

# Strategic Priorities and Policy Committee

## Report

19th Meeting of the Strategic Priorities and Policy Committee  
September 30, 2019

PRESENT: Mayor E. Holder (Chair), S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, A. Kayabaga, S. Hillier

ABSENT: Councillors M. van Holst

ALSO PRESENT: M. Hayward, A.L. Barbon, B. Card, B. Coxhead, D. Purdy, J. Fleming, C. Green, S. Mathers, J. Millson, K. Murray, M. Ribera, C. Saunders, M. Schulthess, C. Smith, S. Stafford, B. Westlake-Power and R. Wilcox.

The meeting is called to order at 4:02 PM.

### 1. Disclosures of Pecuniary Interest

That it BE NOTED that Councillor P. Van Meerbergen disclosed a pecuniary interest in item 3.1 of this Report, having to do with the Fanshawe College Innovation Village project, by indicating that he has two children attending the College.

### 2. Consent

#### 2.1 Service Review Initiatives 2019 Update

Moved by: J. Morgan

Seconded by: M. Cassidy

That, on the recommendation of the City Manager and the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the staff report dated September 30, 2019 with respect to an update on the service review initiatives for 2019, BE RECEIVED.

Yeas: (13): Mayor E. Holder, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, S. Turner, E. Pelozza, A. Kayabaga, and S. Hillier

Absent: (2): M. van Holst, and P. Van Meerbergen

**Motion Passed (13 to 0)**

### 3. Scheduled Items

#### 3.1 Not to be heard before 4:05 PM - Fanshawe College - Innovation Capital Grants Application

Moved by: M. Salih

Seconded by: A. Kayabaga

That it BE NOTED that the Strategic Priorities and Policy Committee received the attached presentation from Peter Devlin, President, Fanshawe College, David Belford, Executive Director, Innovation Village, Jason Bates, General Manager, Excellence in Manufacturing Consortium London and Anne Marie DeCicco-Best, Executive Advisor and Government Relations, Fanshawe College with respect to the Fanshawe College Innovation Village project;

it being noted that the Strategic Priorities and Policy Committee received a communication dated September 26, 2019 from D. Bedford, President,

OPSEU Local 110, Fanshawe College Faculty Union with respect to this matter.

Yeas: (13): Mayor E. Holder, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, S. Turner, E. Pelozza, A. Kayabaga, and S. Hillier

Recuse: (1): P. Van Meerbergen

Absent: (1): M. van Holst

**Motion Passed (13 to 0)**

3.2 Not to be heard before 4:05 PM - London Economic Development Corporation - Annual Update

Moved by: S. Hillier

Seconded by: A. Kayabaga

That it BE NOTED that the Strategic Priorities and Policy Committee received the Annual Update from K. Lakhotia, President and CEO, and J. Crich, London Economic Development Corporation.

Yeas: (14): Mayor E. Holder, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, A. Kayabaga, and S. Hillier

Absent: (1): M. van Holst

**Motion Passed (14 to 0)**

3.3 Not to be heard before 4:05 PM - London Small Business Centre - Annual Update

Moved by: S. Lewis

Seconded by: E. Pelozza

That it BE NOTED that the Strategic Priorities and Policy Committee received the Annual Update from S. Pellarin, Executive Director, and G. Graham, London Small Business Centre.

Yeas: (14): Mayor E. Holder, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, A. Kayabaga, and S. Hillier

Absent: (1): M. van Holst

**Motion Passed (14 to 0)**

3.4 Not to be heard before 4:05 PM - TechAlliance - Annual Update

Moved by: M. Cassidy

Seconded by: S. Lehman

That it BE NOTED that the Strategic Priorities and Policy Committee received the Annual Update from C. Fox, CEO, and D. Cicerelli, TechAlliance.

Yeas: (14): Mayor E. Holder, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, A. Kayabaga, and S. Hillier

Absent: (1): M. van Holst

**Motion Passed (14 to 0)**

**4. Items for Direction**

4.1 4th Report of the Governance Working Group

Moved by: J. Morgan  
Seconded by: S. Hillier

That the following actions be taken with respect to the 4th Report of the Governance Working Group, from its meeting held on August 26, 2019:

a) the City Clerk BE DIRECTED to bring forward to the next meeting of the Governance Working Group a revised proposed Policy providing for procedures to implement an electronic voting system for the consideration of Council and public appointments to Standing Committees, Advisory Committees, Boards and Commissions for further consideration that would include the following:

i) the removal of the term “election” from the proposed Policy replace it with the term “selection process”;

ii) the requirement for candidates to be nominated for consideration of appointment at the Committee Meeting where the appointments are to be considered;

iii) the provision for batch elimination of the candidates with the lowest tied votes and those receiving no votes, where multiple candidates are to be appointed;

iv) the provision for single elimination of the lowest candidates where one candidate is to be appointed, except in circumstances where a candidate has been given no votes and in those circumstances, the candidate will be eliminated from subsequent rounds of voting, with the intent of achieving a minimum threshold of 50% plus 1 of the votes cast;

it being noted that the Governance Working Group (GWG) received a demonstration of the proposed electronic voting system from the Deputy Clerk and the Manager, Licensing and Elections; and,

b) clauses 1.1 and 1.2 BE RECEIVED for information.

Yeas: (14): Mayor E. Holder, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, A. Kayabaga, and S. Hillier

Absent: (1): M. van Holst

**Motion Passed (14 to 0)**

**5. Deferred Matters/Additional Business**

None.

**6. Adjournment**

The meeting adjourned at 5:29 PM.

<b>TO:</b>	<b>CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING OF SEPTEMBER 30, 2019</b>
<b>FROM:</b>	<b>MARTIN HAYWARD CITY MANAGER  AND ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES &amp; CITY TREASURER, CHIEF FINANCIAL OFFICER</b>
<b>SUBJECT:</b>	<b>SERVICE REVIEW INITIATIVES 2019 UPDATE</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the City Manager and the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the following report **BE RECEIVED** for information.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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- “Tabling of the 2016 – 2019 Multi-Year Budget,” Strategic Priorities and Policy Committee, January 11, 2016
- “Service Review Initiatives, Process and 2016 Update,” Strategic Priorities and Policy Committee, September 26, 2016
- “Update on Service Review Initiatives,” Strategic Priorities and Policy Committee, May 29, 2017
- “Service Review Initiatives 2017 Update,” Strategic Priorities and Policy Committee, September 18, 2017
- “RFP 18-04: City of London Service Review – Consulting Services,” Strategic Priorities and Policy Committee, March 26, 2018
- “Service Review Initiatives 2018 Update,” Strategic Priorities and Policy Committee, September 17, 2018
- “Review of City Services for Potential Reductions and Eliminations,” Strategic Priorities and Policy Committee, July 29, 2019

<b>LINK TO THE STRATEGIC PLAN</b>
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Council's 2019-2023 Strategic Plan for the City of London identifies ‘Leading in Public Service’ as a strategic area of focus. The City of London’s service review program is aimed at increasing the efficiency and effectiveness of service delivery through targeted service reviews to ensure Londoners experience exceptional and valued customer service.

<b>PURPOSE OF REPORT</b>
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On March 10, 2016, Municipal Council resolved that the City Manager be directed to undertake a service review process that achieves the following savings reflected in the approved 2016-2019 Multi-Year Budget:

- \$500,000 in 2016;
- an additional \$1,000,000 in 2017;
- an additional \$1,000,000 in 2018; and
- an additional \$1,500,000 in 2019.

Following the adoption of the resolution, Council revised the 2018 and 2019 targets to shift \$500,000 to 2018 from 2019. The updated service review targets are shown below:

**Table 1: Service Review Targets**

	2016	2017	2018	2019	Total
Service Review Targets	\$0.5M	\$1.0M	\$1.5M	\$1.0M	\$4.0M

Furthermore, the City Manager was directed to report annually as to how the savings were achieved.

As reported to the Strategic Priorities and Policy Committee on September 26, 2016, the \$500,000 target for 2016 was achieved. Civic Administration provided further details on the various “tools” being employed through the service review process in a report to the Strategic Priorities and Policy Committee on May 29, 2017. The results of the service review initiatives undertaken to achieve the 2017 and 2018 targets were reported to the Strategic Priorities and Policy Committee on September 18, 2017 and September 17, 2018 respectively.

It should be noted that the service review targets are separate from the additional budget reduction Council directed Civic Administration to identify in order to reduce the 2019 tax levy increase from the projected 3.2% increase identified during the 2018 Budget Update process to the 2.9% increase for 2019 originally approved through the 2016-2019 Multi Year Budget. The details of these reductions were detailed in Budget Amendment #1 of the 2019 Budget Update process.

The purpose of this report is to provide Committee and Council with an update on the Service Review initiatives undertaken to achieve the \$1,000,000 incremental Service Review target for 2019. A brief update on the status of the Continuous Improvement initiative is also provided.

**APPROACH**

Under the direction of the Senior Leadership Team, service areas have employed a number of “tools” to achieve these targets:



Appendix ‘A’ provides a detailed description of each of the service review tools.

**RESULTS**

Update on 2019 Service Review Results

Table 2 outlines a detailed summary of the initiatives undertaken that have resulted in savings to contribute to the 2019 target. As noted below, the \$1,000,000 target for 2019 has been achieved and surpassed.

**Table 2: 2019 Service Review Results**

<b>Category</b>	<b>Initiative</b>	<b>2019 Amount</b>
Zero-based Review	<ul style="list-style-type: none"> <li>Social Services (Ontario Works Program) – As part of a 2018 review of the staffing complement, staff turnover and retirements have resulted in additional savings identified for 2019.</li> </ul>	\$200,000
Zero-based Review	<ul style="list-style-type: none"> <li>Fleet Services – A zero-based review of the expenditures for the fleet program that maintains and replaces corporate vehicles and equipment resulted in a 2019 reduction to the internal rental rates charged to service areas utilizing these vehicles and equipment.</li> </ul>	\$174,802
Organizational Review	<ul style="list-style-type: none"> <li>Dearness Home – As a result of a review in 2018, the Administrator position at the Dearness Home was shifted to an internal position from the previous contracted service model.</li> </ul>	\$250,000
Program Review	<ul style="list-style-type: none"> <li>Recovery of Interim Borrowing Costs – As reported to the Strategic Priorities and Policy Committee on February 12, 2018, interest costs have historically not been charged to the City Services Reserve Funds for the use of the City’s working capital to finance growth capital projects prior to the issuance of debt for those projects. This practice was reviewed and modified beginning in 2018 due to the significant and growing use of this working capital. With a year of experience, this practice was re-visited in 2019, resulting in this additional identified contribution to the service review target for 2019.</li> </ul>	\$100,000
Zero-based Review	<ul style="list-style-type: none"> <li>Property Tax Rebates – A zero-based review of the expenditures related to property tax rebates resulted in this reduction. A review of recent expenditures in these accounts was conducted in order to “right size” budgets to current anticipated expenditure levels.</li> </ul>	\$200,000
Zero-based Review	<ul style="list-style-type: none"> <li>Insurance Premiums – Ongoing savings identified in the Corporate Insurance Premium budget largely attributable to favourable premiums from recent renegotiations.</li> </ul>	\$100,000
Zero-based Review	<ul style="list-style-type: none"> <li>Information &amp; Archive Management – As part of a review of the current staffing complement, staff turnover and retirements have resulted in the savings identified.</li> </ul>	\$10,000
Flow-through	<ul style="list-style-type: none"> <li>Incremental savings from initiatives identified in previous service review results, which have an additional savings in 2019.</li> </ul>	\$5,400
<b>Total 2019 Savings:</b>		<b>\$1,040,202</b>
<b>2019 Service Review Target:</b>		<b>\$1,000,000</b>
<b>2019 Excess Savings:</b>		<b>\$40,202</b>
<b>Cumulative 2016-2019 Excess Savings:</b>		<b>\$99,769</b>

Budget adjustments have been made to reflect the results of these reviews in the approved Multi-Year Budget.

#### How does Continuous Improvement (Lean Six Sigma) fit?

Continuous Improvement (Lean Six Sigma) is not included in the Service Review process as it primarily looks at cost avoidance. It is therefore more of the development of an organizational culture rather than a cost cutting exercise.

Continuous improvement and respect for people are the two pillars of the Lean success. In order to continually deliver over 100 services efficiently and effectively, the City looks to challenge current state processes and provide the highest value of service to our customers. Continuous improvement is based on a team structure where people from Service Areas work collaboratively to improve the way they identify and eliminate non-value add to the customer, streamline processes and ultimately improve the value for the end user.

Continuous Improvement aligns with Council's 2019-23 Strategic Plan vision, mission and values, as well as the outcome "Londoners experience exceptional and valued customer service" and the expected result "Increase efficiency and effectiveness of service delivery" under the "Leading in Public Service" strategic area of focus. With a focus on continually adding value to our customers, as well as engaging and empowering our employees, the City of London will be able to develop a culture of continuous improvement that enables us to achieve the vision of "A leader in commerce, culture, and innovation – our region's connection to the World."

The main areas of focus and goals of the Continuous Improvement Road Map are:

- **People:** We will enable our people with knowledge, tools and resources to build and support a culture of continuous improvement.
- **Processes:** We will challenge processes, continually adding value from end to end while delivering better results.
- **Customers:** We will work in partnership and collaboration with our internal and external customers to achieve excellence in service delivery.

The Continuous Improvement initiative has yielded the following results to date:

#### **People:** Building Capacity

- 277 Employees have completed White Belt training
- 45 Leaders have completed Green Belt training
- 2 Leaders have been certified as Black Belts (1 in progress)
- Facilitated 6 Leader Orientation sessions with approximately 80 attendees
- Implemented Leader Huddles within 3 Service Areas

#### **Processes:** Improving Service Delivery

- 76 Service Area improvements have been successfully completed
  - 52 Continuous Improvement Tickets
  - 21 Green Belt Improvements
  - 3 Rapid Improvement Events
- 11 Service Area improvements are in progress

#### **Customers:** Partnerships and Collaboration

- Partnered with agencies, boards and commissions during White and Green Belt training
- Completed 20 workshops with 140 participants aligned with Service Area improvements
- Collaborating with a Community of Practice with neighbouring municipalities

For the remainder of 2019, the priority of the Continuous Improvement Initiative will be on:

- Complete 10 Rapid Improvement Events across all ten Service Areas by Q4 2019
- Collaborate with Agencies, Boards and Commissions on Lean training in 2019



## Appendix 'A': Service Review Tools

Service Review Tool	Description	Purpose
Internal Audit	Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. <sup>1</sup>	<p>Assist Civic Administration, Audit Committee and Council in fulfilling their oversight responsibilities.</p> <p>Provide independent, objective audit and advisory services designed to add value and improve the effectiveness of the City's control, compliance and governance processes.</p>
Zero-based Budgeting	Zero-based Budgeting (or Zero-based Reviews) refers to the methodology of building a budget "from the ground up" to achieve the level of service planned. Zero-based Reviews are scalable and may be conducted at the service, business unit or object account level.	<p>Identification of the necessary resources to deliver the unit's objectives/outcomes asking the following questions:</p> <ul style="list-style-type: none"> <li>• Is the program/service effective? – Are we doing the right thing? Is the service achieving the objectives desired by Council or the Administration?</li> <li>• If effective, is the program/service efficient? – Are we doing things in the right way? Could this program be delivered in a way that is less costly, but achieves the same goals?</li> </ul> <p>Avoids an "incremental increase" budget approach.</p> <p>Identify opportunities to reallocate budget to higher priority corporate initiatives (i.e. Service Review Targets).</p>
Program Reviews	Program Reviews refers to the detailed analysis of existing programs (e.g., grants, loans, revenue streams) provided and/or delivered by the Corporation.	<p>Determine the alignment of the program being reviewed with the Corporation's Strategic Plan.</p> <p>Assess the effectiveness and efficiency of the program in achieving the stated goals and associated key performance metrics of that program. Consider the financial sustainability of the program.</p>

<sup>1</sup> As defined by the Institute of Internal Auditors.

## Appendix 'A': Service Review Tools

Service Review Tool	Description	Purpose
Organizational Reviews	Organizational reviews help ensure Service Area organizational structures are designed to be able to deliver on Council's Strategic Plan, leverage best practices, enhance collaboration and eliminate duplication within and across Service Areas with the goal to create effective and efficient organizational structures that provide optimum service delivery and flexibility for future growth and increased work demands.	<p>Reform and refine our structure to ensure it aligns and supports Council's Strategic Plan</p> <p>Instil clarity of focus and accountability by clearly defining roles and responsibilities</p> <p>Eliminate duplication and confusion in service delivery including examining forms of alternate service delivery</p> <p>Promote efficiencies and effectiveness by bringing activities that require co-ordination together under one Division and one Service Area with clear boundaries and defined processes</p> <p>Ensure both internal and external models for delivering services are aligned and mutually supportive with clearly defined roles</p>
Asset Reviews	Administration is undertaking a comprehensive review of major City-owned assets to assess the future of the assets and whether any candidates for disposal and sale emerge for Council consideration.	<p>Create a Council policy to inform the allocation of proceeds from the sale of a major asset</p> <p>Establish a timeline for future reviews of City-owned assets</p> <p>Review two categories of assets:</p> <ul style="list-style-type: none"> <li>• Class A (Vacant Land and Buildings)</li> <li>• Class C (Major Venues, Non-Core Services and Assets)</li> </ul>
"Deep Dive" Reviews	"Deep Dive" Reviews will examine service delivery and opportunities for associated cost savings. Reviews will be prioritized based on a review of baseline information and community perspectives.	<p>Comprehensive review of City of London services to examine the following:</p> <ul style="list-style-type: none"> <li>• Levels of service and possible service level adjustments</li> <li>• Alternative service delivery opportunities</li> <li>• Potential service reductions or eliminations</li> </ul>



FANSHAWE

INNOVATION  
VILLAGE

Fanshawe College President, Peter Devlin  
and Board of Governors Chair, Bruce Babcock



**INNOVATION**  
VILLAGE

June 3, 2019

Mayor and Members of Council  
City of London  
300 Dufferin Ave.  
P.O. Box 5035  
London, ON N6A 4L9

Dear Mayor Holder and Members of City Council:

It gives me great pleasure to submit this application to the City of London in support of plans by Fanshawe College to build Innovation Village (IV) and the i4C Hub. Fanshawe is creating a new kind of community within the London region. A community where the creativity of students, the wisdom of educators and the experience of business mentors converge to advance innovation, create new businesses and jobs and contribute to social development.

This new community supports City Council's Strategic Plan and the federal government's ambitious plan to make Canada a world leader in innovation and entrepreneurship. The Federal Innovation and Skills Plan aims to make Canada a global centre for innovation – one that creates jobs, drives growth across all industries and improves the lives of all Canadians. As the London region works toward this goal, Fanshawe has a role to play and we believe that role is strengthened through the creation of Innovation Village. To make it a reality, Fanshawe requires support from all three levels of government, private gifts through the Fanshawe College Foundation and the Fanshawe Student Union.

The \$58-million renovation to create this revolutionary Hub will take four years, starting in late 2019. The i4C Hub will provide a more dynamic way of learning, to be adaptable and resilient, so that students can spot the opportunities to create jobs that drive growth, improve lives by developing solutions to problems, and creating new prospects for businesses. Innovation starts with the creativity and ingenuity of people, particularly with the right skills and experience to drive cutting-edge innovation giving our country a competitive advantage for its businesses to thrive. Fanshawe does this today, but can do it significantly better through the i4C Hub and by strengthening the College's regional ecosystem of service.

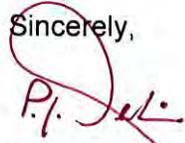
The Hub presents an opportunity to better coordinate our efforts. With the effective operationalization of IV, working with industry, we will embrace emergent technologies, advances in digitization and big data to generate novel solutions, inventions and innovations, and create a strong foundation for commercialization. For students, this will be a game changer, empowering them with future job skills such as the ability to collaborate virtually; adaptive/ divergent thinking; cross-disciplinary intelligence; sense making; new media literacy; cross cultural competency; computational thinking; and social intelligence.

Room H1006  
1001 Fanshawe College Boulevard  
P.O. Box 7005  
London, Ontario N5Y 5R6  
Tel: 519-452-4200  
[fanshawec.ca](http://fanshawec.ca)

Fanshawe has engaged over 70 local community members to discuss the concept of Innovation Village. The feedback overwhelmingly supports the project and the underlying need for stronger industry connections throughout the student's educational journey. Through Innovation Village's coordination, Fanshawe expects to pursue the addition of 500 high-potential companies or industry and social development projects over the first three years of operation. We will do this by working in tandem with economic development organizations; the Small Business Centre; TechAlliance; the CFDC's in Middlesex, Elgin, Huron and Oxford; SONAMI; regional Chambers and many other agencies to enhance the pipeline of business and industry client referrals throughout Southwestern Ontario to use the Hub.

We are excited about this new venture and appreciate your consideration of our application. We look forward to working with you and answering any questions you may have.

Sincerely,



Peter Devlin  
President



April 30, 2019

Mayor and Members of Council  
City of London  
300 Dufferin Ave.  
P.O. Box 5035  
London, ON N6A 4L9

Dear Mayor Holder and Members of City Council:

It gives me great pleasure to provide this letter on behalf of the Board of Governors at Fanshawe College in support of plans to build Innovation Village and the i4C Hub. Innovation Village will strengthen the ecosystem of innovation and provide a new gateway into the College, driving regional collaborations, while helping private and public sector organizations innovate and create jobs for Ontario's economic future. The workplace of the future is evolving rapidly, driven by ultra-highly skilled talent equipped with the latest technology and knowledge. This demands an enhanced approach to education collaborating with industry.

Every effort to assist industries to be more innovative, while being cost efficient, provides an opportunity to create new employment. Fanshawe's vision for Innovation Village is to create a one stop service where we can assist small, medium and large enterprises, entrepreneurs and community organizations in a timely way that supports their needs by working cross-collaboratively with students and faculty. This will provide students with invaluable experience and opportunities to make connections that will create a pathway for building successful careers once they graduate.

The support by business, industry and not-for profit sectors has been tremendous. Thirty letters of support have been received to date. This ecosystem builds on regional assets of the College like the Canadian Centre for Product Validation, the Centre for Research and Innovation, the Centre for Advanced Research and Innovation in Biotechnology and Leap Junction entrepreneurial services. The Hub also demonstrates Fanshawe's commitment to increasing Indigenous student access to higher education and building career aspirations. i4C will contain an Indigenous Spirit room with access to an exterior greenspace and will be the focal point for Indigenous students and communities visiting Fanshawe for experiential learning, social entrepreneurship, and digital learning.

There are many aspects by which Innovation Village will have a positive impact supporting the goal of the City of London's Strategic Plan and the Government of Canada's Innovation and Skills Plan to help Canadian businesses grow, scale-up, innovate and export so they can create good quality jobs and wealth for Canadians. We look forward to a positive response from City Council as we work together toward a prosperous future for all.

Sincerely,

A handwritten signature in black ink that reads "Bruce Babcock".

