

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON MARCH 26, 2018
FROM:	MARTIN HAYWARD CITY MANAGER
SUBJECT:	LONDON'S COMMUNITY ECONOMIC ROAD MAP UPDATE

RECOMMENDATION

That, on the recommendation of the City Manager, the recommended next steps associated with the Community Economic Road Map, as outlined in the staff report dated March 26, 2018, **BE ENDORSED.**

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- November 21, 2016, "London's Community Economic Road Map – First Year Update", Strategic Priorities and Policy Committee.
- November 9, 2015, "London's Community Economic Road Map" report, Strategic Priorities and Policy Committee.
- January 26, 2015, "Community Economic Strategy" report, presentation by Lauren Millier, Vice-President of Millier Dickinson Blais, Strategic Priorities and Policy Committee.
- September 29, 2014, "Economic Development Review – Next Steps" report, Strategic Priorities and Policy Committee.
- June 23, 2014, "Economic Development Review" report, Strategic Priorities and Policy Committee.

BACKGROUND

Purpose

The purpose of this report is to provide an update on the Community Economic Road Map (Road Map), including the status of the action items noted within the Road Map and recommended next steps.

Link to Strategic Plan

Council's Strategic Plan for the City of London, 2015-2019 identifies 'Growing our Economy' as a strategic area of focus. This strategic area of focus includes the strategies 'Diverse and resilient economy,' 'Strategic, collaborative partnerships,' and 'Diverse employment opportunities,' under which the Community Economic Road Map is referenced.

Development of the Community Economic Road Map

In 2015, Municipal Council endorsed the Community Economic Road Map 2015-2020, which was the result of a comprehensive process undertaken by the City of London in partnership with the London Chamber of Commerce, the London Economic Development Corporation (LEDC), and business and community stakeholders representing aspects of the city's economy.

The Road Map set out a five-year plan to build a strong, investment-ready local economy and to increase prosperity in the community. As part of this plan, 96 initiatives were established and categorized under five economic priorities:

- A city for entrepreneurs

- A supportive business environment
- An exceptional downtown, a vibrant urban environment
- A top quality workforce
- A national centre of excellence for medical innovation and commercialization

In order to support the implementation of the Road Map several teams were established, including an Advisory Panel to oversee all implementation activities, and an Action Team for each of the priority areas, comprised of business, government and community partners. These groups are ultimately responsible for the implementation of the initiatives that correspond with each of the priorities.

Progress Toward Implementation

2017 Update

Throughout 2017, Action Teams continued to meet regularly to operationalize the Road Map. During this time Action Teams also made a number of changes to initiatives. In an effort to refresh the Road Map 36% of the original 96 initiatives were revised and/or consolidated to better reflect the actions and mandate of each Action Team.

Of the remaining 61 initiatives, 85.2% were complete or on target as of December 2017.

Status Update	November 2016	December 2017
Complete	12 (12.2%)	16 (26.2%)
On Target	72 (73.5%)	36 (59%)
Not Started	12 (12.2%)	3 (4.9%)
Caution	1 (1%)	6 (9.8%)
Below Plan	1 (2%)	0
Total	98*	61**

*In 2016, two initiatives were transferred from Action Team 2 to Action Team 1, creating duplicate results.

**In 2017, 36% of the initiatives were revised and/or consolidated, bringing the total number of initiatives down to 61.

Appendix A provides a detailed summary and corresponding status update for each initiative.

Funded Projects Progress Update

On December 6th, 2016, the Municipal Council resolved that:

Funding BE ALLOCATED in the amounts of \$100,000, in each of 2017, 2018 and 2019, from the Economic Development Reserve Fund, for the Community Economic Roadmap Implementation (Case #6); it being noted that this will have no tax levy impact; and further that the Civic Administration BE REQUESTED to bring forward the applicable business cases with respect to this allocation, in order to provide Council with additional oversight related to this funding.

In response to this direction, Road Map Action Teams were invited to submit funding proposals through an application process in January 2017. A total of seven proposals from Action Teams were received in March 2017. A Review Team, comprised of individuals from the Road Map Advisory Panel, not directly engaged in any of the proposals, convened in late March to evaluate the proposals and develop recommendations for the Advisory Panel.

The Review Team evaluated each proposal based on the following questions:

1. Does the initiative further the Road Map objectives?
2. Does the initiative leverage other funding or resources?
3. Does what is proposed seem achievable?
4. Will the initiative advance London's economy?

Four of the seven proposals were approved for funding by the Advisory Panel on April 5, 2017. The approved projects are listed in the table below.

Project:	Submitted By:
1. Grow London – Strategic Communications Plan	Action Team 1: A city for entrepreneurs
2. London Founders Network	Action Team 2: A supportive business environment
3. Culture City	Action Team 3: An exceptional downtown, a vibrant urban environment
4. Apprenticeship Matters	Action 4: A top quality workforce

The financing process for the funded projects was completed in May 2017, and resulted in a total investment of \$102,500. Please refer to **Appendix B** for a detailed overview and update for each project.

Implementation Highlights 2015-2017

Positive progress has been made since the establishment of the Road Map. Some of the notable highlights include:

A city for entrepreneurs

- The Entrepreneur Support Network was established, consisting of member organizations that have a mandate to provide services that foster entrepreneurship in the community.
- London Inc. and Biz Grid created as online portals to promote organizations, services and resources available to support entrepreneurs.

A supportive business environment

- The City of London has created a mobile-friendly and easy-to-use online portal that provides an enhanced user experience for functions such as: access to the property inquiry system, ability to apply for residential and small plumbing permits, identify the status of applications under review and book or cancel inspections.
- London Founders Network established, a mentor network that matches senior, successful entrepreneurs with less experienced entrepreneurs in order to accelerate growth, build resiliency and create jobs.

An exceptional downtown, a vibrant urban environment

- Between 2016 and September 2017, the City issued eight loans valued at \$205,000 to property owners in the Downtown to upgrade and enhance their properties including façade and interior improvements. MainStreet London in the same period provided five Façade Grants valued at \$34,135 (with seven pending for \$48,000) and one Tenant Improvement Loan for \$35,000.
- Culture City program was created by the London Arts Council which immerses teachers and students in their local culture, participating in hands-on learning experiences related to the Ontario Civics Curriculum. The Companion Program, shaped from the Culture City program, is targeted to adults and focused on Cultural Tourism to London's Core and is envisioned as part of a bid package for hotels, conference centres, host committees and any professional or volunteer group working to attract visitors to London.

A top quality workforce

- Creation of www.apprenticeshiptoolbox.com, a web portal for employers to promote the hiring of apprentices and guiding them through to completion.
- The Apprenticeship Network continues to actively promote and communicate the importance of apprenticeship to employers, job seekers and parents. Examples include hosting the Apprenticeship Champion Awards and the creation of the Apprenticeship Advantage series with CTV London.

A national centre of excellence for medical innovation and commercialization

- The Governing Council of the London Medical Network established a legally-incorporated Not-For-Profit entity called Medical Innovation Community Investment Corporation (MEDCIC) to serve as the holding company for the City's contribution to the Network and the investment arm of the London Medical Network.

- The London Medical Network partnered with Renishaw plc. to develop a new 3D Health Solutions Manufacturing Centre in London and opened the ADEISS (Additive Design in Surgical Solutions) Centre.

DISCUSSION

Since the launch of the Road Map in 2015, a great deal has been accomplished and today, 85.2% of initiatives are complete or on target. Much of the work that has taken place has created open dialogue and led to increased cooperation and coordination between many of the numerous community partners involved in the Road Map.

There have been, however, some stakeholders who have withdrawn from the process as a result of workload, reporting structure and/or perceived incongruence with the goals of the Road Map. Other stakeholders have stayed involved but have voiced concerns related to governance, level of effort required to report on initiatives, and the effectiveness of the initiatives themselves.

Given these concerns, several discussions were held with both the Advisory Panel and Action Team Leads over the course of 2017 and into 2018 with respect to how we move forward with the Road Map. Specifically, these discussions gave consideration to the following questions:

- 1) What is working?
- 2) What is working, but is not adding value?
- 3) What is not working?
- 4) What is missing?

What is working?

- Members of the Advisory Panel and Action Team Leads agreed that coordination and collaboration amongst service providers has improved since the establishment of the Road Map.
- Many opportunities for ongoing dialogue and information exchange have been established, and, in fact, establishing these opportunities for dialogue and information exchange formed many of the 96 original action items within the Road Map.
- Positive progress has been made and as of December 2017, 85.2% of initiatives were noted as either complete or on target.

What is working, but is not adding value?

- In 2017, changes were made to the reporting mechanism, allowing Action Teams to adjust their action items to better reflect the current environment and work that is taking place. These changes improved the reporting process for Action Teams, however, given the number of initiatives and the lack of specific measures, progress remains onerous to track and report for the Action Teams and the benefits of such reporting are questioned.

What is not working?

- The initiatives noted within the plan tend to reflect the important work of individual organizations rather than being strategic for the greater community. This creates a lack of clarity and makes it difficult to define what is within the governance, mandate and approval authority of the Road Map versus that of a specific organization.
- The process for reporting on progress remains onerous. Reporting is duplicative as many of the priorities/initiatives are already reported through other mechanisms to Municipal Council.
- The Road Map is not nimble or agile in that Action Teams do not have the ability to adapt the plan as required and/or pursue alternate opportunities with increased autonomy.

What is missing?

- There is concern that the Road Map lacks leadership, focus and identity.
- When discussing leadership, concerns were voiced that there does not seem to be a clear 'owner' or leader of the Community Economic Road Map. While it is a community plan, the Advisory Panel is chaired by the City Manager and all reporting goes through the City of London and then to City Council. However, despite this, there is not agreement that the City of London should 'own' the Road Map.
- The Road Map lacks focus in that the priorities and initiatives are too broad and require the Action Teams to focus on too many things. As well, the success of many of the action items are difficult to measure.
- The perceived lack of leadership and focus makes it difficult to articulate and define both the

purpose and identity of the Road Map.

Moving Forward – Next Steps

Based on input received, and in consultation with the Advisory Panel and Action Team Leads, the Civic Administration is recommending the following actions be taken with respect to the Community Economic Road Map:

1) Acknowledge work and successes to-date

The Advisory Panel and Action Teams should be recognized for their work and successes achieved to-date with respect to the Road Map. To support this, the following actions should take place:

- a. A reception should be hosted by Municipal Council to thank all members and participants; and,
- b. The 2017 Annual Update on progress be received by Municipal Council.

2) Revisit ownership and governance of the plan

Given the concerns raised about leadership associated with the Road Map, the Advisory Panel and Action Team Leads should be engaged to review and recommend a new governance structure and ownership of the Road Map.

- a. A common theme among both the Advisory Panel and Action Teams was that the Road Map should not be 'owned' or led by the City of London. However, within the current governance structure, the Advisory Panel is chaired by the City Manager and all reporting goes through the City of London and then to City Council. To be successful, ownership and leads must be clearly identified for the plan; and,
- b. In reviewing the governance structure and ownership, consideration should be given to the 'natural owners' (leads) that already exist for specific priorities and portfolios.

