

# Strategic Priorities and Policy Committee

## Report

4th Meeting of the Strategic Priorities and Policy Committee  
March 26, 2018

PRESENT: Councillors M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H. Usher, T. Park

ABSENT: Mayor M. Brown, P. Squire, J. Zaifman

ALSO PRESENT: M. Hayward, A.L. Barbon, B. Card, B. Coxhead, S. Datars Bere, J. Davies, G. Kotsifas, L. Livingstone, P. McKague, M. Ribera, L. Rowe, C. Saunders, K. Scherr, C. Smith, S. Stafford, J. Tansley, K. Van Lammeren, B. Warner, R. Wilcox

The meeting was called to order at 4:02 PM.

### 1. Disclosures of Pecuniary Interest

That it BE NOTED that Councillor M. Salih disclosed a pecuniary interest in clause 2.1 of this Report, having to do with arrangements for the City of London to become a Sanctuary City/Access to Service Without Fear City, by indicating that he is employed by the Federal Government.

### 2. Consent

2.1 Arrangements for The City of London to Become a Sanctuary City/Access to Service Without Fear City

Moved by: T. Park

Seconded by: B. Armstrong

That the staff report dated March 26, 2018, entitled "Arrangements for the City of London to Become a Sanctuary City/Access to Service Without Fear City" BE REFERRED back to the Civic Administration in order for the Civic Administration to report back on next steps for London to become a Sanctuary City, including details on modelling options and associated costing, for consideration at a future meeting of the Strategic Priorities and Policy Committee.

Yeas: (8): B. Armstrong, J. Helmer, M. Cassidy, P. Hubert, A. Hopkins, V. Ridley, S. Turner, and T. Park

Nays: (2): M. van Holst, and H. Usher

Absent (4): Mayor M. Brown, P. Squire, J. Morgan, and J. Zaifman

**Motion Passed (8 to 2)**

2.2 London Community Grants Program: 2017 Annual Report and 2018 Innovation and Capital Stream Outcomes and Sustainability Plans

Moved by: M. Cassidy

Seconded by: T. Park

That, on the recommendation of the Managing Director of Neighbourhood, Children and Fire Services, the staff report dated March 26, 2018, providing an update on the London Community Grants Program, BE RECEIVED for information.

Yeas: (12): M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H. Usher, and T. Park

Absent (3): Mayor M. Brown, P. Squire, and J. Zaifman

**Motion Passed (12 to 0)**

2.3 RFP 18-04: City of London Service Review - Consulting Services

Moved by: A. Hopkins

Seconded by: T. Park

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the following actions be taken with respect to the selection of a consultant to undertake the City of London Service Review (RFP 18-04):

a) the proposal submitted by KPMG LLP, 1400 – 140 Fullarton Street London, ON N6A 5P2 to provide consulting services for the City of London Service Review, at their proposed fees of \$260,000.00 (excluding HST), BE ACCEPTED in accordance with the Procurement of Goods and Services Policy;

b) the financing for the project BE APPROVED in accordance with the “Sources of Financing Report” as appended to the staff report dated March 26, 2018 as Appendix “A”;

c) the Civic Administration BE AUTHORIZED to undertake all administrative acts that are necessary in connection with this purchase;

d) approval herein given BE CONDITIONAL upon the Corporation entering into a formal agreement or having a purchase order, or contract record relating to the subject matter of this approval; and,

e) the Mayor and the City Clerk BE AUTHORIZED to execute any contract, statement of work or other documents, if required, to give effect to these recommendations.

Yeas: (7): M. van Holst, B. Armstrong, P. Hubert, A. Hopkins, S. Turner, H. Usher, and T. Park

Nays: (3): J. Helmer, M. Cassidy, and V. Ridley

Absent (5): Mayor M. Brown, M. Salih, P. Squire, J. Morgan, and J. Zaifman

**Motion Passed (7 to 3)**

**3. Scheduled Items**

3.1 Not to be heard before 4:00 PM - London's Community Economic Road Map Update

Moved by: J. Helmer

Seconded by: H. Usher

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; it being noted that the Strategic Priorities and Policy Committee heard the attached update from the Director, Community and Economic Innovation with respect to this matter.

Yeas: (8): M. van Holst, J. Helmer, M. Cassidy, P. Hubert, A. Hopkins, V. Ridley, S. Turner, and H. Usher

Nays: (4): B. Armstrong, M. Salih, J. Morgan, and T. Park

Absent (3): Mayor M. Brown, P. Squire, and J. Zaifman

**Motion Passed (8 to 4)**

**Amendment:**

Moved by: J. Morgan

Seconded by: V. Ridley

That the City Manager BE DIRECTED to report back on winding up the Community Economic Road Map as it is currently constituted by:

- a) working with relevant stakeholders to take a leadership role on relevant items of value.
- b) tasking the Civic Administration with relevant components of the roadmap that add value;
- c) clarifying the roles of City of London funded economic development organizations by reviewing and updating purchase of service agreements and by ensuring service contracts have appropriate measures, targets, and Council reporting requirements; and
- d) the attached presentation by the Director, Community and Economic Innovation, and the associated staff report dated March 26, 2018, from the City Manager, BE RECEIVED.

Yeas: (5): B. Armstrong, M. Salih, J. Morgan, V. Ridley, and T. Park

Nays: (7): M. van Holst, J. Helmer, M. Cassidy, P. Hubert, A. Hopkins, S. Turner, and H. Usher

Absent (3): Mayor M. Brown, P. Squire, and J. Zaifman

**Motion Failed (5 to 7)**

3.2 Not to be heard before 4:00 PM - Dr. Michael Strong and Dr. David Hill, London Medical Network - Annual Update

Moved by: M. van Holst

Seconded by: H. Usher

That it BE NOTED that the Strategic Priorities and Policy Committee (SPPC) heard the attached presentation from Dr. Michael Strong and Dr. David Hill, London Medical Network, with respect to the London Medical Network.

