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<b>TO:</b>	<b>CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON NOVEMBER 9, 2015</b>
<b>FROM:</b>	<b>ART ZUIDEMA CITY MANAGER</b>
<b>SUBJECT:</b>	<b>LONDON'S COMMUNITY ECONOMIC ROAD MAP</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the City Manager:

- a) The London's Community Economic Roadmap, attached as Appendix A, **BE RECEIVED AND ENDORSED**; and
- b) Civic Administration **BE DIRECTED** to report back on the implementation and resourcing of the actions specific to the City of London.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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- June 23, 2014, "Economic Development Review" report, Strategic Priorities and Policy Committee.
- September 29, 2014, "Economic Development Review – Next Steps" report, Strategic Priorities and Policy Committee.
- January 26, 2015, "Community Economic Strategy", verbal presentation by Lauren Millier, Vice-President of Millier Dickinson Blais, Strategic Priorities and Policy Committee.

<b>BACKGROUND</b>
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**HISTORICAL BACKGROUND:**

On June 2013, Council directed the Civic Administration to engage a consultant to review the delivery of economic development services in London. Following a competitive process, KPMG was retained to complete this review. KPMG presented their final report to the Strategic Priorities and Policy Committee (SPPC) on June 23, 2014.

The first of six recommendations presented in the KPMG report was to develop a broad and inclusive community economic strategic plan; which would provide an appropriate level of consultation and be based upon an objective, data-driven assessment of the local economy (Please refer to Appendix "B": KPMG Recommendations). As a result, Municipal Council directed the City Manager to report back on next steps to implement the report recommendations.

*"The City Manager **BE DIRECTED** to report back on the proposed recommendations contained in the KPMG report dated March 26, 2014, including a proposed implementation plan and timelines for updating the Municipal Council on this matter".*



Consequently, with respect to recommendation number one, Civic Administration consulted with leaders involved in developing community economic strategic plans, which included Halifax, Windsor and Vancouver. The key learnings from these discussions were that:

1. A community economic strategy should be developed and owned by a group of stakeholders, rather than any single organization;
2. The process should be evidence-based and start with an understanding of the key challenges and opportunities specific to each community's local economy; and
3. The strategy should reflect the long-term goals and objectives, and identify specific priorities for action.

Furthermore, Londoners through the ReThink London process expressed a strong desire for the city to be prosperous so that it can offer opportunity, employment, quality of life and wellness. The need for a Community Economic Strategy to respond to these needs was evident. A clear Economic Strategy and action plan resulting in sustainable economic development would provide a solid pillar upon which London's sustainability may be built.

On September 29, 2014 an update report associated with planned next steps towards implementing KPMG's recommendations, including a detailed plan for the development of a Community Economic Strategy was presented and received. The update report indicated that the Civic Administration would launch a key stakeholder engagement process to develop the Community Economic Strategy. The purpose of this strategy was to focus activities and identify opportunities to continually support London's prosperity.

The Community Economic Strategy was to serve as a catalyst for maximizing economic success across London. When completed, the Strategy would include:

- identification of local strengths, weaknesses, opportunities and threats;
- prioritization of economic opportunities; and,
- an action plan to maximize economic success.

Following Council receipt of the update report, the City undertook a competitive process to hire an expert consultant to help lead the development of the proposed strategy. An evaluation team assessed all proposals in accordance with the evaluation criteria prepared on a "best value" basis. More specifically, factors taken into account were based on: qualifications, project management approach, data analysis and cost. Consequently, Millier Dickinson Blais was the selected firm, as they proposed a process that will meet and exceed the requirement outlined by KPMG.