3) Focus the Road Map

The Community Economic Road Map needs to be focused to reduce the number of initiatives and to allow for an identity to be developed. At this point the priorities identified are diverse and many are 'owned' by the City of London. In addition, the Road Map reporting requirements are often duplicative as other reporting mechanisms already exist. In order to increase the focus of the Road Map, the following actions should be taken with respect to the five priorities:

- a. Economic Priority #1: A city for entrepreneurs
 - i. There remains a need and opportunity to develop synergies and focus in the community to help support entrepreneurs;
 - ii. There continues to be a need to enhance the continuum of services available to entrepreneurs, including the visibility of service providers. Many organizations provide various aspects of services to entrepreneurs, but navigating the service continuum is not always simple or intuitive for the entrepreneur;
 - iii. Establish a common brand and access to entrepreneurial services to make them easier to find and less confusing;
 - iv. All organizations operating in this space that are funded by the City of London should be placed on a contract for services. This will assist in clarifying roles and responsibilities, as well as eliminating any duplication of effort or unnecessary overlap;
 - v. Many proposals have come forward recommending entrepreneurial hubs, particularly related to the technology sector. Significant collaboration will be required to avoid duplication and to ensure that programming and services meet the needs of entrepreneurs;
 - vi. The Action Team should discuss all remaining initiatives and rework as necessary, providing clear measures of success for any initiatives undertaken; and,
 - vii. Natural owner (lead): to be determined.

Recommended next step: Retain as an area of focus within the Road Map

b. Economic Priority #2: A supportive business environment

- i. Many of the initiatives in this priority involve improvement to City of London processes or programs currently taking place at the City of London. These programs and process changes are well underway and are reported through other mechanisms, this is a duplication of effort; and,
- ii. Natural owner (lead): City of London.

Recommended next step: Remove from Road Map; work will continue through other plans and projects, primarily through the City of London

c. Economic Priority #3: An exceptional downtown, a vibrant urban environment

- i. Many of the programs and projects identified as initiatives are underway or within the mandate of the City of London or other organizations funded by the City of London. They are already reported through other mechanisms, this is a duplication of effort; and,
- ii. Natural owner (lead): City of London.

Recommended next step: Remove from Road Map; work will continue through other plans and projects, primarily through the City of London and other community partners

d. Economic Priority #4: A top quality workforce

- i. This continues to be an area of great importance in attracting new businesses, as well as supporting existing businesses. If London is to succeed in retaining a global and mobile workforce, it must continue efforts to create a welcoming environment where diversity is celebrated and talent finds opportunity, career advancement and an engaged business community;
- ii. Working with our local educational institutions is integral to this priority and must be enhanced;
- iii. Working with local service providers to help build on talent and foreign trained professionals as well as helping to establish immigrant entrepreneurs;
- iv. The Action Team should discuss all initiatives and rework as necessary, providing clear measures of success for any initiatives undertaken; and,
- v. Natural owner (lead): to be determined.

Recommended next step: Retain as an area of focus within the Road Map

e. Economic Priority #5: A national centre of excellence for medical innovation and commercialization

- i. This is the only sector that is identified as a priority within the Road Map. All sectors identified in the LEDC's Strategic Plan (advanced manufacturing, food and beverage, digital creative, health care and life sciences, professional services) represent important sectors and London's strength for attraction and retention of businesses, not just health care and life sciences;
- ii. This project is reported through a number of different mechanisms, this is a duplication of effort;
- iii. Allow initiatives to continue under the London Medical Network Board of Directors and report through the other mechanisms in place; and,
- iv. Natural owner: London Medical Network.

Recommended next step: Remove from Road Map; work will continue under the leadership of the London Medical Network

4) Clarify roles of City of London funded organizations

The LEDC is the lead economic development organization that the City engages to provide a leadership role in this space. However, the City of London funds a number of organizations to provide economic development services in our community, including the Small Business Centre and TechAlliance. In order to clarify the roles and responsibilities of City-funded economic development organizations, the Civic Administration is recommending the following:

- a. The Purchase of Service agreement with the LEDC should be revisited to clarify and potentially enhance its role, particularly with respect to the regional aspects of economic development;
- b. Service contracts should be established for all City-funded economic development organizations to ensure clarity of roles and expectations; and,
- c. Measures, targets (including collaboration) and Council reporting requirements for all City-funded organizations should be established (which will replace and/or enhance many of the current Road Map reporting requirements).

5) Retain focus on collaboration

As was previously noted, the Advisory Panel and Action Team Leads acknowledge that there has been increased and improved collaboration and coordination between service providers since the establishment of the Road Map. This is an important aspect of the plan that should not be lost. While it is recommended that the Road Map priorities be focused and refined, the successful implementation of these priorities will require continued and significant collaboration, coordination and leadership to ensure that:

- a. Stakeholders continue to work together to promote London as a leader in commerce, culture and innovation – our region’s connection to the world; and,
- b. Greater focus must be placed on the need for a regional approach and a recognition that our neighbours’ success is our success and that everyone should benefit in the region’s prosperity.

The above-noted recommendations and associated actions will be the immediate focus of the Advisory Panel and Action Team Leads in 2018. A report back to Council on progress made to advance these recommendations will be brought forward in Q2/Q3 2018.

FINANCIAL IMPACT

At this time there is no financial impact noted in this report. However, it is acknowledged that the recommendations specific to Purchase of Service Agreements may have a financial impact in the future.

CONCLUSION

Since the establishment of the Community Economic Road Map, many successes have been achieved, which should be recognized and celebrated. Recent discussions with the Advisory Panel and Action Team Leads have recognized the positive progress made, but also the need to undertake a number of actions in 2018 to address concerns related to leadership, focus and identity. These include: 1) revisiting ownership and governance of the Road Map; 2) focusing priorities, initiatives and action items while recognizing natural owners (leads); 3) clarifying the roles and responsibilities of City-funded economic development organizations; and, 4) continuing to collaborate, working together to promote London and to adopt a more regional economic development focus.

PREPARED BY:	RECOMMENDED BY:
Rosanna Wilcox Director, Community and Economic Innovation	Martin Hayward City Manager

c. Senior Management Team

December 2017 – Annual Progress Report



LONDON'S COMMUNITY
ECONOMIC
ROAD MAP
2015 - 2020

Inspire | Innovate | Implement

Table of Contents

Economic Priority 1 - A City for Entrepreneurs	4
Why it's important?.....	4
Objectives.....	4
Results.....	4
Status Definitions.....	4
Initiative Progress.....	5 - 6
Economic Priority 2 - A Supportive Business Environment	7
Why it's important?.....	7
Objectives.....	7
Results.....	7
Status Definitions.....	7
Initiative Progress.....	8 - 13
Economic Priority 3 - An Exceptional Downtown and a Vibrant Urban Environment	14
Why it's important?.....	14
Objectives.....	14
Results.....	14
Status Definitions.....	14
Initiative Progress.....	15 - 20

Economic Priority 4 - A Top Quality Workforce.....21
 Why it's important?.....21
 Objectives.....21
 Results.....21
 Status Definitions.....21
 Initiative Progress.....22 - 23

Economic Priority 5 - A National Centre of Excellence for Medical Innovation and Commercialization.....24
 Why it's important?.....24
 Objectives.....24
 Results.....24
 Status Definitions.....24
 Initiative Progress.....25 - 27

Economic Priority 1 – A City for Entrepreneurs

A City for Entrepreneurs

Why is it important?

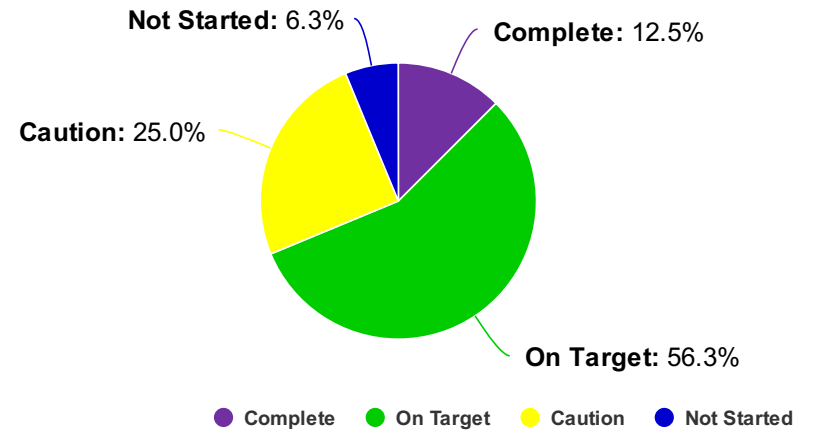
Entrepreneurship and organic growth are central components of any sound economic Strategy. Innovation-driven entrepreneurial activities and small business are increasingly being recognized for sustainable job creation. People express their creativity and diversity through entrepreneurship, so a greater level of entrepreneurial activity can positively impact how a community is perceived as advanced, open and welcoming.

Objectives

Objective








- 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 City for Entrepreneurs - Results



Status Definitions

- Complete: Initiative is complete (may include initiatives that are complete with ongoing activities)
- On Target:
 - Initiative has been started and is advancing well, in progress
 - Initiative is ongoing or is completed annually
 - New initiative undertaken and is on target
- Caution: Initiative has been started but may not be completed by target date
- Not Started: Initiative has not been started or Initiative has been transferred

Initiative	How are we doing it?	Status Update
<p> 1. Formalize a structure and terms of reference for the Entrepreneurship Support Network (ESN) outlining the roles and commitments of each party to the Council.</p>	<p>Ongoing monthly meetings of the Entrepreneurship Support Network (ESN).</p>	<p>The Entrepreneur Support Network (ESN) consists of member organizations that have a mandate to provide services that foster entrepreneurship in our community. Enhancements have been made to its terms of reference to provide a single frame of reference, talking points and shared ambition for the entrepreneurial sector.</p>
<p> 1.1. Hold quarterly meetings to update on progress made in major initiatives (both individually and regionally) and identify opportunities for collaboration.</p>	<p>Ongoing monthly meetings of the Entrepreneurship Support Network (ESN).</p>	<p>The ESN continues to meet regularly and collaborates on joint and group initiatives.</p>
<p> 2. Continue to work on a strategic direction for the ESN, including strategies to generate support and funding for the organization, leveraging municipal, provincial, and private sector resources.</p>	<p>Ongoing monthly meetings of the Entrepreneurship Support Network (ESN).</p>	<p>The ESN Terms of Reference identified three strategic priorities and subsequent committees that guide deliverables: Communications, Education & Mapping and Access to Capital. Sustainability plan and reporting parameters still to be completed.</p>
<p> 2.1. Create an advisory board of entrepreneurs to assist and inform the work of the ESN.</p>	<p>Each organization has its own advisory board / feedback mechanism for entrepreneurs that influences respective strategic plans. Information is shared with committee when appropriate.</p>	<p>Stakeholders have Entrepreneurs on individual boards, don't want to duplicate efforts. Part of annual reporting out possibly create entrepreneur group to find gaps in ESN, roll into other undefined event. Also promote through Cross Cultural Learner Centre (CCLC).</p>
<p> 3. Identify a working group composed of stakeholders from the ESN and the business community to map out existing resources and mandates. An internal working group of ESN.</p>	<p>Two directories of resources were created: BizGrid and London Inc. Mandates, goals, objectives, and strategies of each organization have not been mapped, nor have gaps been fully investigated and prioritized.</p>	<p>The ESN has convened community focus groups for the Strategic Communications Plan. Internal (ESN partner organizations) mapping is complete and enabling collaboration. Will continue to engage business community for more input.</p>
<p> 4. Create an on-line portal that promotes the full range of organizations within London's entrepreneurship ecosystem, the services and resources available to potential clients, and the pathways to navigate through the ecosystem.</p>	<p>London Inc.; Biz Grid</p>	<p>London INC has been regularly updated to ensure it provides an accurate and relevant list of organizations, services and resources available to all entrepreneurs. Ongoing collaboration between ESN partners. The BizGrid was updated in summer 2017, but not yet finalized and disseminated.</p> <p>London Inc. https://www.ledc.com/london-in-...</p> <p>Biz Grid http://www.pillarnonprofit.ca/...</p>
<p> 5. Engage Western University and Fanshawe College to contribute to the vision for entrepreneurship and innovation in London. ESN to Identify opportunities to develop collaborative entrepreneurship programming with Western (Ivey Business School etc.) and Fanshawe College.</p>	<p>Additional info needed from consultants regarding context. Fanshawe is engaged; Western is partially.</p>	<p>Leap Junction (Fanshawe) and Western Entrepreneurship are actively engaged with partners and providing exclusive programming: Ivey's Accelerator program and summer incubation programs offered at LEAP Junction and Propel.</p>