Bruce Babcock  
Chair, Board of Governors

1001 Fanshawe College Blvd.  
London, Ontario  
N5Y 5R6  
Tel: 519-452-4458  
[fanshawe.ca](http://fanshawe.ca)

Innovation Village  
City of London Application



**INNOVATION**  
VILLAGE



## Capital

**Organization Name:** FANSHAWE COLLEGE OF APPLIED ARTS & TECHNOLOGY

### Organization Description

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**Is the organization acting as a 'Host' organization for a group/organization that is not a registered not-for-profit?**

No

### Organizational Capacity

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**Has the applying organization received funding from the City of London in the past?**

Yes

**Date funding was received**

01/12/2011

**Amount of funding received**

\$29,000,000

**Please provide a brief description about what funding was designated for. Include purchase of service agreements, tax exemptions, etc. if applicable.**



## Capital

Fanshawe's strong presence in downtown London has been a game changer for the College and the City of London, furthering the City's Downtown Master Plan Vision to revive Dundas Street and the continued transformation of the core into a vibrant destination for arts, education, culture, shopping, living, dining and working. In 2014, Fanshawe opened the Centre for Digital and Performance Arts on Dundas Street with 400 students. In 2018, the second building opened across the street as the new home of the College's Schools of Information Technology and Tourism, Hospitality and Culinary Arts bringing an additional 1600 students to the core, completing our downtown campus. This second building is an impressive 114,000 square-foot facility, located at the site of the former Kingsmill's department store and houses more than 25 programs, such as Game Development, Computer Programmer Analyst, Culinary Management, Baking/Pastry Arts Management.

The City of London contributed \$29-million from the Economic Development Grant for both projects, over 15 years. There is \$7.4-million yet to advance. Fanshawe's total project costs for both buildings was \$87-million. This second building is the single largest capital investment the College has undertaken to date. Nods to the Kingsmill's department store are found throughout: yellow brick, manufactured in London, and wood beams from the 1930s provide architectural accents; restored tin ceilings; the Kingsmill's safe remains in the basement; a former elevator cab has been transformed into a fitting room in the Campus Store; and tucked underneath the second floor staircase is the refurbished pneumatic tube system.

**Please provide a brief description of your organization and how your capital funding request will enhance your work. Please make reference, where applicable, to the extent of public use of the facility, hours of operation, fee structure, etc. and whether there are other organizations in London providing a similar service**



## Capital

Fanshawe is a publicly-funded community college with campuses in London, St. Thomas/Elgin, Woodstock, Simcoe/Norfolk with a presence in Huron/Bruce, Stratford and Tillsonburg. It is the 6th largest of 24 Ontario colleges (in terms of enrolment). In recent KPI numbers: 88% of students find jobs within 6 months with a 94% employer satisfaction rate. Fanshawe offers 240 full-time/part-time certificate, diploma, applied degree, collaborative degree/diploma, post-graduate programs, post-secondary programs, apprenticeship training in 20 trades, and skills development programs. In order to meet current and future labour market needs, we have added 56 new programs in the past 5 years and plan to add 8 new programs next year. Fanshawe will undertake a \$58M renovation to create Innovation Village (IV) which includes the i4C Hub-a physical and virtual infrastructure, offering a one stop service. The 4-year build, centrally located at the London Oxford Street campus, will be a new gateway into the College, supporting a vibrant ecosystem driving regional collaborations, while helping private/public sector organizations innovate and create jobs for Ontario's economic future. The workplace of the future is evolving rapidly, driven by ultra-high-skilled talent who are equipped with the latest technology and knowledge. This workplace demands an enhanced approach to education collaborating with industry. Students and professors work on projects 12 months of the year. With the i4C Hub, Fanshawe will be able to do it better, with more ease, and timely response to business and industry, strengthening our regional ecosystem of service. The 66,000 sq. ft. renovation includes maker spaces, high performance learning labs, cutting-edge equipment, collaboration stations, specialized training and research expertise. At the Hub, students, faculty and companies will access the tools, skills and resources required to solve real problems facing industry partners. There are no user fees. There is no similar service in the community, instead, IV's team will coordinate leads/referrals and outreach efforts to optimize Fanshawe services to SMEs and entrepreneurs. i4C provides experiential learning activities so students will be job-ready, think critically, question the obvious, challenge the status quo, adapt, resolve complex problems in unique ways, culturally aware, and pursue consultative approaches.

### Organization Revenue Details



## Capital

### Funders

	2019	2020 Proposed
Government (City of London)	\$46,000.00	\$46,000.00
Government (Provincial)	\$100,770,000.00	\$95,548,000.00
Government (National)	\$1,337,000.00	\$989,000.00
United Way	\$0.00	\$0.00
London Community Foundation	\$0.00	\$0.00
Ontario Trillium Foundation	\$0.00	\$0.00
Total	\$102,153,000.00	\$96,583,000.00

### Other Funders

Funder	2019	2020 Proposed
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### Revenue Sources

	2019	2020 Proposed
Corporate Sponsorship	\$0.00	\$0.00
Fundraising	\$20,000.00	\$17,000.00
Participant / program fees	\$0.00	\$0.00
Donations	\$609,000.00	\$466,000.00
Total	\$629,000.00	\$483,000.00

### Other Revenue Sources

Revenue Source	2019	2020 Proposed
Participant/program fees - students (This includes tuition, ancillary revenue, program specific fees).	\$202,024,000.00	\$211,448,000.00
Participant/program fees - Corporate (This includes contract services or corporate training type revenue).	\$3,028,000.00	\$3,683,000.00
Investments	\$5,248,000.00	\$3,598,000.00
Other	\$19,112,000.00	\$15,457,000.00
	\$229,412,000.00	\$234,186,000.00

### Total Organization Revenue

	2019	2020 Proposed
Total	\$332,194,000.00	\$331,252,000.00



## Funding Alignment

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**Which Strategic Area of Focus and related Outcomes does the proposed funded project align with? Select one Strategic Area of Focus**

Growing our Economy

### **Growing our Economy - Outcomes**

Select up to two outcomes

London will develop a top quality workforce, London creates a supportive environment where entrepreneurs, businesses, and talent can thrive

### **London will develop a top quality workforce (Expected Results)**

Select 1 -2 Expected Results for the selected Outcomes

Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies, Increase access employers have to the talent they require

### **London creates a supportive environment where entrepreneurs, businesses and talent can thrive (Expected Results)**

Select 1 -2 Expected Results for the selected Outcomes

Increase access to supports for entrepreneurs, small businesses and community economic development

**Describe how the project will advance the above selected Strategic Area of Focus and Outcomes. Identify what your organization is doing in reference to the Strategic Plan and how your organization will accomplish this. Please make reference to relevant community plans in your response**



## Capital

The overarching goal of the Government of Canada's Innovation and Skills Plan is to help Canadian businesses grow, scale-up, innovate and export so they can create good quality jobs and wealth for Canadians. This is consistent with the City of London Strategic Plan to develop a top quality workforce; to be a leader in Ontario to attract new jobs, and to create an environment where entrepreneurs, businesses and talent can thrive. Innovation starts with the creativity/ingenuity of people, with the right skills/experience to drive cutting-edge innovation giving our country a competitive advantage for businesses to thrive. This is what Fanshawe does best, but can do it better, with more ease, and timely response. Innovation Village and i4C will be a conduit for R&D, innovation, job growth supporting industry, scale-ups and entrepreneurs by coordinating access to students, technology, equipment, knowledge, training and testing. 500 high-potential companies or contact leads will be pursued over the first three years of the i4C Hub. Fanshawe's client referral pipeline will be augmented, working in tandem with economic development agencies, Small Business Centre, TechAlliance, Chambers. Aggressive targets are set for increased business/industry/rural project collaborations across all faculties, through CCPV and the Centre for Applied Research in Innovation in Biotechnology. The focus is on scale-ups/new business in food/beverage production & processing, health probiotics, digital, defence, IT solutions, automotive to name a few. The Centre for Research and Innovation and LEAP Junction will also provide a broader range of innovation services, training/mentorship/support to access funding for early-stage entrepreneurs, product development and creation/maintenance of jobs. LEAP also joins a city-wide social media entrepreneurship awareness initiative #LondonCAN that reaches out to start-ups/potential entrepreneurs in the region, rural and Indigenous sectors directing them to [www.findyouranswers.biz](http://www.findyouranswers.biz). IV also supports projects through City Studio, spearheaded by Pillar NonProfit and City of London, matching community/business needs with educational institutions, undertaking collaborations. CEO of rTraction, David Billson says, "We are excited about Fanshawe's commitment to enhance innovative practices...where the creativity of students, the wisdom of educators and community partners converge to realize potential, solve real problems, and help to grow our economy and society."

## Community Impact

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**What is your organization's engagement process for goal setting and strategic planning? Please describe how London residents are actively engaged in setting your organization's direction**



## Capital

Fanshawe's Board of Governors approved a Vision and Mission for the College in May 2013 as follows: Vision: Unlocking Potential. Mission: Provide pathways to success, an exceptional learning experience, and a global outlook to meet student and employer needs. The Vision is a powerful picture of what the College can and should be a decade from now. The Mission is the path that directs the College towards the Vision and is often considered to be a five to ten year journey. Fanshawe's Mission builds upon the provision of an exceptional learning experience, emphasizing the importance of enabling student education and labour market pathways to emerge, while recognizing the work is global and so too then must be the reach and influence. The strategic goals for 2017-2020 are: enhance innovative practices for exceptional student learning; manage enrolment growth; optimize use of resources; and build sustainable sources of alternative revenue. In October 2018, a special Board task force conducted a comprehensive review of all strategic documents which ensured Fanshawe's vision and mission remain relevant despite the changing environment and continue to guide the College in the right direction.

The College engages with all administrative teams yearly to review the strategic direction and ensure it is built into the day to day offerings to students, faculty and staff. The College utilizes 750 volunteers with relevant industry/community experience through 125 Program Advisory Committees that meet regularly, identifying skill sets that will be in short supply in the labour market that hinder innovation and growth.

## Community Partnerships

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**Please describe relevant partnerships your organization has in the community that will help to ensure the success of your project. This includes how your organization makes decisions and collaborates with other organizations in the community. Relevant Partnerships are anchor institutions that your organization works with in the community and are indicative of a high level, strategic partnership**



## Capital

College decisions regarding its Mission, Vision, compliance with Ends policies, and 'material' capital commitments are made by Fanshawe's Board of Governors based on research, advice, recommendations provided by the President/Vice-Presidents. Day-to-day executive decision-making is provided by the President/Vice-Presidents, Fanshawe's Senior Leadership Council, Academic Council. In undertaking large capital projects, the College always endeavors to leverage partner contributions alongside its own commitment of working capital. Recent examples of this approach include both downtown campus buildings. Also, 34 letters of support have been received from businesses/industries, entrepreneurs, economic development groups, chambers and over 70 individuals have been consulted to support Innovation Village's mandate. Here is a sample: London Chamber CEO Gerry Macartney notes "the hub will offer a significant competitive advantage by allowing companies to connect directly with students and benefit from Fanshawe's expertise." LEDC, CEO Kapil Lakhota believes, "working with Fanshawe will allow us to better direct prospective/current companies who have problems to solve, or opportunities to explore". TechAlliance President Marilyn Sinclair believes IV will, "build broader and stronger relationships with the tech community." The CFDCs in Elgin, Middlesex, Oxford, Huron are supportive. GM of Huron's Community Futures, Paul Nichol says, "Rest assured, we will be pleased to refer our clients." Allan Simm, GM of the Oxford CFDC concurs, "We look forward to collaborating on this project." Jason Bates, GM of Excellence in Manufacturing Consortium London/Oxford/Elgin Region says, "As EMC member companies develop new materials/products, having a main point of contact will make it more efficient and timelier to work together."

### **Does your organization engage in any organizational partnerships for cost sharing? If so, please explain**

As described in various sections of this application, Fanshawe College commits to providing up-front financing from its current working capital for the renovation and build of Innovation Village, believing it has a strong case for government support. Grants will be sought from FedDev Ontario, the Province of Ontario, the City of London, the Fanshawe Student Union and Fanshawe Foundation for support in off-setting the cost and ensuring the time line to build is maintained and all phases are completed to be fully operational by 2023. Also, Fanshawe will have both in-kind support from partners that will use the Hub as well as access to federal and provincial grants that are available through the Centre for Research and Innovation to support industry partnerships for research projects, the use of LEAP Junction entrepreneurial office, the Centre for Applied Research and Innovation in Biotechnology and CCPV which are all key partners at i4C and this ecosystem. One example of that is from SONAMI, the Southern Ontario Network for Advanced Manufacturing Innovation, which will be a significant financial partner providing matching dollars to prospective clients. Krystyn Keir, SONAMI Project Manager. says, "The timing is perfect for your renovation project, as it will play a pivotal role as part of the ecosystem to connect more companies and industries through the Centre for Research and Innovation and CCPV."

### **Has this capital project previously received a City of London grant?**

No



## Capital

**How many staff does your organization have?**

**# of Full-time Staff:** 1296

**# of Part-time Staff:** 1863

**# of Volunteers:** 750

**Is this a volunteer-run organization (no paid staff)?**

**# of Volunteers:** 0

## Sustainability

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**Considering this is a one time grant, please select all that apply in relation to your sustainability plan for financing your capital project**

Diversify funding sources, Leverage funding from other sources, Shared Space, Resources and/or Community Partnerships, Social Enterprise, Foundation and/or Endowment Fund, Other

**Please provide an explanation for the selections made above. Make reference to your organization's fundraising capabilities and support from the private sector**



## Capital

The College has a strong history of fundraising from government, industry, and private donors to optimize capitalization and mitigate risk. Recent examples of this approach are highlighted by the financing structures for both downtown buildings. Also, Fanshawe has a well-matured Foundation which plays a critical role in soliciting private donorship. Foundation contributions toward large capital projects typically account for 5 -10% of total financing. Our College's Government Relations group is very successful in securing government grants through compelling proposal writing and a proven track record of strong grant stewardship. For Innovation Village, the lead financial partner will be FedDev Ontario. An application was submitted on May 5th. Fanshawe believes this project is exceptional, transforming how it supports technology, knowledge advancements, responsiveness to industry needs, business productivity, skills improvement for students, cutting-edge solutions while providing a vital link in the regional ecosystem of innovation. Fanshawe will seek funding from the Province of Ontario and City of London through their budget processes; the private sector through Fanshawe's Foundation; and the Fanshawe Student Union. The funding request from the City would be spread over four years, from 2020 - 2023, creating 35-40 construction jobs in Phase 1, 65-70 in Phase 2, 45-50 in Phase 3. Fanshawe commits to providing up-front financing from its current working capital to build Innovation Village. Grant approval from all government sources/other funders will assist in off-setting the cost and ensuring the time line to build is maintained and all phases are completed. Fanshawe was deliberate and strategic in determining the nature of the project and is investing \$25+ million of its own resources, and commits to ensuring the sustainability/accountability of the facility, including base funding within its budget to cover the operating costs. The College's Operating Revenue sources are government grants, enrolment revenue, ancillary revenue, amortization of deferred capital contributions, grants from the Provincial/Federal governments such as base operating grants, government sponsored programs and special purpose grants. Enrolment revenue includes all fees collected from students such as tuition, related ancillary fees, ancillary revenue from the College Bookstore, Parking, Student Residences, the Canadian Centre for Product Validation.

**Full-Time permanent:** 8

**Part-Time permanent:** 0

**Temporary (construction):** 70

## Project Budget

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### Name of Project

Innovation Village

### Budget Details Table



### Project Schedule

	Year
Design	2019-2020
Prop. Acquisition	NA
Construction	2020-2023 (Three phases)

### Cash Flow

Year	Amount
2019-2020	\$7,000,000.00
2020-2021	\$15,000,000.00
2021-2022	\$20,000,000.00
2022-2023	\$16,000,000.00
	<b>\$58,000,000.00</b>

### Expenses and Funding

#### Land

Description	All Project Costs	City of London Funding Request	Confirmed Revenue Amount	Pending Revenue Amount
NA - Fanshawe owns the site	\$0.00	\$0.00	\$0.00	\$0.00
	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

#### Building

Description	All Project Costs	City of London Funding Request	Confirmed Revenue Amount	Pending Revenue Amount
NA - renovation of existing building	\$0.00	\$0.00	\$0.00	\$0.00
	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

#### Construction

Description	All Project Costs	City of London Funding Request	Confirmed Revenue Amount	Pending Revenue Amount
Total construction to take place over three phases (2020-2023) Includes City of London grant (1st installment - 2020)	\$35,400,000.00	\$750,000.00	\$0.00	\$0.00



## Capital

City of London grant (2nd installment - 2021)	\$0.00	\$750,000.00	\$0.00	\$0.00
City of London grant (3rd installment - 2022)	\$0.00	\$750,000.00	\$0.00	\$0.00
City of London grant (4th installment - 2023)	\$0.00	\$750,000.00	\$0.00	\$0.00
Furniture, Furnishings and Office Equipment	\$2,600,000.00	\$0.00	\$0.00	\$0.00
Specialty Audio/Video Equipment	\$2,500,000.00	\$0.00	\$0.00	\$0.00
Testing Equipment	\$1,350,000.00	\$0.00	\$0.00	\$0.00
Other Eligible Costs	\$1,100,000.00	\$0.00	\$0.00	\$0.00
	<b>\$42,950,000.00</b>	<b>\$3,000,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

## Engineering

Description	All Project Costs	Confirmed Revenue Amount	Pending Revenue Amount
Fees and Disbursements (includes construction manager, consultants, architects, engineering, commissioning, acoustics, geotech. environmental, permits, legal fees)	\$5,800,000.00	\$0.00	\$0.00
Other Labour Costs	\$1,650,000.00	\$0.00	\$0.00
	<b>\$7,450,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

## Contingency

Description	All Project Costs	Confirmed Revenue Amount	Pending Revenue Amount
The Project Contingency excludes the design, construction and escalation (to time of tender) contingencies, which are included in the construction costs above and are typical for a construction project at this stage of project development.	\$5,800,000.00	\$0.00	\$0.00
HST (net rebates)	\$1,800,000.00	\$0.00	\$0.00
	<b>\$7,600,000.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

## Other

Description (Revenue Sources)	All Project Costs	Confirmed Revenue Amount	Pending Revenue Amount
FedDev Ontario	\$0.00	\$0.00	\$15,000,000.00
Province of Ontario	\$0.00	\$0.00	\$9,500,000.00
City of London	\$0.00	\$0.00	\$3,000,000.00
Fanshawe Student Union	\$0.00	\$2,500,000.00	\$0.00
Fanshawe Foundation	\$0.00	\$2,500,000.00	\$0.00



# Capital

Fanshawe College	\$0.00	\$25,500,000.00	\$0.00
	\$0.00	\$30,500,000.00	\$27,500,000.00

## Grand Total

	All Project Costs	City of London Funding Request	Confirmed Revenue Amount	Pending Revenue Amount
Total	\$58,000,000.00	\$3,000,000.00	\$30,500,000.00	\$27,500,000.00

## Site Details

### State who will own the land, buildings and capital renovations which are the subject of this proposal

Fanshawe College was established under the Colleges of Applied Arts and Technology Act (2002) as a corporation without share capital and is considered a Crown Agent of the Government of Ontario. Fanshawe College is governed by a Board of Governors and policy directives issued by the Minister of Training, Colleges and Universities are binding upon the college as prescribed in the Colleges of Applied Arts and Technology Act (2002). Fanshawe College will undertake the renovation at its London Oxford Street campus which it owns and operates. Attached under the Supporting Documents section, you will find two letters of support: one by Fanshawe College Board of Governors Chair Bruce Babcock, on behalf of the Board, authorizing and supporting Innovation Village; the second is from Fanshawe President Peter Devlin, citing support on behalf of the College for Innovation Village. President Devlin is charged with the responsibility and accountability of operating Fanshawe.

### If the applicant(s) is/are not the owner(s) of the site, has the owner's written approval been obtained? If yes, please attach copy of written approval

NA

### If the site is leased, briefly state the terms and duration of the lease ie: how long have you been in the facility, how long do you anticipate remaining. Attach a copy of the lease

The building is owned by Fanshawe College.

### Is this project tendered or open to competitive bidding by two or more parties

Yes

### How and where will your tender be advertised



Fanshawe went through a trade compliant competitive process to establish a Vendor of Record (VOR) list of construction firms. The VOR was advertised on MERX site for a period of 29 days starting Dec. 20, 2018. After the VOR list was awarded, the Construction Management Request for Proposal for the Innovation Village i4C Hub Project was sent to an already established VOR list of construction management firms. The VOR list for that category had six firms, all of whom Fanshawe individually invited to bid using a software application called Bonfire. The Innovation Village project will be implemented utilizing the Construction Management at Risk (CMaR) method of project delivery. Once the Construction Manager (CM) is engaged and construction documents are prepared by the consultants, the CM issues bid packages for the various elements/sub-trades for each phase of the project. Also, typical construction procurement processes include advertising through the local construction association.