Yeas: (12): M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H. Usher, and T. Park

Absent (3): Mayor M. Brown, P. Squire, and J. Zaifman

**Motion Passed (12 to 0)**

3.3 Not to be heard before 4:00 PM - Kapil Lakhotia, President and CEO, London Economic Development Corporation - Annual Update

Moved by: B. Armstrong  
Seconded by: A. Hopkins

That it BE NOTED that the Strategic Priorities and Policy Committee (SPPC) heard the attached presentation from K. Lakhotia, President and CEO, London Economic Development Corporation

Yeas: (12): M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H. Usher, and T. Park

Absent (3): Mayor M. Brown, P. Squire, and J. Zaifman

**Motion Passed (12 to 0)**

3.4 Not to be heard before 4:00 PM - Steve Pellarin, Executive Director, London Small Business Centre - Annual Update

Moved by: H. Usher  
Seconded by: M. van Holst

That it BE NOTED that the Strategic Priorities and Policy Committee (SPPC) heard the attached presentation from S. Pellarin, Executive Director, London Small Business Centre

Yeas: (12): M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H. Usher, and T. Park

Absent (3): Mayor M. Brown, P. Squire, and J. Zaifman

**Motion Passed (12 to 0)**

3.5 Not to be heard before 4:00 PM - Marilyn Sinclair, President, TechAlliance - Annual Update

Moved by: J. Helmer  
Seconded by: M. Salih

That it BE NOTED that the Strategic Priorities and Policy Committee (SPPC) heard the attached presentation from M. Sinclair, President, TechAlliance

Yeas: (12): M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H. Usher, and T. Park

Absent (3): Mayor M. Brown, P. Squire, and J. Zaifman

**Motion Passed (12 to 0)**

#### **4. Items for Direction**

4.1 London and Middlesex Housing Corporation

Moved by: A. Hopkins  
Seconded by: T. Park

That the following actions be taken with respect to the London & Middlesex Housing Corporation Board of Directors:

- a) the resignation of C. Meetun BE ACCEPTED;
- b) the communication dated March 15, 2018, from M. Buzzelli, Chair, Board of Directors, London and Middlesex Housing Corporation of Directors, BE RECEIVED; and

Yeas: (10): M. van Holst, B. Armstrong, J. Helmer, M. Cassidy, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H. Usher, and T. Park

Absent (5): Mayor M. Brown, M. Salih, P. Squire, J. Morgan, and J. Zaifman

**Motion Passed (10 to 0)**

Moved by: A. Hopkins

Seconded by: B. Armstrong

c) selection of a member to fill the current vacancy on the London Middlesex Housing Corporation BE REFERRED to the next meeting of the Strategic Priorities and Policy Committee in order to allow time for the Council Members to receive additional information regarding eligibility of certain applicants to fill the vacancy.

Yeas: (10): M. van Holst, B. Armstrong, J. Helmer, M. Cassidy, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H. Usher, and T. Park

Absent (5): Mayor M. Brown, M. Salih, P. Squire, J. Morgan, and J. Zaifman

**Motion Passed (10 to 0)**

#### 4.2 London and Middlesex Housing Corporation - Request for a Shareholder's Meeting

Moved by: A. Hopkins

Seconded by: T. Park

That the following actions be taken with respect to the 2017 Annual General Meeting of the Shareholder for the London & Middlesex Housing Corporation:

a) the 2018 Annual General Meeting of the Shareholder for the London & Middlesex Housing Corporation BE HELD at a meeting of the Strategic Priorities and Policy Committee on June 25, 2018, for the purpose of receiving the report from the Board of Directors of the London & Middlesex Housing Corporation in accordance with the Shareholder Declaration and the Business Corporations Act, R.S.O. 1990, c. B.16; and

b) the City Clerk BE DIRECTED to provide notice of the 2017 Annual Meeting to the Board of Directors for the London & Middlesex Housing Corporation and to invite the Chair of the Board and the Executive Director of the London & Middlesex Housing Corporation to attend at the Annual Meeting and present the report of the Board in accordance with the Shareholder Declaration;

it being noted that the Strategic Priorities and Policy Committee received a communication dated March 15, 2018, from M. Buzzelli, Chair, Board of Directors, London & Middlesex Housing Corporation, with respect to this matter.

Yeas: (10): M. van Holst, B. Armstrong, J. Helmer, M. Cassidy, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H. Usher, and T. Park

Absent (5): Mayor M. Brown, M. Salih, P. Squire, J. Morgan, and J. Zaifman

**Motion Passed (10 to 0)**

4.3 Housing Development Corporation, London - Request for a Shareholder's Meeting

Moved by: J. Helmer

Seconded by: M. van Holst

That the following actions be taken with respect to the 2017 Annual General Meeting of the Shareholder for the Housing Development Corporation, London:

a) the 2017 Annual General Meeting of the Shareholder for the Housing Development Corporation, London BE HELD at a meeting of the Strategic Priorities and Policy Committee on June 25, 2018, for the purpose of receiving the report from the Board of Directors of the Housing Development Corporation, London in accordance with the Shareholder Declaration and the Business Corporations Act, R.S.O. 1990, c. B.16; and

b) the City Clerk BE DIRECTED to provide notice of the 2017 Annual Meeting to the Board of Directors for the Housing Development Corporation, London and to invite the Chair of the Board and the Executive Director of the Housing Development Corporation, London to attend at the Annual Meeting and present the report of the Board in accordance with the Shareholder Declaration;

it being noted that the Strategic Priorities and Policy Committee received a communication dated January 29, 2018 from D. Brouwer, Chair, Housing Development Corporation, London with respect to this matter.

Yeas: (10): M. van Holst, B. Armstrong, J. Helmer, M. Cassidy, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H. Usher, and T. Park

Absent (5): Mayor M. Brown, M. Salih, P. Squire, J. Morgan, and J. Zaifman

**Motion Passed (10 to 0)**

4.4 London Convention Centre Corporation Board Appointment Recommendation

Moved by: J. Helmer

Seconded by: T. Park

That David Smith BE APPOINTED to the London Convention Centre Board of Directors as the Health Care Representative, effective April 1, 2018 to November 30, 2018.