Initiative	How are we doing it?	Status Update
 <p>6. Facilitate and connect the network of sector-based incubation and entrepreneurial development resources across the city, including protocols for referrals and client hand-offs.</p>	Cross collaboration among existing resources.	Referrals and client hand-offs happen regularly. BURST Program (TechAlliance and London Medical Network partnership) provided 30 innovative med-technology companies access to mentoring and physical resources. Scale Up!, Food Processing Accelerator Program, (Small Business Centre and LEDC partnership) connects growing companies to industry leaders and expertise and to leverage small growth (Starter Company Plus) and two grants from the Ministry of Economic Development and Growth.
 <p>6.1. Promote the growing network of for profit business and social enterprise incubation facilities that offer shared space and access to business expertise, as well as other support activiteis.</p>	Initiative is being accomplished through items 4 and 7.	UnLondon and Pillar / Innovation Works continue to collaborate to ensure that entrepreneurs are fully enabled and no additional obstacles are created.
 <p>6.2. Enhance technology incubation support</p>	Cross collaboration among existing resources.	Some action has been taken on a consultant's report titled "Strategic Approach to Supporting Entrepreneurs in London". UnLondon has begun work to develop a comprehensive digital creative development strategy and will continue to engage with TechAlliance and LEDC to complete.
 <p>7. Understand, communicate and support programs and participation networks for newcomer entrepreneurship.</p>	Newcomers are currently engaged in existing programs and support, and ongoing communication effort is continued.	Small Business Centre has applied for three funding opportunities, although declined there still is commitment to this priority.
 <p>8. Develop and deliver an annual, community-wide summit on entrepreneurship, highlighting the state of the sector, emerging trends, opportunities, and community performance. Identify and strengthen key existing events with the potential for growth.</p>	There are a number of entrepreneurial events that complete components of this action item, but not all, e.g. London Inc.	Individual partners ran collaborative events that engaged the community. No specific community-wide event is planned.
 <p>8.1. Assemble and maintain an up-to-date calendar of events focused on entrepreneurship and business development in London.</p>	London Inc. has provided a chronological list of entrepreneurship events.	Calendar is updated regularly and accurately reflects the community collaboration
 <p>9. Work with government funding agencies, Southwestern Ontario Angel Network and commercial lenders to facilitate access to capital for new entrepreneurs.</p>	ESN working group has created an "Access to Capital" guide.	Access to Capital committee is resuming to consider new opportunities. Access to Capital document was updated in August 2017.
 <p>9.1. Develop new relationships with external venture capital firms and angel investor networks to facilitate new sources of capital in London.</p>	More opportunities will emerge.	No further progress.
 <p>10. Develop a communications strategy that promotes awareness of available support services and programs available to small business owners.</p>	ESN Communications Committee, London Inc. and BizGrid.	Communication strategy is in progress and will be launched in Q4. Special attention is being paid to encourage longevity.

Economic Priority 2 - A Supportive Business Environment

A Supportive Business Environment

Why is it important?

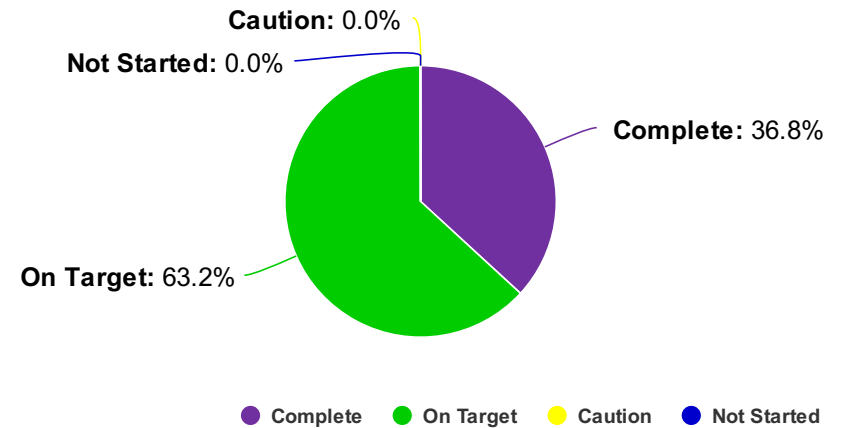
Economic growth does not happen without community and business organizations supporting business decisions to making investments in jobs, and capital. This is why the growth of the London economy depends in part, on our ability to remove barriers to innovation and entrepreneurship, and enhance the predictability and efficiency of business support services and a commitment to timely customer service when engaging business and investors.

Objectives

Objective


- [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 the Economic Road Map](#)




A Supportive Business Environment - Results









Status Definitions





- ✓ Complete: Initiative is complete (may include initiatives that are complete with ongoing activities)
- ↑ On Target:
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Initiative	How are we doing it?	Status Update	Attachments
<p>  1. Continue to streamline the review and approvals processes for new residential, industrial and commercial development. </p>	<p>A comprehensive assessment of Municipal approval processes has been undertaken by Municipal staff to ensure they are efficient and effective. Next steps will include setting up a stakeholder task force who will prioritize approval process reviews with a lean six sigma lens.</p>	<p>SUBDIVISION process review has been COMPLETED.</p> <ul style="list-style-type: none"> A working group of key stakeholders was established to tackle key issues such as: lengthy subdivision approval timelines (contributing to lot supply shortage); Application requirements; Design Study requirements among other things. Result: submission requirements refined to consolidate detailed design reviews plus a more focussed scope for design studies. <p>SITE PLAN APPROVAL process review has been initiated utilizing Lean Six Sigma best practices.</p> <ul style="list-style-type: none"> To Date, the process review has included a workshop with external stakeholders held June 22, 2017 with approximately 25 attending AND a process review workshop with internal stakeholders held July 7, 2017 with approximately 10 attending. The workshops were well received and resulted in a smaller working group(s) being established to get into the detailed process recommendations. Industry and Staff continue to engage in discussions and are working to formulate process recommendations. Expected completion: Q2 2018 <p>MOBILE FREINDLY PORTAL</p> <ul style="list-style-type: none"> City of London, has created a mobile-friendly and easy-to-use online portal that will provide an enhanced user experience when using some of our services. The portal offers such functions as: <ul style="list-style-type: none"> access to our property inquiry system to view previous or existing development or permits the ability to apply for residential and small plumbing permits identify the status of applications under review, and book or cancel inspections. 	

Initiative	How are we doing it?	Status Update	Attachments
		<ul style="list-style-type: none"> • The system is up and running with over 550 active users and growing. • Next steps: the intention is to add all types of building permit applications to the portal, and also some development applications and business licence applications. 	
 <p>1.1. Implement a business concierge program for major industrial to ensure predictability for end-users.</p>	<p>A SWOT industrial review team has been established for major industrial clients/developments. The purpose is to review and process major industrial clients/developments to ensure Development Approval timelines meet client needs.</p>	<p>A SWOT industrial review team has been established for major industrial clients/developments. The purpose is to review and process major industrial clients/developments to ensure Development Approval timelines meet client needs.</p>	
 <p>1.2. Identify process efficiencies through a Lean Six Sigma program.</p>	<p>Lean Six Sigma Pilot Project</p>	<p>The Lean Six Sigma pilot program identified improvements for service delivery and operational practices with efficiency in mind. 2 Lean Six Sigma Green Belt training sessions have concluded with 30 staff members having successfully completing their training, 24 of those have been certified as Lean Six Sigma Green Belt. 17 improvement projects were initiated within various service areas with 15 of those having been completed and reviewed by EzSigma for certification. The Strategic Management Team has endorsed a 2- year Lean Six Sigma Road Map with a focus on People, Processes, and the Customer. These areas of focus will drive specific process reviews ensuring our customers receive excellent service delivery.</p>	
 <p>2. Catalogue and promote an available supply of land and buildings throughout the City that reflects the broad range of market demand and opportunities for economic growth in London's core and emerging industry sectors.</p>	<p>City of London Realty Services is currently the primary caretaker of the Industrial Land supply of City Owned land and rely on the MLS for private sector listings. The site currently has outdated mapping and technological issues. LSTAR has been engaged and is working with the City to see if inventories can be linked.</p>	<p>City of London, Realty Services has catalogued and is promoting an available supply of land and buildings in the following ways:</p> <ul style="list-style-type: none"> • Information on City and Private lands and buildings available and updated regularly on our Industrial Website • Marketing brochures developed and shared with prospective clients and real estate brokers – example our Innovation Park lands • Promoting of our lands and other private opportunities through our Industrial Lands Officer and the LEDC office. <p>*note: this has been done on an interim basis – we are still working to get LSTAR's participation in assisting us in a new updated site which would include mapping.</p>	

Initiative	How are we doing it?	Status Update	Attachments
<p>✓ 2.1. Review the city's Incentive Programs offered under all of the Community Improvement Plans (CIPs) as well as consider requested new CIPs and incentive programs to ensure the effective use of the city's resources in the attraction of targeted investment opportunities.</p>	<p>City of London is conducting a comprehensive review of Community Improvement Plans (CIPs) and Incentive Programs. This review includes all existing CIPs, potential new CIPs, and new programs.</p>	<p>It being noted that not all recommendations within the review were supportive to business</p>	
<p>↑ 2.2. Implement the Council-approved Industrial Land Development Strategy (IDLS)</p>	<p>An ILDS monitoring and pricing report is presented to Council annually. The report includes a return on investment (jobs, taxes, etc.) analysis and summary of land sales to date.</p>	<p>See attached 2017 land inventory report.</p>	<p> 2017 ILDS Annual monitoring report.pdf</p>
<p>✓ 2.3. Evaluate opportunities to provide higher order office space in proximity to Highway 401.</p>	<p>The Official Plan and Zoning by-law have been reviewed to determine where and what types of offices are currently permitted. A zoning matrix has been prepared.</p>	<p>The existing City of London Official Plan and the pending London Plan do not contemplate stand alone offices along the 401 corridor. The Z.-1 zoning by-law currently permits a variety of secondary offices and offices associated with Industrial uses.</p> <p>The expected completion of the zoning matrix is Q4, 2017.</p>	
<p>↑ 3. Strengthen business retention, expansion, attraction and aftercare programs (BREAA) geared to London firms with 10-20 employees in existing focus and emerging industry sectors in partnership with Federal and Provincial government business support programs and services.</p>	<p>New and existing initiatives within support organizations will be ongoing and include providing resources and services to business in the targeted sectors and employment range.</p>	<p>While LEDC provides investment attraction services, both LEDC and TechAlliance have company focused retention/growth strategies and complimentary services for these companies. The London Chamber of Commerce also provides Export Ready programs for companies of this size.</p>	
<p>↑ 3.1. Monitor and promote local small business success stories.</p>	<p>Utilizing a range of promotional channels including LEDC's London magazine, YouTube channels, local print, newsletters and social media.</p>	<p>Increased promotion of small businesses through a wide range of channels such as YouTube, local print and online news like Business London and LEDC's London Magazine, email newsletters, events, and social media. Community-driven success stories are creating a unified front for London's diverse economy. Together these initiatives provide a cohesive message for London organizations to promote and share the success and growth that they have found in the city.</p> <p>http://magazine.ledc.com/</p>	