## Supporting Documents

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### Financial statements (audited if available)

**Fanshawe\_College\_Financial\_Statements\_2016-2017.pdf**

301.2 KB - 08/05/2019 1:32pm

**Fanshawe\_College\_Financial\_Statements\_\_2017-2018.pdf**

171.7 KB - 08/05/2019 1:33pm

Total Files: 2

### Organizational Strategic plan

**Fanshawe\_College\_President\_Letter\_of\_Support\_-\_Innovation\_Village.pdf**

710 KB - 03/06/2019 3:57pm

**Fanshawe\_College\_Strategic\_Plan.pdf**

5 MB - 08/05/2019 1:33pm

Total Files: 2

### Insurance certificate



## Capital

### **Fanshawe\_College\_-\_City\_of\_London\_Insurance\_letter\_May\_2019.pdf**

98.3 KB - 13/05/2019 2:11pm

Total Files: 1

### Current Board of Directors List

### **Fanshawe\_Board\_of\_Governors\_Letter\_of\_Support.pdf**

429 KB - 29/05/2019 2:20pm

### **Fanshawe\_College\_BoG\_List\_2018-19.pdf**

13.8 KB - 08/05/2019 1:34pm

Total Files: 2

### Minutes of most recent AGM

### **Fanshawe\_College\_BoG\_recent\_Meeting\_Minutes\_2019\_03\_28.pdf**

95.7 KB - 08/05/2019 1:34pm

Total Files: 1

Written permission from the owner(s) of the site (if applicable)

Copy of lease (if applicable)

Anticipated operating costs

### **Innovation\_Village\_-\_Letter\_confirming\_self\_supporting\_operating\_costs.pdf**

382.5 KB - 23/05/2019 10:11am

Total Files: 1

# Innovation Village Renderings and Designs



**INNOVATION**  
VILLAGE



ARCHITECTURE **COUNSEL**



ARCHITECTURE **COUNSEL**



ARCHITECTURE COUNSEL

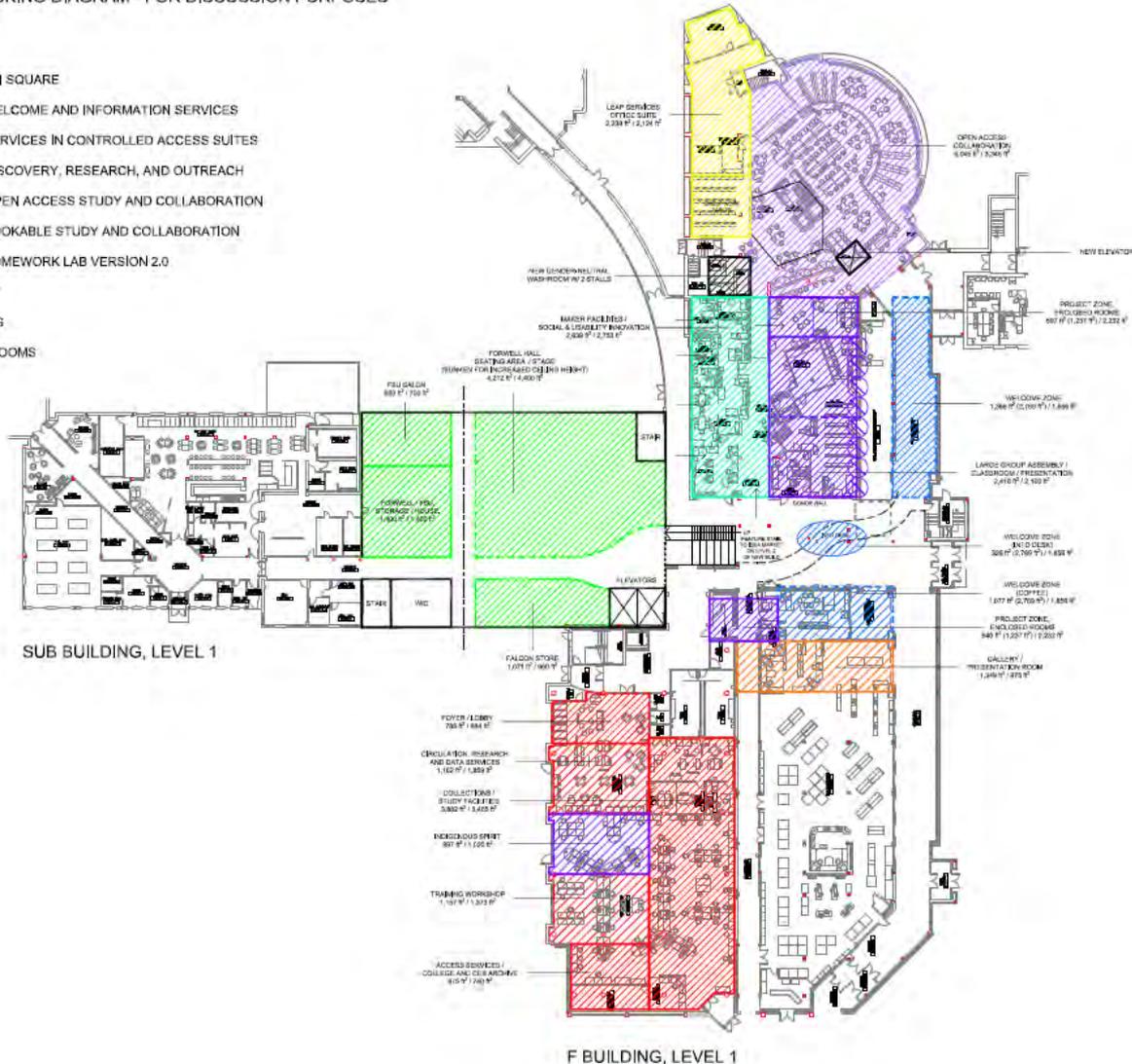


ARCHITECTURE **COUNSEL**

**FANSHAW INNOVATION VILLAGE HUB**  
**BLOCKING & STACKING DIAGRAM - FOR DISCUSSION PURPOSES**  
 JANUARY 8, 2019

**L BUILDING, LEVEL 1**

- INFORMATION SQUARE
- IC PART A: WELCOME AND INFORMATION SERVICES
- IC PART B: SERVICES IN CONTROLLED ACCESS SUITES
- IC PART C: DISCOVERY, RESEARCH, AND OUTREACH
- IC PART D: OPEN ACCESS STUDY AND COLLABORATION
- IC PART E: BOOKABLE STUDY AND COLLABORATION
- IC PART F: HOMEWORK LAB VERSION 2.0
- IDEA MARKET
- SUB BUILDING
- NEW CLASSROOMS



**First Level Key Plan-19 01 08**



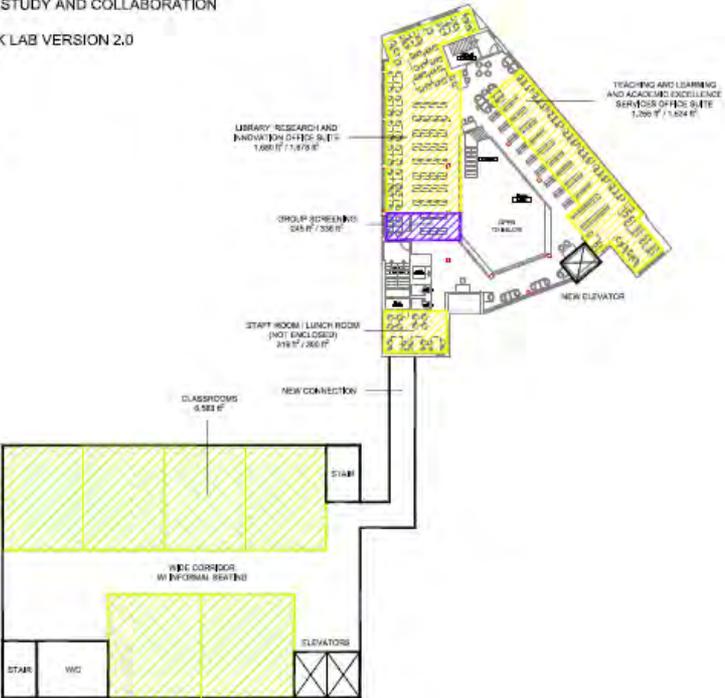
**INNOVATION VILLAGE**



**FANSHAW INNOVATION VILLAGE HUB**  
 BLOCKING & STACKING DIAGRAM - FOR DISCUSSION PURPOSES  
 JANUARY 8, 2019

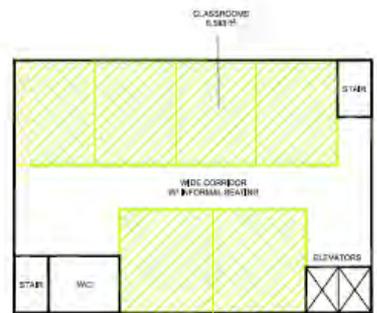
- INFORMATION SQUARE
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- IC PART D: OPEN ACCESS STUDY AND COLLABORATION
- IC PART E: BOOKABLE STUDY AND COLLABORATION
- IC PART F: HOMEWORK LAB VERSION 2.0
- IDEA MARKET
- SUB BUILDING
- NEW CLASSROOMS

L BUILDING, LEVEL 3



NEW BUILD, LEVEL 3  
 (TYPICAL LAYOUT FOR LEVELS 3 AND 4)

**Third & Fourth Levels Key Plan-19 01 08**



NEW BUILD, LEVEL 4

Fanshawe College Innovation in Action



**INNOVATION**  
VILLAGE



**FANSHAWE**

Centre for Research  
& Innovation



**PARTNERS**  
in Innovation

# DIGITAL CREATIVE



*Left:  
Chair, School of Information  
Technology Jim Edwards and  
Mark Mikulec with HoloLens*

## Mikutech and Fanshawe join forces on War Room AR

Inspired by Canada's significant contribution to World War One and the Battle of Vimy Ridge, London-based game development studio Mikutech is partnering with Fanshawe College's School of Information Technology to create an authentic, virtual battlefield experience using cutting-edge technologies.

Mikutech's gaming division, Joydrop, is an official developer for Microsoft's HoloLens - a headset that blends virtual reality (VR) with augmented reality (AR) to form a new medium called mixed reality (MR). To put the technology in perspective, players are already accustomed to VR creating an artificial environment. Now, MR is integrating digital information into the user's own space in real time.

Using the HoloLens headset, Joydrop's new prototype - called War Room AR - enables players to generate terrain and digitally-produced military units onto a battlefield in any room. Simply by using the topography of a sofa, table or other furniture, infinite gameplay configurations are possible.

Assisting research costs, the concept garnered a \$25,000 ENGAGE grant from the Natural Sciences and Engineering Research Council of Canada (NSERC). Facilitated by Fanshawe's Centre for Research and Innovation, the NSERC-supported phase of the project is now successfully completed and Mikutech is seeking a commercial partner to help complete development of War Room AR.

## Embracing Google Analytics

Innovative professor Liz Gray (left) considers the intuitive Google Analytics platform an amazing digital marketing measurement tool for business research. Seeing great potential in sharing the platform, Gray has collaborated with Liana Louzon (right) of Rocking Vibe Jewelry and 80+ companies willing to share their data, so students may learn. Gray also encouraged more than 170 savvy student teams to join the Google Online Marketing Challenge with huge success. Google acknowledged Fanshawe's outstanding record in these international digital competitions using Google AdWords and Google+ and continues to partner with the Kinlin Business School Community Consultants in a pilot program matching student groups with businesses and nonprofits.



# DIGITAL CREATIVE

## Rethinking education through applied collaborative technology research

With a goal to bring real-world, technology-based projects into its Interactive Media cluster of programs, Fanshawe has launched an innovative research initiative called REACTR. Supported by the College's School of Contemporary Media and Centre for Research and Innovation, REACTR stands for Rethinking Education through Applied Collaborative Technology Research and operates as an applied research and media consultancy team for industry partners.

These project-based activities emerged when faculty began inviting companies in the greater London region to bring technological challenges forward, as a means of enhancing the student learning experience with actual business problems to solve, as a component of the coursework. Among the many companies liaising with REACTR is J/E Bearing and Machine Ltd., which manufactures a wide variety of custom metal machine parts, using state-of-the-art tools and production facilities.



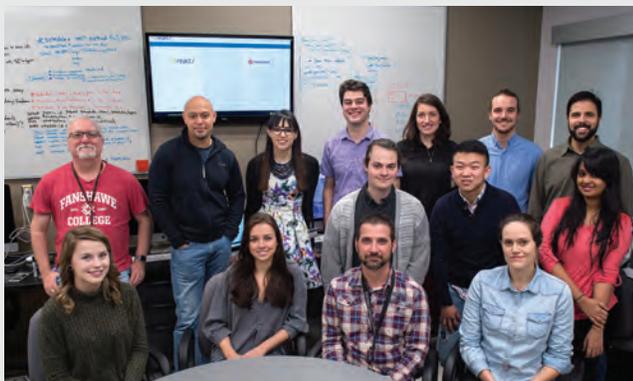
*Student researchers work to digitize training materials for J/E Bearing.*

Always honing workplace productivity, J/E owners asked REACTR to digitize printed training materials and job information, so operators could access details immediately, and supervisors could more readily respond to job-specific issues. Applying their technical expertise, the student team successfully developed a web-based information framework to enable operators to access all needed material via a web application running on Android tablets - without the need to leave their workstations.

## REACTR

About REACTR: REACTR is the applied research and media consultancy initiatives within the Interactive Media cluster of programs at Fanshawe College. The project-based activities that became REACTR emerged from curriculum initiatives in the Interactive Media program cluster that began in 2007. Interactive Media Faculty began to collaborate with companies in the London and Southwestern Ontario region to bring real-world, technology-based projects into coursework to enhance the experience for students in our programs.

Involving student teams as the core of these collaborative projects had significant educational benefits: The students had to work in teams with defined roles, and so find ways to make that work as effectively as possible. The technical and design demands of collaborative projects went significantly beyond the expectations within any single course or assignment, requiring independent research and problem-solving by the student teams. The students in general pushed themselves to excel in ways that we did not always observe in the classroom.



The response of student teams who participated in these projects was almost unanimously positive; some identified these projects as being one of the most significant learning experiences in their time at college. REACTR has collaborated on over 35 student-driven projects with over 100 students.



## Ryan Kelly – Ascend Application

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Ryan was a student in the Computer Programmer analyst Program at Fanshawe College. Ryan grew up learning to code, when he was young, he had a friend with accessibility requirements which opened his eyes to how inaccessible the world really is. With this in mind he has developed an application which makes websites and the online world more accessible with just one line of code. Ryan has been through LeapIN Summer Incubator, the Western Accelerator and recently formally launched his company at Fanshawe College.



## Kelvin Van Ryn – The Fritter Shop

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Kelvin came to Leap Junction as a graduate of the Business Marketing program with a desire to grow his family business. Kelvin's family has run a successful Dutch bakery in St. Thomas for years but Kelvin noticed that their most successful sales were of his family's secret fritter recipe. With the help of Leap Junction, Kelvin formed the Fritter Shop, an off-shoot of the family business which makes exclusively fritters in over 12 flavours and sells to businesses for catering and to consumers directly at the Western Fair Market. More information can be found at [www.thefrittershop.com](http://www.thefrittershop.com)



## Nicole Snobelen – Evelynn by Nicole Snobelen

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Nicole was a graduate of the Fashion Design program at Fanshawe College when she decided to start her own clothing line and charity. Nicole designs and locally makes dresses, robes, and accessories for women through her company, Evelynn by Nicole Snobelen. Additionally, Nicole has started a charity; the Abby Fund which makes dresses and capes for sick children undergoing treatment at London Health Sciences Centre. Through Leap Junction, Nicole was able to participate in LeapIN, our 9-week summer incubator program where she honed her business skills including sales, marketing, business planning, and financial organization. [www.evelynnbns.ca](http://www.evelynnbns.ca)



## Lisa Dawson – Four Elks

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Lisa Dawson is a graduate of the Fashion Design Program at Fanshawe College. Lisa loves the outdoors and outdoor lifestyle and has a passion for sustainability! Lisa came to Leap Junction in 2017 and was part of the first LeapIN cohort where she worked on your business, Four Elks for the summer. Four Elks is a fashion and apparel line which uses sustainable products such as recycled bullet casing, soy, and bamboo fabric in their designs. Lisa can be found at the Western Fair Market and online at <https://www.foureelks.ca/>



## **Mik Stev - Flourish and Grow**

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My name is Mik! I am a Mi'kmaq artist and entrepreneur. I've loved making art of all kinds my whole life and have always been inspired by the Earth and the beauty that it creates around us every day. I love making things with my hands and learning and incorporating different mediums into my projects and business. After a concussion in Spring of 2018 I was unable to work for a period of time. I was inspired to push myself back into my passion of entrepreneurship and combine it with my love of making art and working within the small business community.



## **Alex Leonard - Alex Leonard Media**

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I am a muralist, painter, graphic novel designer, collage artist, video producer, drone flyer, marketer, and radio broadcaster.



## **A. Kelly Scott - Spunky**

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I am a financial executive who leads by communicating future visions, building critical networks and motivating customer-focused service delivery. During a recent sabbatical I focused on an early love (creating garments), and was inspired to undertake a new focus and a more entrepreneurial approach. I invest much of my personal time in gardening, cooking, puzzles, elder care and exercise (which I loathe, but do because I think it will help me live stronger, longer).



## **Nico Rivera - International Stars Sports Group**

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I am the President and Founder of International Stars Sports Group, the first soccer agency in London, Ontario. I aim to grow the beautiful game in Canada and abroad by promoting talented and dedicated players worldwide. I have a deep passion for the sport as I am also a coach, player and referee.

# HEALTH INNOVATION



*Elizabeth Lorusso works to reduce radiation dose levels in x-rays.*

## Fanshawe on world stage with progressive x-ray research

As a researcher and professor with the Fanshawe College School of Health Sciences, Elizabeth Lorusso is internationally recognized for her collaborative work on reducing radiation dose levels in x-rays.

Embracing the ALARA principle - an acronym for keeping radiation exposure “as low as reasonably achievable” for needed results - Lorusso’s research shows that advanced digital imaging technology no longer requires the same quantity of radiation as film-based x-ray images. Collaborating with colleagues at London Health Sciences Centre (LHSC) and Western University to complete the

study, Lorusso shared her findings with the Canadian Association of Medical Radiation Technologists, the American Association of Educators in Radiologic Sciences and the International Society of Radiographers and Radiological Technologists World Congress in Seoul, Korea.

Lorusso’s work is published in the Journal of Medical Imaging and Radiation Sciences and she continues to make collaborative connections across North America. She is a popular, global presenter on this topic - most recently invited to speak at a radiology conference in Vietnam. Lorusso is the proud recipient of a Fanshawe Distinguished Alumni Award, the 2017 Practitioner of the Year Award by the Ontario Association of Medical Radiation Technologists, the LHSC Scholarly Award and the Chair’s Award of Inspiration at Western’s Imaging Discovery Days.

## Responding to a community need

Thanks to a two-year, \$240,000 grant from the Social Sciences and Humanities Research Council of Canada, researcher Jodi Hall is continuing to address the social needs of marginalized women. Hall’s research builds on an earlier needs assessment through SafeSpace London - a drop-in centre for women in crisis. Now, with support from a community working group, and again liaising with participants at SafeSpace, Hall is researching “Women’s Empowerment through Collaborative Learning in Community (WeClic): A Transliteracy Project to Enhance Social Inclusion and Occupational Possibilities for Marginalized Women.” This project investigates how computer access and information literacy can help sex workers gain independence and connect with family and other vital supports.

*Right: Researcher Jodi Hall presenting WeClic at Research and Innovation Day*



*Left: Art Exhibit examining marginalized women’s experiences and perceptions of digital technology.*

# HEALTH INNOVATION



*Fanshawe researcher Carmen Hall and Hutton House ED Jeanette Dutot*

## Enhancing social inclusion for those living with autism spectrum disorder

Working together with compassion and optimism, Fanshawe's School of Community Studies and Hutton House, which supports people with disabilities, are collaborating on a year-long Skills 4 Life learning program for adults living with autism spectrum disorder (ASD).

Working together, Autism and Behavioural Science researcher Carmen Hall, Hutton House executive director Jeanette Dutot and their teams are pursuing scientific methods of interaction to positively influence potential for enhanced inclusion in society. Reaching beyond recreation and general life skills offered to adults with autism and other intellectual disabilities, Skills 4 Life is designed to teach participants through Applied Behaviour Analysis, which increases one's ability to interact with others

and gain a sense of belonging. This science is widely implemented through the Ontario Autism Program for children up to age 18, and Hall sees benefit for adults too.

Through applied strategies and differentiated instruction, ASD participants can learn to set a table using a placemat with drawings of utensils, sort laundry loads by matching a picture with an object and use a debit card or ride the bus solo. These positive outcomes increase independence and self-esteem, and enable some participants to secure employment, thus providing significant reason and rationale for future government funding to sustain the program.

# AGRI-SCIENCE

## Healing honey having sweet success in research with beekeepers and techies

Most people appreciate honey bees as a crucial part of our global eco-system, since they are responsible for the pollination and reproduction of 70% of agricultural products worldwide. Now, researchers at Fanshawe College are discovering these “busy bees” are contributing even more to society.

Embracing a popular trend towards natural remedies, and furthering evidence that honey holds health benefits for different wound treatments - from burns and infections to diabetic ulcers and flesh-eating disease, researchers Cheryl Ketola and Michael Jennings with Fanshawe’s School for Applied Science and Technology are examining the healing effect of honey. Working in partnership with the Ontario Beekeepers’ Association, the duo is collecting and analyzing honey samples from more than 50 apiaries across the province.

This project is funded through a \$25,000 Natural Sciences and Engineering Research Council of Canada (NSERC) Engage Grant to Fanshawe’s Centre for Research and Innovation, and reinforces similar research underway at the Institute of Technology in Sligo, Ireland. The Irish research team confirms the efficacy of honey. Jennings and Ketola are also collaborating with London company iB4e Technologies Inc. to record the sample studies in a specialized database to further share information with fellow researchers, beekeepers and other stakeholders.



*A team of dedicated honey researchers examines the medicinal components of Ontario honey.*

## Heritage grains making a resurgence thanks to Fanshawe research

With a growing prevalence of dietary restrictions in today’s society, many food production companies are increasingly seeking alternatives to genetically modified grains. As such, Fanshawe’s Centre for Research and Innovation and its School of Tourism, Hospitality and Culinary Arts have collaborated to determine the viability of certain heritage grains for the Canadian market.

Looking specifically at einkorn and spelt, a five-month research project funded through a \$22,000 Natural Sciences and Engineering Research Council of Canada ENGAGE grant was undertaken to develop and test commercialized sourdough bread utilizing these heritage grains. For the project, faculty researcher Josie Pontarelli and then-student Richard Placzek worked together to identify the most efficient preparation methods, optimal storage process, highest quality recipes and nutritional breakdown of the grains.

At the project’s culmination, the research team presented results to industry partner, Roger Rivest Marketing Limited, an organic grain marketing company, which is now using the results to help determine the cost and benefit of promoting einkorn and spelt to Canadian growers and producers. In doing so, innovative bakers, like Placzek of Whole Grain Hearth Bakery, are successfully reviving centuries-old heritage grains and in-house flour milling to produce delectable, digestible and nutritious breads and treats.



*Fanshawe grad, Richard Placzek, shows off his Whole Grain Hearth Bakery.*

# AGRI-SCIENCE



## Booch ancient elixir heals gut disturbances

The process of digestion and absorption is among the most important to our health. Hippocrates, the father of modern medicine, made this statement over 2000 years ago and Shannon Kamins, founder of Booch Organic Kombucha, considers it truer today than ever before.

Believing fermented beverages are the basis for vibrant living, Booch offers this ancient elixir of yesteryear to heal gut issues, one bottle at a time. Kombucha is a naturally carbonated beverage made by fermenting black, green or white tea and sugar, with a culture of bacteria and yeast (SCOBY). As with all fermented foods, a trace amount of alcohol can be present in kombucha, and there is no accurate method currently available on the market to measure its content during the brewing process.

In response, Booch has identified a potential new product - a kombucha ethanol content measurement kit, which would consist of a detailed protocol outlining a proven method. To explore this potential new product, Booch is collaborating with researcher Karen Buchholz with Fanshawe's School of Applied Science and Technology and a student research assistant to develop and compare three different methods. The results of the project will assist Booch in expanding its market and ensuring safe kombucha products for all ages and potentially new industry standards in the accurate measurement of ethanol in kombucha.

## Instilling confidence through firsthand research

Working alongside her professor on the Booch research project, Chemistry Laboratory Technology student Trisha Tran gained understanding far beyond regular class work, and a greater appreciation for dedicated Fanshawe faculty.

*“Experiencing the intricacies of an engaged teacher and an innovative industry partner, while transitioning a research method from the lab into a busy processing environment was amazing!”*

Also, seeing the business side of the project provided Tran with insight into how proven methods are communicated and utilized outside of education, “To have an opportunity to work on a real-life project that met its established research goals gave me confidence I would not have gained elsewhere.”