On January 26, 2015, Lauren Millier of Millier Dickinson Blais (MDB) Consulting, presented the Community Economic Strategy development process, which was received by Municipal Council, (please refer to Appendix "C": MDB Road Map Presentation). The Strategy development process recommended the creation of a Partnership Panel Steering Committee which would help provide local insight and guide the project. This partnership would provide Millier Dickinson Blais with guidance on consultation and process, as well as local contacts and key stakeholder information for this project. The creation of the Partnership Panel (Advisory Committee) was also recommended, the Panel was to represent the local stakeholders (key industry and business representatives, entrepreneurs and special interest organizations) and provide a broader perspective. Working closely with these two groups throughout the process was to ensure that the end project would be relevant and actionable by the City of London and its partner organizations. To ensure the accuracy of this plan, a comprehensive assessment, including both a quantitative data-drive approach, and a qualitative consultative approach of the community was to be undertaken.

**ALIGNMENT WITH THE STRATEGIC PLAN FOR THE CITY OF LONODN 2015-2019:**

Growing our Economy remains a top priority for Municipal Council, the Civic Administration, and



the London community. Accordingly, as part of the City’s Strategic Plan for 2015-2019, “Growing our Economy” emerged as a primary area of focus. To ensure alignment with the City’s Strategic Plan, the development of London’s Community Economic Road Map focused and incorporated the below noted sub-strategic areas of focus:

**Growing Our Economy:**

- **Diverse and resilient economy**
  - Community Economic Roadmap - Work with partners to develop a community economic strategy.
  - Community Economic Roadmap - Support small businesses by improving City processes.
  - Community Economic Roadmap - Fund and partner with the London Economic Development Corporation, Tourism London, London Convention Centre, and other community and regional partners to increase economic activity in London.
  
- **Strategic, collaborative partnerships**
  - Community Economic Roadmap - Work better together for economic growth: Western Fair District, London Economic Development Corporation, London Hydro, London International Airport, Tourism London, London Convention Centre, Covent Garden Market, London Chamber of Commerce, Business Improvement Areas, and other key stakeholder.
  - Community Economic Roadmap - Partner to develop strategic economic opportunities and research and development with the education sector including universities (Western, Brescia, Kings, Huron) and Fanshawe College.
  
- **Diverse employment opportunities**
  - Community Economic Roadmap - Improve delivery and coordination of employment services through partnerships with community organizations, funders, and employers.
  - Community Economic Roadmap - Attract and retain young talent.

London’s Community Economic Road Map sets out five year economic priorities, objectives and actions. As such, the Road Map incorporates pertinent objectives identified under the Growing our Economy area of focus of the 2015-2019 Council Strategic Plan.

**DISCUSSION**

**LONDON’S COMMUNITY ECONOMIC ROAD MAP DEVELOPMENT:**

London’s Community Economic Road Map comprehensive development was led by the City of London who worked closely with the London Chamber of Commerce, the London Economic Development Corporation as well as numerous members of the community. This process has drawn on the insight and expertise of a wide-variety of individuals to ensure London’s Community Economic Road Map captures and aligns the priorities and expectations of business, government, and the whole community.

The starting point for London’s Community Economic Road Map was a comprehensive analysis of the local and broader regional and provincial economy. This resulted in the preparation of a Technical Report that assessed the city of London’s recent performance against a select range of demographic and economic indicators; as well as an analysis of current and emerging business and industry sector trends.

London’s Community Economic Road Map development process involved key industry and business representatives, entrepreneurs and special interest organizations. Including:



- One-on-one interviews with over 48 community and business leaders and economic development partners, key community stakeholders, educational institutions, entrepreneurs
- One-on-one interviews with the Mayor and members of Council and Senior Leadership Team – 25 participants
- Online questionnaires geared to the City’s businesses and residents – close to 250 participants.
- A Partnership Panel comprised of community and executive leadership from the city also provided advice and guidance as it relates to the development of London’s Community Economic Road Map.

As a result, London’s Community Economic Road Map is founded on the values of alignment, engagement and partnership. Many members of the local community share a deep commitment to growing our city, as they have demonstrated by volunteering their valuable time to take part in the three workshops, business and community surveys, as well as interviews. The Partnership Panel has spent many hours developing a shared vision and strategy for the future of our extraordinary city. This level of consultation and engagement is unprecedented and has revived the community’s interest and commitment to envisioning and planning for our city’s future.