Initiative	How are we doing it?	Status Update	Attachments
<p> 4. Support the implementation of London Economic Development Corporation's Strategic Plan and its efforts to attract and retain business investment across the city's core industry sectors (e.g. food processing, life sciences, manufacturing and digital creative)</p>	<p>LEDC is a strategic partner of London's Community Economic Road Map which is supported through LEDC's Strategic Plan.</p>	<p>The City continues to support the LEDC's Strategic Plan as it compliments and aligns with the Road Map. The City has signed a 5-year PSA with LEDC which continues until June 30, 2019. The Corporation agreed to purchase from the LEDC and the LEDC agreed to provide the Corporation economic development services.</p>	
<p> 5. Ensure that the mandate, services and programs of LEDC are in alignment with the City's Strategic Plan.</p>	<p>LEDC's strategic plan supports London's Community Economic Road Map and ultimately the City of London Strategic Plan.</p>	<p>The mandate, services and programs of LEDC continue to be in alignment with the Council's Strategic Plan, particularly the "Growing Our Economy" area of focus. And this area of focus is supported by London's Community Economic Road Map.</p>	
<p> 6. Advance the development of London's Smart City Strategy. Work with the London's development community and landowners, as well as other stakeholders to ensure our physical and built environment supports SMART technology (e.g. mobile hotspots, fibre wiring, and broadband improvements).</p>	<p>By continuing to advance the Smart City Strategy.</p> <p>The Smart City project was launched September of 2016 which is intended to provide a strategy that will focus on four key areas, smart living, smart infrastructure, smart economy and smart decisions. A project team comprised of members from the City of London, London Hydro, LARG*net and LEDC has been established and is working with the consultant, IBI.</p>	<p>Presentation of Future Cities Strategy to Strategic Priorities and Policy Committee (SPPC) of Municipal Council for approval in Q2 2018.</p>	
<p> 6.1. Explore the opportunity for a Mayor's Task Force to consider the future of technology and the implications for the city's future competitiveness and business growth opportunities.</p>	<p>Pending results of the Smart City Strategy</p>	<p>Get the proper organizations together to discuss this action step and what the task force would look like and accomplish once the Smart City Strategy has been completed.</p>	
<p> 7. Investigate the need for a business concierge program for small businesses in relation to the City of London regulatory environment.</p>	<p>Service London and the London SBC are actively implementing appropriate services.</p>	<p>The renovation to the Service London Business Hub was completed in the Fall of 2017. The staffing of the Business Hub is being finalized in the Fall of 2017. The Service London Business Hub is in the lobby of City Hall, and will provide small businesses with coordinated business information and services.</p>	

Initiative	How are we doing it?	Status Update	Attachments
<p> 8. Explore opportunities to bridge any small business support programming gaps and leverage Federal and Provincial programs and business supports for future needs.</p>	<p>Exploring federal and provincial programs that could be leveraged to fill programming gaps.</p>	<p>Service London Business continues to work with external partners and the small business community in establishing business guides. Service London Business has created a Municipal Policy position that will continue to work and collaborate with external partners to address gaps in information and services.</p>	
<p> 9. Transition the current Partnership Panel Steering Committee into the Economic Partnership Advisory Panel, which will include three additional members. This group will be tasked with overseeing the progress of the Economic Road Map and suggest any changes taking place in London that might influence the actions in the strategy.</p>	<p>14 member Economic Partnership Advisory Panel</p>	<p>The transition of the Partnership Panel Steering Committee into the Economic Partnership Advisory Panel has been completed. Currently, the Advisory Panel is comprised of 13 members.</p>	
<p> 10. Engage and connect economic development and community development organizations to build collaboration and leadership through in an annual information exchange as it relates to the implementation of the Road Map. Including sharing of key goals or initiatives being pursued in the upcoming fiscal year and the progress they are making against their strategic plans and objectives of the Community Economic Road Map where applicable.</p>	<p>This information exchange will be part of the annual Community Economic Road Map update event which will be developed by the Economic Partnership Advisory Panel.</p>	<ul style="list-style-type: none"> • The Advisory Panel members have been meeting quarterly and Action Teams have been meeting on a regular base respectively. The Economic Road Map has brought people come together to work collectively. • In October 2017, the Economic Road Map Advisory Panel members and Action Teams Leads met to do the status check to discuss how the Road Map was progressing and plans for future efforts. 	
<p> 10.1. Prioritize City funding to existing municipally funded economic development organizations (focused on business attraction and retention) which demonstrate their activities' alignment and support for advancing the Economic Road Map.</p>	<p>Municipally funded Economic Development organizations are required to provide annual strategic plan updates and identify how those plans align with the Road Map (LEDC, SBC, TA). Funding allotted will be based on services provided and alignment with the Road Map, as reflected in PSA's or grants.</p>	<ul style="list-style-type: none"> • On December 6th, 2016, Council allocated \$100,000 in 2017 for London's Economic Road Map projects. • The Advisory Panel approved 4 out of 7 proposals in 2017, for a total investment of \$102,500. 	

Initiative	How are we doing it?	Status Update	Attachments
<p data-bbox="100 375 134 407">↑</p> <p data-bbox="149 329 554 461">11. Work with area municipalities to define opportunities to collaborate around regionally significant economic development initiatives that advance the competitiveness of London and Area (e.g. regional transportation improvements).</p>	<p data-bbox="579 358 1016 435">Mayors of Southwest Ontario (MOSO) chaired by Mayor Brown focuses on exploring and prioritizing key advocacy areas for joint work.</p>	<p data-bbox="1062 147 1520 643">The City of London has continued to provide strategic support and leadership as the secretariat to the Mayors of Southwest Ontario (MOSO) caucus. The mayors convened on four occasions throughout 2017 to advance key advocacy priorities, including directly with Provincial Finance Minister Charles Sousa. On May 19, 2017 Premier Kathleen Wynne, Transport Minister Steven Del Duca, and Minister Deb Matthews announced that the province is moving forward on High-Speed Rail that will connect Toronto to London and through to Windsor. Premier Wynne has committed that the Toronto – London corridor will be fully operational in 2025. Ensuring that local governments are at the decision-making table remains a top advocacy priority for MOSO and their respective communities.</p>	

Economic Priority 3 – An Exceptional Downtown and a Vibrant Urban Environment

An Exceptional Downtown and a Vibrant Urban Environment

Why is it important?

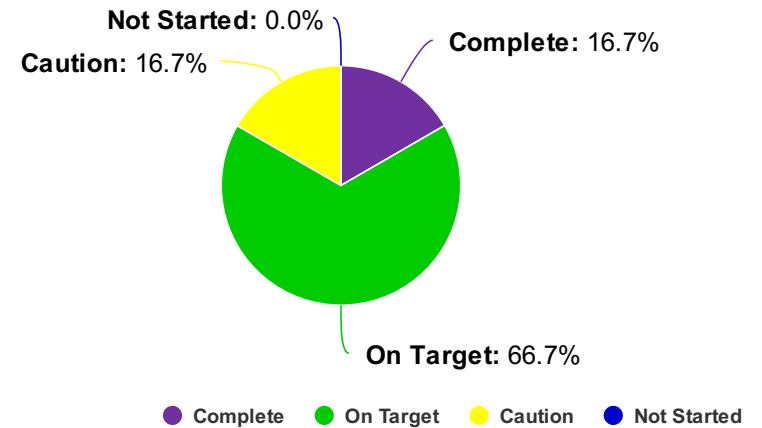
London's Urban Core, Urban Centre and Urban neighbourhoods play a central role in shaping the life of Londoners and are a reflection of the city's traditions and aspirations. London's Urban Core, Urban Centre and Urban neighbourhoods, and associated quality of place, are the cornerstone of its value proposition to attract new residents and businesses alike. Investing in London's Urban Core, Urban Centre and Urban neighbourhoods is a necessity to ensuring the continued growth and prosperity of London for generations to come.

Objectives

Objective





- [Improve the City's urban environment](#)
- [Create a vibrant, attractive and competitive urban core](#)
- [Enable a rich variety of cultural, sporting, and entertainment events and activities in the Downtown and surrounding urban neighbourhoods](#)



■ An Exceptional Downtown and a Vibrant Urban Environment - Results






Status Definitions

- ✓ Complete: Initiative is complete (may include initiatives that are complete with ongoing activities)
- ↑ On Target:
 - Initiative has been started and is advancing well, in progress
 - Initiative is ongoing or is completed annually
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- Caution: Initiative has been started but may not be completed by target date
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Initiative	How are we doing it?	Status Update
<p> 1. Continue to support and resource the implementation of "Our Move Forward - London's Downtown Plan (Council approved April 14, 2015)".</p>	<p>Dundas Place Canada 150 CIP Covent Garden Rink LiveWorkLearnPlay was contracted by Downtown London.</p>	<p>1. The progress of the 10 Transformational Projects: (1) Dundas Place - The Environmental Assessment (EA) was completed in early 2017. The rest of 2017 has been spent on the detailed design of the street. A community meeting is scheduled for November 8, 2017 to unveil the design. A budget amendment is coming forward this fall for the Dundas Place Management Office to hire a Dundas Place Manager; (2) Forks of the Thames - update separately; (7) Market District - The Covent Garden Market received \$200,000 funding from Canada 150 Community Infrastructure Program Intake Two to upgrade its Rink System;</p> <p>2. Contracted by Downtown London in 2016 to create a vibrant and competitive downtown for London, LiveWorkLearnPlay completed a 3+phase report including a Reconnaissance and Strategic Analysis, a Market Study, an activation plan and a targeted leasing plan. in 2018 Downtown London will launch a targeted leasing plan to improve the tenant mix and encourage investment in the core.</p> <p>The link to the State of Downtown Report 2015 & the previous State of Downtown reports: http://www.london.ca/business/...</p>
<p> 1.1. Establish working committees to prioritize the action items within the Downtown Master plan.</p>	<p>Working Committees have already been created</p>	<p>Working Committees have already been created.</p>
<p> 1.2. Develop an internal resourcing model to ensure the continued implementation of prioritized actions.</p>	<p>Core Area Steering Committee</p>	<p>In March 2017, The City created the Core Area Steering Committee, Core Areas Co-coordinating Team, and Committee Service Coordinating Team. Consist of directors from 5 service areas: Planning, Engineering, Neighbourhood, Children and Fire Service, Parks and Recreation, and City Manager's Office.</p>
<p> 1.3. Develop new policies and by-laws and enforce existing policies and by-laws to enhance the economic and social well-being of Downtown which may include implementation measures related to economic development, building rehabilitation, urban design guidelines and public safety.</p>	<p>By-laws such as those related to Building Safety & Noise. Policy and regulations changes.</p>	<p>The Music, Entertainment & Culture District Study has been adopted by Council except for the pages related to noise and hours of operation. The By-law amendment to remove Section 4.18 5) has been appealed to the Ontario Municipal Board and is awaiting scheduling of a hearing. The suggested new target end date is December 31, 2019.</p>