Yeas: (10): M. van Holst, B. Armstrong, J. Helmer, M. Cassidy, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H. Usher, and T. Park

Absent (5): Mayor M. Brown, M. Salih, P. Squire, J. Morgan, and J. Zaifman

**Motion Passed (10 to 0)**

4.5 7th Report of the Governance Working Group

Moved by: V. Ridley

Seconded by: J. Helmer

That the following actions be taken with respect to the 7th Report of the Governance Working Group, from its meeting held on March 5, 2018:

a) the actions outlined in the revised Council Policy Index appended to the Governance Working Group report dated March 5, 2018 as Appendix "A", with respect to the Council Policy Manual Modernization process, BE APPROVED with the exception of the Policy related to the

dedication of Fire Halls, which is not to be repealed at this point in time in order to allow further review of this matter prior to any action being taken; it being noted that the following revisions are highlighted in bold on Appendix "A": it being further noted that this would not preclude any future policy amendments that the Municipal Council deems appropriate:

- "Requiring Building Permits for Buildings Constructed More Than One Year Prior" – revise so that the policy is no longer embodied in a communication to a Council Member, but rather in a standard corporate template;
- "Free Downtown Parking During Christmas Season" – revise as needed to ensure that the policy reflects current need and practices;
- "Public Notification Policy for Construction Projects" – revise to reflect the direction in a Council resolution dated November 21, 2017;
- "Mayor – Contracted Staff" – revise, if needed, subsequent to review to ensure that the existing policy appropriately addresses corporate needs;
- "Delegation of Powers and Duties Policy – the Civic Administration to compile a comprehensive listing of delegated authorities;
- "Protocols for Unapproved Aboriginal Burial Sites" – revise before any action is taken to repeal, consultation should be undertaken with the Indigenous community. If consensus is reached, policy can be repealed; and,
- "Value of Parkland Dedication" – revise to require that an accredited appraiser be retained by the applicant to undertake the appraisal, with a provision of reasonableness with respect to the requirement for an appraisal to be undertaken by an accredited appraisal where a small parcel of land is being acquired;

b) on the recommendation of the Managing Director, Corporate Services and Chief Human Resources Officer, the revised proposed by-law appended to the Governance Working Group report dated March 5, 2018 as Appendix "B" BE INTRODUCED at the Municipal Council meeting to be held on March 27, 2018 for the purpose of amending By-law No. A.-6151-17, being the "Council Policy By-law" by repealing and replacing Schedule "B" - "Hiring of Employees Policy" with a new Schedule "B" - "Hiring of Employees Policy" in order to update the Policy to implement nepotism free hiring practices for both internal and external applicants; and

c) clauses 1, 2 and 5 BE RECEIVED.

Yeas: (10): M. van Holst, B. Armstrong, J. Helmer, M. Cassidy, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H. Usher, and T. Park

Absent (5): Mayor M. Brown, M. Salih, P. Squire, J. Morgan, and J. Zaifman

**Motion Passed (10 to 0)**

## **6. Confidential (Enclosed for Members only.)**

Moved by: J. Helmer

Seconded by: T. Park

That the Strategic Priorities and Policy Committee convene in closed session for the purpose of considering the following matters:

6.1.

Land Acquisition/Disposition/Solicitor-Client Privileged Advice

A matter pertaining to instructions and directions to officers and employees of the Corporation pertaining to a proposed acquisition or disposition of land; advice that is subject to solicitor-client privilege, including communications necessary for

that purpose; reports or advice or recommendations of officers and employees of the Corporation pertaining to a proposed acquisition or disposition of land; commercial and financial information supplied in confidence pertaining to the proposed acquisition or disposition of land the disclosure of which could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of the Corporation, result in similar information no longer being supplied to the Corporation where it is in the public interest that similar information continue to be so supplied, and result in undue loss or gain to any person, group, committee or financial institution or agency; commercial, information relating to the proposed acquisition or disposition that belongs to the Corporation that has monetary value or potential monetary value; information concerning the proposed acquisition or disposition whose disclosure could reasonably be expected to prejudice the economic interests of the Corporation or its competitive position; information concerning the proposed acquisition or disposition whose disclosure could reasonably be expected to be injurious to the financial interests of the Corporation; and instructions to be applied to any negotiations carried on or to be carried on by or on behalf of the Corporation concerning the proposed acquisition and disposition.

## 6.2.

### Personal Matters/Identifiable Individual/Solicitor-Client Privileged Advice

A matter pertaining to personal matters, including information regarding an identifiable individual, with respect to employment-related matters; advice or recommendations of officers and employees of the Corporation, including communications necessary for that purpose and for the purpose of providing instructions and directions to officers and employees of the Corporation; and advice subject to solicitor-client privilege, including communications necessary for that purpose.

### **Motion Passed**

The Strategic Priorities and Policy Committee convened in camera from 9:41 PM to 10:34 PM.

The meeting adjourned at 10:34 PM.



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



March 26, 2018

1

## Community Economic Road Map Update

1. Background
2. Progress Toward Implementation
3. Where We Are Today
4. Advisory Panel & Action Team Leads Discussions
5. Moving Forward - Next Steps
6. Timelines and Immediate Next Steps

