



**London's Community
Economic Road Map**
Inspire, Innovate, Implement
An Economic Strategy 2015-2020
November 2015





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A Message from Mayor Matt Brown



On behalf of City Council, I am pleased to be sharing with you London's new five year Economic Road Map. This strategy is intended to serve as a catalyst for maximizing economic success across our community. It identifies local strengths, weaknesses, prioritizes economic opportunities and, presents an action plan to maximize economic success. This Road Map will help guide the activities of the City and partner organizations over the short, medium, and long term time horizon.

We have the size, scale, scope and regional assets needed to foster competitiveness and drive both our City's and region's economy. Situated halfway between Toronto and Detroit, London is a regional hub for distribution and home to more than 20,000 businesses across a wide variety of sectors, including thriving advanced manufacturing, food and beverage processing, life sciences, and digital creative sectors. Industry leaders include 3M Canada, Nestle Canada, Cargill Canada, TD Canada Trust and Labatt. International companies such as Dr.Oetker (Germany) and Natra (Spain) have recently chosen London as their destination for North American investment.

London is also home to exceptional post-secondary institutions such as Western University, Fanshawe College and College Boreal. We are also home to world renowned research facilities including Robarts, Lawson, and CSTAR. Tomorrow's jobs are being created today; possibilities are becoming realities. London is attracting pioneer industries with our diverse economy and our world-class academic and research facilities.

Working towards 2020, we will focus on five economic priorities: "A city for entrepreneurs"; "A supportive business environment"; "An exceptional downtown, a vibrant urban environment"; "A top quality workforce"; and, "A national Centre of Excellence for medical innovation and commercialization". Achieving these goals will help grow the economy and make our city and region an even better place to live and work.

This Road Map would not have been possible without the efforts and contributions made by numerous business and community partners, to whom I would like to express my most sincere gratitude. I would also like to thank my fellow members of London City Council for their vision and commitment. In addition, lastly, thank you to the many stakeholders and organizations who take great pride in our City and have supported our progress to date. It is a privileged to be part of this collective effort of moving our city forward, together.

Sincerely,

Mayor Matt Brown



A Message from the President and Chief Executive Officer of the London Economic Development Corporation



LEDC has been delighted to assist the city in developing a visionary Economic Road Map for our community. This important process led to valuable discussions, consultations and research, resulting in a solid plan. The Economic Road Map identifies a number of important areas of opportunity for the City of London.

Since LEDC's inception, our programming has evolved to adapt to changing needs of London's existing companies, foreign investors and our broader business community. This document provides a clear and measurable plan to guide economic decision making. There are a number of specific opportunities identified for the LEDC including improving London's entrepreneurial climate, attracting a talented workforce and building a unique city brand.

We thank the Partnership Panel for their leadership on this important initiative, as well as all participants who shared their valuable insights through surveys, interviews and round table discussions.

We look forward to working together to see the plan's implementation over the coming months and years, in pursuit of our goal of delivering prosperity for the London region.

Sincerely,

Kapil Lakhotia
President & Chief Executive Officer



A Message from the Chief Executive Officer, the London Chamber of Commerce



On behalf of the London Chamber of Commerce, it was my pleasure and privilege to be involved in the development of London's Community Economic Road Map.

I would like to personally thank the Partnership Panel Steering Committee, as well as the Partnership Panel members who represent key sectors in London, as well as other government, business, post-secondary, not-for-profit, and the wider community representatives, who volunteered many hours to develop a shared vision and strategy for the future of our extraordinary city. This level of consultation and engagement is unprecedented and has revived the community's interest and commitment to envisioning and planning for our city's future.

An Economic Road Map that is defined by the community is unusual. London's Community Economic Road Map is founded on the values of alignment, engagement and partnership. The City of London led the comprehensive process and worked closely with the London Chamber of Commerce, the London Economic Development Corporation as well as numerous members of the community. This process has drawn on the insight and expertise of a wide-variety of individuals to ensure the London Community Economic Road Map captures and aligns the priorities and expectations of business, government, and the whole community. The result is an economic blueprint that I believe will profoundly, positively and profitably transform our local economy.

London's Community Economic Road Map is a working, living document that will evolve as our community works towards making London an international city known for its competitive and contagious business environment and proud people. It will take a can do attitude and alignment among all stakeholders to bring this strategy to life and achieve our vision.