Initiative	How are we doing it?	Status Update
<p> 2. Continue to support and resource the implementation of the Cultural Prosperity Plan.</p>	<p>Establish Culture Districts; London Artist In Residence Program; Community Arts Investment Program (CAIP); Culture Mapping on City Map; Public Art; Canada 150 Infrastructure; Establish and implement strategic initiatives that align with the London Music Strategy - Education and Networks; The Music, Entertainment & Culture District Study; Music Census Inventory; Country Music Week; Canada 150 Celebration; Youth Programming; Music Events and Festivals; Continue to animate the downtown with a wide variety of public spaces, public art, culture, as well as formal and informal programming that appeal to a wide range of age groups and segments of the population.</p>	<ul style="list-style-type: none"> • Canada 150 Community Infrastructure Program Intake 2 \$1,180,000 granted to: Covent Garden Market, Outdoor Rink, Constitution Park Enhancement, Kiwanis Park Rec. Pathway System, Queens Park Enhancement. Ontario 150 Community Infrastructure Program SesquiFest \$70,000 and Ontario 150 Partnership Program Targeted Youth Leadership Program \$55,000. • Canada 150 London Signature Event List: New Year's Eve 2017- December 31st, 2016; Earth Day 150 Weekend-April 21-23, 2017; Sesquifest- June 29-July 3, 2017; Canada Day- July 1, 2017; New Year's Eve 2018. • London Community Foundation (LCF): LCF has made \$150,000 in grants to projects celebrating Canada's 150th in 2016 to be initiated over 2017, and anticipates a further \$100,000 during 2017. • The London Artist In Residence Program (LAIR) program is in its fourth year in partnership with the school boards and the Ontario Arts Council and London Community Foundation. The program provides job opportunities to local artists in classrooms (2016-17: 10 artists in 100 classrooms reaching 2500 students). • Community Arts Investment Program funding has been directed to accomplish specific outcomes of: a development acceleration stream of six arts organizations, poet laureate, Indigenous Artist in Residence, London Arts Live displays of culture by individual artists and operating, project and artist and artist collective streams of CAIP. • The Music, Entertainment & Culture District Study has been adopted by Council except for the pages related to noise and hours of operation. The By-law amendment to remove Section 4.18 5) has been appealed to the Ontario Municipal Board and is awaiting scheduling of a hearing. • The London Arts Council (LAC) Market Lane programs include London Arts Live and the Poet Laureate Presents Poet's Passage to provide interactive arts programming for Market Lane. • The Report recommending the London Music Industry Development Officer Position be made permanent and referred to the 2018 budget review process was presented to SPPC on May 29, 2017.
<p> 2.1. Establish working committees to prioritize the action items within these plans.</p>	<p>Working committees have already been created</p>	<p>Working Committees have already been created</p>

Initiative	How are we doing it?	Status Update
<p> 2.2. Develop an internal resourcing model to ensure the continued implementation of prioritized actions.</p>	<p>Economic Road Map funded project</p>	<p>London Arts Council (LAC) Culture City is a new program of the LAC designed in 2016. Culture City immerses teachers and students in their local culture, participating in hands-on learning experiences related to the Ontario Civics Curriculum. The Companion Program is the funded project for this action team which focuses on Cultural Tourism to London's Core, has been shaped from the basis of the Culture City program. It is envisioned that this program will form part of a bid package for hotels, conference centres host committees and any professional or volunteer group working to attract visitors to London.</p>
<p> 3. Continue to engage London's property owners to upgrade and enhance the state of properties in the downtown and other Community Improvements Incentives(C.I.P.s). (rehabilitation of existing buildings)</p>	<p>Community Improvement Incentives (CIP) & MainStreet London Incentives</p>	<p>Between 2016 and September 2017, the City issued eight loans valued at \$205,000 to property owner's in the Downtown to upgrade and enhance their properties including façade and interior improvements. The number of loans issued was less than previous years, but this may be a result of property owners waiting until 2018 when the eligible loan amounts are increased. MainStreet London in the same period provided 5 Facade Grants for \$34,135.00 (with 7 pending for \$48,000.00) and 1 Tenant Improvement Loan for \$35,000.00.</p>
<p> 3.1. Continue the use of development incentives to attract needed investment to the downtown core and surrounding urban neighbourhoods as it relates to the City's Community Improvement Plan (encouraging investment of new buildings).</p>	<p>Development Incentives</p>	<p>In the Downtown and Old East Village, the City offers a grant to cover the cost of residential Development Charges in an effort to encourage residential intensification and infill development. Between 2016 and September 2017, three new apartment buildings took advantage of the DC grant program resulted in the creation of approximately 570 new residential units.</p>

Initiative	How are we doing it?	Status Update
<p>4. Advance the London Community Foundation's "Back to the River Project" as a way to forge active linkages with the downtown and broader community.</p>	<p>Back to the River (BTTR) Initiative</p>	<ul style="list-style-type: none"> ● London Community Foundation (LCF) continues to mobilize around an inaugural project at the Forks of the Thames. The City of London is progressing with the One River EA with preliminary emphasis determining whether to repatriate the Springbank Dam or decommission it permanently. A report was submitted to council in Sept detailing how the EA would progress. Two Public Information Centres are being held. In early December, a recommendation on what to do with the dam will be presented. A series of community consultations are in progress. ● Once the Springbank Dam recommendation has been made to Council, next steps focusing specifically on the Forks of the Thames will proceed with public input once again. LCF will be part of this table. ● London Community Foundation has received an anonymous gift of \$1M from lead donor toward the Forks inaugural project. Second part of this lead gift from other donors is pending. Lead donors will set milestones with LCF and the City for release of capital. If milestones are not met, capital may be redeployed. ● A lead donor has made a pledge to kick start the SoHo inaugural work. LCF has a total of \$500K in hand for this second inaugural project, which will increase with the donor pledge fulfillment. ● LCF has received a grant through the McConnell Foundation to fund the process of planning future structure of Back to the River as a separate entity.

Initiative	How are we doing it?	Status Update
<p>5. Promote the range of cultural institutions and entertainment offerings, events and programs in the downtown and surrounding urban neighbourhoods. Support the economic sustainability of individual tourism and hospitality businesses.</p>	<p>Tourism London Ongoing Business; Culture & Entertainment Tourism Marketing Plan; Tourism London: Music Tourism Strategy; Support Individual Tourism and Hospitality Businesses.</p>	<p>Confidential nature of ongoing bids and RFPs is not for public disclosure. Work continues to develop London as a culture and entertainment destination and Tourism London has been recognized nationally and internationally with several awards including:</p> <ul style="list-style-type: none"> • 2017 Presidents Award – Music Canada (National Music Award to London Music Officer and Director of Culture & Entertainment Tourism of Tourism London). • In the partnership with Downtown London: <ul style="list-style-type: none"> • 2016 OBIAA Marketing Award – Ontario Business Improvement Area Association. • 2016 IDA (International Downtown Association) Marketing & Communications Award • Downtown London received the International Downtown Association Pinnacle Award for its contributions to Fanshawe College Downtown Campus. <p>Launch of Neighbourhood video series, promoting London's cultural and culinary gems (Old East Village, Wortley Village, Byron and soon to be released Hamilton Road area and SOHO with others to follow).</p> <p>Hosted tremendously successful CCMA Awards in 2016. Hosted the 2017 Country Music Association of Ontario (CMAO Awards) in London for the first time – and expanded the programming of this provincial association to include more events.</p> <p>Additional marketing resources (financial) are required as we continue to expand our marketing plan.</p>

Initiative	How are we doing it?	Status Update
<p>6. Promote the attraction and development of major sport, convention and music events to enhance visitor spending and maximize business opportunities; hotel occupancy and revenue growth.</p>	<p>Promote Major Sport, Convention and Music Events;</p>	<ul style="list-style-type: none"> ● 2016 Conference Board of Canada report indicates Tourism in London Ontario to have a \$737 million impact including over 2.1 million overnight visitations. ● Tourism London submitted a bid to host the 2019 JUNO Awards / City Council fully supported a request for \$500k in funding towards a bid fee if successful. ● Strategies and Tactics utilized by Tourism London to acquire major event and convention business is proprietary due to the competitive nature and not for public disclosure. ● Upcoming Major Sporting Events include: <ul style="list-style-type: none"> ● 2018 Ontario Summer Games ● 2018 Continental Cup of Curling ● 2018 USport Women's Hockey Championships ● 2018 OFSAA Boys Volleyball ● 2017 OFSAA Girls Basketball ● 2018 World Jr.'s Team Canada Exhibition Hockey Game ● 2018 Hockey Canada Foundation Golf and Gala ● The legislation was approved by the Ministry of Tourism, Culture and Sport on November 24th which allows municipalities to impose a levy on hotels for the purpose of developing the Tourism Sector, funds to be utilized by Tourism London for major event bids, event acquisition and economic development. The new regulations will provide municipalities with the flexibility to determine the design, administration and collection of the tax. The regulations also recognize the importance of tourism in Ontario communities by maintaining funding to existing tourism organizations that have benefited from Destination Marketing Fees (DMF) in the past. ● LCC/TL partnered Ottawa convention office – ongoing. ● LCC economic impact on pace for \$18-\$19 million in 2017. ● Convention efforts by entire London team has secured the Global Student Leadership Summit in April 2018 which will attract 3000 delegates each day over 3 days to be London's largest Downtown convention hosted to date.

Economic Priority 4 – A Top Quality Workforce

A Top Quality Workforce

Why is it important?

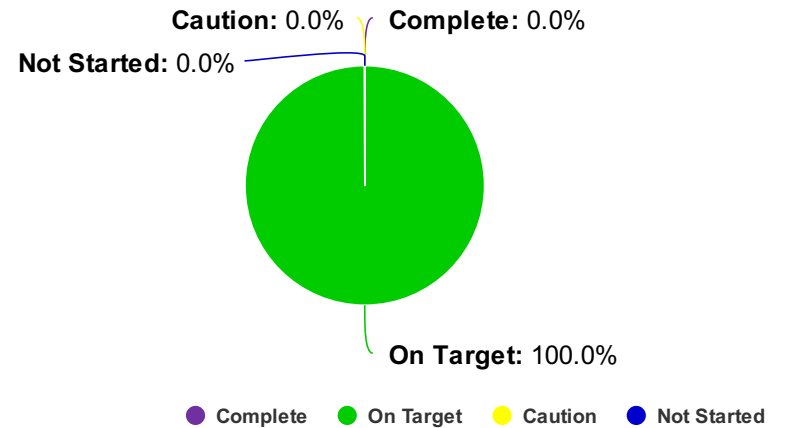
As the battle for talented workers continues, cities have realized that to remain competitive they need to be more effective in attracting and retaining a global workforce. Given the level of mobility that is often associated with today's workers, the challenge for London is to create a welcoming environment where talent finds opportunity, career advancement and an engaged business community. While attracting and retaining workers is paramount, so is the city's openness to diversity and immigrants.