# PRESIDENT'S DISTINGUISHED RESEARCHERS

The President's Distinguished Award for Research and Innovation recognizes a current employee who has demonstrated excellence in research or innovation at Fanshawe College.

## Professor Martin Volkening, School of Applied Science and Technology

Since arriving at Fanshawe a decade ago, Martin Volkening has worn multiple hats as professor, project manager and primary investigator. Actively involved in numerous and varied research initiatives, Volkening's contributions range from a partnership with 3M Canada looking at turning walls into solar collectors to investigating what a modern bed bug trap should look like.



Always the epitome of professionalism and creativity, Volkening is a champion of project management and involving industry partners to enhance curriculum. Furthering this goal, he collaborated with FreePoint Technologies Inc. to study a productivity tool in manufacturing that deploys real-time data collection for measuring overall equipment efficiency.

Succeeding as the College's first Projects Integration Coordinator tasked with embedding industry-driven tasks into the classroom and lab setting, Volkening has inspired similar positions across the College - providing more students with valuable real-world experience.

As such, the research that Volkening and his team have performed is not only important to the College in terms of providing professional development opportunities for faculty and to train students, it has increased the profile and importance of applied research, set key standards on how research is conducted and demonstrated the value of working with Fanshawe.

## Professor Liz Gray, Lawrence Kinlin School of Business

Appreciating the merit of marketing in the digital age, once Liz Gray learned about the intuitive Google Analytics platform, she discovered a new passion and an amazing marketing measurement tool for business success.

Seeing great potential in sharing this innovative platform with local companies, organizations and her business students, Gray launched the first-ever Canadian digital marketing, post-secondary professional courses incorporating Google certifications.

As an exciting way to hone new skills, Gray also encouraged many of her protégés to apply to the Google Online Marketing Challenge - a unique opportunity for students to experience and create online marketing campaigns using Google AdWords and Google+. Provided with a \$250 budget from Google, each student team developed and ran an online advertising campaign for a specific business or nonprofit over a three-week period.

Under Gray's leadership, many perceptive Kinlin teams earned international wins, and Google hailed the College for fielding more than 170 Google Challenge teams over seven years. News of the College's digital marketing acumen continues to grow, as dozens of entities annually approach the Kinlin School of Business, as a means of improving their online visibility and gaining traffic to their websites, by collaborating with knowledgeable students studying search engine marketing.



# PRESIDENT'S DISTINGUISHED RESEARCHERS

The President's Distinguished Award for Research and Innovation recognizes a current employee who has demonstrated excellence in research or innovation at Fanshawe College.

## Professor Robert Haaf, School of Contemporary Media

Building on a philosophy of creativity and innovation instilled in Fanshawe's downtown Centre for Digital and Performance Arts, Robert Haaf (left) is growing a research culture within the School of Contemporary Media.

In his leadership role as Interactive Media Specialist Coordinator, Haaf and his fellow professors and staff have collaborated with more than 30 industry partners, including HR Downloads and International Erosion Control Systems (IECS), to embed an array of real life research projects into the digital curriculum.

Resulting from a growing applied research network, Haaf was instrumental in forging a faculty, staff and student consultancy team within the Interactive Media cluster of programs. It is REACTR, with a focus on rethinking education through applied collaborative technology research. REACTR's goals nicely align with the province's goals toward building an innovative and creative culture to meet the needs of Ontario's future workforce.

According to Haaf, London's best economic news story is the amazing growth of its digital media sector. Seven years ago, 80% of program graduates had to go to Toronto or beyond to find work, and today, 85% stay in London with exciting jobs and prosperous futures. Reinforcing this digital growth, Haaf consistently connects with business to monitor market trends influencing education.



## Professor Jodi Hall, School of Nursing

For more than two decades, Jodi Hall's multi-faceted work in teaching and research remains focused on eliminating conditions that contribute to vulnerable women living on the margins of society. With an overarching goal to reduce the crossover impact of poverty, addiction, trauma and stigma - particularly in the context of mothering - Hall is passionately committed to community-based research and helping all women share, learn and grow together.



Liaising with SafeSpace London, a support centre for women in crisis, Hall previously conducted a College-funded, community-based needs assessment with sex workers regarding their desire to learn to how to use computers and the Internet.

More recently, Hall secured a significant Social Sciences and Humanities Research Council of Canada (SSHRC) Partnership Development Grant from the Community and College Social Innovation Fund to investigate the impact of improving digital literacy among marginalized women. The project is entitled "Women's Empowerment through Collaborative Learning in Community: A Transliteracy Project to Enhance Social Inclusion and Occupational Possibilities for Marginalized Women."

Underscoring Hall's collaborative leadership style, her working group includes community members from Western University, Family Service Thames Valley, Literacy London and the Centre for Research on Health Equity and Social Inclusion.

# CCPV



## CCPV

Canadian Centre for  
Product Validation

## Canadian Centre for Product Validation

Innovation | Validation | Commercialization

Stakes are high in today's competitive global market. Only those products that demonstrate indisputable quality, while meeting regulatory standards, become successful. That is why Fanshawe's new Canadian Centre for Product Validation (CCPV) is a game-changer for local business and the national economy.

Unlike any other testing facility in Canada, CCPV is uniquely designed to bridge the gap between innovation and commercialization. Since opening for business in 2016, the Centre's leading-edge validation technologies and equipment are conducting electrical, mechanical, performance, environmental and thermal analysis - all under one roof. The 25,000-square-foot Centre is located in London's Advanced Manufacturing Park on a 10-acre parcel of land donated by the City. The total project is valued at \$16.2 million, with half the funding made possible through the Federal Economic Development Agency for Southern Ontario.

This world-class facility is enhancing London's and Fanshawe's position as a national leader in innovation and product validation, and is capitalizing on new opportunities supporting Canada's ability to retain and create jobs, and improve prosperity. Striving to help firms mitigate risks and access markets faster than ever before, CCPV is also engaging talented Fanshawe students in research, innovation and discovery, and creating spin-off jobs at local companies.



# CARIB

## Open for Business

### Fanshawe Launches New Agri-food Research Labs for Industry Partners

Following its recent unveiling of an exciting new space for discovery, Fanshawe College is inviting regional agri-food enterprises to partner with its biotechnology research team. Believing world-class facilities, labs and modern learning spaces are essential for skills development and scientific progress, Fanshawe is now open for business at its state-of-the-art Centre for Advanced Research and Innovation in Biotechnology (CARIB).

While delivering 13,000 square feet of renovated space for academic programming, this amazing new lab and incubator facility within the School of Applied Science and Technology also supports the region's emerging biotech economy by providing space and research expertise to small and medium-sized enterprises (SMEs) in the agri-food sector.

The initial construction price tag to create CARIB is \$9 million, which includes \$4 million from the Government of Canada, through its Post-Secondary Institutions Strategic Investment Fund designed to enhance and modernize research facilities on Canadian campuses. Completing the funding for this pivotal infrastructure project are contributions of \$2.2 million from the Province and \$2.8 million from the College. The next phase is focused on fully equipping the modern labs through additional granting sources and attracting new agri-food partners to the unique incubator space.

According to Dan Douglas, Dean of Research and Innovation, CARIB operates on a hoteling principle, whereby clients with biotech ideas are able to take advantage of the lab's many amenities - for a bookended period of time - in exchange for a fee for service. "Much like a traveller who enjoys hotel features like a comfortable room, restaurant and pool - without having to own the property - CARIB clients have rental access to our faculty and student expertise, and leading-edge biology, chemistry and physics laboratories with two levels of biosafety containment to meet all research needs."

As a key driver of CARIB's incubator development, lead investigator Rob Nicol notes the business strategy is to support a rotating series of local agri-food partners in their quests to bring new ideas to market. To this end, there are three 90-square-foot hoteling offices available for short-term lease up to a year, and Nicol says SMEs are encouraged as ideal clients. "With London located in the agricultural heartland of Southwestern Ontario, there is great potential for new ways to improve and expand agri-food products and processes. Smaller companies often have worthy ideas, but lack in-house resources



*Dean of Research Dan Douglas (L) and Lead Investigator Rob Nicol (R) test out the new Centre for Advanced Research and Innovation in Biotechnology.*

to bring their ideas to life. So, CARIB is the perfect nexus to leverage this tremendous agricultural capacity with Fanshawe's expertise in biotechnology, and we look forward to welcoming many collaborators for this purpose."

Currently liaising with about 20 small agri-food enterprises expressing interest in using the lab to develop new product ideas, Nicol is excited by the possibilities. As a plant microbiologist, he says research potential is everywhere - including the harnessing of nutritional chemicals found in biomass (plant waste) to advance innovations in food, health, probiotics and cosmetics. "By analyzing the journey from fields to finished products, we can significantly reduce food waste and increase prosperity in biotechnology, through creative and continuing utilization of food processing waste, such as corn stalks and soybean straw for new discoveries."

Nicol also believes research made possible at CARIB will open novel avenues for food and beverage production and preservation, thanks to an advanced ability to analyze samples with high-tech imaging and see matter at a cellular level with powerful cameras. In the end, the lab's success will be marked when agri-food clients are able to prove their concepts on a small scale and move offsite for the production phase.

Douglas agrees about the great potential for CARIB's book of agri-food business, and adds the real-world learning made possible for Fanshawe students is priceless. "This unprecedented opportunity for science students to participate in projects that are problem-based and industry-driven is an invaluable part of their learning and prepares our graduates well for great jobs and meaningful futures."

# INDUSTRY COLLABORATIONS

## Accentuating the positive by measuring, analyzing and sharing data

Appreciating that time is money in manufacturing, FreePoint Technologies Inc. and Fanshawe's School of Applied Science and Technology collaborated on an industry-academic research project to deploy real-time data collection for measuring overall equipment efficiency (OEE) as a productivity tool.

FreePoint's unique technology, called Shiftworx, connects plant floor manufacturing processes directly to operators in innovative, practical and cost effective ways. According to company president Paul Hogendoorn, "what gets measured, gets improved." So, rather than measuring downtime, inefficiencies and waste, FreePoint focuses on the positive, by proving productivity increases - if you measure, analyze and immediately share outcomes with invested machine operators, who in turn instantly assess and improve the manufacturing process.

The six-month project, jointly funded by an NSERC Engage grant and an Ontario Centres of Excellence Voucher for Innovation and Productivity, took place at two manufacturing company test locations in Southern Ontario. This research benefits the manufacturing industry by identifying the untapped potential of real-time data and employee engagement, as a process productivity strategy. Its commercialization will lead to job creation and provide Canadian manufacturers with a competitive edge and an advantage in attracting skilled, young workers to a traditional sector that is redefining itself with the integration of leading-edge technology.



*FreePoint Technologies Inc. employs many Fanshawe grads to develop their unique productivity monitoring software.*

### Learning through collaborative research



*"I was thrilled to be offered a fulltime position at FreePoint undertaking quality assurance testing for the software developers and assisting the research and development engineer. Working at FreePoint is rewarding and fun, and the people are great!"*

Bringing an innovative perspective to all she does, Electrical Engineering Technology graduate Leah Tomaszewski (far right) loves a challenge and often collaborates on technology-based research projects. From programming an A&L Canada Laboratories robot to weigh different containers of dirt to re-programming an automated greenhouse featured at Fanshawe's Queen's Park Research and Innovation Day, Tomaszewski shines as a great team player.

# INDUSTRY COLLABORATIONS



## Embracing “friendly” bacteria for better oral health

For several decades, the frontline defence against cavities and other oral health issues has focused on removing bacteria. To date, brushing and regular dental cleanings are viewed as the best tools for maintaining healthy mouths. Yet, joint research by London-based biotechnology startup Stellar Biome Inc. and Fanshawe’s Centre for Research and Innovation suggests embracing bacteria - rather than fighting it - can help lead to better oral health.

Supported by a three-year grant through the Natural Sciences and Engineering Research Council of Canada (NSERC) Applied Research and Development Fund, the research team is evaluating activity and analyzing multiple clinical trial samples to demonstrate the benefits of two new oral probiotic products developed by Stellar Biome to repopulate “friendly” bacteria in the mouth.

The clinical goal of these novel patented lozenges, Dentaq BioGem™ to help reduce throat infections and Dentaq Trio™ to reduce cavities, is to restore the mouth’s natural microflora balance, thereby reducing inflammation and tissue damage. Because oral health issues contribute significantly to several systemic diseases, the successful development and commercialization of these innovative probiotic products has potential to improve the overall health of countless Canadians, and to establish Stellar Biome as a leading provider of probiotic therapeutics.

## An innovative stroke for Hudson

At the highest levels of competitive rowing, every stroke counts as finely-tuned athletes pull their boats through the water at speeds reaching 20 kilometres per hour. A fraction of a second can mean the difference between being the best, or being part of the rest. Looking for an edge, top-flight rowing teams, including many national programs, turn to London-based Hudson, one of the top three manufacturers in the world producing custom, hand-crafted Olympic class rowing shells.

In its tireless pursuit of developing lighter, stronger and faster boats, Hudson previously partnered with Fanshawe’s Centre for Research and Innovation to design and build a first-of-its-kind mechanical test stand capable of determining the precise stiffness of a boat, which is a key measure of performance. Checking in, Hudson reports the stand has gone far beyond its original purpose, and today, it is used daily to test all new boats, repair boats and for some benchmarking.

Hudson calls the test stand its “secret weapon” providing a clear edge over its competitors. So, the company has no intention of commercializing it. And, plans are already in motion for Hudson to attend the 2020 Summer Olympics in Tokyo supporting Rowing Canada and other select crews.



# STUDENT RESEARCH



## A Big Vision for Small Living Solutions

Have you ever considered the sheer size of a shipping container? Fanshawe student entrepreneur **Greg Nakonecznyj** has and he believes these mammoth structures provide great potential for flexible, environmentally friendly homes. Through his company, FR8 Living Solutions, and against the backdrop of a “tiny house” social movement across North America, Nakonecznyj envisions net-zero energy, modular housing - with a goal to drastically reduce the traditional cost of building and producing quality homes.



*Fanshawe student entrepreneur  
Greg Nakonecznyj*

As a social enterprise, FR8 utilizes shipping containers, green technology and modular interior systems to produce adaptable, sustainable and progressive living spaces, without harming Mother Earth. Nakonecznyj cites significant environmental and economic merit in repurposing countless empty shipping containers as future living spaces. Designed to withstand 100 years at sea, these prefabricated structures have high durability and are easy to modify.

FR8 incorporates green technology with solar panels, energy storage, gray water recovery and a home management system to control energy use. In addition, attractive modular interior systems with customizable and recyclable panels are easy to install and modify, without producing waste - thus saving the planet from usual building waste. With this innovative technology, FR8 homes offer clients an opportunity to reside off grid in sustainable and progressive living spaces.

## Planting rural roots in Norfolk County

Growing up on a small family farm, with almost every type of animal, **Sonja Irwin** has strong roots in agriculture, coupled with an entrepreneurial spirit. With a dream of owning a farm business and sharing a love of agriculture with their children, Irwin and her husband relocated from Georgetown to a 10-acre farm outside Waterford in Norfolk County. They call it Rural Roots Family Farm, with hope it will continue into the next generation of the Irwin family.

As a recent graduate of Fanshawe's Agri-Business Management program, Irwin serves as owner/operator of the enterprise and believes her studies at the College's Simcoe campus strengthened her farm business plan, especially in the area of accounting. The focus of Rural Roots Family Farm is on beef cow and Irwin also works at a local farm that produces farm-to-table dairy products.

Applying her expertise, Irwin was also chosen to co-lead the launch of the Fanshawe Farm Market at the Waterford Farmers' Market in Norfolk County and the St. Thomas Horton Farmers' Market in Elgin County. This interactive community outreach program proved an excellent forum to partner with local producers to help launch new products and conduct market research.



## Launching Fanshawe Farm Market

The enterprising, 10-week Fanshawe Farm Market Taste Test Booth was designed to allow faculty and student teams to collaborate with food producers and processors to introduce new products through two farm market sites in Waterford and St. Thomas. The teams provided samples to consumers, sought feedback through surveys, prepared brief market analysis reports to guide next steps for the farm producers and informed funders of the project results. The goal of the Market was to provide an interactive way for Fanshawe to collaborate with growers to promote a start-up food culture in Southwestern Ontario, and it was hailed a huge success!

# STUDENT RESEARCH

## Paramedic research education among most comprehensive in Canada

Amid challenging situations as first responders, paramedics must perform demanding and meticulous interventions, while balancing head, heart and hands in times of emergency. Recognizing this unique opportunity for continuous learning, Fanshawe's Primary Care Paramedic research education is one of the most comprehensive in Canada.

With an aim to increase research literacy, which is an ability to interpret and understand research findings, and to increase research capacity within the future paramedic workforce, Fanshawe students conduct research studies based on their own learnings and experiences.

Centered on a belief that encouraging scholarly activity by paramedic students is essential to the development of the profession as a whole, the College strives to provide an authentic educational experience contextualized in paramedic practice, and applicable to the needs of the practicing paramedic.

To date, more than 180 paramedic students have completed over 55 student-led research projects, ten students published their work in peer-reviewed venues, and several students and graduates have presented at local, national and international conferences. Underscoring the merit of this program's research-focus is news that School of Public Safety Professor Alan Batt is the 2018 recipient of the Paramedic Association of Canada Award of Excellence for Leadership and Community Building.



### Research means continuously improving patient care

Every aspect of the Paramedic program is designed with research and innovation in mind. From working in teams on studies of their own design to applying newfound skills and knowledge as advocates for change and improved patient safety, continuous improvement is the goal. Sharing her thoughts on evidence-based education in the classroom, Fanshawe Paramedic student **Isabelle Love** excelled as a panelist for the Paramedicine Across Canada Expo (PACE) in Quebec. "Thanks to our comprehensive program, we are honing the knowledge and skills of a paramedic with the important research process needed to advance our profession with a continuous goal of improving patient care outcomes."

### Engaging a new generation of researchers



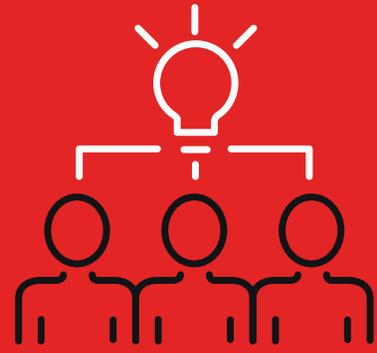
*"With the mentorship of seasoned researchers and colleagues, we can embrace extensive primary research through to manuscript formation and submission for peer review publication!"*

The future of paramedicine is evidence based. With the Paramedic program and the Centre for Research and Innovation working in tandem, Fanshawe has an ability to produce engaging, knowledgeable, competent researchers making a direct and positive impact on numerous facets of paramedicine. Case in point, graduate **Paige Mason** and fellow collaborators are excited to investigate Female Leadership in Paramedicine (FLIP) to gain understanding of women at senior leadership levels in Paramedic Services, Colleges and Base Hospital Programs in Ontario.

Since  
2005

# BY THE NUMBERS

Collaborated with **200+**  
organizations including business,  
industry and community partners

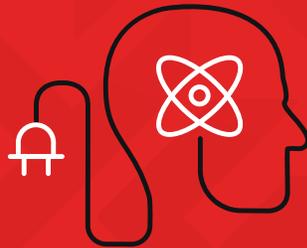


**40**  
EDUCATIONAL  
INSTITUTIONS



**336**  
PROJECTS

**\$501,963.44**  
CONTRIBUTIONS FROM  
PARTNERS/INDUSTRY



**193**  
PROJECT INVOLVEMENT  
FROM FACULTY AND STAFF

**202**  
**~\$21,194,446.87**  
EXTERNALLY AWARDED  
GRANTS/CONTRACTS



**124**  
**~\$751,719.87**  
INTERNALLY  
AWARDED GRANTS

Innovation Village Letters of Support



**INNOVATION**  
VILLAGE

# Fanshawe College Innovation Village Letters of Support

- 1. The Business Help Centre of Middlesex County (CFDC)**  
General Manager Lee Smithson
- 2. Elgin Business Resource Centre (CFDC)**  
General Manager Kevin Jackson
- 3. Community Futures Oxford (CFDC)**  
General Manager Allan Simm
- 4. Community Futures Huron (CFDC)**  
General Manager Paul Nichol
- 5. Excellence in Manufacturing London/Oxford/Elgin region (EMC)**  
General Manager Jason Bates
- 6. Fanshawe College Student Union Association**  
General Manager Paul Masse
- 7. Southern Ontario Network for Advanced Manufacturing Innovation (SONAMI)**  
Project Manager Krystyn Keir
- 8. London Economic Development Corporation (LEDC)**  
President and CEO Kapil Lakhotia
- 9. St. Thomas Economic Development Corporation**  
CEO Sean Dyke
- 10. Norfolk Tourism and Economic Development**  
Director Chris Baird
- 11. Indigenous Education Council**  
Co-Chair Natalie Fletcher
- 12. Chippewas of the Thames First Nation**  
Director of Employment and Training  
Angela Fisher
- 13. First Nations with Schools Collective**  
Structural Readiness Coordinator  
Leslee White-Eye
- 14. OGWEHOWEH Skills and Trades Training Centre**  
Development Officer Faye Johnson
- 15. TechAlliance**  
President and CEO Marilyn Sinclair
- 16. Propel Western Entrepreneurship Hub**  
Director Deniz Edwards
- 17. Sun Life Digital Transformation Office**  
Director Anna Foat
- 18. Small Business Centre**  
Executive Director Steve Pellarin
- 19. London Chamber of Commerce**  
CEO Gerry Macartney
- 20. St. Thomas & District Chamber of Commerce**  
President and CEO Bob Hammersley
- 21. Simcoe and District Chamber of Commerce**  
Interim General Manager Emy Brubaker
- 22. General Dynamics Land Systems Canada (GDLs)**  
VP and General Manager John Ellison
- 23. Fluid Power House (FPH)**  
President and CEO Manoj Mehtia
- 24. tbk Creative**  
President Andrew Schiestel
- 25. rTraction**  
CEO David Billson
- 26. Speak AI Inc.**  
Owner/Founder Tyler Bryden
- 27. Pillar Non-profit Network/Innovation Works**  
Interim Executive Director, Lore Wainwright
- 28. City of St. Thomas**  
Mayor Joe Preston
- 29. City of Stratford**  
Mayor Dan Mathieson
- 30. Middlesex Centre**  
Mayor Aina DeViet
- 31. Southwest Middlesex**  
Mayor Allan Mayhew
- 32. Strathroy Caradoc**  
Mayor Joanne Vanderheyden
- 33. Town of Goderich**  
Mayor John Grace
- 34. Town of Tillsonburg**  
Mayor Stephen Molnar

May 2, 2019

Mr. Peter Devlin  
President  
Fanshawe College  
1001 Fanshawe College Blvd  
London, Ontario N5Y5R6

Dear Peter,

The Business Help Centre of Middlesex County is pleased to support Fanshawe's proposed Innovation Village. The streamlined access to Fanshawe's services and leverages for local businesses will provide a definite advantage to our clients in Middlesex County.