As of June 2015, input has been obtained from over 300 business and community leaders. The input from the consultation process is integrated into the SWOT analysis and reflected in the recommendations contained in London’s Community Road Map.

This process has drawn on the insight and expertise of a wide-variety of individuals to ensure London’s Community Economic Road Map captures and aligns the priorities and expectations of business, government, and the whole community. It includes broad objectives and specific actions related to various areas necessary to realize economic success.

**THE FIVE ECONOMIC PRIORITIES:**

- **A city for entrepreneurs**

OBJECTIVES:

- Strengthen London’s Entrepreneurship Support Network
- Address gaps in entrepreneurial services across the city
- Develop the city as an incubator for entrepreneurship
- Improve access to capital

- **A supportive business environment**

OBJECTIVES:

- Demonstrate commitment to growing our business community
- Provide businesses the support to grow
- Enhance coordination with our economic development stakeholders to explicitly advance the initiatives within London’s Economic Road Map

- **An exceptional downtown, and a vibrant urban environment**

OBJECTIVES:

- Improve the City’s urban environment
- Celebrate a vibrant, attractive and competitive urban core urban core



Enable a rich variety of cultural, sporting, and entertainment events and activities in the Downtown and surrounding urban neighbourhoods

- **A top quality workforce**

OBJECTIVES:

- Ensure local employers have access to the talent they require
- Bolster the local and regional supply of skilled trades and STEM (science, technology, engineering, and math) occupations
- Promote the importance of diversity and inclusivity as drivers of London’s workforce and economy
- Encourage deeper connections between postsecondary students and the city

- **A national Centre of Excellence for medical innovation and commercialization**

OBJECTIVES:

- Develop a globally significant brand that will advance the growth of the city’s cluster of healthcare research and enterprises
- Foster greater collaboration between the LMIC Network, local and regional economic development stakeholders and the business community
- Ensure the necessary infrastructure is in place to enable the attraction of new industry partners and healthcare enterprises

**IMPLEMENTATION PLAN:**

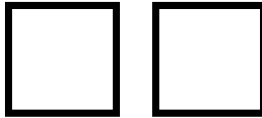
London’s Community Economic Road Map will only be successful if the actions are undertaken and if there is measurability of performance. To ensure this, it is critical to identify and make the best use of the resources available to the city and partner organizations, develop effective relationships with new stakeholders and ensure that current partnerships are strengthened. It is also essential to identify shared priorities with other agencies and organizations in order to maximize the impact of London’s Community Economic Road Map and ensure the best outcomes for the community.

This is a strategy for the whole of London. The successful achievement of these goals and actions will need the support of all organizations, companies, entities and individuals with an interest in the development of London’s economy and shared prosperity. Implementation will be a collective endeavour. There is significant need for participation, and more importantly partnership, to deliver on the goals, objectives and actions within.

The objectives and actions are concepts; bold ideas that require partners to assist with endorsement, support or resources. These concepts, while highly supported in the community, will require more time and effort to refine and implement. It will require action by a large number of organizations, working together to effect change and yield results. To achieve this, it is imperative that this array of partners join in this endeavour.

To ensure support for the intent and implementation of London’s Community Economic Road Map, key stakeholders have been engaged throughout the Road Map’s development process. For each activity in the Road Map a lead stakeholder has been identified. The lead stakeholders will be responsible for convening additional stakeholders undertaking related work in that area. Collaboration is not always easy and yet it is worthwhile and pivotal to the long term economic growth of the city of London. Collaboration will require trust, flexibility and capacity to try new things; helping to mobilize complementary resources such as knowledge, finances and legitimacy.

This plans success will rely on the ability of different organizations to work together around



common objectives and to influence decision makers at the local, provincial and national level. This will require, to some extent, a high-level approach to affecting the change set out in the Road Map and strong, informed leadership that is able to direct the development of detailed implementation plans.

**Next Steps**

London’s Community Economic Road Map outlines economic priorities, objectives, actions and leads. Moving forward, each objective and action area will require a detailed Implementation Plan outlining tactical steps and resourcing requirements. These Implementation Plans will be developed by the lead organizations with the support of partnering organizations and stakeholders. It is understood that some actions will require additional financial and human resources from public and private sector partners to implement.

