



TO:	CHAIR AND MEMBERS INVESTMENT AND ECONOMIC PROSPERITY COMMITTEE MEETING ON APRIL 29, 2013
FROM:	HARVEY FILGER DIRECTOR OF CORPORATE INVESTMENTS AND PARTNERSHIPS
SUBJECT:	Investment and Economic Prosperity Project Updates

RECOMMENDATIONS

That, on the recommendation of the Director of Corporate Investments and Partnerships, this report **BE RECEIVED** for information.

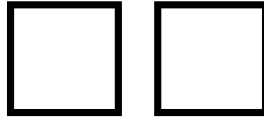
PREVIOUS REPORTS PERTINENT TO THIS MATTER

1. October 27, 2009: "Report to Board of Control - Council Strategic Economic Initiatives Strategy (included Fanshawe Downtown campus)"
2. December 15, 2010: "Financing of New Economy Projects"
3. September 20, 2011: "Industrial Land Development Strategy"
4. November 16, 2011: "Industrial Land Purchase Strategy- Confidential"
5. January 23, 2012: "Developing a Strategic Investment and Economic Prosperity Plan, City Treasurer and City Planner"
6. June 9, 2012: "Investment and Economic Prosperity Overview, City Treasurer"
7. September 25, 2012: "A Paradigm for Economic Prosperity, Director Corporate Investments and Partnerships"
8. November 27, 2012: "Investment and Economic Prosperity Proposal Assessment Process, Corporate Investments and Partnerships"
9. December 18, 2012: "A Path to Prosperity: Community Business Ideas to Stimulate our Economy, Corporate Investments and Partnerships"
10. January 28, 2013: "Investment and Economic Prosperity Proposal Assessment Process Update, Corporate Investments and Partnerships"

BACKGROUND

The Investment and Economic Prosperity Committee is developing a 10-year plan intended to move London's Economy forward faster and ensure long term prosperity for our community. At the present time the City of London is working on a number of prosperity projects that will help move the plan forward.

By way of background, on October 27th, 2009 Council adopted a strategic economic initiatives strategy, which established priorities for investment in the new economy. The December 15th, 2010 "Financing of New Economy Projects" report identified projects related to that strategy,



which included: International Composite Material Centre (Fraunhofer), Wastewater Technology Centre, Fanshawe College Downtown Campus, Digital Media Centre for Excellence and the Medical Devices initiative. Further, as part of the January 23, 2012, “Developing a Strategic Investment and Economic Prosperity Plan” and outlined in the December 18th, 2012 “A Path to Prosperity” report, the following five recommendations were endorsed by Council to move forward: acquiring of strategically located industrial land, development opportunity at 111 Horton St. East, Medical Research Fund, Employment Network Support and a mixed use development including a performing arts centre. The primary objectives of the above mentioned projects are to create jobs, leverage investment, stimulate spin-off benefits, build beneficial partnerships, benefit key sectors and to fuel transformational change in London’s economy.

In brief, this report and the associated attachments are intended to provide a number of concise one page overviews for each one of the projects mentioned above, specifically speaking to the below noted elements:

1. Cost of project (\$)
2. Return on project (\$)
3. Amount of cost that has an identified source of funding (\$)
4. Amount of cost that does not have an identified source of funding (\$)
5. Currently identified sources of funding (i.e. City of London, Private investment, etc.)
6. Brief overview of the project
7. Brief status update
8. Next immediate steps in the process

DISCUSSION

The attached project updates provide a dashboard to quickly understand the project; the current status and the next steps (**Appendix A; Appendix B**). For additional information please contact the Corporate Investments and Partnerships Service Area. Please find a glossary below that provides further information on each of the sections identified in the one page overviews:

Project Description:

Provides a high level overview of the project; brief reasoning as to why the project was undertaken; identifies project partners and speaks to potential project outcomes where applicable.

Status Update:

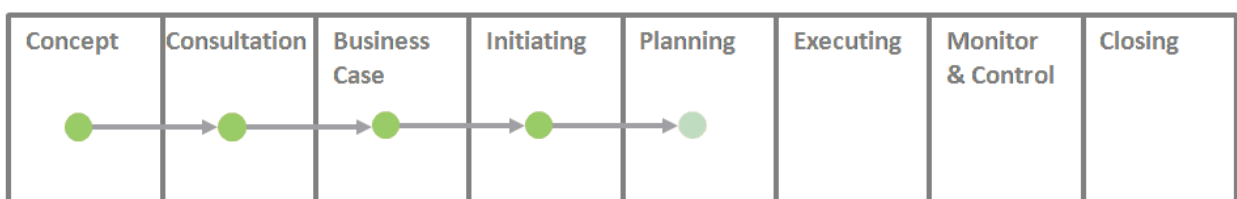
Outlines recent actions, opportunities, constraints and/or successes associated with the project. Also and where appropriate, identifies processes and/or other projects that are dependent and/or running parallel thereby potentially impacting the project.