Objectives

Objective



- [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 post-secondary students and the city](#)



A Top Quality Workforce - Results



Status Definitions

- ✓ Complete: Initiative is complete (may include initiatives that are complete with ongoing activities)
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Initiative	How are we doing it?	Status Update
<p>  1. Strengthen London's local workforce retention and attraction strategy and ensure local employers have access to the talent they need. Use employment projections and job demand data to inform future skills and hiring demand. </p>	<p>Collect and publish success stories; Promoting local jobs and projection data in the community; Annual Employer One Survey;</p>	<p>LEDC continues to work on initiatives to attract talent from outside of London (job fairs, etc.); also working with Fanshawe and Western to attract students. Success stories can be found on: www.london.ctvnews.ca/works.</p> <p>A series of labour market bulletins were created posted on worktrends.ca.</p> <p>Greater participation in the EmployerOne Survey within specific sectors is needed from business community in order make the survey statistically valid. Organizations can help by making personal asks to their members/ business contacts. 2017 had 368 usable surveys. The results and findings for the 2017 survey are on www.worktrends.ca and www.employerone.ca</p> <p>A data working group has been formed, led by the LEPC, to develop employment projections to be published in 2018.</p>
<p>  2. Promote and communicate the importance of apprenticeship to employers, job seekers and parents. Support the efforts of local and regional agencies working to promote skilled trades and technology related careers to youth. </p>	<p>Determine current numbers as a benchmark. Current information is being gathered by the school boards and post-secondary institutions so that we can share the information with employers;</p> <p>The Apprenticeship Network, The Employer Champion Awards, Presentations, Community Outreach;</p>	<p>A web portal to promote the hiring apprentices and guiding them through to completions has been created for employers: www.apprenticeshiptoolbox.com.</p> <p>A report has been created and published in a PowerPoint with current labour information on London Economic Region apprenticeship signings The Apprenticeship Network is hosting their Apprenticeship Champion Awards with 20 nominees on November 16, 2017.</p> <p>The Apprenticeship Network continues to actively promote apprenticeship to employers, job seekers and parents. They have also attended and will be attending events to promote apprenticeship to service providers.</p> <p>The Apprenticeship Advantage series with CTV London will start to air in January, 2018. This series will be supported by the City of London through the funding provided to Team 4.</p>

Initiative	How are we doing it?	Status Update
<p> 3. Showcase and celebrate the diverse backgrounds of Londoners. Increase supports and profile of community partnerships supporting diverse and inclusive hiring, retention practices, and immigrant workforce integration.</p>	<ul style="list-style-type: none"> - Working through existing champions and business awards programs -Pride Awards -Ability First Awards - Social Media Campaign - Support the work of LMIEC - Measure number of foreign students and their participation. Help connect them to employers. Programs include Student 2 Business, Student Employment Services, WIL - gather some success stories. Help businesses understand how to hire an international student - Chamber could host employer forum. Setting out the 2017 calendar of events. 	<p>Members of Team 4 continue to work on a number of local initiatives.</p> <p>LMIEC has been re-branded as Immploy: http://immploy.ca/.</p> <p>Pride London held their Awards on July 21 and recognized 4 individuals, organizations and businesses who support the LGBTQ2 communities.</p> <p>The Ability First Coalition is holding their Awards on November 10 recognizing 25 employers who have hired and retained persons with disabilities.</p> <p>The Employment Sub-Council for the LMLIP is creating an Awards for employers who hire and retain immigrants.</p> <p>Immigration Strategy: A terms of reference for the steering committee who have developed a vision, and mission statement. The vision of the strategy is that "Newcomers choose London as Canada's leading community to live, learn and work." The mission is to "successfully attract, integrate and retain Newcomers, in particular international students, skilled workers and entrepreneurs, to and into the local economy and society."</p>
<p> 4. Increase the number of local internship opportunities for secondary and post-secondary students.</p>	<p>Create strategies, targets, and baseline for available internship opportunities</p>	<p>An Experiential Learning working group is coordinating discussion between secondary, post-secondary and community-based programs that are all looking to increase the number of local internship/co-op/work placements as required in their contracts with their founders.</p> <p>The Business Education Network continues to meet quarterly and keeps the web portal http://tomorrowsworkforce.ca/ up to date. The web portal is promoted to students, educators and employers.</p>

Why is it important?

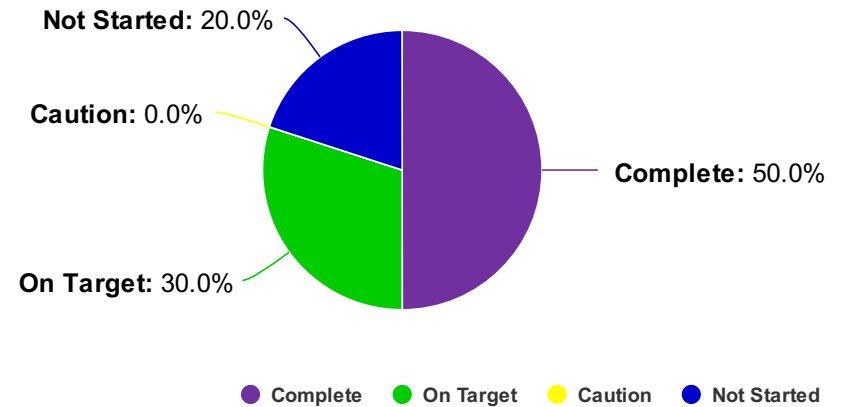
London's medical sector is one of the largest and most comprehensive in the country. London's medical and scientific sector specializes in a wide range of established and emerging areas of research excellence. With the formation of the London Medical Network (LMN), the city of London has the opportunity to be at the leading edge of global medical advances and applications that will advance local investment and industry growth in the healthcare sector for years to come.

Objectives

Objective

- 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 London Medical 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
- Contribute to job creation and wealth creation in London

A National Centre of Excellence for Medical Innovation and Commercialization -



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- Not Started: Initiative has not been started or Initiative has been transferred

Initiative	How are we doing it?	Status Update
<p>✓ 1. Define the national Centre of Excellence for medical innovation and commercialization. What is it and how will it work? Articulate how the LMICN will be used as a tool to advance this long term visions.</p>	<p>London Medical Network Strategic Plan</p>	<p>Over the past two years, leaders from across the city's health care community have collaborated on the creation and development of a globally-renowned medical innovation network that will focus on resolving some of the world's more challenging health care problems and then commercializing these advances for economic and social gain. To accomplish this vision, the London Medical Network (LMN) has developed a Strategic Plan.</p>
<p>● 2. Prepare a comprehensive sector profile that showcases London and Area's medical innovation and commercialization assets that includes manufacturers of healthcare products, high tech companies, research facilities, research parks, venture capital support, workforce support, industry/research leaders etc.(e.g. www.montrealinternational.com)</p>	<p>Aggregated current and available health care employment for both public and private sector organizations.</p>	<p>There has been no progress on this task. The LMN is completely reliant on seconded operating resources and those commitments have been directed to other priorities.</p>
<p>● 3. Work with the London Medical Innovation & Commercialization network (LMIC) to develop a marketing plan for London's medical and scientific sectors that raises London's profile as a centre of expertise in medical research and commercialization and supports the recruitment of targeted companies, entrepreneurs, investment and talent.</p>	<p>Currently utilizing in house marketing capabilities. Contracted out logo and initial web design.</p>	<p>There has been no progress on this task. The LMN is completely reliant on seconded operating resources and those commitments have been directed to other priorities.</p>
<p>✓ 3.1. Launch a PR initiative that clearly communicates the role and responsibilities of LMICN. Clearly articulate how the LMICN ties into the broader vision of London becoming a national Centre of Excellence for medical innovation and commercialization.</p>	<p>Currently utilizing cost-effective guerrilla marketing approaches. Advancing newsworthy reports to regional media as they arise.</p>	<p>Annual updates are provided to Council and Community. Updated the Federal and the Provincial Ministries. Governing Council Members continually provide updates to staff and colleagues.</p> <p>The network will continue to provide community updates through the publication of success stories and annual progress measurement. The network will continue the current approach. Focus on success stories and outcomes.</p>

Initiative	How are we doing it?	Status Update
<p>✓ 4. Identify a sector ambassador (CEO) that can effectively expand on the city's extensive healthcare and research strengths and engage government, business and investors in the opportunities associated with medical discovery and commercialization activities in London.</p>	<p>All Governing Council (GC) and Advisory Team members currently serve as Ambassadors as part of their role.</p>	<p>Initial LMN (London Medical Network) governance, advisory and operating structure has been established (20 team members). Recognizing the broad and diverse nature of London's health care community, the London Medical Network and the leadership team that governs it must be structured in a manner that maximizes member engagement, strategic thinking, flexibility, and collaboration. The LMN also must be ruthless in focus and unwavering in its commitment to deliver on its economic development and social promise. However, the Network also must be mindful of each member's own organizational mission and operational mandates. To this end, the Network established a nine-member Governing Council (GC) comprised predominantly of experienced leaders from the medical sector, institutions, civic government and the private sector to lead the initiative. This virtual organization prepared the strategic plan and assumed responsibility for strategic oversight for the community's entire medical innovation initiative.</p> <p>Medical Innovation Community Investment Corporation (MEDCIC) has been established and funded. The Governing Council established a legally-incorporated Not-For-Profit entity called MEDCIC to serve as a holding company for the City's contribution to the Network and the investment arm of the LMN.</p>
<p>↑ 5. Identify new opportunities for strategic partnering with other organizations and institutions that focus on key priority areas that support collaboration and networking.</p>	<p>Remain open new partnerships as opportunities arise.</p>	<p>LMN has completed the Renishaw partnership and opened the ADEISS Centre. The LMN is negotiating two additional partnerships in the medical innovation space.</p>
<p>✓ 6. Advocate for a best in class approach to Intellectual Property (IP) policies on the part of the city's post-secondary institutions as a means to encourage a higher degree of spin-off development and commercialization activity in London.</p>	<p>WORLDDiscoveries (WD) has already implemented progressive Inventor-choice policy.</p>	<p>WORLDDiscoveries has already introduced "Inventor-Choice" program to promote spin-off development. Considered most progressive IP policy in North America. Launched Proteus with TechAlliance to stimulate new IP commercialization.</p>
<p>✓ 7. Convene business and institutional partners annually to report on the progress and results of implementing the LMIC Network Strategic Plan and address barriers and opportunities as they arise.</p>	<p>Currently report to LMN Governing Council, Advisory Teams, Western Execs, Research Teams, Foundations, Partners, City quarterly.</p>	<p>The network will continue to provide updates to all stakeholders as needed. Founding partner Joint Venture Agreements have been executed (Western University, Lawson Health Research Institute, London Health Sciences Centre, St. Joseph's Healthcare London). The Governing Council (GC) institutional members also entered into a Joint Venture Agreement (JVA) to ensure broad collaboration, and lend structure and credence to the decisions made by members on behalf of the Network. The JVA ensures that the GC serves as the nexus for the LMN's initiation, incubation, acceleration and maturation. It also ensures that all decisions are vetted collectively by London's health care leaders and are always made with the best interests of the Network and the community in mind.</p>

Initiative	How are we doing it?	Status Update
<p>↑ 8. Work with our strategic partners to develop relationships with external venture capital firms, angel investors' networks and senior levels of government that will improve access to capital in London.</p>	<p>Submitted applications to potential funding agencies. Awaiting new program announcement to continue pursuit.</p>	<p>The LMN has initiated a new funding proposal to support the development of two Industry Development Centres, one at Robarts Research Institute and one at the Lawson Health Research Institute. The timing associated with this funding request is unknown at this time.</p>
<p>↑ 9. Initiate projects that contribute net new jobs and investment to the City through acquisition, attraction, new company development and talent retention.</p>	<p>Concurrently pursued first 3 initiatives that create jobs and attract investment. Western added 1st two Chairs.</p>	<p>The LMN opened the new Addictive Design in Surgical Solutions (ADEISS) Centre in May 2017 and it is now operational. The current team from Western, Robarts and Renishaw have been diligently working through the ISO certification and FDA processes. This latter step, which will likely take 4-5 months to complete, is critical to the Centre's success as it will give ADEISS a huge competitive advantage over similar offerings now underway in the 3D medical device space.</p> <p>The LMN also launched in partnership with TechAlliance the new Burst program to support early stage medical devices companies in June 2017. In July, TechAlliance, with support from the LMN and FedDev Ontario, announced the second 10-company cohort, and their training is underway. The Final 10-company cohort will be evaluated.</p> <p>Both initiatives are on target. Western/Robarts also recruited another highly-regarded Research Chair to the team. The LMN is also aggressively pursuing a facility to serve as the home for London's first Medical Innovation Centre.</p>

Appendix 'B'

Community Economic Roadmap - Action Team #1: Project Progress Report

What is the initiative called?	Grow London – Strategic Communications Plan
How much would the initiative cost, overall?	\$20,000 cash with additional in-kind contributions provided by the organizations of the Entrepreneur Support Network (ESN)
How much funding have you received from the City?	\$20,000
How much other funding or resources have you leveraged?	\$15,000 In-kind offerings Resources from Leap Junction, Fanshawe College, LEDC, Pillar Nonprofit Network and Tech Alliance have volunteered to lead this Communications Team for ESN

Tell us a bit about the project. [Max: 300 words]

One of the priorities of the Economic Road Map is to continue to build London as “A City for Entrepreneurs.” One of the objectives that Action Team #1 has identified is the need to develop a **communications strategy** to promote awareness for available support services and programs to emerging entrepreneurs and the stakeholder groups who serve them.

