

## Business Plan: Business Attraction & Retention

---

### How does this service contribute to the results identified in the City of London Strategic Plan?

<p><b>A Strong Economy</b></p>	<p>As the lead economic development agency in the city of London, LEDC works to improve the economic well-being of Londoners through the attraction of new companies, growth of existing businesses as well as entrepreneurship support activities. Our goal is to accelerate and sustain the growth of a strong and vibrant economy and foster private sector investment in the city. LEDC and its partners TechAlliance, Small Business Centre and Stiller Centre provide support and expertise to create economic growth, jobs and overall wealth creation in the city of London.</p>
<p><b>A Vibrant and Diverse Community</b></p>	<p>LEDC facilitates the creation of new jobs and attraction of new foreign investments in London. Our activities help create a diverse range of employment and entrepreneurial opportunities in a variety of industries including advanced manufacturing, digital creative, life sciences and more. LEDC activities help create significant economic spinoffs which further contribute to vibrancy in the city and attract new residents to London.</p>

### Name the main activities done to provide this service:

Name The Activities Done To Provide This Service	How Much Did We Do? (optional)	Is The City Mandated To Provide This Service?	Can The Level Of Service Be Changed?
1. Attract foreign direct investment and support local business expansion resulting in job creation	\$110 million in new investments, resulting in the creation of 1,700 new jobs in 2013	No	Yes – subject to agreement
2. Engage local companies for business retention and growth	Worked with 500 local companies in 2013	No	Yes – subject to agreement
3. Conduct marketing and promotion activities to highlight investment opportunities	Hosted 85 attraction prospects and conducted 25 site selection tours in 2013	No	Yes – subject to agreement

## What is the current state of this service?

- LEDC's goal is to promote London internationally for new foreign direct investment opportunities. LEDC markets London to companies worldwide looking to set up operations in Canada.
- Working closely with companies in the core economic sectors of London, LEDC assists local companies with growth and retention issues. These include helping with government grants and subsidy programs, facility expansion, workforce development, export market access and much more.
- LEDC continues to focus on diversification of London's manufacturing sector. This strategy has resulted in significant new investments in sectors such as food processing, advanced materials, defence and aviation.
- Supporting the Industrial Land Development Strategy team at the City, LEDC assists in development of investment ready industrial parks. Through LEDC support, London's Innovation Industrial Park was named Ontario's first provincially certified Investment Ready Site.
- London continues to market opportunities in key markets such as Germany, Korea, Japan and the U.S.
- LEDC has successfully leveraged provincial and federal funding programs for external promotion, as well as expansion and growth of local London companies.
- Competition from U.S and Mexico continues to be a challenge for London. Significant financial incentives are offered to companies investing south of the border, which limits the market even further. Intensification of manufacturing supply chains in Mexico makes it challenging for manufacturing companies to operate in Ontario.
- LEDC continued to attract new business to London in 2013, including notable investments such as Farmboy, NATRA, Samsung, and more.

## What has been done to manage the budget?

The service area has been actively managing its budget by implementing management lead initiatives aimed at creating efficiencies, avoiding costs and generating revenue. These include the following:

### Efficiencies / Costs Avoided

Previous 3 Years

- LEDC has a fixed term/budget contract with the City.

## What is the future direction of this service?

### What future initiatives can be contained within the maintain existing service level budget?

#### 2015 Budget

- LEDC will build on regional economic partnerships, including the Ontario Automotive Communities Alliance, Ontario Food Corridor and the Ontario Technology Corridor. We will continue our efforts with several provincial and federal institutions to coordinate economic development programming.
- TechAlliance will deliver programs for innovative industries and coordinate business support services. Commercialization of new innovations and technologies will remain a focus for WorldDiscoveries and the Stiller Center.
- Small Business Center will provide support services to new start-up companies, entrepreneurs and service based ventures.
- LEDC will expand our partnership with the London International Airport to build new business opportunities in air cargo transportation, aviation suppliers and aviation related education areas.
- LEDC plans to continue significant retention activities through greater company calling program, assistance with federal and provincial programs to support expansions, export market development and help with diversification initiatives.
- Developing workforce support programs to match available talent in London to employer needs.

#### 2016-2018 Forecast

- Following the recommendations from the KPMG review, LEDC will participate in a municipal led economic strategy for the London.
- LEDC will also create a community engagement plan to enhance communications with all stakeholders re: economic activities and initiatives underway.
- LEDC will continue marketing industrial opportunities for job creation and increased industrial tax assessment for the City of London. Through the development of the industrial land strategy, we are working with partners such as Western University and Fanshawe College to further develop the Advanced Manufacturing Park. This new industrial site will be marketed to investors in clean energy, new materials, automotive and technology intensive companies.
- Local business retention and growth will become an increasing focus for LEDC. We are planning to undertake new programming to assist local companies with talent recruitment, access to government support programs, facility expansion and job creation.

- LEDC will enhance workforce development programming and activities to assist companies to recruit and retain the talent needed to continue growing in London. Youth and student retention activities will continue to be a major focus within workforce development.
- Through LEDC's work in the knowledge based economy and the education sector, we will continue focussing on opportunities in life sciences, medical devices, information and communication technologies as well as digital creative industries. As new companies are attracted to the city in these sectors, there will growth our downtown core as well as commercial assessment base.
- As the manufacturing sector transitions to an advanced technology driven environment, LEDC will focus on emerging areas for new investment attraction as well as newer markets to target, including R&D, automation and robotics.
- LEDC will undertake new activities to encourage and develop more entrepreneurial activities in London.
- As the 401 corridor improvements take shape, LEDC will market new industrial opportunities along the 401/402 corridor in London. The city led Industrial Land Development Strategy is being designed to take advantage of such upcoming infrastructure investments.
- The Fraunhofer Project Center will be promoted to automotive suppliers to establish new production facilities for light weight composite materials for upcoming vehicle fuel efficiency requirements.
- LEDC will be marketing the International Water Center of Excellence to companies manufacturing innovative solutions for water and waste water treatment and related technologies.
- Longer term focus for LEDC and its partners will be to continue diversification of our employment base.
- LEDC, Techalliance and Small Business Center to continue focussing on entrepreneurship and new business opportunities.

## Key Performance Indicators

### How Much?

<b>Description of measure</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
1. Attraction of new foreign direct investment and investment in local businesses through expansions	\$110 m	\$120 m	\$120 m	\$120 m	\$120 m	\$120 m
2. New job creation through attraction and expansions	1,700	1,200	1,200	1,200	1,200	1,200

### How Well?

<b>Description of measure</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
3. New industrial construction (Sq.ft.)	400,000	400,000	400,000	400,000	400,000	400,000
4. Information requests and site selection proposals submitted	200	200	200	200	200	200
5. Investment attraction seminars and sector promotion events/conferences supported	50	50	50	50	50	50

### Is Anyone Better Off?

<b>Description of measure</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
6. New job creation through new attraction and expansions	1,700	1,200	1,200	1,200	1,200	1,200