engagement of Partners: Engaging additional partners for specific expertise.
- Participant Engagement: Clear methods and categories for engaging key participants.
- Data Collection: Clear process for data collection and analysis.
- Work Plan: Logical flow of the work program with a clear schedule and timelines.

3. Project Deliverables

- Deliverables Outline: Clear description of project deliverables with a reasonable timeframe.
- Implementation Plan: Inclusion of an implementation plan.
- Impact and Outcomes: Description of project impacts/outcomes and how they will be monitored, measured, and reported.
- Risk Management: Identification and management of significant risks.
- RFP Requirements: Deliverables must support the requirements set forth in the RFP.

4. Interview and Presentation

- Interview Process: A mandatory virtual interview was held with the top three Proponents.

5. Cost and Fees

- Cost Proposal: Evaluation of cost and fees associated with the project.



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London
CANADA

January 27, 2025

Greetings Colleagues,

On several occasions, I have heard radio ads air back-to-back from London Economic Development Center and TechAlliance advertising for tech employment/recruitment. Upon listening to the annual presentations to Council from the London Economic Development Center and TechAlliance Center, I have continued concerns regarding a potential overlap in some of the services the City of London contracts from them.

Recognizing there is an Economic Development Strategy currently in development, I request your support for the following motion:

That the Civic Administration BE DIRECTED to review the City of London's contracted services with London Economic Development Center, Tech Alliance and the Small Business Center to identify if any duplication in services exist and if any cost savings can be realized and report back to a future meeting of the Strategic Priorities and Policy Committee.

Submitted and moved by:

Elizabeth Pelozo
Councillor, Ward 12
Budget Chair

Seconded by:

Steve Lehman
Councillor, Ward 8