Over the next five years, we must continue to break down silos, align our efforts, and keep our critical mass moving. We must celebrate our success and be positive and confident in everything we do.

I would like to personally thank the over 300 individuals who actively participated in the development of London's Community Economic Road Map. They shared a deep commitment to growing our city by volunteering their valuable time to take part in workshops, surveys and interviews. Many have voiced their enthusiasm and intention to be active in implementing the Community Economic Road Map. Everyone has a role to play in the successful implementation of this ambitious and bold plan.

There is no doubt we can accomplish more working together than we can apart. Let us continue in the spirit of partnership and progress on growing this remarkable city we all love.

Sincerely,

Gerry Macartney,
Chief Executive Officer

London's Community Economic Road Map is founded on the values of alignment, engagement and partnership.

This Road Map is 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 with contributions from business and community stakeholders representing all aspects of the city's economy. The process has drawn on the insight and expertise of a wide-variety of individuals to ensure that London's Community Economic Road Map captures and aligns the priorities and expectations of business, government, and the community.

This is a strategy for the whole of London. The successful achievement of these goals and actions will need the support of agencies, organizations, companies, and individuals with an interest in the development of London's economy and a shared prosperity for all residents. Implementation will require collaboration and cooperation, and most importantly partnerships, to deliver on the economic priorities, objectives and actions contained in the Road Map.





1 Background

With the service and knowledge-based economy becoming a major driver of economic growth across North America, the role of cities and regions in a shifting global economy are being reshaped and redefined. Cities and regions are emerging as key locations for finance, and major centres for production and innovation, as well as research and development.

Against, this backdrop London's economy continues to evolve. Located on the Windsor-Quebec 401 Corridor and an economic engine for southwestern Ontario, the city's traditional sources of employment and economic growth in goods-producing sectors is being outpaced by growth in new, knowledge and service based activities. While this shift poses challenges for the city it also presents a significant opportunity. London offers the high quality of life and range of amenities considered essential to the attraction of the skilled workforce demanded by local businesses. The city's education and health care institutions are collaborating to advance both innovation and industry in the city's health care sector that will have impacts well beyond London and the region and long term planning is underway that will support the expansion of London's advanced manufacturing base in key areas of the city. At the centre of it all is the community, supported by bright talented people who have chosen London as their home.

Beginning in 2011, Londoners were asked to "ReThink" London as part of the Official Plan review process. First and foremost were questions of "how should we grow?" and "what kind of city do we want to live in 20 years from now?" Londoners of all ages and lifestyles, responded to surveys, chatted on social media, provided their opinions and engaged their families, friends, work colleagues, and fellow citizens in this city building discussion. In doing so, Londoners collectively developed a vision for the future of the city. Recognizing the city's population is expected to increase by 77,000 people over the next 20 years, Londoners expressed an overriding desire for the city to be "prosperous", defined by the availability of opportunity, employment, quality of life and personal wellness.

With this mandate, in 2013, London City Council directed that a review be undertaken to identify opportunities to enhance the delivery and co-ordination of economic development services activities in the city. The subsequent review identified the need for the City to be more proactive in responding to changes and trends in the local, regional, provincial and national economy. The review also highlighted the need for more coordination and collaboration to galvanize the City's economic development efforts.

Accordingly, as part of the City's Strategic Plan for 2015-2019, "Growing our Economy" emerged as a primary area of focus. The Strategic Plan identifies what the City of London is doing to grow the economy and how it is doing it with action items designed to advance the following objectives:

- Diverse and resilient economy



- Urban regeneration
- Local, regional, and global innovation
- Strategic, collaborative partnerships
- Diverse employment opportunities

To ensure alignment with the efforts of the city's private and public sector partners in achieving these objectives, City Council endorsed the development of a new overarching Community Economic Road Map for the city of London. With the anticipated growth of 77,000 new residents and 43,000 new jobs over the next 20 years, the Economic Road Map sets out the framework to ensure the city evolves with a strong and diverse economic base while fostering high-value and sustainable employment over the long term. These jobs will be driven by existing and emerging sectors of the economy in occupations that support the long term prosperity of the city and its residents.

This Community Economic Road Map is holistic in nature, coordinating and guiding the activities of a broad range of organizations and community partners that have an influence on the economic success of the city. Though the City of London, London Economic Development Corporation and the London Chamber of Commerce play a lead role in the implementation of the Community Economic Road Map, success will ultimately rely on the ability of these organizations and other stakeholders to coordinate and orchestrate the actions of a broad range of community based organizations that influence economic, social, and environmental activities. The Community Economic Road Map offers a broad set of priorities and strategic objectives to direct that progress, and specific actions to guide London in pursuit of economic success.