The Business Help Centre can contribute in-kind support through client referrals, promoting the Hub at our workshops and events providing visibility and potential client flow to the Hub. We would estimate the value of these activities at \$5000.00 per year.

As a Community Futures Development Corporation we are tasked with providing support services to entrepreneurs in rural Middlesex County. We provide one on one counselling to early and mid-stage companies, helping them to establish themselves and identify their market opportunities. We see a broad range of businesses and depend on our extended networks of service providers and institutions to ensure our clients receive the best possible advice and assistance available and Innovation Village will enhance an already rich resource for us.

Sincerely,



Lee Smithson

General Manager

The Business Help Centre of Middlesex County



# ELGIN

BUSINESS RESOURCE CENTRE

A Community Futures Development Corporation

President Peter Devlin  
Fanshawe College  
1001 Fanshawe College Blvd  
London, ON N5Y 5R6

Dear President Devlin,

As a Community Futures Development Corporation with over 32 years of history in Elgin County, EBRC would like to offer its support to the Innovation Village at Fanshawe College. We feel that this one stop service will be a valuable addition to growing and supporting businesses and industries in the region.

Innovation Village is a further demonstration of Fanshawe's commitment to developing talent and infrastructure that meets industry expectations. This concept and hub has the potential to assist this region in attracting new investments and strengthen our local companies as they continue to push for higher productivity to stay globally competitive.

EBRC was pleased to be invited to the session in February 2019 to learn more about Innovation Village and how we can partner with Fanshawe in making it a true success. As we look to grow our economy on innovation and entrepreneurial spirit, the Village will strengthen our work together through Fanshawe's Leap Junction entrepreneurial hub, the Canadian Centre for Product Validation. We are fortunate to have these resources available to us and the addition of maker spaces, high performance learning labs, equipment, collaboration stations, specialized training and research expertise under one roof is beneficial to increase client contacts and collaborations.

The Elgin Business Resource Centre welcomes Fanshawe's invitation to participate, and will support the Village through client referrals, information sessions, promotional activities, ongoing advice and engagement. We fully endorse this proposal, and would be pleased to respond to any questions.

Sincerely,

Kevin Jackson  
General Manager, Elgin Business Resource Centre

March 22, 2019

RE: Fanshawe College Innovation Village

To whom it may concern:

We have been informed that Fanshawe College is applying for federal and provincial support to build the physical and virtual infrastructure to launch Innovation Village. The Oxford Small Business Support Centre Inc. operating as Community Futures Oxford (OSBSC) is pleased to provide a letter of support for their applications.

We understand that \$30 million dollars is required to bring Innovation Village to life. With this investment, students will have access to the supports, services and equipment they need to enter the workforce job-ready with the ability to think critically, question the obvious, challenge the status quo and adapt to resolve complex problems in novel ways.

Innovation Village will ensure students have rich experiential learning opportunities as an essential part of their education. This exciting environment of convergence, collision collaboration and creation intends to build capacity within our region by assisting businesses from concept, to reality, to success.

The OSBSC supports the proposed project and anticipates significant benefits that will include new start-ups with innovative products and services. We look forward to collaborating on this project. We are confident that Innovation Village will foster innovative and prosperous communities across southwestern Ontario and create jobs for Ontario's economic future.

If I can be of further assistance, please feel free to contact me at [asimm@cfoxford.ca](mailto:asimm@cfoxford.ca) or 519-425-0401.

Sincerely,

A handwritten signature in black ink, appearing to read "ASimm", written in a cursive style.

Allan Simm

General Manager

---

# Community Futures



373 Turnberry Street  
Box 494  
Brussels, Ontario NOG 1H0

Tel: (226) 889-8256  
Fax: (226) 889-2215  
[www.cfhurion.ca](http://www.cfhurion.ca)

---

March 20<sup>th</sup>, 2019

Peter Devlin, President  
Fanshawe College  
1001 Fanshawe College Boulevard  
London, Ontario N5Y 5R6

Dear Peter:

It is with great pleasure that I submit this letter of support for the Innovation Village being proposed by Fanshawe College.

As you know, our mandate is to help entrepreneurs from across Huron County grow their businesses and prosper. In recent years, we have enjoyed and benefitted from our evolving partnership with Fanshawe College through the programs offered to students in Clinton and Goderich.

As a federally-funded Community Futures Development Corporation, we are committed to Canada's Innovation Agenda, and in particular, we see the very prominent and valuable role played by our community colleges. As the only community college presently serving the communities of Huron County, we strongly applaud and support your efforts to bring enhanced resources for innovation to this region of the province.

Rest assured we will be pleased to refer our clients. In the meantime, please do not hesitate to contact me directly if there is anything else we can do to support this initiative.

Sincerely,

Paul Nichol  
General Manager  
[pnichol@cfhurion.ca](mailto:pnichol@cfhurion.ca)

---

*Helping Entrepreneurs Make Their Futures in Huron County Since 1993*



March 12 2019

Mr. Peter Devlin  
President, Fanshawe College  
1001 Fanshawe College Blvd  
London, ON N5Y 5R6

Dear President Devlin,

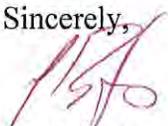
Recently, I had the opportunity to learn more about Fanshawe's plan to create Innovation Village and the i4C Hub. This one-stop service to better support industries in the region comes at an important time as manufacturers look to innovation to scale up their businesses, and find ways to remain competitive.

Excellence in Manufacturing Consortium (EMC) is a unique non-profit organization dedicated to helping manufacturers GROW and become MORE COMPETITIVE. EMC has grown to become Canada's largest manufacturing consortium and with over 1,000 hands-on industry events annually, is one of the most active manufacturing organizations. EMC is responsible for contributing significant knowledge, expertise and industry resources towards the success of nearly two-thousand consortium member manufacturers, employing hundreds of thousands of Canadians, in over 60 consortium regions and spanning more than 450 communities.

As General Manager of EMC London/Oxford/Elgin Region, which consists of about 200 local manufacturers, as well as General Manager of the London Region Mfg Council (LRMC), which is a local industry driven council fostering the growth and prosperity of Manufacturing in the London Region. I would be more than happy to work with Fanshawe to promote and refer EMC & LRMC members to the Hub to make the connections they need with students, faculty and the appropriate services offered like the Canadian Centre for Product Validation. As EMC member companies & LRMC companies develop new materials and products having a main point of contact will make it more efficient and timelier to work together. Having a better, coordinated approach with SME's will provide a significant financial, time and resource savings.

EMC & the LRMC strongly believes that Innovation Village will be a welcomed addition to how Fanshawe develops its talent pool of students for the work force and we fully support this new endeavour.

Sincerely,



Jason Bates

General Manager London Region Manufacturing Council/ EMC London/Oxford/Elgin Region

May 17, 2019

To Whom It May Concern,

Re. Fanshawe College Innovation Village Project

The Fanshawe College Student Union (FSU) enjoys a strong and progressive relationship with Fanshawe College. We have partnered with the College on many initiatives to support the success of our students, while they are on campus and as graduates. The College's Innovation Village Project is our most recent collaboration with the plan and vision of the Project being strongly supported by the Student Union. In April, 2019, the FSU Board of Directors pledged \$2,500,000 in capital support for this Project.

The FSU is excited about the opportunities Innovation Village will bring to the Campus. Students will have enhanced opportunities to connect and collaborate with each other, their faculty, industry, and the community. The ability to cross collaborate with their peers in other programs and disciplines is exactly what our students want and need. Further opportunities will exist for communal education, developing ideas into reality, application within pop-up markets and other entrepreneurial avenues.

While the value this Project will bring to the student experience is extremely important, it is the value after the student steps off the graduation podium that is boundless. Students will have acquired the very important soft skills of adaptability and collaboration. Innovative skills developed in student incubator projects will have instilled an entrepreneurial spirit. This will create employment and self-employment, with the latter resulting in graduates hiring graduates. The FSU believes in Innovation Village what it will provide for the long term benefits of its Members, as successful graduates, contributing to the economy and community in so many positive ways.

Sincerely,



Paul Masse  
General Manager  
Fanshawe Student Union

www.fsu.ca

1001 Fanshawe  
College Blvd  
P.O Box 7005  
London, ON  
N5Y 5R6  
P: 519.452.4109  
F: 519.453.5944

March 20, 2019

Mr. Peter Devlin  
President, Fanshawe College  
1001 Fanshawe College Blvd  
London, ON N5Y5R6

Dear President Devlin,

On behalf of the Southern Ontario Network for Advanced Manufacturing Innovation (SONAMI), I am pleased to provide this letter of support for Fanshawe's Innovation Village and i4C Hub redevelopment.

The SONAMI network represents seven partners, six colleges and one university, established to work with SMEs through applied research projects utilizing state-of-the-art facilities, equipment, students and faculty. Fanshawe is a recent member and we have completed four projects in partnership with the Canadian Centre for Product Validation (CCPV). We anticipate these numbers to grow substantially over the next five years.

The timing is perfect for your renovation project, as it will play a pivotal role as part of the ecosystem to connect more companies and industries through the Centre for Research and Innovation (CRI) and CCPV. We understand that the i4C Hub is a one-stop service, both in a physical and virtual infrastructure, including maker spaces, high performance learning labs, equipment, collaboration stations, specialized training and research expertise under one roof. This is excellent news as it is in line with SONAMI's focus for potential partners to take advantage of financial support in the areas of high productivity manufacturing, flexible manufacturing, prototyping, robotics, testing, validation, new product development for commercialization and much more.

Through the i4C Hub, CRI, and CCPV, we will be able to refer clients directly to Fanshawe, while cross promoting both SONAMI's goals and the Innovation Village to enhance the ability of industries to become more productive, innovative and competitive in the marketplace. The end-result will be a stronger Canadian economy while expanding the frontiers of innovation and knowledge and teaching the next generation of leaders.

We are pleased to continue this strong collaboration with Fanshawe's CCPV and CRI and look forward to using the i4C Hub as a conduit to engage with potential partners.

Sincerely,



Krystyn Keir  
SONAMI Project Manager

February 25, 2019

Mr. Peter Devlin  
President  
Fanshawe College  
1001 Fanshawe College Blvd  
London, ON N5Y 5R6

Dear Peter,

As London's lead economic development agency, the London Economic Development Corporation (LEDC) is pleased to provide strong support for Fanshawe's proposed Innovation Village. This one stop service will be a valuable addition to growing and supporting businesses and industries in the region.

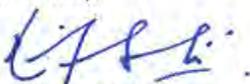
As companies we work with develop new building products, materials for automotive/defense/clean tech/construction industry, food and beverage products and new robotics and automation systems as a few examples, partnering with Fanshawe will allow us to better direct prospective and current companies who have problems to solve, or opportunities to explore. It is also advantageous to work directly with students and faculty as a pathway to finding new employees as students look to build their own career paths.

Innovation Village is a further demonstration of Fanshawe's commitment to developing talent and infrastructure that meets industry expectations. This concept and hub has the potential to assist us in attracting new investments and strengthen our local companies as they continue to push for higher productivity to stay globally competitive.

LEDC was pleased to attend the session in February 2019 to learn more about Innovation Village and how we can partner with Fanshawe in making it a true success. As we look to grow our economy on innovation and entrepreneurial spirit, the Village will strengthen our work together through Fanshawe's Leap Junction entrepreneurial hub, the Canadian Centre for Product Validation and Reactr. We are fortunate to have these resources available to us and the addition of maker spaces, high performance learning labs, equipment, collaboration stations, specialized training and research expertise under one roof is beneficial to increase client contacts and collaborations.

The London Economic Development Corporation welcomes Fanshawe's invitation to participate and will support the Village through client referrals, information sessions, promotional activities, ongoing advice and engagement. We are delighted to support this proposal and would be pleased to respond to any questions.

Sincerely,



Kapil Lakhotia  
President and CEO



April 17, 2019

Mr. Peter Devlin, President  
Fanshawe College  
1001 Fanshawe College Boulevard  
London, ON N5Y 5R6

**Re: Fanshawe Innovation Village**

Dear President Devlin,

The St. Thomas Economic Development Corporation was extremely pleased to have been invited to be a part of the information session at your beautiful new Downtown London campus in February. With education as the backbone of any economy, our region is fortunate to have a visionary institution in Fanshawe involved in our community.

Business and industry in St. Thomas have been utilizing the services and educational offerings of Fanshawe College for decades and the proposed Innovation Village will only serve to further support those local users as they strive to compete on both a local and global scale.

From an economic development perspective, we need our educational institutions to be there to provide the workforce of the present and the future and our organization wholeheartedly supports this endeavour. Please let me know if there are partnership opportunities or other ways in which the St. Thomas Economic Development Corporation may be able to assist in the development and promotion of the Innovation Village, or any other programs you are looking to roll out in the future as we are stronger together than we are apart.

We are pleased to support this new development and I want to thank you once again for including us in the information session.

Sincerely,

A handwritten signature in black ink, appearing to read "Sean Dyke", written over a light blue circular stamp.

Sean Dyke  
CEO



Norfolk County  
Tourism & Economic Development  
185 Robinson Street, Suite 200  
Simcoe, Ontario N3Y 5L6  
519-426-9497 or 1-800-699-9038  
norfolkbusiness.ca  
norfolktourism.ca

May 8, 2019

To Whom It May Concern:

**Re: Support for Fanshawe College Innovation Village Project**

Norfolk County's Tourism & Economic Development office is pleased to provide a letter of support for the Fanshawe College Innovation Village project.

Through this project, Fanshawe College plans to invest in the virtual and physical infrastructure that connects entrepreneurs in the region where their campuses exist, including the Simcoe/Norfolk County regional campus. By doing this, a company, industry or entrepreneur in the Norfolk county area could link into a central hub – on the main campus in London or through the Simcoe campus – to support their needs in a way that doesn't happen now.

Fanshawe Collge hopes to make it easier and more strategic for businesses to partner with the college, empowering them to become more competitive with their products, processes, and new ideas which hopefully will lead to job creation.

Norfolk County staff support the work Fanshawe College does in our community. We hope you look favourably upon their request for funding.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Clark".

Clark Hoskin  
Director, Tourism & Economic Development  
Norfolk County  
Phone: (519) 426-5870 ext 1238  
Email: [clark.hoskin@norfolkcounty.ca](mailto:clark.hoskin@norfolkcounty.ca)

May 13, 2019

Re: Innovation Village Fanshawe College

To Whom it May Concern:

I am writing to communicate my strong support for the Innovation Village Project at Fanshawe College.

As Co-chair of the Indigenous Education Council, I understand that the development of Innovation Village as a learning space at Fanshawe College will benefit all students, faculty, staff and the surrounding communities. This project has the potential to bring students and community together in the spirit of innovation, collaboration and unity. Innovation Village is a much needed renovation and expansion to Fanshawe College. I am excited to think of the possibilities and rich learning opportunities this space will provide to the Fanshawe learning community.

With reconciliation in mind, I am also pleased to note this space will also be inclusive of Indigenous knowledge, culture and traditions. This will provide a space where all Indigenous students and community members feel welcome to teach, learn and collaborate with the Fanshawe College community.

In conclusion, I fully support the efforts of Fanshawe College in this endeavour. This project has the potential to provide a culturally sensitive learning space which will benefit current and future students, campus, and the community at large.

Sincerely,



Natalie Fletcher

Co-Chair, Indigenous Education Council

Fanshawe College



**Chippewas of the Thames First Nation**  
Employment and Training Department.  
*Wiji Anookeewin*

May 16, 2019

Re: Innovation Village Fanshawe College

To Whom it May Concern:

The Chippewa of the Thames First Nation and Fanshawe College have a strong relationship based on mutual understanding, and reciprocal benefits. I would like to offer my strong support for the Innovation Village Project at Fanshawe College.

We are supportive of the Innovation Village's focus on enabling creativity, driving economic development, and realizing growth & prosperity. We see this in the current Fanshawe Entrepreneurial program that is delivered both in our community and at the London campus. We see the Innovation Village as a natural extension of efforts to build local community capacity, and relationships between Indigenous and non-Indigenous partners.

We are strongly supportive of the intent to incorporate Indigenous design elements throughout the project. Reconciliation is more meaningful when we recognize the history, ways, or knowledge of the local Indigenous communities. Acknowledgement and celebration of Indigenous peoples creates a safe learning environment where ideas can be shared, and real community innovation can occur.

In closing, we fully support the Innovation Village project at Fanshawe College. The Innovation Village is an opportunity to create more opportunities for Indigenous community, the non-indigenous community, and the Fanshawe College community to come together on projects.

Sincerely,

Angela Fisher

A handwritten signature in black ink that reads "Angela Fisher".

Director of Employment and Training  
Chippewas of the Thames First Nation

**Chippewas of the Thames First Nation**

Employment and Training Department  
320 Chippewa Road  
Muncey, ON N0L 1Y0  
Phone: 519-289-5555 Ext: 293  
Fax: 519-289-2230

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# FIRST NATIONS WITH SCHOOLS COLLECTIVE

PO Box 610, Massey, ON, P0P1P0 | 519-902-4145 | lwhite-eye@fnwsceducation.com

**May 17, 2019**

**Re: Innovation Village Fanshawe College**

To Whom it May Concern:

On behalf of the First Nations with Schools Collective, I would like to offer our support for the Innovation Village project. The FNWSC appreciated Fanshawe College hosting the Collective for our discussions on data sovereignty in February 2019. The First Nations with Schools Collective is actively working on formula funding modelling, measurement metrics and community engagement in education governance. The work involves Anishinabek nations and Haudenosaunee nations of the Collective finding evidence-based solutions to each community's pressing education challenges with like-minded partners.

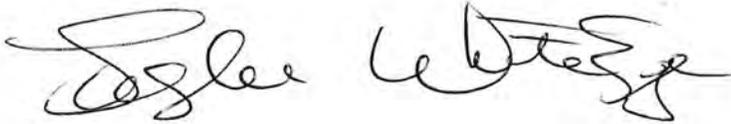
We are excited to see that the College has adopted the Indigenous Action Plan with its focus on meaningful relationships with Indigenous communities. The Innovation Village is a unique project in that it will provide space for dialogue between Indigenous communities and potential non-Indigenous partners. The Innovation Village project is the perfect initiate to create meaningful initiatives between First Nation communities and Fanshawe College. The "Exploring First Nation Student Data with First Nations Communities held by Colleges" is an example of how we can work together to better understand secondary and post-secondary experiences of Indigenous students, understanding why students leave school, trends, and highlights from a data perspective. As equal participants, the College and the First Nations with Schools Collective will gain understanding of data sharing relationships and their complexities between First Nations and post-secondary institutions. It will provide us with the ability to have conversations together that lead to problem-solving challenges in the education of First Nations students.

The partnership between the First Nations with Schools Collective and the Institute of Indigenous Learning at Fanshawe College is an example of how meaningful projects at the Innovation Village can benefit both Indigenous communities and Fanshawe College. We are

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able to create true partnerships with First Nation communities, that are reciprocal, based on real needs and lead to transformative practices for both parties. The project also allows the parties to increase their experiences exploring community-specific data and research methodologies between First Nation communities and a post-secondary institution.

Sincerely,



Leslee White-Eye  
Structural Readiness Coordinator  
First Nations with Schools Collective





May 28, 2019

To whom it may concern,

Please find this letter in support of the relationship between Fanshawe College and the Ogwehoweh Skills and Trades Training Center (OSTTC). Since developing the partnership, OSTTC and Fanshawe College have had a valuable relationship fostered on mutual understanding, respect and student-focused solutions. We're excited to see that the College had developed and adopted an Indigenous Action Plan with a focus on building meaningful relationships with Indigenous communities.

As such, OSTTC offers support for the **Innovation Village** project at Fanshawe College. Fanshawe's **Innovation Village** project will help further support the development of meaningful initiatives between First Nations communities and Fanshawe College. The Innovation Village is an opportunity to create more opportunities for students of Indigenous communities and non-Indigenous communities to come together on projects enabling creativity, community innovation, safe and respectful learning environments. This would also provide the ability to explore solutions that enhance the learning experiences of Indigenous students.

If you have any questions or require any further information, please do not hesitate to contact me.

Respectfully,

Faye Johnson  
Development Officer  
519.445.1515  
C: 519.360.8274

Mr. Peter Devlin  
President  
Fanshawe College  
1001 Fanshawe College Blvd  
London, ON NSY SR6

Dear Peter,

TechAlliance empowers London and Southwestern Ontario's technology sector. We prepare today's entrepreneurs to launch new ventures, provide education and networking opportunities to accelerate business growth for small-to-medium enterprises, and serve our 150+ members as advocates for the region's thriving technology, life sciences and advanced manufacturing companies. That's why Tech Alliance exists, to support ideas both big and small. Because we know that with the right guidance and expertise, ideas grow into budding businesses, where the best talent comes to work and discovers everything this region has to offer.

TechAlliance believes that a connected network sparks collaboration and a willingness to lean on each other to help build an engaged, inclusive and vibrant community.

We have partnered with Fanshawe on many projects; such as the LeapIN entrepreneurship travelling incubator, and the #LondonCAN initiative. We are excited about Fanshawe's commitment to enhance innovative practices for exceptional student learning through the creation of an Innovation Village. We share the vision of this village, where the creativity of students, the wisdom of educators and community partners converge to realize potential, solve real problems and help to grow our economy and society. A place to disrupt the norm, push boundaries, collaborate and create, where passion is welcomed and supported.

We are excited to see the emergence of the Innovation Village at Fanshawe College, and support this a multi-year project, with a future-focused teaching and experiential learning strategy realized in a new physical and virtual infrastructure. We are fortunate to have Fanshawe's resources available to us and the addition of maker spaces, high performance learning labs, equipment, collaboration stations, specialized training and research expertise under one roof is beneficial to increase client contacts and collaborations. We welcome the opportunity to work more closely with Fanshawe, students, faculty and staff to build broader and stronger relationships with the tech community. We are delighted to support this initiative and help realize its' potential through our connections to the technology sector in our network.

Sincerely,



Marilyn Sinclair  
President & CEO  
TechAlliance



Western

# Propel

Western Entrepreneurship

May 9, 2019

Mr. Peter Devlin  
President  
Fanshawe College  
1001 Fanshawe College Blvd  
London, ON NSY SR6

Dear Mr. Devlin,

An integral part of the Western Entrepreneurship ecosystem, Propel is the student focused entrepreneurship center on campus at Western University. Propel plays an important role in developing entrepreneurial skills and competencies in students who will become the next generation of entrepreneurs. Since our formation in 2014, we have been fundamentally connected to Leap Junction at Fanshawe College through our OCE provincial funding. Beyond the funding, Propel and Leap Junction have worked collaboratively through programming, sharing of best practices and working together through the broader ecosystem in London to achieve our shared mandate of developing entrepreneurs at post-secondary institutions.

I am excited about Fanshawe's commitment to enhance innovative practices for exceptional student learning through the creation of an Innovation Village. I share the vision of this village, where the creativity of students, the wisdom of educators and community partners converge to realize potential, solve real problems and help to grow our economy and society. A place to disrupt the norm, push boundaries, collaborate and create, where passion is welcomed and supported.