2

## 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

4

## 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

15

## Moving Forward – Next Steps

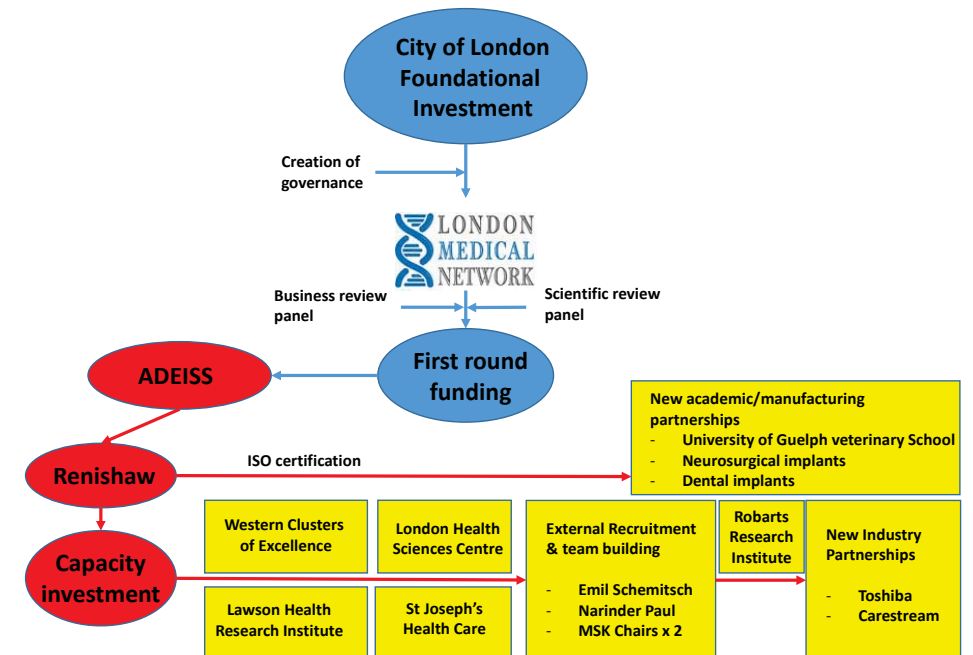
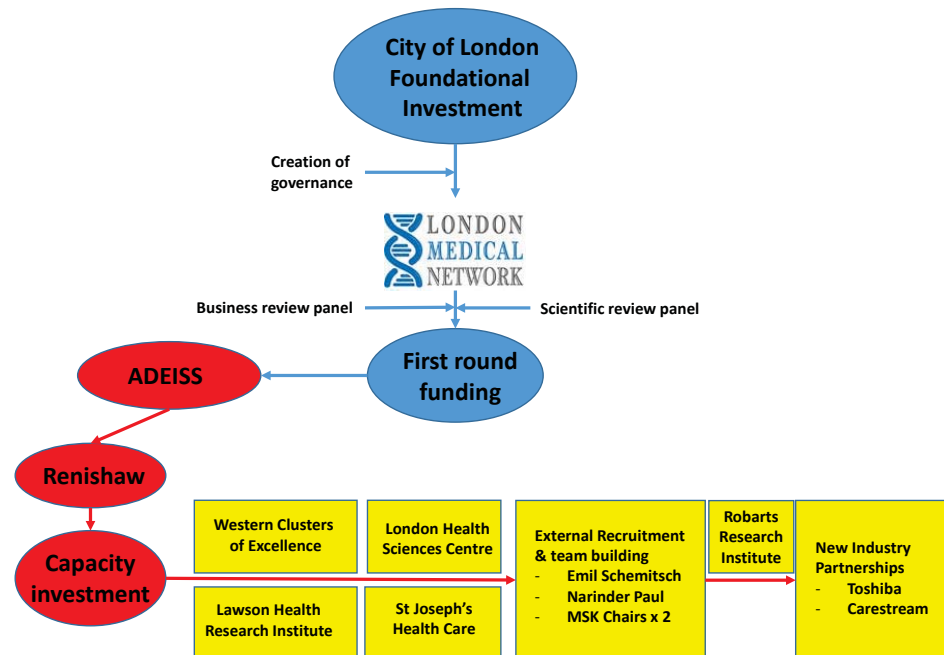
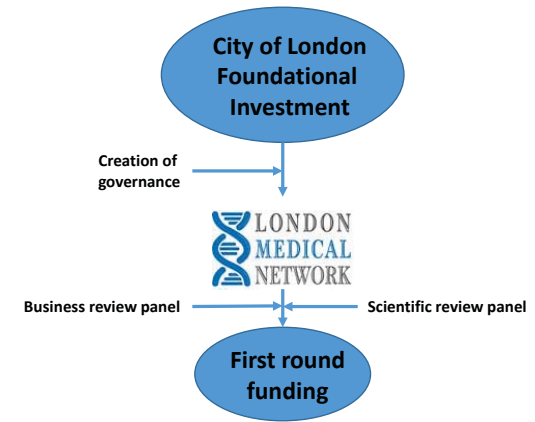
### 5. Retain focus on collaboration

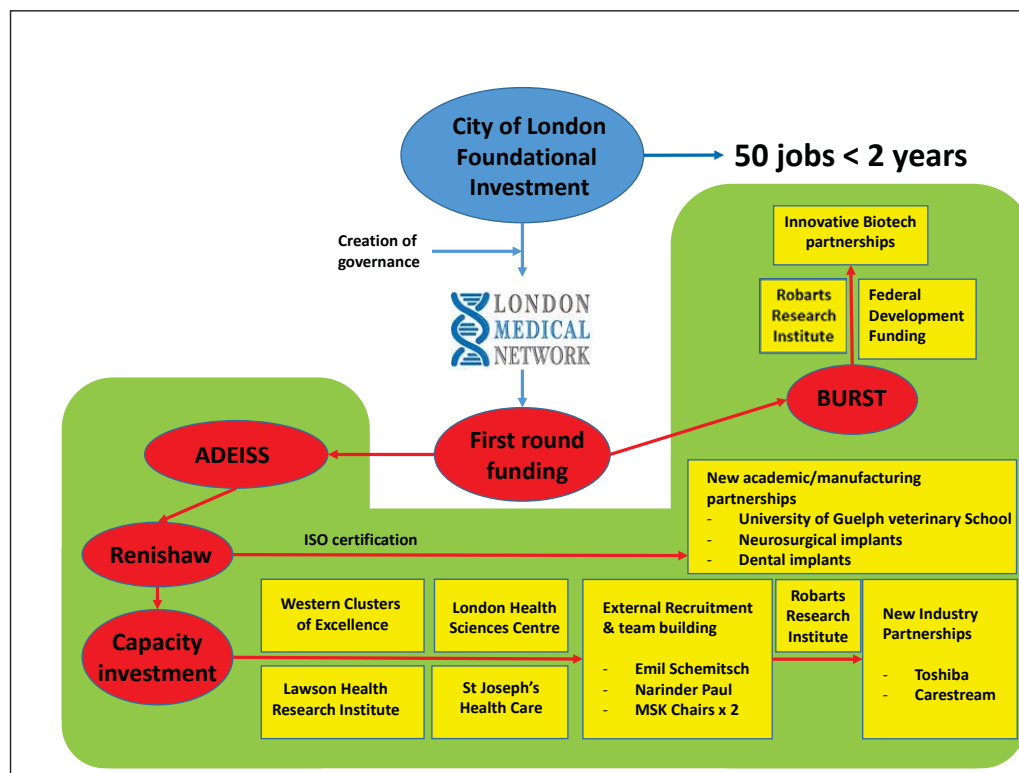
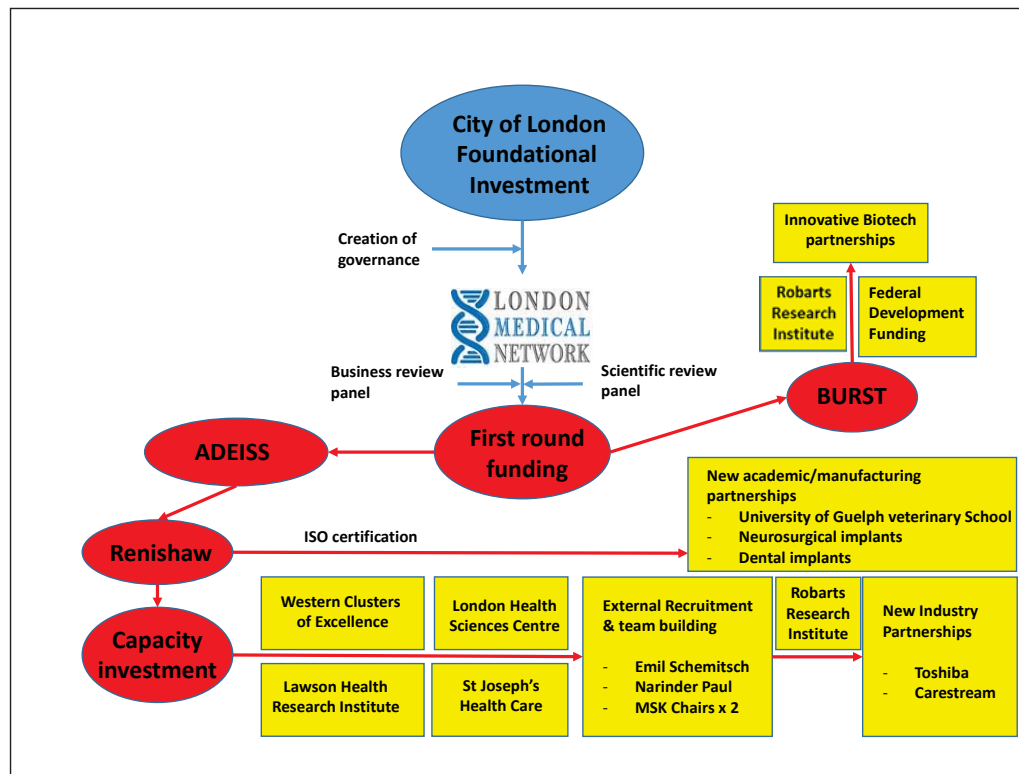
- Stakeholders continue to work together to promote London as a leader in commerce, culture and innovation – our region’s connection to the world
- Greater focus must be placed on the need for a regional approach to economic development