1.1 Guiding principles

The development of the Community Economic Road Map is guided by the following principles:

- Recognize the competitive advantages of London
- Ensure residents benefit from the development of their resources
- Support opportunities for economic growth
- Recognize that a competitive business climate enables all firms large and small, regardless of industry, to have an equal chance to prosper
- Decisions will take into account London wide economic benefits and the objectives of sustainable development

The specific goals for the Road Map will:

- Inform decision making for the City of London over the long term by incorporating sustained input from business, institutional, and community leaders
- Identify the roles and responsibilities for the City of London and its partners to build a strong local economy, which is investment ready



- Provide for a strategy and action plan to enable sustainable economic development and increased local prosperity

1.2 A five year economic development plan

London's Community Economic Road Map sets out five year economic priorities, objectives and actions. The Road Map incorporates pertinent objectives identified under the Growing our Economy Area of focus of the 2015-2019 Council Strategic Plan.

The initiatives necessary to implement the Community Economic Road Map are summarized in the accompanying action plan. The action plan outlines the corporate and community actions necessary to achieve the objectives of the plan taking into consideration the current roles of London Economic Development Corporation, London Chamber of Commerce, and the City of London, as defined by their respective strategic plans.





2 How We Got Here

Economic development strategic planning is the process of defining where a community wants to go and creating a road map for how to get there. “Good economic development planning enhances urban competitiveness – that is the ability of a city to compete with other urban regions nationally and internationally, for investment, talent, and local export markets¹”. In the case of London’s Community Economic Road Map, this process has been framed by the vision set out in the City’s Corporate Strategic Plan and the City’s London Plan (second draft), together with extensive research and analysis and input from the City’s partners, businesses and stakeholder community.

FIGURE 1 – STRATEGIC PLANNING PROCESS



¹ Dr. Larissa Muller, Economic Development Strategies: Best Practices, 2007



2.1 Situational Analysis

The starting point for London's Community Economic Road Map was a comprehensive analysis of the local and broader regional and provincial economy. This resulted in the preparation of a Technical Report that assessed the city of London's recent performance against a select range of demographic and economic indicators considered relevant to the development of the Community Economic Road Map combined with an analysis of current and emerging business and industry sector trends. Consideration was also given to a wide range of reports, studies, and strategic plans that were seen as having a direct impact on the current and future economic development success of the city of London. The results of this assessment were then used to inform the subsequent stakeholder and Partnership Panel discussions about the opportunities and the challenges facing the city of London and the opportunity to enhance its value proposition for the attraction of business, investment and residents to the community. Ultimately, the report plays a key role in supporting the identification of local strengths, weaknesses, opportunities and threats, and the associated prioritization of economic opportunities to be pursued by the City and its partners.

A summary of key findings is presented in Appendix A-1: Technical Report.

2.2 Stakeholder Consultation

Given the importance of securing a broad base of support for the Community Economic Road Map, an extensive consultation process was essential. One-on-one interviews were conducted between February 2015 and May 2015 that included senior business leaders, key community stakeholders, educational institutions, economic development partners, entrepreneurs, elected officials and senior management from the City of London. These discussions provided further insight into trends related to the City's socio-economic make-up, the City's current land use and policy framework, as well as the extent of current economic development activities. An electronic survey directed at both residents and the city's business community was administered in cooperation with the City of London, London Economic Development Corporation and the London Chamber of Commerce. A Partnership Panel comprised of community and executive leadership from the city also provided advice and guidance as it relates to the development of the Community Economic Road Map. As of June 2015, input has been obtained from approximately 300 business and community leaders.

The approach to community and stakeholder engagement for London's Community Economic Road Map included:

- Three meetings with a Partnership Panel to seek input and feedback at key milestones for the Community Economic Road Map
 - April 2015 – Visioning
 - May 2015 – Priority Setting



- September 2015 – Action Plan
 - One-on-one interviews with over 48 community and business leaders and economic development partners
 - Online questionnaires geared to the City's businesses and residents – close to 250 participants
 - One-on-one interviews with the Mayor and members of Council and Senior Leadership Team – 25 participants

The input from the consultation process is integrated into the SWOT analysis and reflected in the recommendations contained in the Road Map.