To ensure success:

1. The Current Partnership Panel Steering Committee will transition into the Economic Partnership Advisory Panel. This group will be supplemented by three additional members.
2. Action Teams will be established for each economic priority, comprised of business, government and community partners.
3. Each Action Team will define terms of reference, alignment and engagement agreements, and create/finalize implementation plans.
4. Action Team Leads will report to the Economic Partnership Advisory Panel with regular updates on performance against economic priorities and objectives. This reporting will include recommendations for continuous improvement.
5. The Economic Partnership Advisory Panel will monitor and assess the performance of each goal area. To this end an annual progress report related to the economic priorities, objectives and actions of the Road Map will be prepared.
6. The Chair of the Economic Partnership Advisory Panel will provide regular annual progress reports on overall performance to the Strategic Priorities and Policy Committee of Council to seek strategic direction and advice and to ensure alignment with Council’s Strategic 2015-2019 Plan.
7. Develop and deliver an annual Community-Wide Economic Road Map Summit to encourage dialogue, linkages, collaboration and support between local, provincial and federal partners.
8. The City, LEDC and the Chamber will be the coordinating body and provide support to the Action Teams, and the Economic Partnership Advisory Panel.

Achieving the economic goals outlined in London’s Community Economic Road Map will help grow the economy and make our city and region an even better place to live and work.

London’s Community Economic Road Map is expected to guide the activities of the City of London and partner organizations over the short, medium, and long term time horizon.

Please refer to Appendix “A” for the full “London’s Community Economic Road Map” draft report.

**CONCLUSION**

This Community Economic Road Map is holistic in nature, coordinating and guiding the

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activities of a broad range of organizations and community partners that have an influence on the economic success of the city. Though the City of London, London Economic Development Corporation and the London Chamber of Commerce play a lead role in the implementation of London’s Community Economic Road Map, success will ultimately rely on the ability of these organizations and other stakeholders to coordinate and orchestrate the actions of a broad range of community based organizations that influence economic, social, and environmental activities. The Community Economic Road Map offers a broad set of priorities and strategic objectives to direct that progress, and specific actions to guide London in pursuit of economic success.

In the end, London’s Community Economic Road Map is founded on the values of alignment, engagement and partnership. It seeks to increase collaboration, encourage partnerships, and a supportive business environment. Many of our partners have already voiced their enthusiasm and intention to be active in implementing London’s Community Economic Road Map. Everyone has a role to play in the successful implementation of this ambitious and bold plan.

London’s Community Economic Road Map is a working, living document that will evolve as our community works towards making London an international city known for its competitive and contagious business environment and proud people. There is significant need for participation, and more importantly partnership, to deliver on the economic priorities, objectives and actions within. It will take a can do attitude and alignment among all stakeholders to bring this strategy to life and achieve our vision.

The Community Economic Roadmap includes several actions where the City of London is identified as the lead. It being noted, that many of the action steps where the City has been identified as a lead are low to no cost action steps. To ensure successful implementation, it is vital to identify and make the best use of the resources available to the city and partner organizations, develop effective relationships with new stakeholders and ensure that current partnerships are strengthened. This report recommends that Administration provide a further report back on the implementation and resourcing of these actions to a future meeting of the Strategic Priorities and Policy Committee.

<b>PREPARED AND SUBMITTED BY:</b>	<b>REVIEWED AND RECOMMENDED BY:</b>
<b>CATHY DZIEDZIC MANAGER, ECONOMIC PARTNERSHIPS</b>	<b>KATE GRAHAM DIRECTOR, COMMUNITY AND ECONOMIC INOVATION</b>

<b>RECOMMENDED BY:</b>
<b>ART ZUIDEMA CITY MANAGER</b>

- cc. Senior Leadership Team  
Kapil Lakhotia, London Economic Development Corporation

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Gerry Macartney, London Chamber of Commerce