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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





# BURST

## Sample of Participants

**Aufero Medical**: Have developed a device for the treatment of cardiac arrhythmias. The device will maintain contact force at a specified level during the procedure, reducing arrhythmia recurrence and repeat surgery.

**CRIVCADDY**: CRIVCADDY has developed an innovative device and technique for brain access enabling a minimally-invasive approach to neurosurgery. The system will improve patient care by providing safe and reproducible access and navigation.

**DMI DesignerMicrobotics**: Designer Microbotics creates custom microbot systems, which will have applications across a range of industries, including enabling the production of medicines, DNA storage technologies, food, and mass generation tools.

**Digital Medical Experts**: Have developed a technology that uses conventional CT data to help improve efficiency, diagnosis and treat patients with major depression, bipolar disorder, and schizophrenia.

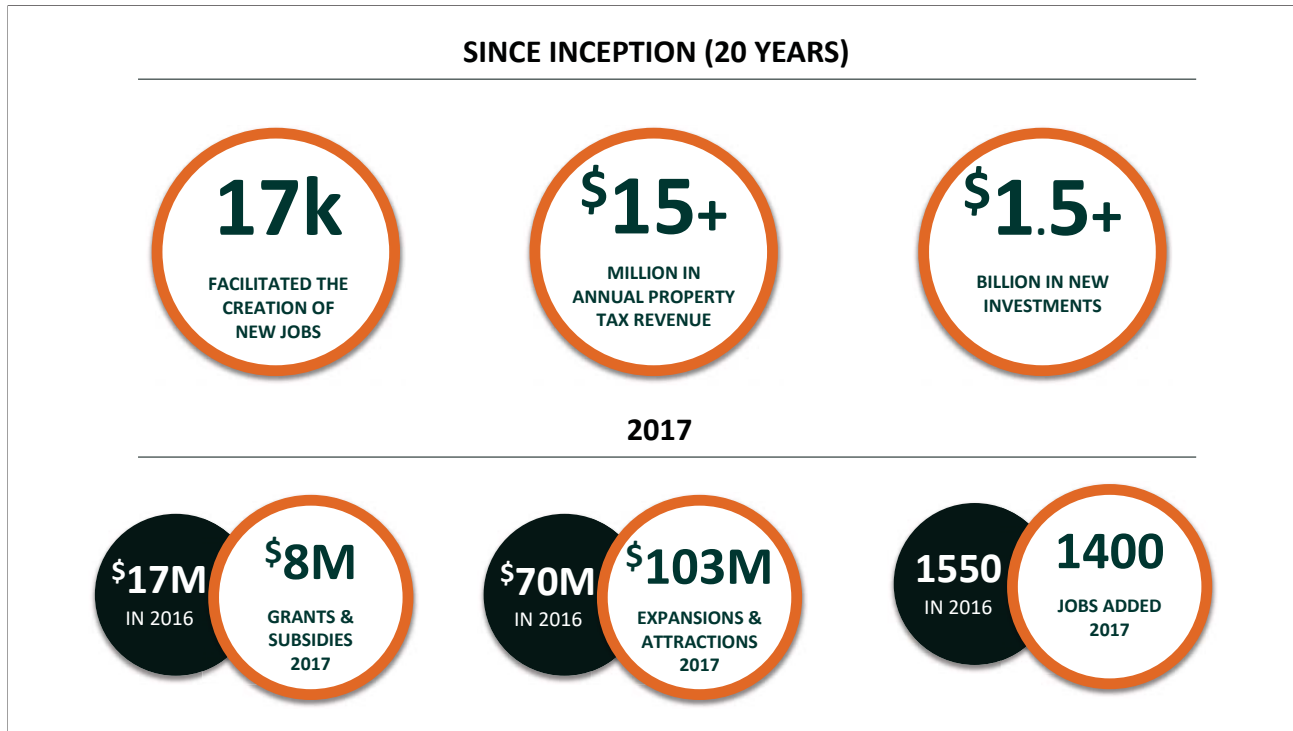
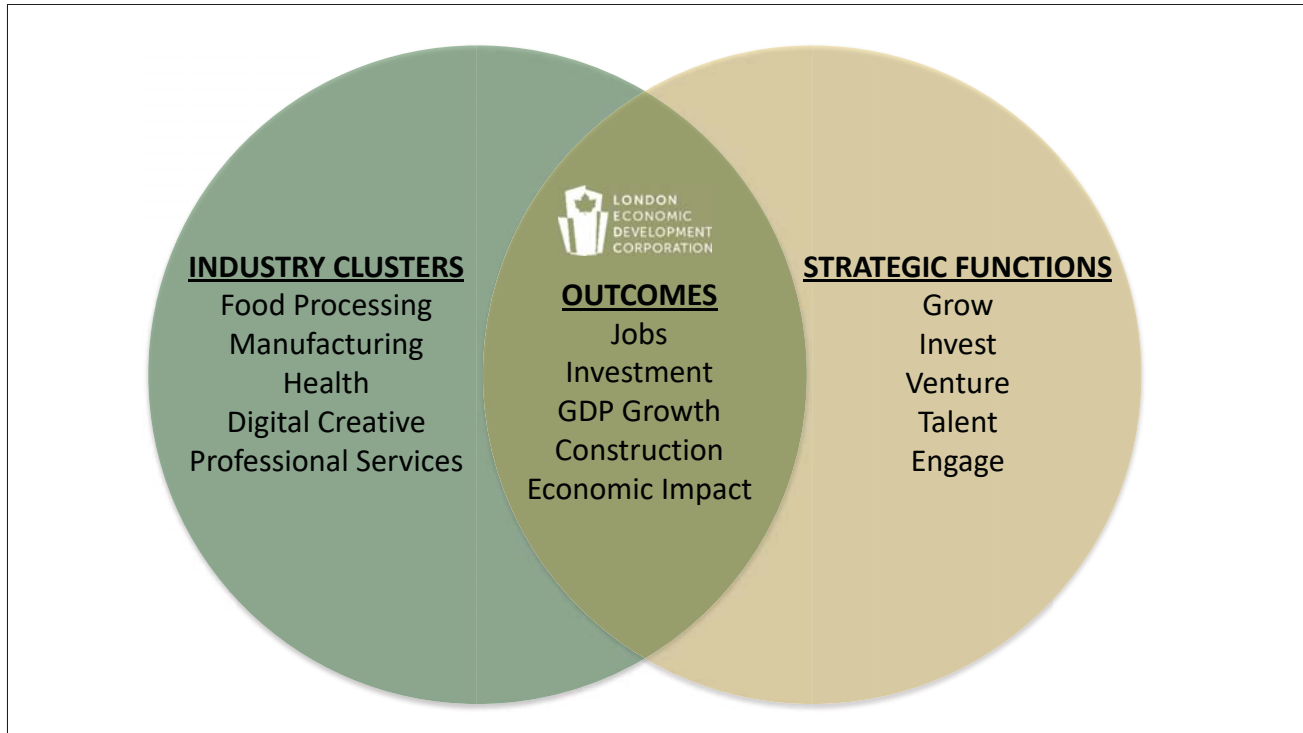
**Epineuron**: Epineuron Technologies have developed a peripheral nerve nerve technology using innovative electrical stimulation. Their device can be used during surgery to locate, identify, and stimulate the required nerve.