A Summary of key findings is presented in Appendix A-2: SWOT Analysis.





3 Understanding the Issues, Building on our Opportunities

Ontario's economy stands to benefit from macro-economic forces more than at any time in the past 10 years. The combination of higher U.S. economic growth, the lower Canadian dollar, and the cost savings afforded consumers and businesses from lower oil prices, notably in transportation, is expected to drive Ontario's real GDP by nearly 3% in 2016 and 2017 and should work in favour of southern Ontario's manufacturers. This is positive news for London and may signal a period of re-investment and near term job creation in this sector.²

While giving consideration to the inevitable swings in the global economic landscape, the Community Economic Road Map is also focused on responding to key local trends that are likely to have a direct and lasting effect on the economic prospects for the city of London.

3.1 Talent attraction and retention

The driving force behind any effective economic strategy is talented people. We live in a more mobile age than ever before. People, especially top creative talent, have the ability to move to places in which they want to live and work. A community's ability to attract and retain top talent is fast becoming the defining issue of the creative age. As the global economy becomes more competitive, jurisdictions will be challenged to attract and retain the brightest talent, as well as provide the necessary skill training, career advancement and education opportunities to stay competitive.

London's population growth over the last decade while steady, has trailed many communities closer to the GTA. The city has been challenged to increase its population through direct immigration and generally speaking has an older population than many comparative communities. If unchanged, this positioning may limit London's long term economic prosperity. Attracting and retaining immigrants in London is critical to the city's competitiveness. At present, one in five Londoners are newcomers to Canada, and yet for companies to access the skilled workers they require, this proportion will need to increase in the years ahead. Moreover, the attraction and retention of creative workers is essential for London as research suggests that economic prosperity relies on cultural, entrepreneurial, civic, scientific, and artistic creativity. Creative workers with these talents are attracted to communities which: are affordable with a range of housing options; offer quality employment opportunities; are open to new ideas and a diversity of people. Many of the business and community leaders that participated in the consultation process felt strongly that more must be done to promote London as an attractive location for creative talent and

² Ontario Chamber of Commerce. 2015. Regional Economic Outlook. <http://www.occ.ca/advocacy/ontario-economic-outlook-2015/>



a community that is receptive to immigrants and alternative lifestyles. To this end, Londoners must understand and promote the importance of diversity and inclusivity as drivers of London's workforce and economy.

3.2 High quality of life experience

Livability and economic development are inextricably linked. In today's highly competitive environment for talent, a compelling quality of place - a community's attractiveness to existing and future residents and workers - is a competitive advantage, both in the attraction and retention of workers. Experts assert that a community's quality of place is defined by:

- What's there: the combination of the built environment and the natural environment; a stimulating, appealing setting for the pursuit of creative lives.
- Who's there: diverse people of all ethnicities, nationalities, religions, and sexual orientations, interacting and providing clear signs that this is a community where anyone can fit in and make a life.
- What's going on: the vibrancy of the street life, café culture, arts, and music; the visible presence of people engaging in outdoor activities—altogether a lot of active, exciting, things to do.

While many Canadian cities boast a high quality of place, few cities of comparable size can compete with London. The city offers an array of community amenities, recreational options and cultural experiences. It is home to a functional and unified downtown core. There is a vibrant and expanding music industry and an extensive number of natural and built heritage assets that contribute to the character of the city. With this wealth of resources on which to build the city's quality of place experience, decisions must be made on how to effectively leverage these assets to improve the city's overall quality of life and support long term economic growth.

London is committed to allowing every resident the opportunity to participate in its growth potential. For example, The Mayor's Advisory Panel on Poverty is a City led community based strategy to improve the quality of life for low income Londoners. The City also recognizes the importance of supporting safe and affordable housing. Over the past 12 years, the City has created over 1000 units of new affordable rental housing in collaboration with private and non-profit developers and with funding from other orders of government. Each new unit of affordable housing helps those in need, engages skilled labour, attracts private investment, creates new long term assets, and strengthens communities. London continues to lead the way with new innovative strategies in affordable housing. The Housing Development Corporation, London, is a new City owned Business Corporation dedicated to maintaining and advancing the City's focus on affordable housing. London continues to take opportunities to support the quality of life for all Londoners, including the most vulnerable residents.



