

<b>TO:</b>	<b>CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON AUGUST 29, 2016</b>
<b>FROM:</b>	<b>ART ZUIDEMA CITY MANAGER</b>
<b>SUBJECT:</b>	<b>LONDON'S COMMUNITY ECONOMIC ROAD MAP- UPDATE</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the City Manager, this update on London's Community Economic Roadmap **BE RECEIVED** for information.

<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", presentation by Lauren Millier, Vice-President of Millier Dickinson Blais, Strategic Priorities and Policy Committee.
- November 9, 2015, "London's Community Economic Road Map", Strategic Priorities and Policy Committee.

<b>BACKGROUND</b>
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London's economy remains a top priority for Council, Administration, and the community. Council's 2015-2019 Strategic Plan identifies 'Growing our Economy' as an area of focus. The creation and implementation of a Community Economic Roadmap is one of the key strategies towards 'Growing our Economy':

**Growing Our Economy:**

- **Diverse and resilient economy**
  - Work with partners to develop a community economic strategy.
  - Support small businesses by improving City processes.
  - 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**
  - 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.
  - 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**
  - Improve delivery and coordination of employment services through partnerships with community organizations, funders, and employers.
  - Attract and retain young talent.

London’s Community Economic Road Map advances key objectives identified under ‘Growing our Economy’ by engaging partners to build a strong investment-ready local economy and increase prosperity in the community. Ultimately, the Road Map is about advancing Council’s vision to be “a leader in commerce, culture, and innovation- our region’s connection to the world.”

The strategic fit between Council’s 2015-2019 Strategic Plan and the Community Economic Road Map is captured in [Appendix A](#).

## **LONDON’S COMMUNITY ECONOMIC ROAD MAP**

London’s Community Economic Road Map (“Road Map”) was developed by a large group of community stakeholders, facilitated with support from the London Chamber of Commerce, the London Economic Development Corporation and the City of London. The Road Map aims to capture and align the priorities and expectations of business, government, and the community.

The starting point for the Road Map was a comprehensive analysis of the economy, and a Technical Report assessing London’s recent performance against a range of demographic and economic indicators; as well as an analysis of current and emerging business and industry sector trends.

The development process included:

- One-on-one interviews with 48 community and business leaders and economic development partners, key community stakeholders, educational institutions, entrepreneurs;
- One-on-one interviews with the Mayor, Members of Council and members of the Senior Leadership Team – 25 participants;
- Online questionnaires geared to the City’s businesses and residents – close to 250 participants; and
- A 35 member 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.

This process resulted in the identification of five economic priorities for London, accompanied by 17 specific objectives and 95 initiatives/actions.

- **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

Achieving the economic goals outlined in the Road Map will help grow the economy and make our city and region an even better place to live and work. It will guide the activities of the City of London and partner organizations over the short, medium, and long term time horizon.

Please refer to <http://www.london.ca/business/Resources/corporate-investments/Documents/London%27s%20Community%20Economic%20Roadmap%20-%20Final%20Report.pdf> for the full “London’s Community Economic Road Map” report.

<b>DISCUSSION</b>
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Implementation of the Road Map will be a collective endeavor requiring collaboration between many partners to deliver on its goals, objectives and actions. Several teams have been established, including an Advisory Panel to oversee all implementation activities, and an Action Team for each of the priority areas. Additionally, a lead stakeholder has been identified for each activity in the Road Map.

**ECONOMIC PARTNERSHIP ADVISORY PANEL**

Upon the endorsement of London’s Community Economic Road Map by Municipal Council on November 10, 2015, the original Partnership Panel Steering Committee has transitioned into the Economic Partnership Advisory Panel. This panel now includes:

- Michelle Baldwin, Executive Director, Pillar Nonprofit Network
- Stephen Bolton, President and CEO, Libro Credit Union
- Matt Brown, Mayor of the City of London
- Dave Cook, Food Entrepreneur, President of the Fire Roasted Coffee Company, Farmers and Artisan Markets Inc., and Habitual Chocolate
- Jamie Crich, President, Auburn Developments Inc.

- Cathy Parsons, Manager, Economic Partnerships, City of London
- Titus Ferguson, Executive Director, UnLondon Digital Media Association
- Kate Graham, Director, Community and Economic Innovation, City of London
- Kapil Lakhotia, President and CEO of the London Economic Development Corporation (LEDC)
- Gerry Macartney, Chief Executive Officer of the London Chamber of Commerce
- Dr. Mike Moffatt, Assistant Professor, Business Economics and Public Policy Group Ivey Business School, Western University
- Tanya Park, Councillor of the City of London
- Jeff Wright, Associate Vice- President, Strategy Division, Fanshawe College
- Art Zuidema, City Manager of the City of London, and the Chair of the Economic Partnership Advisory Panel

The Advisory Panel's mandate is to:

- Play a leadership role during the five year period following the launch of the Road Map (November 16, 2015) to promote and provide strategic direction for its implementation;
- Oversee the Action teams, as well as monitor and assess the performance of each goal
- Provide strategic guidance and act as a thoughtful sounding board for the Action Teams;
- Lead the development and delivery of an annual community-wide Economic Road Map Summit to encourage dialogue, linkages, collaboration and support between local, provincial and federal partners; and
- Review and approve Annual progress reports related to the economic priorities, objectives and actions of the Road Map.

The Advisory Panel has agreed to meet on a quarterly basis. The first meeting took place on April 26, 2016 and the second meeting took place on July 20, 2016. The next meeting will be in October. On a go forward basis, meetings will be held in January, April, July and October.