I am excited to see the emergence of the Innovation Village at Fanshawe College, and support this multi-year project, with a future-focused teaching and experiential learning strategy realized in a new physical and virtual infrastructure. It is very beneficial to have Fanshawe's resources available to us and the addition of maker spaces, high performance learning labs, equipment, collaboration stations, specialized training and research expertise under one roof will enable increased collaborations between our campuses and students. I welcome the opportunity to work more closely with Fanshawe students, faculty and staff to build broader and stronger relationships. I am delighted to support this initiative and help realize its' potential.

Sincerely,

Deniz Edwards, MBA, PMP  
Director of Propel  
Western University  
Room 2130, Western Student Services  
London, ON, Canada, N6A 3K7  
519-661-2111 ext 87314

Western University, Propel, Western Student Services Building, Rm. 2130  
1151 Richmond Street, London, ON, Canada N6A 3K7 t. 519.661.2111 ext86048  
propel.uwo.ca

May 13, 2019

Mr. Peter Devlin  
President  
Fanshawe College  
1001 Fanshawe College Blvd  
London, ON NSY SR6

Dear Peter,

I'm a proud Londoner who has a day to day job working to drive innovation. It's been my pleasure to be engaged with the Innovation. village thus far and see the thinking.

I am excited about Fanshawe's commitment to enhance innovative practices for exceptional student learning through the creation of an Innovation Village. I share the vision of this village, where the creativity of students, the wisdom of educators and community partners converge to realize potential, solve real problems and help to grow our economy and society. A place to disrupt the norm, push boundaries, collaborate and create, where passion is welcomed and supported.

I am excited to see the emergence of the Innovation Village at Fanshawe College, and support this a multi-year project, with a future-focused teaching and experiential learning strategy realized in a new physical and virtual infrastructure. I am fortunate to have Fanshawe's resources available to me and the addition of maker spaces, high performance learning labs, equipment, collaboration stations, specialized training and research expertise under one roof is beneficial to increase client contacts and collaborations.

I welcome the opportunity to work more closely with Fanshawe, students, faculty and staff to build broader and stronger relationships. I am delighted to support this initiative and help realize its' potential.

Thank you.

Anna Foat  
Director, Digital Transformation Office  
Sun Life



April 26, 2019

Mr. Peter Devlin  
President  
Fanshawe College  
1001 Fanshawe College Blvd  
London, ON NSY SR6

Dear Peter,

The London Small Business Centre is excited about Fanshawe's commitment to enhance innovative practices for exceptional student learning through the creation of an Innovation Village. We share the vision of this village, where the creativity of students, the wisdom of educators and community partners converge to realize potential, solve real problems and help to grow our economy and society. A place to disrupt the norm, push boundaries, collaborate and create, where passion is welcomed and supported.

The London Small Business Centre a not-for-profit organization that provides training and support to starting and growing businesses. From concept, through start-up and early growth stages, the Centre is a one-stop source for information, guidance and professional advice on starting and running a successful business. We believe that a connected network sparks collaboration and a willingness to lean on each other to help build an engaged, inclusive and vibrant community.

We are committed to stimulate, promote and support the entrepreneurial spirit, startup and early growth of small business to actively contribute to the economic development of London. We look forward to the emergence of the Innovation Village at Fanshawe College, especially as one of the cornerstones to its' success is the opportunity to promote entrepreneurship to students. We support this a multi-year project, with a future-focused teaching and experiential learning strategy realized in a new physical and virtual infrastructure. We are fortunate to have Fanshawe's resources available to the small businesses we support and the addition of maker spaces, high performance learning labs, equipment, collaboration stations, specialized training and research expertise under one roof is beneficial to increase client contacts and collaborations. We welcome the opportunity to work more closely with Fanshawe, students, faculty and staff to build broader and stronger relationships with the small business community. We are delighted to support this initiative and help realize its' potential.

Yours sincerely,

A handwritten signature in black ink that reads "Steve Pellarin".

Steve Pellarin  
Executive Director



February 22, 2019

Mr. Peter Devlin  
President, Fanshawe College  
1001 Fanshawe College Blvd  
London, ON N5Y5R6

**Re: Support for the proposed Innovation Village at Fanshawe College**

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Recently I attended an information session held by Fanshawe College to share information about an upcoming \$55-million renovation on main campus to build Innovation Village – a one-stop service to better support businesses and industries in the region. This hub will include maker spaces, high performance learning labs, equipment, collaboration stations, specialized training and research expertise under one roof and will go a long way in allowing London to compete for the brightest minds while at the same time contributing to Canada's long-term economic competitiveness in the knowledge economy. We view the Innovation Village as a place that supports clients who have problems to solve and opportunities to build on.

As we look to grow our economy through innovations and entrepreneurial spirit, the proposed Innovation Village creates a unique opportunity for the members of the London Chamber of Commerce. As our membership is broadly based and has representation from all sectors large and small, the hub would offer a significant competitive advantage by allowing local companies to connect directly with students and benefit from Fanshawe's expertise.

With Innovation Village creating an all-in-one, centrally located hub on campus, but with a virtual connection to the region, this renovation further demonstrates Fanshawe's commitment to developing talent and infrastructure that meets the expectations of our members and the wider business community in London. It also presents one more opportunity to sell London with the potential to attract new investments and strengthen businesses locally and right across Canada.

The London Chamber of Commerce along with our partners in the development community would be pleased to assist Fanshawe College in spreading the word about Innovation Village both locally and throughout the national Chamber network. We see this as a win-win-win for Fanshawe students, the College itself, our members and a much needed boost to our economic potential.

Sincerely,

A handwritten signature in dark ink, appearing to read "Gerry Macartney", is written over a light blue circular stamp. The signature is fluid and cursive.

Gerry Macartney, CEO

On behalf of the Board of Directors, London Chamber of Commerce

# ST. THOMAS & DISTRICT CHAMBER OF COMMERCE

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February 22, 2019

Mr. Peter Devlin  
President, Fanshawe College  
1001 Fanshawe College Blvd  
London, ON N5Y 5R6

Dear President Devlin,

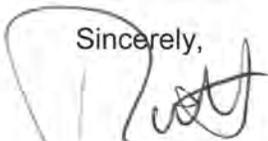
Recently I attended an information session held by Fanshawe College to share information about an upcoming \$55-million renovation on main campus to build Innovation Village – a one-stop service to better support businesses and industries in the region. This hub, that will include maker spaces, high performance learning labs, equipment, collaboration stations, specialized training and research expertise under one roof, will go a long way in allowing St. Thomas and Elgin County to connect into Fanshawe's main campus and our regional campuses to compete for the brightest minds, while at the same time contributing to Canada's long-term economic competitiveness in the knowledge economy by supporting clients who have problems to solve and opportunities to build on.

As we look to grow our economy through innovations and entrepreneurial spirit, the proposed Innovation Village creates a unique opportunity for the Members of the St. Thomas & District Chamber of Commerce. As our membership is broadly-based and has representation from all sectors, rural and urban, large and small, the hub would offer a significant competitive advantage by allowing local companies to connect directly with students and benefit from Fanshawe's expertise.

With Innovation Village creating a hub, all in one location, centrally located on campus, but with a virtual connection to the region, this renovation is a further demonstration of Fanshawe's commitment to developing talent and infrastructure that meets the expectations of our members and the wider business community. It can also be one more opportunity to sell the Southwestern Ontario region as a great place for new investments and to strengthen businesses locally and right across Canada.

The St. Thomas & District Chamber of Commerce along with our partners in the development community would be pleased to assist Fanshawe College in spreading the word about Innovation Village both locally and throughout our network. We see this as a win-win-win for Fanshawe students, the College itself, our members and a much needed boost to our economic prosperity.

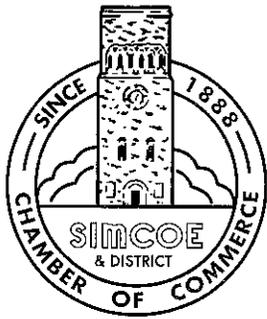
Sincerely,



R. W. (Bob) Hammersley  
President & CEO

RWH/s





# **SIMCOE AND DISTRICT CHAMBER OF COMMERCE**

95 Queensway West, Chamber Plaza  
Simcoe ON N3Y 2M8

TELEPHONE: 519-426-5867 FAX: 519-428-7718

E-MAIL: [chamber@simcoechamber.on.ca](mailto:chamber@simcoechamber.on.ca)

WEBSITE: [www.simcoechamber.on.ca](http://www.simcoechamber.on.ca)

March 13, 2019

Mr. Peter Devlin  
President, Fanshawe College  
1001 Fanshawe College Blvd  
London, ON N5Y5R6

Dear President Devlin,

Recently I attended an information session held by Fanshawe College to share information about an upcoming \$55-million renovation on main campus to build Innovation Village – a one-stop service to better support businesses and industries in the region. This hub, that will include maker spaces, high performance learning labs, equipment, collaboration stations, specialized training and research expertise under one roof, will go a long way in allowing the Simcoe area to connect into Fanshawe's main campus and our regional campuses to compete for the brightest minds, while at the same time contributing to Canada's long-term economic competitiveness in the knowledge economy by supporting clients who have problems to solve and opportunities to build on.

As we look to grow our economy through innovations and entrepreneurial spirit, the proposed Innovation Village creates a unique opportunity for the members of the Simcoe and District Chamber of Commerce. As our membership is broadly-based and has representation from all sectors, rural and urban, large and small, the hub would offer a significant competitive advantage by allowing local companies to connect directly with students and benefit from Fanshawe's expertise.

With Innovation Village creating a hub, all in one location, centrally located on campus, but with a virtual connection to the region, this renovation is a further demonstration of Fanshawe's commitment to developing talent and infrastructure that meets the expectations of our members and the wider business community. It can also be one more opportunity to sell the Southwestern Ontario region as a great place for new investments and to strengthen businesses locally and right across Canada.

The Simcoe and District Chamber of Commerce along with our partners in the development community would be pleased to assist Fanshawe College in spreading the word about Innovation Village both locally and throughout our network. We see this as a win-win-win for Fanshawe students, the College itself, our members and a much needed boost to our economic prosperity.

Sincerely,

Emy Brubacher  
Interim General Manager  
Simcoe and District Chamber of Commerce

**Mr. John Ellison**  
Vice President & General Manager

10 April, 2019

Mr Peter Devlin  
President  
Fanshawe College  
London, ON Canada N5Y 5R6

**Subject: GDLS-Canada's Support for Fanshawe College's Innovation Village Proposal**

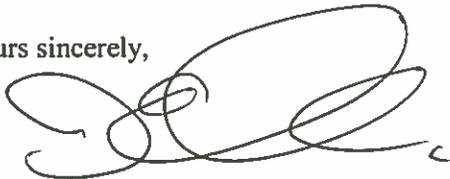
Dear Peter,

General Dynamics Land Systems-Canada (GDLS-Canada) believes that to maintain our preeminent position as the world's leading manufacturer of light armoured vehicles and land platform solutions we must be capable of leading innovation. This requires ready access to an educated talent pool imbued with the ability to innovate and function in a 'design thinking' organization.

I am very pleased to learn that Fanshawe College is embarking on an ambitious plan to create Innovation Village, and I heartily support this initiative. The i4C hub described at the centre of Innovation Village is similar to a space that General Dynamics has developed to encourage atypical methods of problem solving and solution development imperative to our business today. Fanshawe College's initiative in developing this space to enable companies, students and faculty to bring tools, skills and resources required together will encourage the development of these skills our business and our future economy needs.

This initiative is very encouraging to see, and will continue to put Fanshawe College at the forefront in supporting education, industry and innovation.

Yours sincerely,



**John Ellison**  
Vice President & General Manager  
General Dynamics Land Systems – Canada



April 5, 2019

Mr. Peter Devlin  
President, Fanshawe College  
1001 Fanshawe College Blvd  
London, ON N5Y5R6

Dear President Devlin,

On behalf of the FPH Group, I am pleased to provide this letter of support for Fanshawe's Innovation Village and i4C Hub redevelopment.

FPH Group is a leading supplier in the defense space in Canada and abroad. The key to our success has been our innovative products and entrepreneurial spirit. Our ability to design, develop and deliver highly engineered products into the defense space has customers from all over the world seeking us out.

Having access to a facility like Canadian Centre for Product Validation (CCPV) has proven pivotal in our company's success. We have worked very closely with CCPV on several programs and this partnership has given us a significant advantage over competitors both in Canada as well as those that we compete against in other geographic markets. The fact that CCPV is in our backyard gives us the unique ability to bring our products to market at shortened cycles which gives us yet another advantage. As we look forward to the new programs and challenges that we will be facing in the defense space I can see this relationship growing to meet these ever-increasing needs.

I have personally worked directly with Bruce Smith and the team at CCPV and feel like we are not in a supplier services relationship but truly a partnership for our mutual advantage. I am pleased to continue this strong collaboration with CCPV now and into the future.

Sincerely,

A handwritten signature in black ink, appearing to read 'Manoj Mehta', is written over a white background.

Manoj Mehta  
President & CEO  
FPH Group



March 28, 2019

Greetings,

As a Digital Creative employer of 35 staff members, and based in London, **tbk enthusiastically supports the development of Fanshawe's Innovation Village.**

In 2018, at the request of Fanshawe's Office of the President, I attended the Polytechnics Conference in Ottawa as Fanshawe's designated industry partner. In listening to various executives of polytechnic institutions across Canada, – Fanshawe being a voice amongst the chorus – I heard a large willingness and many great previous efforts and initiatives to integrate industry more with academia.

And this is needed—polytechnics and any post-secondary institution for that matter, must look for methods and develop the infrastructure to move as quickly with industry as possible. This in turns supports Canada's economy as it causes more of the right students to graduate who can then become employed or go on to start their own Canadian-based ventures. The Innovation Village is another important step in this direction.

On the front of integrating industry with academia, my personal view is industry doesn't realize all the opportunities that exist to integrate with academia and create multi-party beneficial relationships. For instance, this month tbk proudly entered into a contract with Fanshawe College where we have created a scholarship called *tbk's Women in Tech Scholarship*. Each year we will pay for an entry level student's full tuition in Fanshawe's Interactive Media Program. More integrated projects like this should be considered and Innovation Village will provide a place for more of industry to plug into many of the opportunities that Fanshawe College can present.

In the last two weeks, tbk has hired 10 additional full-time salaries employees, several of which are Fanshawe grads. And we plan to hire approximately 10 more employees in the next 60 days. Fanshawe is a vital partner to tbk and many companies in the region's digital-creative sector. **We look forward to seeing Innovation Village come to fruition and commend Fanshawe and all the stakeholders who are involved in this process.**

Together, we can make things better.

Sincerely,

Andrew Schiestel

President, tbk

888.515.4825 Ext. 44

Andrew@tbkCreative.com

[www.tbkCreative.com](http://www.tbkCreative.com)

562 Wellington St. London, ON N6A 3R5  
l: 519.657.1465 • t: 1.888.515.4825

Make Your Business **Better.**<sup>™</sup> #webdesign #branding #digitalmarketing



Thursday, April 25, 2019

Mr. Peter Devlin  
President  
Fanshawe College  
1001 Fanshawe College Blvd  
London, ON NSY SR6

Dear Peter,

rTraction Canada, Inc. is a certified B Corporation and award-winning digital services agency located in the London Roundhouse. Like any digital agency, we know our way around technology and we believe in returning good value to our clients. But the main focus at rTraction is on improving community outcomes. As a Certified B Corp, we measure what matters; the support we provide to our team, the difference we make in the communities we serve and our effect on the environment.

We have a long standing relationship with Fanshawe College and have welcomed many students through our doors, as interns or co-op placements. Our staff are regular guest speakers and workshop facilitators for Leap Junction, Entrepreneurial Services. We are proud to have several Fanshawe grads on staff and we are always looking to the talent that new graduates can offer. One Fanshawe intern commented that “Even one day a week with the rTraction team has increased my awareness, even changed, the way in which I view business. I truly look forward to going into the office every single week and I always feel curious, optimistic and motivated to see what I will learn next.”

We are excited about Fanshawe’s commitment to enhance innovative practices for exceptional student learning through the creation of an Innovation Village. We share the vision of this village, where the creativity of students, the wisdom of educators and community partners converge to realize potential, solve real problems and help to grow our economy and society. A place to disrupt the norm, push boundaries, collaborate and create, where passion is welcomed and supported.

We are excited to see the emergence of the Innovation Village at Fanshawe College, and support this a multi-year project, with a future-focused teaching and experiential learning strategy realized in a new physical and virtual infrastructure. We are fortunate to have Fanshawe’s resources available to us and the addition of maker spaces, high performance learning labs, equipment, collaboration stations, specialized training and research expertise under one roof is beneficial to increase client contacts and collaborations. We welcome the opportunity to work more closely with Fanshawe,



students, faculty and staff to build broader and stronger relationships. We are delighted to support this initiative and help realize its potential.

Sincerely,

A handwritten signature in black ink, appearing to read 'David Billson', with a long horizontal stroke extending to the right.

David Billson, CEO  
rTraction  
240 Waterloo St.  
London, ON N6B 2N4  
(519) 709-9065  
david.billson@rtraction.com

# Speak

201 King Street, London,  
Ontario, N6A 1C9

+1 (519) 854 6565  
/speakai.co

[www.speakai.co](http://www.speakai.co)  
[connect@speakai.co](mailto:connect@speakai.co)

---

Dear Peter,

I am Tyler Bryden, a Fanshawe College Alumni, a client of Leap Junction, a Fanshawe Corporate Trainer, and serial entrepreneur here in London. I currently run two companies:

SixFive is a Google Partner and marketing firm that focuses on technology, analytics, and search advertising. We love helping nonprofits take advantage of Google Grants so they can get \$10,000 USD a month in free advertising credits. We create and manage our nonprofit client's ads and this year alone, have reached millions of people and driven hundreds of thousands of relevant people to nonprofit sites, resulting in donations, volunteer applications, event attendance and sales.

Speak AI Inc. is a software company that extract deep insights on tone, personality, and clarity from audio, video and text. People and teams use our tool Speak to analyze phone calls, meetings, presentations, interviews and online content to research, market, and communicate better. Speak is still early and currently doing user trials.

The support of Fanshawe College throughout these years has been instrumental in much of the success we have had at an early stage. I would like to especially highlight Leap Junction and their team members Annette Markvoort, Kelsey Currie, David Ouellette as well as past team members Amanda Oppedisano and Erika Oakes for providing support that has far exceeded my expectations.

I am excited to see the emergence of the Innovation Village at Fanshawe College and would love to support this multi-year project, with a future-focused teaching and experiential learning strategy realized in a new physical and virtual infrastructure. I

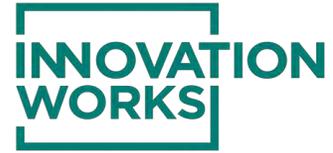
am fortunate to have Fanshawe's resources available to me and the addition of maker spaces, high-performance learning labs, equipment, collaboration stations, specialized training and research expertise under one roof is beneficial to increase client contacts and collaborations. I welcome the opportunity to work more closely with Fanshawe, students, faculty and staff to build broader and stronger relationships. I am delighted to support this initiative and help realize its' potential.

All the best,

A handwritten signature in black ink that reads "Tyler Bryden". The script is fluid and cursive, with the first letters of each word being capitalized and larger than the rest.

Tyler Bryden

Owner of SixFive & Speak AI Inc.



Mr. Peter Devlin (President)  
Fanshawe College  
1001 Fanshawe College Blvd  
London, ON NSY SR6

Dear Peter,

Pillar Nonprofit Network strengthens individuals, organizations, and enterprises invested in positive community impact. We support more than 610 nonprofits, social enterprises and social innovators by sharing resources, exchanging knowledge, and creating meaningful connections across the three pillars of nonprofit, business and government. Pillar believes that a connected network sparks collaboration and a willingness to lean on each other to help build an engaged, inclusive, and vibrant community. Collaboration is at the core of our values and most aptly describes our work style. We are advocates of social change and are proud to share the spotlight by identifying and celebrating the good in this city. The Pillar Community Innovation Awards best illustrate this, with well over 800 people in attendance at the ceremony annually; it is always an evening of true inspiration.

Innovation Works, a thriving co-working space for social innovators and change agents, located in the heart of downtown, came to fruition under the leadership of Pillar Nonprofit Network in collaboration with several community champions. Innovation Works is the sum total of a dynamic group of people, projects, and organizations. At Innovation Works, we don't just encourage community we depend on it! The energy of our space is generated from the hundreds of exceptional organizations and individuals who believe in and contribute to the vision of Innovation Works – a space designed to attract incredible people, get them talking about one another's ideas, and offer the supports they need to turn those ideas into an achievable plan. By bringing entrepreneurs, businesses, government, nonprofits, and charities under one roof and literally removing the barriers between them, we are creating a condition where their differences will collide. We believe this collision – messy and marvellous – is where new ideas are formed and where change begins. We are delighted to know that Fanshawe shares this belief and is seeking to create collaborative collision opportunities for their students, faculty, and the communities they work in.

Pillar has partnered with Fanshawe on many projects, including: the LeapIN entrepreneurship travelling incubator, the Educators' Design Jam, and the #LondonCAN initiative. We are excited about Fanshawe's commitment to enhancing innovative practices for exceptional student learning through the creation of an Innovation Village. We wholeheartedly support the vision of a village where the creativity of students, the wisdom of educators, and the perseverance of community partners converge to realize potential, solve real problems, and help to grow our economy and society. This project, with its future-focused teaching and experiential learning strategy and its physical and virtual infrastructure, will be a place to disrupt the norm, push boundaries, collaborate, and create – a place where passion is welcomed and supported.

We are excited to see the emergence of the Innovation Village at Fanshawe College. Our community is fortunate to have Fanshawe's resources available to us and we see the addition of maker spaces, high-performance learning labs, equipment, collaboration stations, specialized training, and research expertise under one roof as a tremendous development with the potential to enhance and increase client contacts and collaborations in service of social innovation. We welcome the opportunity to work more closely with Fanshawe, students, faculty, and staff to build broader and stronger relationships with the nonprofit and social innovator community. We are delighted to support this initiative and believe Pillar Nonprofit Network and Innovation Works can help Fanshawe's Innovation Village realize its potential through our connections to the nonprofit organizations and social enterprises in our network.



Sincerely,

Lore Wainwright  
Interim Executive Director, Pillar Nonprofit Network  
Director, Innovation Works

March 1, 2019

President Peter Devlin  
Fanshawe College  
1001 Fanshawe College Blvd  
London, ON N5Y 5R6

Dear President Devlin,

It gives me great pleasure to provide strong support for Fanshawe's proposed Innovation Village. This one stop service will be a valuable addition to growing and supporting our community and the businesses and industries in the region that are the backbone of our economy.