3.3 The impact of public sector institutions

London is home to an array of world-class public sector institutions. From post-secondary institutions to hospitals and research institutes, these institutions represent London's largest single employers and provide a stabilizing effect on the local economy. Collectively, the London Health Sciences Centre and St. Joseph's Health Care London employ over 15,000 people. Similarly, Western University and Fanshawe College are responsible for over 20,000 local jobs. They inject billions of dollars into the local economy while spearheading and supporting local and regional innovation. These institutions contribute to knowledge creation and knowledge transfer activities. They have the capacity to transform the city and the region over the long term.

Despite their direct and indirect impact on the local economy however, there is universal recognition that some of London's institutions are not being fully leveraged, nor are they well integrated into the fabric of the community. The breadth and depth of activities tied to these institutions poses logistical challenges for improving levels of collaboration and coordination between institutional players, local businesses, and community organizations. In many instances, London's institutions lack the mandate, and more importantly the capacity, to aggressively pursue and sustain external partnerships that support London's economic growth and positioning as a knowledge and innovation destination. However, the opportunity to forge new partnerships around opportunities for investment, research and development and talent attraction is an area worthy of considerable attention. In neighbouring jurisdictions, effectively networked institutions with a density of talent and infrastructure to support investment are becoming the new standard for economic competitiveness.

3.4 Innovation and technology commercialization

Innovative urban economies are known to be risk-taking, dynamic, flexible, and digital. Perhaps most importantly, they are collaborative. Cities require a wide range of educational, financial, administrative and cultural resources to contribute to an urban 'framework' of innovation. London is home to all of these, but has not effectively networked these assets like other cities. In innovative cities, these instruments work together to generate new ideas, and commercialize new products. Indeed, partnerships between businesses, entrepreneurs, government, universities and colleges are increasingly the norm in larger cities, as the refinement and transfer of scientific research converts smart ideas into valuable goods and services, which in turn generate significant returns to the local economy. Within London, there are considerable resources dedicated to promote research and development, although this support tends to be concentrated at the invention end of the innovation process. As a result, the successful deployment or commercialization of inventions has been comparatively limited.



With the collaboration around the Medical Innovation and Commercialization Network the city has established a new benchmark in working with its economic development partners, in this instance educational institution, health service providers and community foundations. A similar mindset and approach will need to be applied to other sectors which may benefit from increased emphasis on commercialization (e.g. advanced manufacturing, digital creative).

3.5 The entrepreneurial economy

Entrepreneurs and entrepreneurial firms can change the way we live and work. If successful, their innovations can improve our standard of living. They form the basis for economic diversification led by technology and innovation. In addition to creating wealth from their entrepreneurial ventures, they also create jobs and the conditions for a prosperous economy. Research in this area reinforces the sense of urgency for supporting entrepreneurs. The 2010 report by the National Bureau of Economic Research (NBER) entitled, “Who Creates Jobs? Small vs. Large vs. Young” pinpoints the age and size of firms which have the highest potential to generate employment. In short, it is small, young firms which offer the greatest potential to spur job creation.

Given London’s focus on job creation, there is a strong case for increasing local supports for entrepreneurship. Importantly, London is already home to a considerable suite of entrepreneurial supports provided through a range of publically funded organizations. Overcoming the seeming lack of awareness of the existence of local business support services represents a significant opportunity for London. A strong communications effort on the part of the City and its partners is central to energizing London’s entrepreneurs and driving uptake of current services.





4 A Community Economic Road Map

Map

4.1 Building the foundation

As with many cities and regions across the country, London's economy has changed considerably over the last several decades. With the decline in manufacturing, entrepreneurship and small business growth has been a notable contributor to business development in the city in recent years. Immigration has also taken on more significance to the economic expansion of the city. With an aging population and low rates of natural population growth, more and more of the country's cities and regions will need to rely on immigration as a way to sustain employment growth.

Many of those consulted throughout the development of London's Community Economic Road Map recognized the implications of the shifts in the local economy, the fierce competition for needed talent and skilled workers and the lack of a strong community brand as a challenge to both their business and the city's economy as a whole. While there was a strong call to action to address these challenges, there is also an expectation that the City will provide the necessary foundational elements that will foster confidence in the city and region's long term growth.

A customer service culture

Accessing service is one of the most important ways that citizens and businesses interact with government. Excellent customer service builds trust and demonstrates a commitment to serving the needs of our community.