**Spectral Devices**: Spectral Devices creates multi-modal camera using patent pending technology for biomedical research, learning, safety automation, and analysis. These compact and cost-effective devices can be used to detect human disease, improve crop yield, ensure product quality and manage the earth's resources.

## Academic/Industry Partnerships

3M, FANSHAWE, LAWSON, MAGNUS, Propel, IVEY, IBM, Robarts Research, Schulich, SWO ANGELS, Western, Brunet & Co., CIMTEC, and The Revenue.





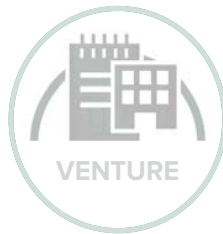




GROW



INVEST



VENTURE



TALENT



ENGAGE



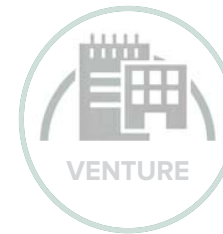
London CANADA



GROW



INVEST



VENTURE



TALENT



ENGAGE



15

INVESTMENT MISSIONS 2017



95

ATTRACTION FILES 2017



75

FDI PROPOSALS 2017



35

SITE SELECTION TOURS 2017

INVESTMENT HIGHLIGHTS



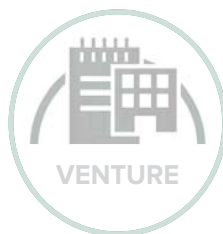
Wangfeng Auto Holdings Group Co.



GROW



INVEST



VENTURE



TALENT



ENGAGE



GROW



INVEST



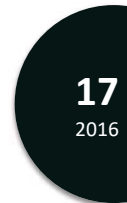
VENTURE



TALENT



ENGAGE



23

EVENTS 2017



620

COMPANIES WORKED WITH 2017



1750

REFERRALS MADE 2017

COMPANY HIGHLIGHTS

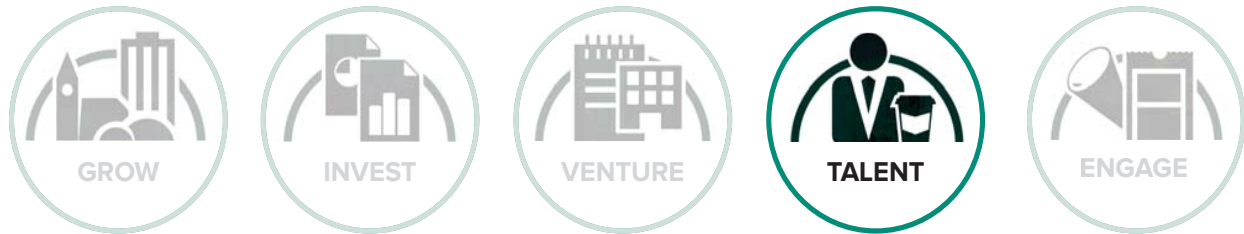
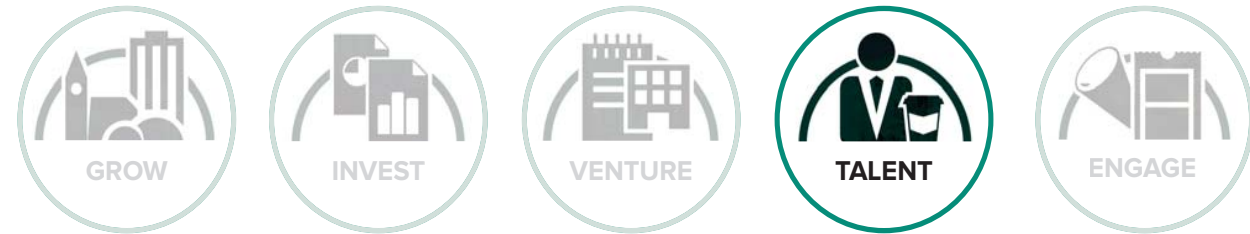