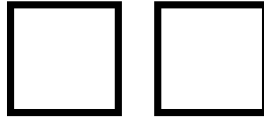
Next Steps:

At a high level, this section outlines the forthcoming significant project steps and milestones including associated tentative date ranges for completion.

Project Phase:

The below builds upon the Project Management Process Groups identified by the Project Management Institute which is recognized as an industry best practice in the classification and management of projects:





In the context of this update document, the above continuum serves to provide the reader an understanding of project maturity and where it is with respect to the completion and closing of the project. Full green circles indicate completion of the project phase; lighter green circles identify the phase that is currently in progress. It should be noted that projects are iterative in nature; therefore, in some cases, projects may be forced to move in a retrograde manner depending on what is encountered as the project moves through the continuum.

Concept: The initial phase in which an idea is identified or brought forth through both internal and external communication channels. At this point in the process, only a high level understanding of the potential project costs and returns are known.

Consultation: Through this triage-like process, the idea evolves into a more tangible proposal through the satisfaction of due diligence activities. Examples include: initial legal review; initial financial review; due diligence checklists; public engagement and initial cost/benefit and return investigations.

Business Case: Depending on the nature of the idea, either a business case or a business plan is expected to be created to satisfy this section of the continuum. For the purpose of this structure, a business case is defined as a well-supported business argument which clearly articulates the opportunity, the costs and the benefits of the potential initiative or project. Should the idea be beyond the scope of an initiative or project and be purposed to support a larger endeavour such as the creation of a company or service area, a business plan is expected. Members of the Civic Administration will then review, provide feedback, evaluate and work to support the business case or business plan. Ultimately, the potential project will then be presented to Committee and Council for the purpose of making a go forward decision.

Initiating: Should the presented project be approved by Committee and Council, this process group of the project management process will commence. Key activities in the Initiating process group include: selecting a project manager; understanding the business case; collecting relevant historical information; identifying project stakeholders and creating a project charter; applications for additional funding to get project off the ground.

Planning: The function of the Planning process group is to refine the project objectives and create a plan to achieve these deliverables. Key activities in the Planning process group include: defining project scope; finalizing requirements; determining project team; creating a work breakdown structure and improving schedule and resource estimates.

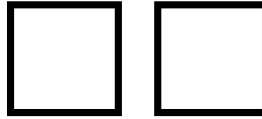
Executing: The Executing process group is the phase in which the project plan created in the Planning process group is implemented. Key activities include: completing tasks and activities; requesting changes; people management; conflict resolution.

Monitoring and Controlling: The purpose of this process group is to monitor the project and take action to ensure the project plan is being followed. Key activities include: measuring performance and taking corrective actions; approve/reject changes; reporting on project performance.

Closing: This process group consists of confirming the project has been completed to the satisfaction of the original requirements; obtaining formal acceptance of the project and releasing resources.

Cost to the City:

A high level estimate of the expected financial cost of the project to the City of London; including time frames where applicable. (\$)



Return:

Where applicable and available for inclusion, this figure represents an estimated return to our community should the project come to fruition. In more mature projects where additional information is available, the more traditional return on investment will be included and denoted with the heading 'ROI'. Return on investment will be calculated using the following approach: (Gain from investment – Cost of Investment) / Cost of Investment.

Funded:

In dollars, the project costs for which funding sources have already been identified and dedicated. (\$)

Unfunded:

In dollars, the project costs for which funding sources have not been identified or dedicated. (\$)

Sources of Funding:

Identifies the sources or potential sources, depending on project maturity, of funding for the project; some examples include: Private Sector, The Government of Ontario, The Government of Canada, The City of London and Not for Profit Agencies.

PREPARED AND SUBMITTED BY:	PREPARED AND SUBMITTED BY:
CATHY DZIEDZIC SPECIALIST, CORPORATE INVESTMENTS AND PARTNERSHIPS	MAT DALEY SPECIALIST, CORPORATE INVESTMENTS AND PARTNERSHIPS
REVIEWED AND RECOMMENDED BY:	REVIEWED AND RECOMMENDED BY:
HARVEY FILGER DIRECTOR, CORPORATE INVESTMENTS AND PARTNERSHIPS	MARTIN HAYWARD MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER

cc: Peter White, President, London Economic Development Corporation
John Fleming, Managing Director, Planning and City Planner
Alan Dunbar, Manager III - Financial Planning & Policy
John Lucas, Director - Water and Wastewater