Across Canada communities are positioning customer service and experience as paramount to their value proposition. To provide a competitive business environment, the City of London must improve the speed, predictability and consistency of its development review process and ensure that businesses and investors alike are met with a level of customer service that sets it apart from its competitors.

At present, the City of London's mission is to be "At Your Service: A respected and inspired public service partner, building a better city for all." This mission statement reflects the City's commitment to improving the way it delivers customer services. In May 2011, Service London was established as one aspect of the City of London's commitment to being "At Your Service". Service London is a transformative initiative, focused on making the City of London a more citizen centre organization – it is about changing the way the City works to better serve the community.

Core elements of the Service London Implementation Plan include modernizing the City's three main service channels (online, telephone, and in person), implementing corporate customer service standards, and establishing Service London Business to 'reduce red tape' for entry level business customers at City Hall. The progress and status of these initiatives is reported annually to Council.



City Hall provides a wide variety of Services that may be used frequently by some and infrequently by others. As such, the provision of a service requires quality front line customer interaction, and where possible Municipal processes that are adaptable to the needs of the customer. It is acknowledged these processes are varied and complex. They require continuous oversight to ensure Legislative requirements are satisfied. Nonetheless, the delivery of efficient service is an outcome of listening to the community.

From the perspective of London's business community, improving the City's level of customer service was the single most important outcome of the Economic Road Map. The local business community understands there are rules and regulations that they must adhere to. They know their applications may need to be changed. They understand that some things take time. What they want, and should be able to expect however, is a demonstrated commitment by City staff to seek out solutions when problems arise. "How can we get this done?" should be the mantra supporting exceptional customer service. To ensure this, the City's departments must speak with one voice through a clear point of customer contact that inspires an entrepreneurial culture within the City administration. City departments must demonstrate an appreciation for the importance of economic development and the impact of a strong business community. A renewed sense of urgency to achieve and sustain a customer service culture is considered fundamental to the development of London's economy.

A strong community brand

A city's image or place brand plays a key role in economic development marketing, contributing to the differentiation of an area and outlining the unique value proposition of the community to businesses, visitors and residents. Effective and strong place branding requires a strategic approach to public relations and communications, as well as the broad recognition across the community that the formation and management of an image or brand for a community is an ongoing, interactive, and community-wide process. Community branding is more than the development of a logo, tagline, or slogan – it requires a brand identity with community traction and buy-in, strong stewards that will ensure the brand is communicated consistently over the long term, and a commitment from stakeholders to deliver on the core messages of the brand. Once a brand is clearly identified and supported, lead agencies can provide direction to other community stakeholders through their individual marketing and communications efforts. (e.g. website design, marketing collaterals, digital development and technological innovation).

Business and community leaders have suggested that London lacks a strong community brand. Given the competitive nature of both investment and talent attraction, the City of London together with LEDC, the London Chamber of Commerce and Tourism London will need to become stronger brand stewards for the community brand that emerges under the Community Economic Road Map. They will need to lead in countering internal and external perceptions of lagging investment or inadequate 'big city' amenities with a brand and value proposition that appeals to new and existing businesses, workers, and residents. The brand must reflect and celebrate local stories,



the city's unique quality of place experience, its strengths associated with research and development, the ecosystem of support that is in place for business start-ups and entrepreneurs and contribution of the city's public institutions to lasting and sustainable economic growth.

Mobilizing an aspirational community brand however, requires integration into all relevant marketing and communications materials. Consideration must be given to deploying a more functional approach to understanding place brand perceptions in partnership with LEDC, the London Chamber of Commerce and Tourism London. Consistent use of a community brand and messaging will shape a more positive narrative and appreciation of the city of London's value proposition for business and workforce attraction, as well as visitors to the city.

Effective collaboration and partnerships

Economic development competitiveness is changing in an increasingly global economy. Today competing and interacting with a more globally-oriented economy is less about the individual community, organization, and more about the combined economic strength of regions or metropolitan areas, and the clusters of organizations and businesses that support that growth. Central to this are themes of connectivity, collaboration, and partnership. As a result, the role of the economic development professionals and related organizations is shifting to meet this new reality.

Underlying this concept is the increasing emphasis being placed on the strength of regional economic development initiatives. Networked regions with a density of talent and infrastructure to support investment are slowly becoming the new standard for economic competitiveness. In many cases, these networks can span political boundaries or encompass communities of expertise that were previously disconnected. Capitalizing on this new reality requires new and facilitative approaches to better leverage opportunities in a globalized economy. This includes advocating for transportation and communications infrastructure that allow for the movement of people, goods, and ideas throughout the economic region; and cooperation and collaboration between the diverse public, private, and not-for-profit organizations and agencies focused on community and economic development across the region.