**SMALL BUSINESS CENTRE**  
Recipe to Reality



**SWO ANGELS**



**LONDON WORKS & AREA**



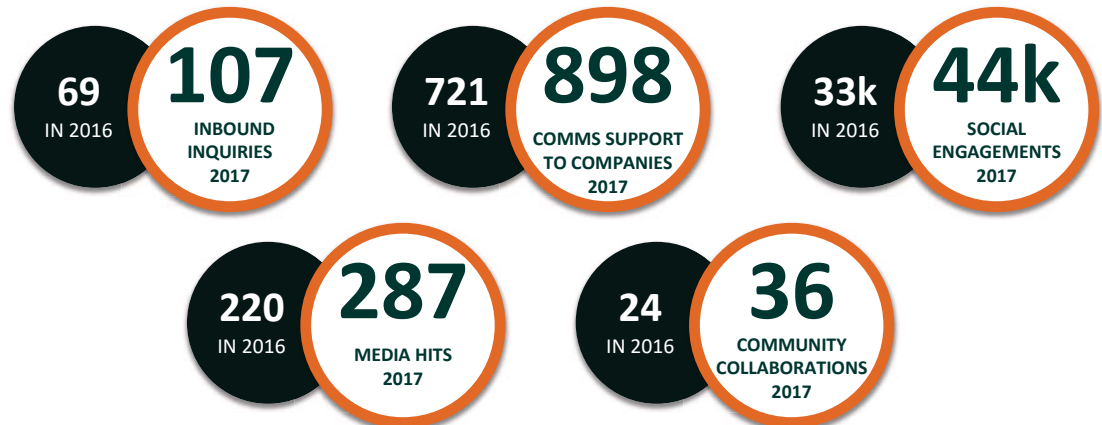
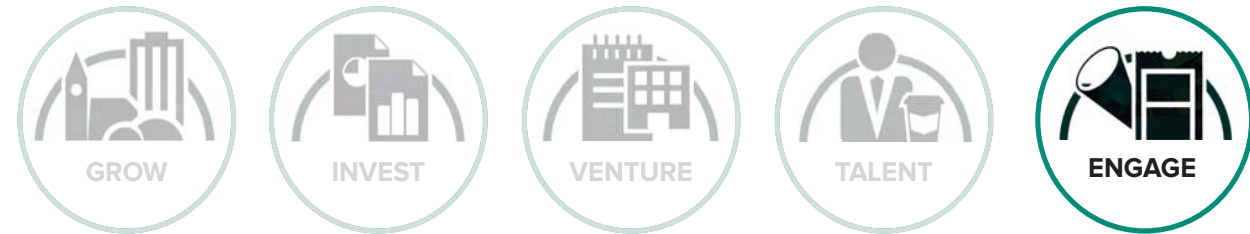
Strategic Business Negotiations

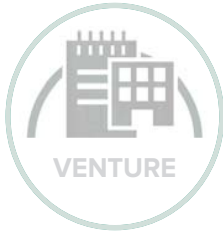
Leadership Development

Performance Management

Full-Cycle Recruitment

H.R best practices for SME's





**Deloitte.**



**TECH SPOSURE**

# Thank You

## UPCOMING EVENTS:

- London & Area Works Job Fair – April 10
- Deloitte's TMT Predictions – May 9
- Cyber Security event – June
- London & Area Works Job Fair – Sept. 25
- Manufacturing Matters – Oct. 4



# DEVELOPING ENTREPRENEURIAL SUCCESS




Steve Pellarin  
March 26, 2018



**Established in 1986, our mission:**  
*"To stimulate, promote and support the entrepreneurial spirit, start-up and early growth of small business to actively contribute to the economic development of London."*

- Business planning and strategic guidance  
Consultations; seminars; in-depth courses
- Networking and business development opportunities
- Access to government programs and assistance



## Who We Serve:

Entrepreneurs and those aspiring to be entrepreneurs

- 26% are in the "investigation" stage
- 59% are in the start-up stage
- 15% are established businesses
- 30% are under the age of 30
- 17% are over the age of 50

*\*Status at time of initial contact*



## Who We Serve:

Multiple Sectors and Industries

- 15% Retail
- 13% Food related
- 10% Arts, Entertainment & Recreation
- 6% Professional and Technical Services
- 6% Construction
- 6% Wholesale

*24% are non categorized "other services"*

## COACHING & MENTORSHIP

Personalized guidance and feedback for start-ups and growth businesses

- 5,024 business inquiries
- 1,940 individual consultations (Growth Wheel Certified Coaches)
- 75 Access 2 Professionals consultations (partner firms)
- 28 Active volunteer mentors

*\*most recent fiscal year end*

## TRAINING & SKILLS DEVELOPMENT

Providing entrepreneurs with the knowledge and skills they need to be successful

- 180 Sessions / 550 hours of training
- 1,110 Unique Participants



*\*most recent fiscal year*

*A few program and partnership highlights...*

## Municipal Partnership

- Service London Business – *Food related regulatory workshops. Offered quarterly, includes planning, fire, and health departments.*
- Small Business Enterprise Centre (SBEC) – *Provincial/Municipal partnership. Member of ONE – Ontario Network for Entrepreneurs. **Municipal investment leveraged 4X.***
- *Delivery partner for Ontario Works Self Employment Program – 56 new startups in 2017.*



## Food and Beverage Production Accelerator Program

Facilitated peer mentoring; growth grants up to \$5,000 for new businesses 1-3 years.