## **ROAD MAP ACTION TEAMS**

Five Action Teams have been established, one for each economic priority. These teams are comprised of key organizations involved in implementing their respective area of work.

### **Action Team #1: A city for entrepreneurs**

- **Action Team Lead Coordinator:** Marilyn Sinclair/ Steve Pellarin
- **Vice-Lead:** Marilyn Sinclair/ Steve Pellarin
- **Action Team # 1 Core Team Members:** ESN- Entrepreneurship Support Network; Kapil Lakhotia - LEDC; Steve Pellarin - SBC; Marilyn Sinclair - TechAlliance; Titus Ferguson- UnLondon, Ian Haase- Ivey/Western; Michelle Baldwin- Pillar; Annette Markvoort- Fanshawe. Others: CCLC- Valerian Marochko; Darlene O'Neil- Fanshawe; City Cathy Parsons - Economic Partnerships; Gerry Macartney- Chamber

### **Action Team #2: A supportive business environment**

- **Action Team Lead Coordinator:** Larry MacKinnon
- **Vice-Lead:** Mark Henderson
- **Action Team #2 Core Team Members:** Larry MacKinnon - LEDC; City: Cathy Parsons - Economic Partnerships; Mark Henderson - Development and Compliance, John Lucas - Engineering; Alan Drewlo - London Development Institute; Steve Pellarin - Small Business Centre; Bill Milroy - London Hydro

### **Action Team #3: An exceptional downtown, and a vibrant urban environment**

- **Action Team Lead Coordinator:** Jeanette Macdonald (Downtown London)
- **Vice-Lead:** Robin Armistead (City)
- **Action Team # 3 Core Team Members:** Jeanette MacDonald -Downtown London; Lori

DaSilva- LCC; Andrea Halwa - LAC; Martha Powell- LCF; Chris Campbell- Tourism London; Cheryl Finn- Tourism London; Robin Armistead- City; Jim Yanchula - City

#### **Action Team #4: A top quality workforce**

- **Action Team Lead Coordinator:** Deb Mountenay (Workforce Development)
- **Vice-Lead:** Robert Collins (LEDC)
- **Action Team # 4 Core Team Members:** Gerry Macartney- Chamber; Deb Mountenay (Workforce Development- EMOWPDB); Robert Collins- LEDC; Vertha Coligan-Fanshawe; Wilma DeRond- ESCLM; Sandra Datars Bere-City; Linda Staudt - LDCSB, Martin Withenshaw- TAN; Jeff Watson- Western; Gus Kotsiornitis - LMIEC; Mark Brotherston - TVDSB

#### **Action Team #5: A national Centre of Excellence for medical innovation and commercialization**

- **Action Team Lead Coordinator:** Paul Paolatto
- **Vice-Lead:** Cathy Parsons
- **Action Team # 5 Core Team Members:** Western Research Parks- Paul Paolatto; Filion Wakely Thorup Angeletti LLP- Frank Angeletti (Chair of the Governance Council); Business Community- Paul Caplan; Western University - John Capone; Schulich- Michael Strong; St. Joseph's Health Care- Gillian Kernaghan; London Health Science; Centre - Murray Glendining; Mayor- City of London- Matt Brown; City of London- Hayward, Martin; Lawson Research - David Hill

The Action Teams' mandate is to:

- Advance the economic priorities of the Road Map, as the ultimate responsibility for the implementation of each one of the five economic priorities lies with the Action Teams;
- Operationalize and reflect the views, opinions and recommendations of the Advisory Panel;
- Review any related materials and establish data needs and any other form of assistance that will help with the implementation of the Road Map;
- Monitor and assess the performance of each goal area;
- Use a specialized application to monitor quarterly progress of each action item identified in the Road Map, (presently Excel reporting spreadsheets are being used);
- Update the application/Excel reporting spreadsheet regularly (quarterly), which will ultimately assist with the development of the annual progress report; and
- Participate in the annual Community-Wide Economic Road Map Summit.

The Action teams had their first inaugural meeting on April 6<sup>th</sup>, 2016, and have had regular follow up meetings since. Each team has drafted and accepted a collective "roles and responsibilities" documents, and are currently discussing alignment and implementation plans. Currently each Action team is working towards the annual progress report that will be shared with the Community and Council at the end of the year.

## **YEAR 1 ACHIEVEMENTS**

November 2016 will mark the one year anniversary of London's Community Economic Road Map. Much work has been accomplished over the past year in each of the five priority areas, by many partner organizations.

A Year One Celebration event is being planned for November 2016 to recognize the work completed during the first year of implementation. At this event, each team will be provided with an opportunity to showcase their achievements. More details about the event are forthcoming as plans progress.

A Year One report is also in development, which will be launched at the November event. Each action team is reporting progress on each initiative in their respective section, enabling a calculation of the overall completion rate and to provide baseline data for prioritizing actions in future years.

<b>CONCLUSION</b>
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This Community Economic Road Map is an important document which, through its implementation, can influence on the economic success of the city. It provides a vehicle by which organizations and partners can work together towards shared goals, and prioritize activities. London has had many economic plans, but this work reflects a landmark effort to coordinate and collectively celebrate the work across a large network of organizations.

London’s Community Economic Road Map is a working, living document that will evolve as our community works towards Growing our Economy. Update will be provided as this work proceeds.

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

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

cc. Senior Leadership Team

**Appendix A:  
Strategic Fit Between Council's Strategic Plan &  
London's Community Economic Road Map**