The City of London will lead in the development of these more collaborative and effective partnerships. As a champion for a more partnership-based approach, the City will identify potential stakeholders internal and external to London with a role to play in London's longer term prosperity, while building and maintaining the collaborative relationships needed to pursue longer term economic development objectives. In the shorter term, this relies on building a stronger regional environment for economic development success among communities and organizations across southwestern Ontario, while engaging and mobilizing organizations internal (e.g. LEDC, Western University, Fanshawe College, London Health Sciences) and external (e.g. Government of Ontario) to the city with a role to play in implementation of the new Community Economic Road Map. Over the longer term, the City will continue to lead in building collaborative and effective partnerships and connections with an even wider



range of external communities, organizations, and businesses that can play a role in the development of London.

4.2 Transforming our city

The implementation of the Community Economic Road Map will take time, commitment and resources. In the meantime, London is moving forward with a number of major projects that will have significant, ongoing economic and transformative impacts on the City. This includes a new Official Plan, the Downtown Plan and the city's rapid transit initiative. Taken together these initiatives will change how London is perceived and experienced by residents and visitors alike and improve the city's competitiveness on the provincial, national and global stage.

The City of London invests heavily to support services, projects and programs aligned to these areas of focus, marking a significant investment in the London community.

Implementing the London Plan

The *London Plan* (draft) expects growth of 77,000 new residents and 43,000 new jobs over the next 20 years. In order to accommodate that growth, the Plan intends to set the framework for addressing issues like managing the cost of growth, meeting the needs of changing demographics, developing effective and efficient transportation, addressing changes in the economy, protecting farmland, addressing climate change, and shaping the city for prosperity.

The London Plan will be the new Official Plan for the City of London. It emerged from a two year conversation with Londoners, called ReThink London, and sets new goals and priorities to shape the growth, preservation and evolution of the City over the next 20 years. The London Plan is about making great places and spaces, preserving and strengthening neighbourhoods by providing new opportunities for redevelopment and growth and planning infrastructure for a "Smart City" that supports a high level of community connectivity and leverages London based business advantages. The second draft of the London Plan is currently out for public review and it is anticipated to be adopted by Council in early 2016.

The London Plan contains a series of big ideas each of which will have a direct influence on the city's economic prosperity. Under the umbrella of these big ideas, the London Plan advocates the following.

- Establish a high quality rapid transit system in London and strategically use it to create an incentive for development along rapid transit corridors and at transit stations.
- Revitalize London's downtown, urban main streets, and their surrounding urban neighbourhoods to serve as the hubs of London's cultural community.
- Establish strong transportation and communication linkages with regional municipalities.
- Revitalize our urban neighbourhoods and business areas.



- Create infrastructure, partnerships, and opportunities for growth of the knowledge-based economy.
Use culture and creativity as a prosperity tool to attract and retain labour force and business investment.

In short, The London Plan is visionary and ambitious. It lays the foundation for a thriving metropolis. The challenge is resourcing and implementation. To this end, the City has adopted a Growth Management Implementation Strategy (GMIS) to set a plan for staging growth and financing the required infrastructure. Within the context of the City's servicing master plans, the GMIS plans for the orderly progression of development and the timely provision of infrastructure.

Investing in public transit and supporting a High Speed Rail connection

Mobility is a key economic, social and environmental driver. Congestion and gridlock cost billions each year in lost productivity and hold back economic growth. Stakeholders to the development of the Community Economic Road Map reiterated the need to make it easier for Londoners to travel within and outside of the community. As recommended in the London Plan, the following initiatives will change the way Londoners move.

Smart Moves, the City of London's 2030 Transportation Master Plan identifies significant improvements across all modes of transportation to benefit drivers, transit users, cyclists and pedestrians. These mobility improvements are also foundational components of the draft *London Plan* and the *Downtown Plan*. A major component of these plans is the construction of Rapid Transit along London's busiest corridors.

Shift, London's Rapid Transit Initiative, was launched in February 2015 to explore the best routes for rapid transit, optimal modes and technology, and the detailed plans for each route. It also ensures that Rapid Transit will be integrated with other transportation networks, including roads, bus services, active transportation routes, and air and rail travel. To date, more than 10,000 Londoners have been involved in the process. The Environmental Assessment (EA) currently underway. The first phase will be complete by fall 2015, with full completion by early 2016. The City is seeking funding from provincial and federal partners to support construction and implementation.

