

LONDON'S COMMUNITY **ECONOMIC** **ROAD MAP** 2015 - 2020



March 26, 2018

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Community Economic Road Map Update

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Background

Link to Strategic Plan

Growing our Economy (Strategic Area of Focus)

- Diverse and resilient economy
- Strategic, collaborative partnerships
- Diverse employment opportunities

Development of the Community Economic Road Map

- Endorsed by Council in 2015 following a comprehensive process undertaken by the City of London in partnership with the Chamber of Commerce, the London Economic Development Corporation, business and community stakeholders

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Background

- 96 initiatives established, 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
- Advisory Panel established to oversee all implementation activities
- Action Teams created for each priority, responsible for priority initiatives

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Progress Toward Implementation

2017 Update

- As of December 2017, 85.2% of initiatives were complete or on target
- 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 mandates of each Action Team
- 4 projects funded in 2017 to support Road Map implementation, resulting in an investment of \$102,500

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Where We Are Today

- A great deal has been accomplished since the launch of the Road Map
- Created opportunities for open dialogue, led to increased cooperation and coordination
- Some stakeholders have withdrawn from the process as a result of workload, reporting structure and/or perceived incongruence with the goals of the Road Map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 has stayed involved but have voiced concerns related to governance, level of effort required on initiatives, and the effectiveness of initiatives

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Advisory Panel & Action Team Leads Discussions

Discussions held over the course of 2017 and into 2018 with Advisory Panel and Action Team Leads:

- What is working?
- What is working, but is not adding value?
- What is not working?
- What is missing?

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Advisory Panel & Action Team Leads Discussions

What is working?

- Coordination and collaboration have improved
- Opportunities for ongoing dialogue and information exchange have been established
- Positive progress has been made since 2015

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Advisory Panel & Action Team Leads Discussions

What is working, but is not adding value?

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

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Advisory Panel & Action Team Leads Discussions

What is not working?

- Initiatives reflect the important work of individual organizations rather than being strategic for the greater community – difficult to determine what is within the governance/mandate/approval authority of the Road Map versus that of a specific organization
- Reporting process remains onerous and is often duplicative
- Road Map is not nimble or agile – Action Teams cannot adapt the plan as required and/or pursue alternate opportunities with autonomy

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Advisory Panel & Action Team Leads Discussions

What is missing?

- Leadership, focus, identity
- There does not seem to be a clear 'owner' or leader. Road Map is chaired by the City Manager and all reporting goes through the City of London and then to Council. However, there is not agreement that the City of London should 'own' the Road Map
- Road Map lacks focus – priorities and initiatives are too broad, success if difficult to measure
- Difficult to define the purpose and identity of the Road Map

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Moving Forward – Next Steps

1. Acknowledge work and successes to date

- A reception should be held to thank all members and participants
- 2017 Annual Update on progress be received by Municipal Council

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Moving Forward – Next Steps

2. Revisit ownership and governance of the Road Map

- Engage Advisory Panel and Action Team leads to review and recommend a new governance structure and ownership of the Road Map
- Give consideration to ‘natural owners’ (leads) that already exist for specific priorities and portfolios

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Moving Forward – Next Steps

3. Focus the Road Map

- A city for entrepreneurs: retain as an area of focus
- A supportive business environment: remove from Road Map
- An exceptional downtown, a vibrant urban environment: remove from Road Map
- A top quality workforce: retain as an area of focus
- A national centre of excellence for medical innovation and commercialization: remove from Road Map

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Moving Forward – Next Steps

4. Clarify roles of City of London funded organizations

- Purchase of Service agreement with LEDC should be revisited to clarify and potentially enhance its role, particularly with respect to the regional aspects of economic development
- Service contracts should be established with all City-funded economic development organizations to ensure clarity of roles, expectations, avoid overlap
- Measures, targets (including collaboration) and Council reporting requirements for City-funded organizations should be established

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Moving Forward – Next Steps

5. Retain focus on collaboration

- Stakeholders continue to work together to promote London as a leader in commerce, culture and innovation – our region’s connection to the world
- Greater focus must be placed on the need for a regional approach to economic development

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Timelines and Immediate Next Steps

- Report to SPPC on March 26 (2017 update and recommended next steps)
- City of London to meet with organizations it funds to clarify roles and ensure clear swim lanes, establish or enhance Purchase of Service Agreements
- Regroup with Advisory Panel and Action Team Leads re: governance and next steps in April 2018
- Report back to Council on progress