We have always appreciated the role Fanshawe plays as a pathway for our young people and students to get a strong education and develop a career path. Innovation Village, through the i4C Hub, is a further demonstration of Fanshawe's commitment to developing talent and infrastructure that meets industry expectations. This concept and hub has the potential to assist us in attracting new investments and strengthen our local companies as they continue to push for higher productivity to stay globally competitive. In particular, because it is both a physical and virtual space, it will easily be available to our region, which services both a rural and urban population.

I was pleased to attend the session in February 2019 to learn more about Innovation Village and how we can partner with Fanshawe in making it a true success. As we look to grow our economy on innovation and entrepreneurship, the Village will be an important new addition we can connect with. We are fortunate to have these resources available to us and the addition of maker spaces, high performance learning labs, equipment, collaboration stations, specialized training and research expertise under one roof is beneficial to strengthen our relationship.

We welcome Fanshawe's invitation to participate, and will support the Village in whatever way we can, through client referrals from companies looking for support, information sessions and promotional activities. We fully endorse this proposal, and would be pleased to respond to any questions.

Sincerely,



Mayor



## **CITY of STRATFORD**

*Office of the Mayor  
His Worship Dan Mathieson*

City Hall, P. O. Box 818  
Stratford, ON N5A 6W1  
519-271-0250, ext. 234  
[dmathieson@stratford.ca](mailto:dmathieson@stratford.ca)  
[www.stratfordcanada.ca](http://www.stratfordcanada.ca)

March 29, 2019

President Peter Devlin  
Fanshawe College  
1001 Fanshawe College Blvd  
London, ON N5Y 5R6

Dear President Devlin:

It gives me great pleasure to provide strong support for Fanshawe's proposed Innovation Village. This one stop service will be a valuable addition to growing and supporting our community and the businesses and industries in the region that are the backbone of our economy. As the Mayor of the City of Stratford, we enjoy a shared vision of achieving greater economic prosperity through innovation.

We have always appreciated the role Fanshawe plays as a pathway for our young people and students to get a strong education and develop a career path. Innovation Village, through the i4C Hub, is a further demonstration of Fanshawe's commitment to developing talent and infrastructure that meets industry expectations. This concept and hub has the potential to assist us in attracting new investments and strengthen our local companies as they continue to push for higher productivity to stay globally competitive. In particular, because it is both a physical and virtual space, it will easily be available to our region, which services both a rural and urban population. It is also a natural complement to the University of Waterloo's thriving Stratford campus, which is home to its School of Interaction Design and Business. Fanshawe's "virtual campus" model, and even new satellite campuses, would be welcome additions to our shared economic landscape.

### ***Councillors***

*Brad Beatty ~ Graham Bunting ~ Jo-Dee Burbach ~ Tom Clifford ~ Dave Gaffney  
Bonnie Henderson ~ Danielle Ingram ~ Martin Ritsma ~ Cody Sebben ~ Kathy Vassilakos*

I was pleased to attend the session in February 2019 to learn more about Innovation Village and how we can partner with Fanshawe in making it a true success. As we look to grow our economy on innovation and entrepreneurship, the Village will be an important new addition we can connect with. We are fortunate to have these resources available to us and the addition of maker spaces, high performance learning labs, equipment, collaboration stations, specialized training and research expertise under one roof is beneficial to strengthen our relationship.

We welcome Fanshawe's invitation to participate, and will strongly support the Village in whatever ways we can.

Sincerely,

A handwritten signature in black ink that reads "Dan Mathieson". The signature is written in a cursive, flowing style with a large initial "D" and a long, sweeping tail.

Dan Mathieson, Mayor



**middlesex**  
**centre**

*in the centre of it all*

March 6, 2019

President Peter Devlin  
Fanshawe College  
1001 Fanshawe College Blvd  
London, ON N5Y 5R6

Dear President Devlin,

It gives me great pleasure to provide strong support for Fanshawe's proposed Innovation Village. This one stop service will be a valuable addition to growing and supporting our community and the businesses and industries in the region that are the backbone of our economy.

We have always appreciated the role Fanshawe plays as a pathway for our young people and students to get a strong education and develop a career path. Innovation Village, through the i4C Hub, is a further demonstration of Fanshawe's commitment to developing talent and infrastructure that meets industry expectations. This concept and hub has the potential to assist us in attracting new investments and strengthen our local companies as they continue to push for higher productivity to stay globally competitive. In particular, because it is both a physical and virtual space, it will easily be available to our region, which services both a rural and urban population.

I was pleased to attend the session in February 2019 to learn more about Innovation Village and how we can partner with Fanshawe in making it a true success. As we look to grow our economy on innovation and entrepreneurship, the Village will be an important new addition we can connect with. We are fortunate to have these resources available to us and the addition of maker spaces, high performance learning labs, equipment, collaboration stations, specialized training and research expertise under one roof is beneficial to strengthen our relationship.

We welcome Fanshawe's invitation to participate, and will support the Village where we can. We support this proposal, and would be pleased to respond to any questions.

Sincerely,

Aina DeViet  
Mayor, Municipality of Middlesex Centre



March 5, 2019

President Peter J. Devlin  
Fanshawe College  
1001 Fanshawe College Blvd  
London, ON  
N5Y 5R6

Dear President Devlin,

It gives me great pleasure to provide strong support for Fanshawe's proposed Innovation Village. This one stop service will be a valuable addition to growing and supporting our community and the businesses and industries in the region that are the backbone of our economy.

We have always appreciated the role Fanshawe plays as a pathway for our young people and students to get a strong education and develop a career path. Innovation Village, through the i4C Hub, is a further demonstration of Fanshawe's commitment to developing talent and infrastructure that meets industry expectations. This concept and hub have the potential to assist us in attracting new investments and strengthen our local companies as they continue to push for higher productivity to stay globally competitive. In particular, because it is both a physical and virtual space, it will easily be available to our region, which services both a rural and urban population.

I was pleased to attend the session in February 2019 to learn more about Innovation Village and how we can partner with Fanshawe in making it a true success. As we look to grow our economy on innovation and entrepreneurship, the Village will be an important new addition we can connect with. We are fortunate to have these resources available to us and the addition of high-performance learning labs, equipment, collaboration stations, specialized training and research expertise under one roof is beneficial to strengthen our relationship.

We welcome Fanshawe's invitation to participate and will support the Village in whatever way we can, through client referrals from companies looking for support, information sessions and promotional activities. We fully endorse this proposal and would be pleased to respond to any questions.

Sincerely,

A handwritten signature in black ink that reads 'Allan Mayhew'. The signature is written in a cursive style and is enclosed within a simple, hand-drawn oval border.

Mayor Allan Mayhew



**The Corporation of the Municipality of Strathroy-Caradoc**

52 Frank Street, Strathroy, ON N7G 2R4

Attention: Office of the Mayor

Phone: 519-245-1105 / Fax: 519-245-6353

[www.strathroy-caradoc.ca](http://www.strathroy-caradoc.ca)

[jvanderheyden@strathroy-caradoc.ca](mailto:jvanderheyden@strathroy-caradoc.ca)

March 7, 2019

President Peter Devlin  
Fanshawe College  
1001 Fanshawe College Blvd  
London, ON N5Y 5R6

Dear President Devlin,

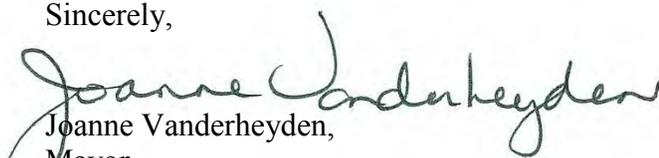
It gives me great pleasure to support Fanshawe's proposed Innovation Village. This "one stop" service will most certainly be a valuable addition to growing and further supporting the greater community and the businesses and industries located throughout in the region.

As the Mayor of a large and growing community next door to London, I value and appreciated the role Fanshawe College plays as a pathway for our residents to learn and to develop their career path. Innovation Village, through the i4C Hub, is a further demonstration of Fanshawe's commitment to developing talent and infrastructure that meets emerging industry expectations and needs. This concept has the potential to assist stakeholders throughout the region to attract new investment and strengthen local companies as they continue to push for higher productivity and competitiveness.

I was pleased to attend the session in February of 2019, at which I learned about Innovation Village and about how we can collaborate with Fanshawe in making it a true success. As we look to grow our economy on innovation and entrepreneurship, the Village will be an important new addition to the region's economic development toolbox.

The people of Strathroy-Caradoc welcome Fanshawe College's initiative and are eager to support the Village through client referrals of companies looking for support, information sessions and promotional activities. I am happy to endorse this proposal, and would be pleased to respond to questions you may have.

Sincerely,

  
Joanne Vanderheyden,  
Mayor



March 1, 2019

**From the Office  
of the Mayor**

President Peter Devlin  
Fanshawe College  
1001 Fanshawe College Blvd  
London, ON N5Y 5R6

Dear President Devlin,

It gives me great pleasure to provide strong support for Fanshawe's proposed Innovation Village. This one stop service will be a valuable addition to growing and supporting our community and the businesses and industries in the region that are the backbone of our economy.

We have always appreciated the role Fanshawe plays as a pathway for our young people and students to get a strong education and develop a career path. Innovation Village, through the i4C Hub, is a further demonstration of Fanshawe's commitment to developing talent and infrastructure that meets industry expectations. This concept and hub has the potential to assist us in attracting new investments and strengthen our local companies as they continue to push for higher productivity to stay globally competitive. In particular, because it is both a physical and virtual space, it will easily be available to our region, which services both a rural and urban population.

I was pleased to attend the session in February 2019 to learn more about Innovation Village and how we can partner with Fanshawe in making it a true success. As we look to grow our economy on innovation and entrepreneurship, the Village will be an important new addition we can connect with. We are fortunate to have these resources available to us and the addition of maker spaces, high performance learning labs, equipment, collaboration stations, specialized training and research expertise under one roof is beneficial to strengthen our relationship.

We welcome Fanshawe's invitation to participate, and will support the Village in whatever way we can, through client referrals from companies looking for support, information sessions and promotional activities. We fully endorse this proposal, and would be pleased to respond to any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "John C. Grace".

John C. Grace  
Mayor  
Town of Goderich

Town Hall  
57 West Street  
Goderich, Ontario  
Canada N7A 2K5



Town of Tillsonburg  
Office of the Mayor

200 Broadway, Suite 204 Tillsonburg, ON N4G 5A7

Tel: (519) 688-3009

Fax: (519) 842-9431

April 12, 2019

President Peter Devlin  
Fanshawe College  
1001 Fanshawe College Blvd  
London, ON  
N5Y 5R6

Dear President Devlin,

It gives me great pleasure to provide both my personal and corporate support for Fanshawe's proposed Innovation Village. This one stop service will be a valuable addition to growing and supporting our community and the businesses and industries in the region that are the backbone of our economy.

We have always appreciated the role Fanshawe plays as a pathway for our young people and students to get a strong education and develop a career path. Innovation Village, through the i4C Hub, is a further demonstration of Fanshawe's commitment to developing talent and infrastructure that meets industry expectations. This concept and hub has the potential to assist us in attracting new investments and strengthen our local companies as they continue to push for higher productivity to stay globally competitive. In particular, because it is both a physical and virtual space, it will easily be available to our region, which services both a rural and urban population.

My subsequent education from the session in February 2019 has enhanced my personal and stakeholder awareness about Innovation Village and how we can partner with Fanshawe in making it a true success. As we look to grow our economy on innovation and entrepreneurship, the Village will be an important new addition we can connect with. We are excited for the opportunity to have these resources available to us and the addition of how the identified resources can strengthen our relationship.

Please be aware that we continue to look forward to discussing ways that we can extend these services regionally, perhaps through a "hub-and-spoke" model, to ensure the integration of Tillsonburg area entrepreneurs and businesses in the not too distant future. We are encouraged by our local leadership in an integrated Regional Transportation model that should further enhance equitable opportunities for stakeholders in our shared service area.



We welcome Fanshawe's invitation to participate, and will support the Village in whatever way we can. We fully endorse this proposal, and would be pleased to respond to any opportunity to further demonstrate this resolve if requested.

Sincerely,

A handwritten signature in blue ink, which appears to read "Stephen B. Molnar". The signature is fluid and cursive, with a long horizontal stroke at the end.

Stephen B. Molnar  
Mayor  
Town of Tillsonburg  
[smolnar@tillsonburg.ca](mailto:smolnar@tillsonburg.ca)

# INNOVATION VILLAGE

Presentation to City Council  
Strategic Priorities Committee

Monday, September 30, 2019

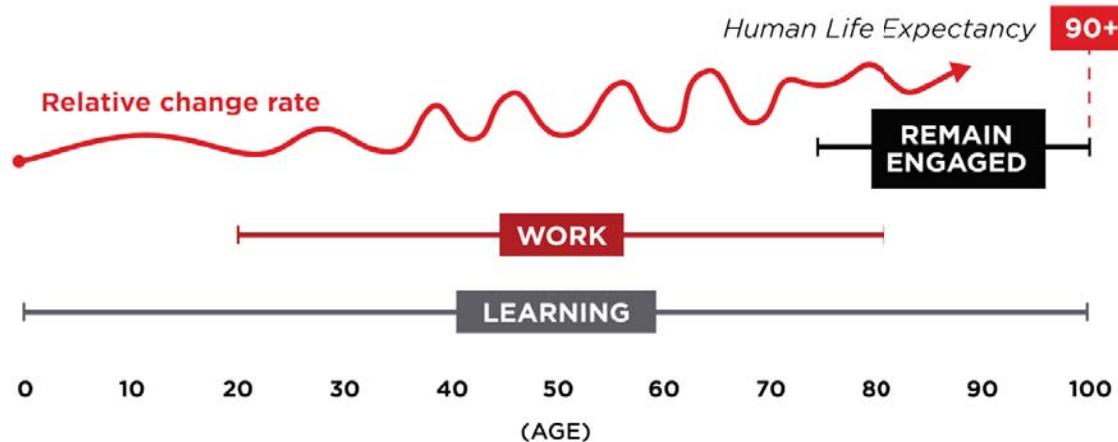


## Fanshawe's future

The best way to  
predict the future is  
to invent it



## Emerging reality



## Why Innovation Village?

- Support job creation by driving collaborations with private/public sectors
- Signature Innovative Learning Experience for every student to become the employees of the future
- \$58M innovation hub, 66,000 square feet over 4 years



INNOVATION  
VILLAGE



## City Council investment will deliver:

- Modern student and employer focused facility – centralized front door to the College
- 500 new partnerships with external employers and organizations in the first 3 years
- Provides skilled and passionate local and international graduates for the London workforce

INNOVATION  
VILLAGE



## Funding Partners

- Federal Government
- Provincial Government
- City of London
- Private Sector Donations
- Fanshawe Student Union
- Fanshawe College

INNOVATION  
VILLAGE



## London's future

The best way to  
predict the future is  
to invent it





OPSEU Local 110  
P.O. Box 32047  
RPO Northland  
London, ON N5V 5K4

Fanshawe College Faculty Union  
Phone (519) 452-4205  
union@opseu110.ca  
www.opseu110.ca

September 26, 2019

Mayor and Members of the Strategic Priorities and Policy Committee (SPPC)  
City of London  
300 Dufferin Avenue  
London, ON  
N6B 1Z2

OPSEU 110 Submission Re: Fanshawe College Innovation Capital Grants Application

Dear Mayor and Council Members of SPPC:

Please accept this as our formal submission to the SPPC for inclusion in the materials distributed for your September 30<sup>th</sup> meeting under *Agenda Item 3.1 Fanshawe College Innovation Capital Grants Application*.

OPSEU Local 110 is the official bargaining agent of over 900 unionized full-time and partial-load Professors, Librarians, and Counsellors at Fanshawe College. At any given time, Fanshawe can employ nearly 1,800 faculty total.

We feel compelled to comment on this application brought forward by the employer. Although we have been quite aware of the Innovation Village project and various faculty members have submitted suggestions, this application to the City of London is a new document to us.

To be clear, in no way are we suggesting that Fanshawe College is not worthy of support. It definitely is worthy.

Not only does Fanshawe College represent a significant contributor to the gross domestic product of the London and area economy, it is a major employer in its own right.

However, there are important considerations that any level of government should ponder carefully. I've divided these points into two main questions.

- 1) How should colleges be supported?
- 2) What are the priorities?

## ***How should colleges be supported?***

It is true that Ontario's public colleges have been significantly underfunded for many years. This has resulted in chronic precarious employment, staffing issues, increasing student debt, and heavy dependence on international student tuition fees. Much has been written about this topic and one definitive source is Kevin MacKay's 2014 report for OPSEU.

To make a long story short, systemic issues and the funding challenges came to a head during faculty collective bargaining and subsequent province-wide strike in the Fall of 2017. You may recall that the Ontario Government legislated an end to that strike. All outstanding issues were referred to Arbitrator William Kaplan for binding resolution.

In the submissions to Kaplan, it was recognized that there were significant systemic issues that the two parties could not possibly address on their own at the bargaining table. An **Ontario College Task Force** was proposed with representation from administration, faculty, support staff, students, and industry who would report back to the Minister.

By all reports, the Task Force had made significant headway before it was suddenly cancelled by an Order in Council on the first day office for the Ford Government. OPSEU considers the cancellation, contrary to Kaplan's binding decision, to be unlawful. **Perhaps more importantly, disbanding the Task Force was morally wrong** as it deprived students and other stakeholders an opportunity to address issues in the colleges and potentially prevent future labour disruptions.

We submit that **the loss of the Task Force was a major blow and lost opportunity for London's economy**. London depends on a strong publicly-funded Fanshawe College.

The **City of London can help by lobbying the Province to restore the Task Force**. Ultimately, it is in the City's interest to lobby the Province to ensure Fanshawe receives a stable and fair share of funding.

We also submit that **supporting Fanshawe College should not be undertaken on a piecemeal basis**. Rather, consideration of Fanshawe's role as an employer and economic engine needs to be part of a broader **City of London Public-Sector Jobs Strategy**

Please refer to my letter of September 18, 2019 to City Manager Hayward (attached) calling on the City of London to develop and adopt such a strategy. It includes excerpts from Mike Moffat's analysis that public sector hiring, and not the manufacturing sector, has been lagging.

## ***What are the priorities?***

Had we been asked to comment on this submission to the City, the Innovation Village is not the project we would have chosen as the priority.

There are numerous other needs that have a significant direct impact on the London community in terms of services to citizens, education for students, and employment.

At the top of that list is a **Dental Hygiene Clinic** to be built in A Building at Fanshawe's 1001 Fanshawe College Boulevard Campus.

This is a vital service for over 770 citizens who cannot obtain service elsewhere.

Fanshawe's program is effectively being squeezed out at Western, which has its own facilities issues. **Without the construction of a new clinic by September 2020, the program and the service could come to an end.**

The program contributes to the employment of approximately 7 full-time and maybe another 13 contract faculty and that will only grow with proper clinic space. We're talking real quantifiable jobs, now and into the future.

As a priority that has a direct impact on service and employment for Londoners, we thought it was the natural choice for a funding ask.

On the other hand, we struggle to see how Innovation Village will contribute much in the way of faculty employment.

Any research projects that are approved would be included in our existing full-time faculty members' workload. It is no doubt work, but it is not a given that any new faculty will be hired.

Innovation Village does not add much in terms of instructional space. We are hurting for specialized lab and classroom space at Fanshawe, causing "daytime" classes to be scheduled solidly from 8am to 8pm, and at Kingsmills from 8am to 10pm.

To be fair, there are upsides to the project. Innovation Village includes a long-overdue Library renovation which is sorely needed in the information age. We just might not have suggested that Innovation Village as it is packaged here be the highest priority ask.

### ***Observations and Recommendations***

**We've seen this movie before.** We've seen how flashy public-sector capital projects receive funding but then there are not the operating funds from the Province to keep things running. It's hard to have an innovation hub if there is no money (which equates to time) for faculty and students to innovate.

At the provincial level, things are a mess. Thanks to red tape initiated at the Ontario Labour Relations Board by the College Employer Council, part-time and sessional faculty in Ontario still don't have union representation despite having cast votes two years ago. Add to that the hurried implementation of Ontario's Bill 47, which has led to **some part-time and sessional faculty teaching continuing education credit courses at Fanshawe having their pay cut.** For those faculty in St. Thomas, Woodstock, Simcoe, Wingham/Clinton, and in London's Lawrence Kinlin School of Business who are trying their best to support their families, one can hardly blame them for feeling angry that Fanshawe can apparently afford to transfer scarce operating dollars into a \$58-million capital project.

Ultimately, it is up to your Committee and to your Council to deliberate and make a decision on this proposal. **We do not have a recommendation to you in that regard.**

Regardless of your decision on this project, **our recommendations to City Council are:**

- **Develop and implement a Public Sector Jobs Strategy;**
- **Lobby and bring the Government of Ontario to the table in a sustained way.**

Thank you for taking the time to consider our input and comments. We are willing to field any questions you may have. Personally, I hope to be present at the September 30<sup>th</sup> meeting.

Sincerely,

A handwritten signature in blue ink that reads "Darryl Bedford". The signature is written in a cursive, flowing style.

Darryl Bedford, President  
OPSEU Local 110, Fanshawe College Faculty Union

cc: Dani Bartlett, Power of Many Campaign  
Patti Dalton, London and District Labour Council  
JP Hornick, OPSEU CAAT Academic Divisional Executive  
RM Kennedy, Chair, OPSEU CAAT Academic Divisional Executive  
Gary Siroen, OPSEU 109 (Fanshawe College Support Staff)

encl.



*OPSEU Local 110*  
P.O. Box 32047  
RPO Northland  
London, ON N5V 5K4

*Fanshawe College Faculty Union*  
Phone (519) 452-4205  
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www.opseu110.ca

September 18, 2019

Martin Hayward  
City Manager, City of London  
300 Dufferin Avenue  
London, ON  
N6B 1Z2

Dear Martin:

We are writing to you as we wish to bring a delegation to London City Council. The purpose of our delegation would be to encourage London to develop and adopt a public-sector job strategy.

Our Local's interest in such a strategy is that Fanshawe College faculty alone comprise nearly 1,800 workers or approximately 0.7% of the London-area workforce.

Approximately 69% of Fanshawe faculty are "contract faculty" typically being hired on contracts 14 weeks long.<sup>1</sup> Moving the needle on that ratio by just one percentage point would result in up to 20 new full-time jobs for our community.

Historically, colleges such as Fanshawe are only thought of in terms of how they prepare citizens for employment, not in terms of how important they are as employers themselves. Instead, we should consider how the public and private sector interact with each other.

Economist Mike Moffat has analyzed London's employment situation and with his permission two of his blog posts are attached to this letter.<sup>2,3</sup> Here are a few things that stand out in relation to the public sector:

- "London's hospital employment barely increased since 2001."