Partners: London Economic Development Corporation; Ministry of Economic Development and Growth



7 mentee participants; 7 industry mentors

Job growth from 41 to 51 (10 net new jobs in 4 months)

Total leveraged investment of participants: \$345,000

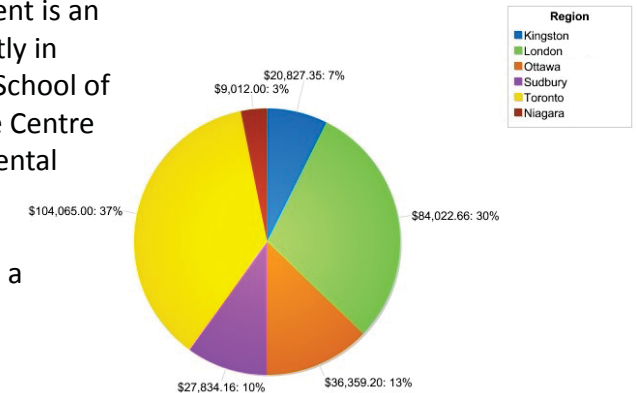
## ECONOMIC IMPACT

- 299 New businesses launched
- 341 New jobs reported
- \$295,000 in startup grants provided (69 Recipients)  
*Startup grants are typically leveraged 4 to 5 times*
- \$134,800 Accessed from community loan programs (14 Recipients)

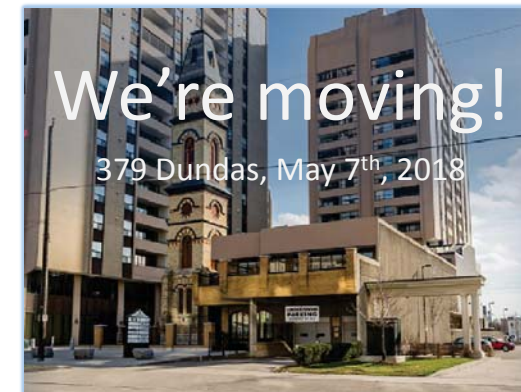
*\*most recent fiscal year end*

## Rise Loan Program

- Low interest small business loans, training, and mentorship to entrepreneurs with a history of mental health or addiction challenges
- Rise Asset Development is an initiative created jointly in 2009 by the Rotman School of Management and the Centre for Addictions and Mental Health (CAMH)
- London SBC has been a partner since 2015



Sum of loan capital disbursed fiscal 2017



# We're moving!

TWICE!





## What is TechAlliance?

TechAlliance is a Regional Innovation Centre as part of the Ontario Network of Entrepreneurs.

We support tech-based companies in London, Elgin County, Middlesex County, Sarnia-Lambton, and Huron County.



Growing companies. Emerging small businesses. And ideas yet to come.

To grow the innovative businesses of today,  
and launch the startups of tomorrow.

### OUR MISSION



Growing companies. Emerging small businesses. And ideas yet to come.

## Key Activities

### Business Services

- Advice
- Mentoring
- Access to Capital
- Prototyping
- Market intelligence/data
- Access to service providers

### Programming and Education

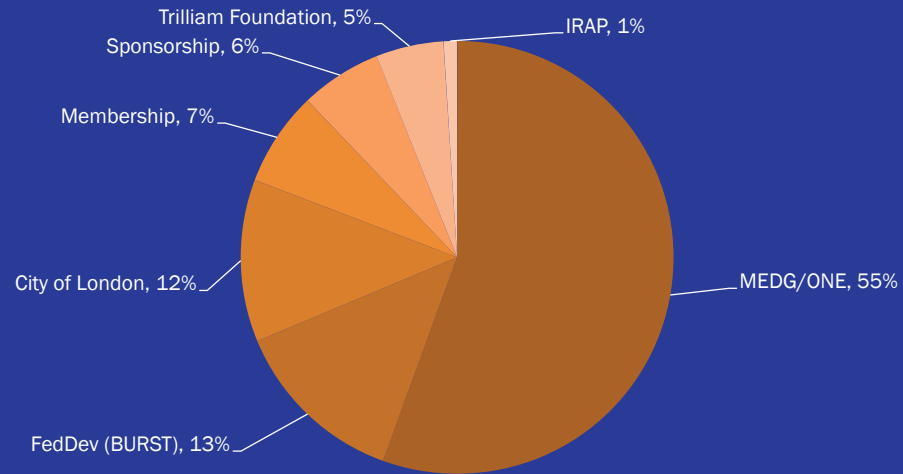
- Entrepreneur 1.0
- Workshops
- Networking events
- Peer-2-Peer Groups and Breakfast Club
- 60-Second Pitch
- London Tech Week



Growing companies. Emerging small businesses. And ideas yet to come.



# Funding Sources



An increase in the number of new, paid positions created and maintained by startup and established tech companies.

GOAL #1

An increase in revenues generated by the tech sector, and an increase in the number of companies earning revenue.

GOAL #2

The creation of new products, services, and innovations by companies in our region.

GOAL #3

## Key 2017 Accomplishments

- 358 startups supported by Business Services
  - *1,850 since 2008*
- \$7 million in investment generated by startups
  - *\$60 million total since 2009*
- 1,900+ hours of advisory services provided
  - *Over 5,000 since 2015*
- \$7.5 million in client revenue
- 200+ full time jobs created annually by startups

## Key Accomplishments

- 500 part-time and contract jobs created in 2016
- 85 prototype and design projects completed through our MVP Lab from 2014-17
- Over \$1 million in market intelligence services provided to entrepreneurs since 2014
- Over 350 entrepreneurs have completed Entrepreneur 1.0 boot camp since 2006
- Hosted 27 events in 2017, with 1783 attendees
- Over 185 members of TechAlliance

# BURST

BY TECHALLIANCE

## How does BURST work?

- 30 companies selected in three cohorts of 10
- \$60,000 in seed funding provided to each company (via FedDev & London Medical Network)
- \$10,000 in training for professional development provided to each company
- Each company is assigned a mentor to provide one-on-one coaching and advice, as well as ongoing support from our Business Services team

## BURST Milestones (To Date)

- 44.5 full-time equivalent jobs created
- 471 hours of mentoring provided
- \$3.4 million in external investment

## BURST Company Milestones

- Smart RS has distribution agreements for ODAPT in place with the US, Italy, Switzerland, and England
- Fans in Training received \$948,600 from the Canadian Institutes of Health Research
- The founders of Aufero Medical secured \$250,000 from the Cardiac Arrhythmia Network of Canada

## BURST Company Milestones

- Triage have successfully closed a seed financing round for \$1.25 million
- Trillium Health in Toronto has agreed to implement the Sansys solution
- TopSpin360 have sold two units to the Mayo Clinic and are awaiting a testing partner match for their \$1 million Built in Canada Innovation Program funding

## Strategic Objectives for 2018-2020

1. Increasing Incubation & Acceleration Programs
2. Developing Tech Talent
3. Strengthening Regional Connectivity
4. Increasing Funding & Investment Opportunities
5. Supporting Scale-up Stage Companies
6. Expanding Collaboration & Partnerships
7. Creating an Entrepreneurship Centre



**tech**alliance  
of southwestern ontario