In order to support the mission of growing the local economy through Entrepreneurship, we believe that London’s Entrepreneurial support organizations need to start communicating with “One Voice” and with a clear and consistent message about the commitment to that mission. We also need to make Entrepreneurs aware of the resources that are currently available to help move them from ideas to real business opportunities, or to help them grow from where they are.

We strongly believe that in order to do this effectively we will need to engage a local communications firm to assist the ESN in creating this messaging and developing a campaign to communicate effectively with the London Entrepreneurial community, inclusive of end users and referral organizations. This campaign could include community events, workshops, websites and an integrated social media strategy.

How does this initiative fit into the Community Economic Roadmap and what is the expected impact? [Max: 300 words]

The Roadmap was designed to help create an environment that would stimulate economic development activity and create jobs. With greater awareness of the available support services and programs available in the community, current entrepreneurs may be more motivated to grow their enterprises which will create more jobs while the “intenders” may be more encouraged to take the path of entrepreneurship which will continue to drive new enterprises for our future economy.

The Entrepreneurial Climate Study of London and region, completed in 2015, indicated that the overall level of awareness of London’s entrepreneurial support organizations was in need of improvement. This was the catalyst behind the creation of the ESN and a targeted communications strategy was identified as a key priority of this group as a result.

Our Goal

- Increase the awareness of London’s entrepreneur support services
- Market London as an attractive place to plant and grow businesses
- Move this campaign beyond the echo chamber

Is there anything else the Advisory Panel should know about this initiative? [Max: 300 words]

The Entrepreneurial Support Network is comprised of service providers and stakeholders that support, nourish, and educate all types of emerging entrepreneurs and startups. We are inclusive of youth, tech-based, main stream, lifestyle-based, and social enterprises and we

each have our specific area of expertise. A “collective voice” is needed to identify and amplify London’s strengthening entrepreneurial ecosystem and provide a contact point for those interested in pursuing the path of turning ideas into business opportunities.

Our guiding statement:

London is a unique/different/resilient city that allow entrepreneurs to develop businesses to meet their own individual purpose, size and scale – from lifestyle business to international renown: London and its support network can help you regardless of your size, background or ambition.

How is the progress being measured (please include specific metrics)? [Max: 300 words]

Initial Measures of success:

- Conversion on an “I need help” form on the website
- Referrals to partner websites from the website and social
- Video views/engagements (over impressions)/shares
- Establish website and social activity analysis
- Social activity on website (via comments)

What has been accomplished in 2017? [Max: 300 words]

A sub Communications Committee was formed with members from the ESN. (Leap Junction – Fanshawe College, Pillar Nonprofit Network, LEDC and Tech Alliance). This group met on several occasions to develop a plan to move this initiative forward. As a part of this plan, a focus group was conducted on July 7, 2017 including a wider circle of stakeholders, emerging entrepreneurs as well as established businesses in order to gain perspective and ownership for an entrepreneurial awareness initiative. As a result of this focus group, an RFP was created and distributed to 14 communications companies in the city in mid-August. rTraction was selected as the winning proposal based on pre-established criteria. The communications committee has met with rTraction on three occasions to proceed through the discovery, planning and naming process. The communications team is confident that together we will create an effective campaign/ communications tool to build awareness to London’s emerging and existing entrepreneurs that highlights our commitment and wraparound support for their success. The plan for the Launch for the initiative will be in early 2018, with “teasers” in 2017.

Community Economic Roadmap - Action Team #2: Project Progress Report

What is the initiative called?	London Founders Network
How much would the initiative cost, overall?	\$150,000
How much funding have you received from the City?	\$37,500
How much other funding or resources have you leveraged?	\$75,000

Tell us a bit about the project. [Max: 300 words]

LEDC is supporting the implementation of an initiative designed to drive culture change through the building of entrepreneurial peer-mentoring capacity in London.

This will be accomplished by inviting senior successful entrepreneurs to support peer-to-peer activities, and then introducing less experienced entrepreneurs who require guidance in order to build their companies.

The mentor network director will, on a part time basis, organize peer-to-peer activity and curate matching of targeted high-growth companies with experienced entrepreneurs to add-value through mentorship on a voluntary basis. The crucial matter for the director is the correct evaluation of the needs of the newer entrepreneur and a careful matching with an experienced mentor, or mentoring team, in order to accelerate growth, build resiliency and create jobs.

- This initiative will focus on operating companies with high-growth potential.
- Experienced mentorship will help young companies reach potential and become solid long-term members of the business community.
- This mentorship network will not compete with the business advisory services and entrepreneurs-in-residence provided by London business support organizations that are mainly focused on start-up businesses.
- These existing supports may in fact become part of a city-wide two-way referral network for the London Mentor Network. There will be activities to foster an environment of mentorship and trust as well as a sharing of success stories to support the value proposition of a London mentorship network.
- Seasoned entrepreneurs are waiting to be engaged in this program as are newer entrepreneurs but financial resources must be secured to ensure its success.

The expected return on the modest investment of \$150,000 over two years would be ~\$720,000 in leveraged mentorship volunteer time and a minimum of 60 new jobs from growing companies directly involved in this program.

How does this initiative fit into the Community Economic Roadmap and what is the expected impact? [Max: 300 words]

London's Economic Road Map - Action Team # 2 – A Supportive Business Environment believes this initiative is a close fit for our two action items identified below.

Action Item # 3 - "Strengthen business retention, expansion, attraction and aftercare programs (BREAA) geared to London firms with 10-20 employees in existing focus and emerging industry sectors in partnership with Federal and Provincial government business support programs and services."

Action Item # 8 – "Explore opportunities to bridge any small business support programming gaps and leverage Federal and Provincial programs and business supports for future needs."

This initiative may also address some of the action items related to each of the other Action Teams because it seeks to support high growth of businesses in such sectors as; digital creative, life sciences, manufacturing, and food and beverage.

Many of these businesses are located in the downtown core where anticipated growth will intensify demand for office space. Active networks and growing trust relationships will help to retain entrepreneurial talent in London. Coordinated and mediated mentorship for high growth companies in London remains a gap that can be filled by this initiative. This initiative succeeds when it leverages the community and other funding sources in a focused way to achieve part of the goal of a more supportive business environment.

The funding available through the Road Map, combined with LEDC's financial and non-financial supports, gives this initiative a high chance of success. This program will be a clear signal to the larger business sector that an Economic Road Map initiative can deliver tangible results and measurable KPI's in line with existing economic development and business support programs. The Director will seek to secure additional funding from senior levels of government and other sources to help ensure a longer-term transition of the London Mentor Network programs once they are established by this pilot initiative.

Is there anything else the Advisory Panel should know about this initiative? [Max: 300 words]

In early 2016 the LEDC engaged in an information gathering initiative which brought together a cross-section of experienced and less experienced entrepreneurs to better understand their needs. The initiative, No Free Lunch, engaged 24 entrepreneurs over 6 hosted lunches during which candid discussion was encouraged around planned subject areas. The findings were surprising. Many founders expressed feelings of isolation, few had established boards or even advisory panels for support when facing business or competitive challenges. Participants were enthusiastic to establish or strengthen relationships with other founders. In some cases complimentary business relationships were formed on the spot.

All of the guests indicated willingness to explore next steps. It was apparent that experienced entrepreneurs see value in peer-to-peer engagement and all of the experienced entrepreneurs were supportive (and ready to commit up to 5 hours per month) to mentoring of younger or less experienced entrepreneurs if the process was curated and respectful of everyone's time and skill sets.

In late 2016, LEDC, and the City of London, undertook a study to examine options to provide a more supportive business environment. The report, "A Strategic Approach to Supporting Entrepreneurs and Growth Companies in London, Ontario" made three significant recommendations and each requires funding and broad local support.

- The first recommendation, a London wide brand for entrepreneurship related activities; and the third, a voucher system, will require further research, additional funding, and broader support.
- The second recommendation for a high-quality mentor network can be implemented immediately. Action Team #2 and LEDC intend to implement this recommendation and are seeking matching funding support from London's Economic Road Map to ensure a successful implementation over 2 years. Given the year of consultations with the business community, the existing reports and studies on this matter, together with the committed financial and non-financial support of the LEDC, Action Team # 2 sees this initiative as 'shovel-ready' and primed for success.

How is the progress being measured (please include specific metrics)? [Max: 300 words]

- contact list of potential Network members
- event attendees
- events
- meetings between Founders and the community

What has been accomplished in 2017? [Max: 300 words]

- growing contact list of 70+ company owners established
- 59 attendees
- 3 events

- A small group of food entrepreneurs who work with fermented products have been aligned and introduced to expert support in microbiology research with a view towards forming the first product quality guidelines in this area.
- Several established entrepreneurs have now met, coached, and in one case financed early stage companies.
- New relationship with Chinese investment coordinator and solid connection to China Canada Angel Association.
- A large number of new relationships between new founders and experienced founders have been forged.
- Two senior founders, one a leader of a growing tech firm and the other a retired founder of a major industrial company, were introduced to share experiences around managing board relations in the context of significant external financing.

Community Economic Roadmap - Action Team #3: Project Progress Report

What is the initiative called?	London Arts Council <i>Culture City</i>
How much would the initiative cost, overall?	\$35,000 to develop and roll out year one - programming costs paid by participants
How much funding have you received from the City?	\$25,000
How much other funding or resources have you leveraged?	\$10,000 in additional funding Resources from other existing programs of LAC funded through other investments

Tell us a bit about the project. [Max: 300 words]

London Arts Council Culture City Program for Adults

Background

Culture City is a new program of the London Arts Council (LAC). Designed in 2016, Culture City immerses teachers and students in their local culture, participating in hands-on learning experiences that cannot be replicated in the classroom. This unique educational program in London is perfect for teachers looking to expose their students to the Ontario Civics Curriculum through authentic, local, experiential learning opportunities.

Culture City immerses youth in the best of London's culture – offering opportunities to spend time learning with professional artists, community Leaders and innovators. Culture City is bringing a unique approach to delivering the Ontario Civics Curriculum, immersing young hearts and minds in city building leveraging on the ability of the arts to engage in different ways.

As we built out the programming for Culture City and acquired significant funding to design and implement it for students, we were continually being asked if we had thought about creating something for adults.

We have been shaping a “companion program” from the basis of the Culture City program. We envision this program could form part of a bid package for hotels, conference centres, host committees and any professional or volunteer group working to attract visitors to London. With Culture City in their bid package London's desirability as a host city for their event or conference presents options for the conference attendee and/or +1 companions.