---

<sup>1</sup> October 2018 Staffing Survey for Fanshawe College <http://www.opseu110.ca/wp/wp-content/uploads/2015/11/2018-october-staffing-survey-with-cover-27-03-27-2019-09-09-59.073.pdf>

<sup>2</sup> Employment growth in 7 CMAs <https://medium.com/@MikePMoffatt/employment-growth-in-7-cmas-london-windsor-k-c-w-st-catharines-oshawa-halifax-and-victoria-b2fd3eca3192>

<sup>3</sup> "Diagnosing and Solving London's Job Woes" <https://medium.com/@MikePMoffatt/diagnosing-and-solving-londons-job-woes-1cc8a84172ce>

- “London’s employment in the [university] sector declined significantly, while [Kitchener-Cambridge-Waterloo]’s doubled.”
- Considering the Biggest Losing/Smallest Gaining industries: “Computer systems design/services (London down slightly while K-C-W up over 7,000), universities (down over 1,000 while K-C-W up nearly 5,000), depository credit intermediation (down over 1,000 while K-C-W up nearly 4,000) and provincial public administration. What do these all have in common? **WHITE COLLAR JOBS.**”

We agree with Professor Moffat’s conclusion that any employment strategy for London must have both a private-sector and public-sector component.

A public-sector jobs strategy may include the following components:

- Ensure that London receives its fair share of provincial and federal funding to maintain public services.
- Ensure that local public service providers use that funding for front-line services and that by doing so jobs will be created.
- Recognize that some workers have both public and private sector employment and that the two sectors are complementary.
- Address the issue of precarious employment. (The London Poverty Research Centre at King’s found that 48.9% of Londoners were in a state of precarious employment.<sup>4</sup>)
- Ensure that contract public-sector workers are treated fairly. (A common myth is that workers are satisfied with precarious work: An Algonquin College administration survey found that 65% of their contract faculty were seeking full-time work either at the college or elsewhere.)
- The City of London, as a public-sector employer itself, has a role to play. Should it become a model employer by paying living wages, it will set a standard that other public and private sector employers will move to match to remain competitive.
- Lobby the provincial government to resume the Ontario College Task Force. The cancellation of the task force was a lost opportunity for London. A common myth is that the GTA colleges are much larger than Fanshawe: our union local is now the fourth largest of the 24 public colleges ahead of Sheridan, Centennial, Conestoga, and Algonquin. Provincial postsecondary policy has a major impact on London; the success of Western and Fanshawe will set the tone for employment in our community.

---

<sup>4</sup> <https://precariousinlondon.weebly.com/>

We are willing to present these ideas as a delegation, either on our own as OPSEU 110 or in cooperation with CUPE 101, to City Council. We look forward to hearing from you.

Sincerely,



Darryl Bedford, President  
OPSEU Local 110, Fanshawe College Faculty Union

cc: Dani Bartlett, Power of Many Campaign  
Patti Dalton, London and District Labour Council  
Steve Holland, President, CUPE 101  
Gary Siroen, OPSEU 109 (Fanshawe College Support Staff)  
Barb Westlake-Power, Deputy City Clerk, City Clerk's Office

encl.



**AARON ATCHESON**  
Partner,  
Miller Thomson LLP

**STEPHANIE CICCARELLI**  
Chief Brand Officer,  
Voices.com

**PETER DEVLIN**  
President,  
Fanshawe College

**KEITH GIBBONS**  
Former President,  
McCormick Canada

**ANDREW LIT**  
General Manager,  
Brose

**CATHY SISKIND-KELLY**  
Co-Owner,  
Black Fly Beverage  
Company

**GERRY MACARTNEY**  
*Ex-Officio*  
CEO & GM,  
London Chamber of  
Commerce

**STEPHEN BOLTON**  
President & CEO,  
Libro Credit Union

**JAMES CRICH**  
President,  
Auburn Developments

**SHANTAL FELTHAM**  
President & CEO,  
Stiris Research

**ED HOLDER**  
Mayor,  
City of London

**MICHAEL SCHMALZ**  
President,  
Digital Extremes

**LYNN SMURTHWAITE-  
MURPHY**  
President,  
StarTech.com

**MARTIN HAYWARD**  
*Ex-Officio*  
City Manager,  
City of London



# What we do

2019 LEDC  
UPDATE

**ACCELERATE**  
We foster scale-up activity and long term growth of existing London businesses.

**INVEST**  
We attract new investment and jobs into the city.

**TALENT**  
We connect employers to talent and developed a skilled workforce to meet future needs.

**ENGAGE**  
We champion positive economic dialogue locally, nationally and internationally.

Strategic Plan & Annual Report available at:  
[ledc.com/about](http://ledc.com/about)



## Key Sectors

2019 LEDC  
UPDATE



**FOOD PROCESSING**  
90+ companies  
7,000+ employed



**MANUFACTURING**  
500+ companies  
31,700+ employed



**DIGITAL CREATIVE**  
350+ companies  
9,000+ employed



**HEALTH**  
60+ companies  
25,000+ employed

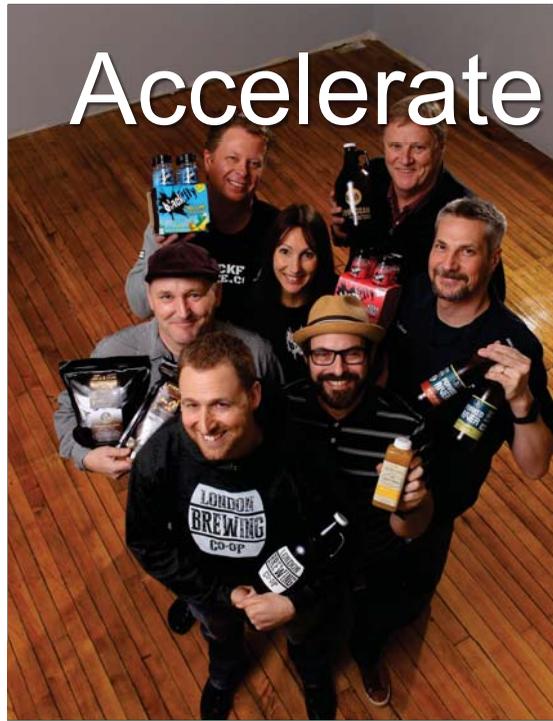


**PROFESSIONAL SERVICES**  
500+ companies  
52,800+ employed



# Year-to-Date Metrics

	EXPANSIONS & ATTRACTIONS	JOBS ADDED	GRANTS & SUBSIDIES	SINCE INCEPTION	FACILITATED CREATION OF	ANNUAL PROPERTY TAX REVENUE
2019	\$52M	643	\$3M	20,000 NEW JOBS	\$2.4B IN NEW INVESTMENT	\$18M
2018	\$870M	3,100	\$72M			



RETENTION FILES  
**3**  
6 in 2018

JOBS RETAINED  
**90**  
851 in 2018

ACTIVE EXPANSION FILES  
**45**  
83 in 2018

COMPANIES WORKED WITH  
**430**  
590 in 2018

REFERRALS MADE  
**2,424**  
1,940 in 2018

COMPANIES WORKED WITH



# Accelerate Initiatives



FOUNDERS' NETWORK



INFRASTRUCTURE



LEDC / SBC FOOD ACCELERATOR PROGRAM



SUBSECTOR DEVELOPMENT



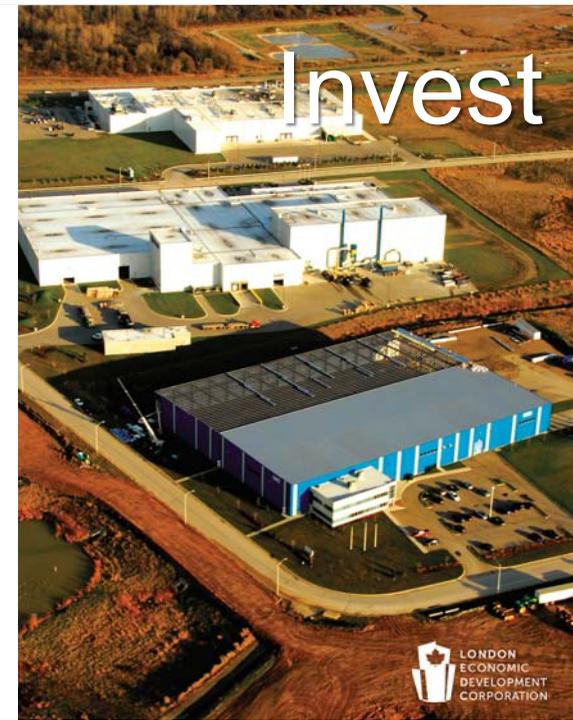
INVESTMENT MISSIONS  
**3**  
9 in 2018

ATTRACTION FILES  
**61**  
74 in 2018

FDI PROPOSALS  
**60**  
97 in 2018

SITE SELECTION TOURS  
**13**  
21 in 2018

COMPANIES WORKED WITH



# Invest Initiatives



ONTARIO FOOD CLUSTER



ONTARIO MANUFACTURING COMMUNITIES ALLIANCE



TRADE



CONSIDER CANADA CITY ALLIANCE



## EXTERNAL JOB FAIRS

5

10 in 2018

## EMPLOYER & JOB SEEKER CONSULTATIONS

1,011

2,260 in 2018

## WORKFORCE PROJECTS

20

18 in 2018

## SEMINARS FOR SME'S

8

11 in 2018

## WORKFORCE DEVELOPMENT INITIATIVES



Corporate Training Solutions

BUSINESS MOMENTUM SERIES

IVEY ACADEMY PROGRAMMING & EVENTS



## FRONTLINE SUPERVISOR PROGRAM

### ON-CAMPUS JOB FAIRS

### NEWCOMER CANADA CAREER & SETTLEMENT FAIR

### LIFE AFTER KING'S PROGRAM



# Talent Initiatives



LONDON REGION COMPOSITES TRAINING



LONDON & AREA WORKS



JOB PORTALS



GLOBAL TALENT STREAM



## INBOUND INQUIRIES

80

101 in 2018

## MEDIA HITS

154

340 in 2018

## EVENTS

16

14 in 2018

## PAGE VIEWS ON LEDC.COM

136K

212K in 2018

## AWARDS & RECOGNITIONS

COMPANY OF THE YEAR – INTERNATIONAL BUSINESS AWARDS COMPETITION

CANADA'S BEST LOCATIONS - SITE SELECTION MAGAZINE

FDI INTELLIGENCE CITIES OF THE FUTURE

HERMES CREATIVE AWARDS

DOTCOMM AWARDS



## Engage Initiatives



LONDON MAGAZINE



MADE RIGHT HERE



NICHE INDUSTRY EVENTS



COMMUNICATIONS  
SERVICES



# Thank You

## UPCOMING EVENTS

**October 3:** Manufacturing Matters

**October 15:** LEDC & CTS Fanshawe – Momentum Series Workshop

**October 19:** Newcomers Canada Career & Settlement Fair (Toronto)

**October 25:** LEDC & Forest City Film Festival Industry Event

**November 12:** LEDC & CTS Fanshawe – Momentum Series  
Workshop





# DEVELOPING ENTREPRENEURIAL SUCCESS



Steve Pellarin  
September 30, 2019



**Our mission:**

*"To stimulate, promote and support the entrepreneurial spirit, start-up and early growth of small business to actively contribute to the economic development of London."*

*Our team of 7 staff deliver:*

- Business planning and strategic guidance  
Consultations; seminars; in-depth courses
- Networking and business development opportunities
- Access to government programs and assistance



## The City of London: A Partner Since Inception

**1986** Created in response to a Provincial RFP to municipalities to launch business incubators. City of London was one of 5 founding members of the incorporation.

**1986 to 1990** Operated exclusively as a manufacturing incubator in a 65,000 sq. ft City owned building on Oxford St East.

**1990 to 1997** Various Federal and Provincial self employment programs added with the City of London being named as a third party in numerous projects.

**1997** Province contracted with City of London and the Small Business Centre to deliver its Small Business Enterprise Centre (SBEC) initiative. Over the next 10 years the SBEC network would grow to over 50 municipalities, of which London was proudly the 2<sup>nd</sup> to launch.

**2003** Incubator closed after serving 18 years; the longest and most successful of the eleven-original provincial/municipal incubators.

**2004** Relocated to 316 Rectory St (Western Fair) and expanded training facilities and programs. City of London renewed its funding relationship and revised the reporting structure.

**2018** Relocated to 379 Dundas

**2019** The first multi (4) year agreement with the City of London.



## Board of Directors

Garrett Graham, CPA	President	Libro Credit Union
Mike Sherlock	Vice President	Knighthunter.com
Frank Snyders, CPA, HBA	Treasurer	Snyders Consulting
David Schefter	Secretary	Raymond James Ltd.
Matthew Bota, J.D.	Director	Harrison Pensa LLP
Kim Atkinson	Director	Ontario SEO
Andrew Coates, CPA	Director	Grant Thornton LLP
Jayne Cousins	Director	Voices.com
Angie Glasser, SHRM-SCP	Director	Canaccede Financial Group

## Funding Sources:

2019/2020



## Growing Our Economy

*A supportive environment where entrepreneurs and businesses thrive:*

The SBC is the City's only full-time drop-in business resource centre, where all Londoner's can access essential business start-up information and resources; meet with business advisors; and participate in a variety of weekly training sessions.

A gateway to Service London Business, the SBC works actively with City staff to disseminate regulatory information and to connect businesses with the City's economic development entities.

## Who We Serve:

Entrepreneurs and those aspiring to be entrepreneurs

- 24% are in the "investigation" stage
- 57% are in the startup stage
- 17% are established businesses
- 27% are under the age of 30
- 17% are over the age of 50

*\*Status at time of initial contact*

## Who We Serve:

Multiple Sectors and Industries

- 15% Retail
- 13% Food related
- 10% Arts, Entertainment & Recreation
- 7% Professional and Technical Services
- 5% Wholesale
- 4% Construction

*26% are non categorized "other services"*

## Growing Our Economy

*Fostering business growth and job creation with targeted training and mentoring:*

Advanced Business Seminar Series  
Various topics offered monthly.

ScaleUp Food And Beverage Production Accelerator  
An LEDC partnership. 3 Month mentorship program.

Starter Company Plus - A provincial training program with grants up to \$5,000.

## Growing Our Economy

*Assisting unemployed people to transition to sustainable self-employment:*

Ontario Works Self Employment Program.

Rise Program – In partnership with RISE Asset development Toronto. Mentoring and financing (loans) for people with mental health and addiction challenges.

Summer Company – Provincial program to assist students launch summer ventures.

## Growing Our Economy

*Assisting unemployed people to transition to sustainable self-employment:*

One-time Projects completed in 2019

- WIL's Refugees Economic Integration Strategy (WREIS). In partnership With WIL Employment, a series of 8 introductory workshops on small business. Delivered in Arabic.
- EnterPRISEing Youth Plus, an intensive 8 week program of online and in-class training targeted to youth with mental health and addiction challenges.

## TRAINING & SKILLS DEVELOPMENT

*Providing entrepreneurs with the knowledge and skills they need to be successful*

- 184 Training Sessions/Workshops
- 1706 Participants
- 5 Targeted Programs



*\*most recent fiscal year*

## COACHING & MENTORSHIP

- 1,569 Individual consultations
- 41 Volunteer mentors, subject matter experts and presenters

Margaret Coons, Nuts for Cheese, launched her business in 2015 with help from the SBC. Today she volunteers her expertise in our Food & Beverage Production ScaleUp Program, inspiring other small business owners.



## ECONOMIC IMPACT

- 154 New businesses launched
- 314 New jobs reported among new and existing active clients

*\*Most recent fiscal year*

*Only represents actively engaged clients, i.e. relationships with business advisor staff. Most SBC clients access a few seminars and other services periodically without engaging with a coach/business advisor. Hence, the above impact metric is a very conservative measurement.*



## SOCIAL IMPACT

People-focused, we provide information to make informed decisions

***Sometimes the best possible outcome for someone is***

***NOT to start a business***

94% of people who engage in training rate it as “excellent or very good”



## LOOKING FORWARD

- Actively seek new sources of revenue and resources to replace lost provincial funding
- Add sector specific “business growth” programming e.g. Construction and Trades, Retail
- Introduce workshops that address the growing participation in the GIG Economy
- Continue to identify and resource new programs/projects for newcomers, unemployed, and other groups facing barriers to employment

# Thank You!

For monthly SBC Client Showcases visit [www.sbcentre.ca](http://www.sbcentre.ca)



*Growing London's economy one job at a time, when one leads to many!*

# techalliance

of southwestern ontario

## WHO WE ARE

The Regional Innovation Centre (RIC) for London & Middlesex, Elgin, Lambton, Oxford, and Huron Counties

Part of the Ontario Network of Entrepreneurs (ONE)



## OUR MISSION

To grow the innovative businesses of today, and launch the startups of tomorrow.

## OUR VISION

We envision a region where tech-driven businesses accelerate economic growth and job creation, and where the spirit of entrepreneurship thrives.

## WHAT WE DO

From a London perspective, TechAlliance supports the organic growth of innovation- and tech-based companies in the City.

We help them start locally and succeed globally.

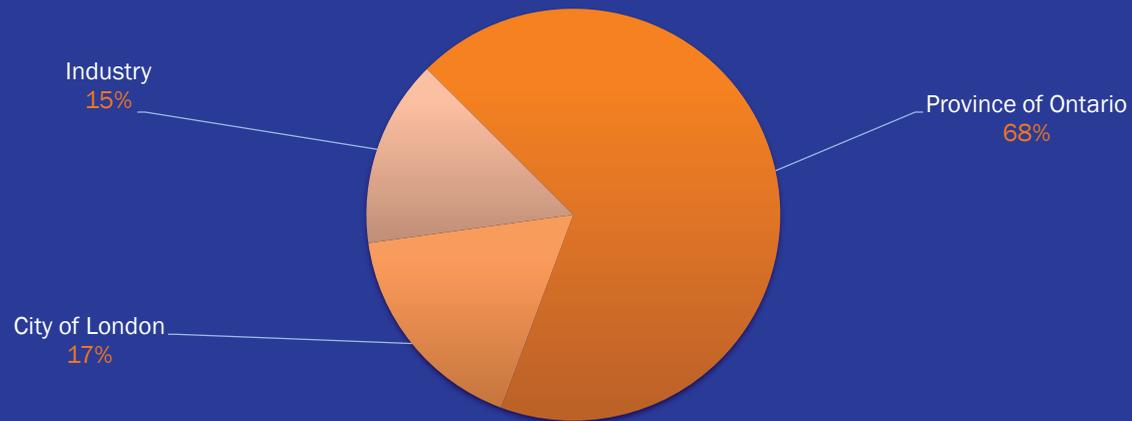


## BOARD OF DIRECTORS



Growing companies. Emerging small businesses. And ideas yet to come.

# OPERATIONAL FUNDING (FY2019 Actuals)



# GROWING LONDON'S ECONOMY



**SUPPORTING**  
new and established  
entrepreneurs at  
startup, growth, and  
scale stages



**CONNECTING**  
students and industry  
to promote career  
opportunities in  
London's tech sector



**COLLABORATING**  
with partners to promote  
entrepreneurship,  
innovation, and  
investment

## KEY INITIATIVES: SUPPORTING

Advisors & Mentors

Entrepreneur 1.0  
with Ivey Business School

GROW Accelerator

The Experts



## KEY INITIATIVES: CONNECTING

Tech Talent Exchange  
at Western & Fanshawe

Secondary School  
Awareness Campaigns

Munchies with Mentors

## KEY INITIATIVES: COLLABORATING

Global Entrepreneurship  
Week in London

Tech Connect

Proteus Innovation  
Competition

**techalliance**  
of southwestern ontario



## MEMBER IMPACT

FISCAL YEAR 2019

# 173

MEMBER COMPANIES & ORGANIZATIONS

# 10,000+

EMPLOYED BY TECHALLIANCE MEMBERS

**techalliance**  
of southwestern ontario



## CLIENT RESULTS

FISCAL YEAR 2019

# 226

STARTUPS SUPPORTED

# 789

JOB'S CREATED BY STARTUPS

**techalliance**  
of southwestern ontario

## CLIENT RESULTS

FISCAL YEAR 2019

# \$12.1m

INVESTMENT OBTAINED BY STARTUPS

# \$19.9m

REVENUE GENERATED BY STARTUPS

**techalliance**  
of southwestern ontario





## SUCCESS STORY: M.I. UNDERSTANDING

### SERVICES ACCESSED

MVP Lab  
Advisors and EIRs

### RESULTS

- Pivoted to subscription-based model
- Will add 5 jobs within 6 months
- Secured first major hospital customer

**techalliance**  
of southwestern ontario



## SUCCESS STORY: LIFELIKE BIOTISSUE

### SERVICES ACCESSED

Advisors and EIRs  
BURST Life Science Accelerator

### RESULTS

- Early prototype was commercialized
- Grew to 10 full-time employees
- Increased sales by 67%

**techalliance**  
of southwestern ontario



## SUCCESS STORY: AHEAD SIMULATIONS

### SERVICES ACCESSED

Advisors and EIRs  
BURST Life Science Accelerator

### RESULTS

- Six-figure sales since January 2019
- Grown to 3 full-time employees
- Clear path to investment readiness

**techalliance**  
of southwestern ontario

**techalliance**  
*of southwestern ontario*

**4TH REPORT OF THE**  
**GOVERNANCE WORKING GROUP**

Meeting held on August 26, 2019, commencing at 2:03 PM, in Committee Room #4, Second Floor, London City Hall.

**PRESENT:** Councillors J. Morgan (Chair), S. Hillier, A. Kayabaga, S. Lewis, and M. Van Holst, and C. Saunders (Secretary).

**ABSENT:** Councillor P. Squire

**ALSO PRESENT:** M. Hayward, J. Raycroft and B. Westlake-Power.

---

**1. CALL TO ORDER**

1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

1.2 3rd Report of the Governance Working Group

That the 3rd Report of the Governance Working Group from its meeting held on May 6, 2019 BE RECEIVED.

**2. CONSENT ITEMS**

None.

**3. ITEMS FOR DISCUSSION**

3.1 Proposed Electronic Voting System for Public Appointments to Advisory Committees, Boards and Commissions – demonstration and draft policy

Recommendation: That the City Clerk BE DIRECTED to bring forward to the next meeting of the Governance Working Group a revised proposed Policy providing for procedures to implement an electronic voting system for the consideration of Council and public appointments to Standing Committees, Advisory Committees, Boards and Commissions for further consideration that would include the following:

- a) the removal of the term “election” from the proposed Policy replace it with the term “selection process”;
- b) the requirement for candidates to be nominated for consideration of appointment at the Committee Meeting where the appointments are to be considered;
- c) the provision for batch elimination of the candidates with the lowest tied votes and those receiving no votes, where multiple candidates are to be appointed;
- d) the provision for single elimination of the lowest candidates where one candidate is to be appointed, except in circumstances where a candidate has been given no votes and in those circumstances, the candidate will be eliminated from subsequent rounds of voting, with the intent of achieving a minimum threshold of 50% plus 1 of the votes cast;

it being noted that the Governance Working Group (GWG) received a demonstration of the proposed electronic voting system from the Deputy Clerk and the Manager, Licensing and Elections.

**4. DEFERRED MATTER/ADDITIONAL BUSINESS**

None.

**5. ADJOURNMENT**

The meeting adjourned at 3:27 PM.