London Convention Centre is currently exploring a financial investment recognizing that programming packages can be accessed by other conference organizers looking for experiential companion programs designed by the London Arts Council.

Programming

Programming packages will be designed as a One Day Experience and Multi-Day (Mix and Match) Experience.

A sample of programming is attached.

What's the funding for?

- Identify and customize an ordering system to monetize the program (ease of on-line ordering for both participants and event/conference organizers is critical to the success of the program)
- Marketing the program to hotels, conference centres, host committees and any professional or volunteer group working to attract visitors to London
- Start-up costs and securing programming in first year

We are requesting funding for three years on a sliding scale. As the program grows, the funding support is reduced, with the program being offset by participant revenue, advertising and/or private sector businesses/organizations purchase of Program.

How does this initiative fit into the Community Economic Roadmap and what is the expected impact? [Max: 300 words]

Fitting in with the Community Economic Roadmap

LAC's Culture City Program supports, promotes and showcases our action teams' focus of an exceptional downtown and a vibrant urban environment. It also supports our work through the Council approved Cultural Prosperity Plan, Downtown Plan, London Music Strategy and the recently completed Music, Entertainment and Culture Districts Feasibility Study.

Expected Impact:

Culture City provides direct employment opportunities through industry specific jobs and businesses as well as creates compound spending through spinoff benefits such as increased hotel bookings, restaurant, and hospitality as well as, retail and service businesses.

Extensive research has concluded that arts and culture tourists outspend typical tourists two to one and stay longer!

Culture is recognized as a significant economic driver in cities around the world. In London, it is a \$540 million dollar industry with over 7,700 jobs.

A **provincial** study broke down spending for this sector on average into the following:

13% or \$.05 billion spent on attractions of event

15% or \$0.6 billion spent on retail/other

27% or \$1.1 billion spent on lodging

27% or \$1.1 billion spent on food/beverages

18% or \$0.7 billion spent on transportation

The importance of culture to London's economy was comprehensively reviewed as part of the preparation of the London's Cultural Prosperity Plan in 2013 commissioned through the City of London and supported by the London Arts Council. This plan continues to be a guiding document for the London Arts Council providing the foundation for many of our programs, services and work. It has led to an increased focus in asset development, investment and programming opportunities.

As part of the LAC's work with the London Music Strategy we helped to advocate for the creation of the London Music Office; the Music Officer assists with program development for musicians and music venues working closely with the London Arts Council. Musicians and music venues are part of our Culture City program mix along with visual arts, theatre and multimedia.

Is there anything else the Advisory Panel should know about this initiative? [Max: 300 words]

Culture City is *Creative and Enriched Tourism*:

What is Cultural Tourism?

There is no one, all-encompassing definition of cultural tourism. Simply put, cultural tourism means experiencing a cultural activity while outside of your home community. This simple definition includes a full range of travellers and activities. A business traveller who spends a couple of hours in an art gallery between meetings is as much a cultural tourist as someone who spends an entire week at a major festival.

What is Creative Tourism?

Creative tourism is a development of cultural tourism but goes a step further, encouraging participation, not simply observation. "Creative tourism involves learning a skill on holiday that is part of the culture of the country or community being visited. Creative tourists develop their creative potential, and get closer to local people, by actively participating in workshops and learning experiences that draw on the culture of their holiday destinations. " - from Creative Tourism New Zealand [website]

What is Enrichment Tourism, and how does it relate to Cultural Tourism?

Enrichment tourism is an even more inclusive term that broadly groups learning travel, cultural travel, ecological travel and cuisine experiences. One of the main elements that often,

but not always, defines enrichment tourism is active participation. From the perspective of culture, a traveller who attends a two-week writing workshop at their destination is definitely experiencing enrichment travel. — information source from: Creative City Network of Canada

This programming can be added to London's promotional tool kit of hip and happening things to do in London, Ontario. This is not in competition with or replacing any local tourism initiative, we work with Chris Campbell, Director of Culture & Entertainment Tourism at Tourism London.

How is the progress being measured (please include specific metrics)? [Max: 300 words]

Areas we will measure:

- package sales
- job creation (direct and in-direct)
- participant numbers
- venue participation

We think it is important to measure whether the addition of this program assisted conference organizers in attracting business for London. How we gather measurements in a way that is efficient and accurate will be posed when we conduct the consultation session for conference and event planners.

What has been accomplished in 2017? [Max: 300 words]

Product Development

In June 2017, a half day pilot project was delivered for key staff members from the Convention Centre. The staff role-played tourists from communities in southwestern Ontario and border US cities. The morning included an introduction to photography, followed by an opportunity to take artistic photos as they toured the banks of the Thames. The tour was led by an actor in costume who role played Peter MacGregor, one of London's earliest citizens. Snacks were distributed from local vendors at Covent Garden Market (bureks and locally brewed kombucha). This was followed by a group songwriting activity at the Rosewood Room, an intimate live music space at the London Music Hall. Feedback from Convention Centre staff was highly positive. It is noteworthy that 3 of the participants identified that they did not have an arts background, so were out of their comfort zones, yet fully engaged through accessible and dynamic arts experiences.

Over the summer, several new Culture City activities and sites have been under development with artists, guides, environmental groups, downtown features and public art walks. We have also been working closely with indigenous artists and community members to design authentic aspects to our Culture City program that feature local community and storytelling.

Product Systems

We have consulted with a systems provider to discuss how best to present the program options i.e. online packaging, customizing product features, etc. We are looking into existing software programs to package and sell the options. This is particularly important as ease of access to useful marketing information and a purchasing system is key to the program's usage and success.

Product Consultation

We are planning a consultation session, in collaboration with the London Convention Centre, targeting Event and Conference Organizers to gain feedback directly from the individuals and businesses that will use our program and promote it to their clients.

We will also be holding a separate session with hoteliers in order to familiarize them with the program.

Package pricing testing will also be part of the consultation. Packages can vary and certain features can be made optional to the organizer and/or purchaser if the pricing is deemed to be too expensive.

Community Economic Roadmap - Action Team #4: Project Progress Report

What is the initiative called?	Apprenticeship Matters
How much would the initiative cost, overall?	\$40,000
How much funding have you received from the City?	\$20,000
How much other funding or resources have you leveraged?	\$10,000 to October 2017

Tell us a bit about the project. [Max: 300 words]

A 16 week media campaign with CTV London to raise awareness within the City of the need and opportunities for apprentices. The campaign will dispel myths about apprenticeship, highlighting the highly skilled workforce that comprises the skilled trades. Part of the campaign will be targeted to employers to encourage them to hire and train apprentices. This will be balanced with targeted messages for parents and prospective apprentices to promote the advantages of apprenticeship and the local opportunities.

The campaign will include radio, television and digital campaign components and feature all four streams under which skilled trades are categorized: industrial trades, motive power trades, construction trades and service trades. In addition, there will be social media support provided through the partnering organizations' social media channels and links from partnering organizations to local resources for more information on apprenticeship and the skilled trades.

This simultaneous approach among partnering organizations using consistent messaging will leverage the City of London financial support for the broadest possible impact.

A sample of campaign components and costs has been included in this submission. The sample is entitled "Best of Blue"; however, this is not the brand that will be used for the proposed campaign. The sample does outline the reach of the proposed items to be purchased as part of the campaign.

The administration for the campaign will be provided in-kind by the Local Employment Planning Council, a project of the Elgin Middlesex Oxford Workforce Planning and Development Board. All dollars contributed to the marketing campaign will go directly for the purchase of the paid promotion. Milestones for the campaign will be developed by the partners under the direction of the London Community Economic Road Map Team 4. A final report will be provided to the Advisory Committee.

How does this initiative fit into the Community Economic Roadmap and what is the expected impact? [Max: 300 words]

The goal of the London Community Economic Road Map Team 4 is **a top quality workforce**.

One of the four key areas identified in the original strategy had a focus on apprenticeship and STEM (science technology engineering and mathematics) career. Action items under that umbrella included:

- Educate the educators (schools/colleges/guidance counsellors/parents) on the importance and viability of skilled trades. Support the efforts of local and regional agencies working to promote skilled trades and technology related careers to youth.
- Promote the Ontario Youth Apprenticeship Program (OYAP) as a viable and cost effective career path.

The proposed awareness campaign will target parents, young people and the career and guidance advisors in the local area providing them with current, accurate information on the opportunities and requirements for people choosing one of the 158 skilled trades in Ontario as their preferred career.

The campaign will also include a component targeted to employers to encourage them to

offer more apprenticeships at the local level as the route to become a skilled tradesperson is primarily through the completion of a 3 to 5 year apprenticeship with an employer. There is an urgency to increasing employer participation as available data on people with a skilled trades certification indicates that some of the trades are primarily over the age of fifty-five. Skilled trades are required as the backbone employees for many sectors.

GOALS:

Short-term: Better awareness of apprenticeship and the skilled trades as a career of choice measured through the increase in participation in OYAP programs and web traffic to local information on apprenticeship and the skilled trades.

Intermediate-term: Increase in the number of apprenticeships offered locally measured through local data provided by the Ontario Ministry of Advanced Education and Skills Development.

Is there anything else the Advisory Panel should know about this initiative? [Max: 300 words]

The potential partners on this initiative include: Fanshawe College, Thames Valley District School Board, London District Catholic School Board, London Economic Development Corporation, The Apprenticeship Network, The Ability First Coalition, Local Employment Planning Council project (EMO Workforce Planning and Development Board), Community Apprenticeship Skill Support project (Literacy Link South Central), local employers, members of local labour council and members of local business associations.

The London and Area Works project with CTV London has been active locally for the past two years with the initial partnership formed between the City of London, London Economic Development Corporation, Employment Sector Council, Ministry of Advanced Education and Skills Development and the Elgin Middlesex Oxford Workforce Planning and Development Board.

Out of that original idea has grown the Field to Fork marketing campaign and Best of Blue. This new project will be successfully managed based the experience gained through the earlier projects and the ongoing collaboration between members of the London Community Economic Road Map.

There has been discussion in the local community about an initiative such as this for the past year. We know that there is significant interest in this project; therefore, we are confident that many of the potential partners listed will participate in the campaign through in-kind support and possibly with financial support as well.

The City of London contribution will be used to leverage as broad a campaign as possible as the first financial partner to confirm for this initiative. Action Team 4 will ensure that the City of London leadership is noted in bringing this community initiative to fruition.

How is the progress being measured (please include specific metrics)? [Max: 300 words]

Short term metrics will include:

- Number of people reached through the communications campaign
 - Viewership of CTV series
 - Number of unique visitors to the London CTV website
 - Number of unique visitors to the sites promoted during the series

Long term metrics will include:

- Increase in London Economic Region apprenticeship signings (2018-2019 over 2017-2018 data available from Ministry of Advanced Education and Skills Development)
- Number of employers new to apprenticeship signings in the London Economic Region

What has been accomplished in 2017? [Max: 300 words]

The format for the communication project, "Apprenticeship Advantage" has been developed and we are in the process of creating the partnership to carry out the communication project. Additional funding support is being sought in order to create a solid campaign. Support activities for the campaign are also being developed by the members of Action Team 4. The campaign will roll out in the New Year on CTV London and will encourage employers to offer more apprenticeship opportunities, highlight the aging of our current skilled trades, and promote the skilled trades as a preferred career option providing secure employment outlooks for licensed journeypersons.

The baseline numbers for the websites have been provided to Action Team 4. The baseline numbers for long term measurement have been established.