A public investment strategy for the Downtown

London's downtown is an important part of London's economy. The downtown area represents only 0.2% of London's total land area, but generates over 4% of the City's taxes. Downtown London includes the city's largest concentration of offices, as well as small businesses and institutions, generating employment for over 30,000 people. As an example, last year Fanshawe College opened the Centre for Digital and Performance Arts in the downtown. The downtown has also been a focus of London's growing high-tech sector. It also serves as an important residential neighbourhood,



cultural centre and gathering place for Londoners offering amenities which significantly improve London's quality of life. Downtown plays a critical role in establishing London's image and identity and has been called "London's calling card to the world". Council has recognized the importance of continuing to revitalize Downtown, to clearly convey a city image of economic strength and vibrancy.

Our Move Forward, London's Downtown Plan, is a public investment strategy for Downtown London for the next 20 years. Building upon the success of the Millennium Plan, prepared in 1998, the Downtown Plan is intended to set the context for public investment that will, in turn, stimulate strong private sector investment in the Downtown. The Downtown Plan, which was recently approved by City Council, includes 10 transformational projects.

The re-creation of Dundas Street as a flexible street called "Dundas Place" is just one example of the projects planned for the Downtown in the near future. With assistance from community partners, Dundas Street will be transformed into a preeminent public place, an exceptional public amenity for both residents and visitors. A second transformational project that has recently been launched is the re-development of London's waterfront through a process labelled "Back to the River". Council is working through an international design competition led by the London Community Foundation and other local partners to establish a plan for this cornerstone of the city.





4.3 Community economic priorities

The Community Economic Road Map is comprised of the following five community economic priorities. A rationale for each priority is provided in the Action Plan. .



4.4 Action plans

4.4.1 Interpreting the Action Plans

Timing

Each action item is assigned a timeframe which may be understood as follows:

- Ongoing
- Short term: 1-2 years
- Medium term: 3-5 years



Road Map Stakeholders, Partners, and Leads

This Road Map has been created by a broad range of organizations and community partners that have an influence on the economic success of the city. The successful execution of the action items, identified below, will need the support of all organizations, companies, entities and individuals with an interest in the development of London's economy and prosperity. The implementation of the economic priorities, objectives and actions will be a collective effort. As such a number of Lead Stakeholders have been identified in the action plan. These Lead Stakeholders will champion each action step under their respective economic priorities and objectives. In addition to these Leads, each action step will be supported by an array of stakeholders, partners, and organizations. It is the combination of these supporting actors who will play the critical role in the effective implementation and success of this plan. The process of identifying these actors along with the determination of their roles and responsibilities is described in the implementation section of this Road Map.

Performance Measurement

Performance measures are tools to determine how well a job has been done using qualitative and quantitative information. The following reasons make it important to track activity and performance.

- Providing public accountability
- Assisting with human resources management
- Using results to improve performance
- Identifying the return on investment

An effective economic development office must measure and communicate these results.

Below each action plan are several recommended performance metrics. It is recommended that the City and its partners carefully consider each metric before their application. Questions to consider:

- Is there enough information to consistently inform this metric over time?
- Are there enough resources to consistently monitor the metric?
- Does the metric effectively demonstrate the success or failure of the action?

If any of these questions cannot be answered with a definite "yes" than a different measure should be applied.



List of Acronyms and Abbreviations in the Action Plan

CCLC - Cross Cultural Learner Centre

Chamber – London Chamber of Commerce

City – City of London

EMOWPDB - Elgin Middlesex Oxford Workforce Planning and Development Board

ESCLM – Employment Sector Council London – Middlesex

ESN – Entrepreneurship Support Network

Ivey- Richard Ivey School of Business

LAC - London Arts Council

LCC – London Convention Centre

LCF - London Community Foundation

LDI - London Development Institute

LEDC - London Economic Development Corporation

LH – London Hydro

LMICN - London Medical Innovation and Commercialization Network

LMIEC – London – Middlesex Immigrant Employment Council

Pillar - Pillar Nonprofit Network

SBC - London Ontario Small Business Centre

School Boards - Thames Valley District School Board, London District Catholic School Board, Conseil scolaire Viamonde and Conseil scolaire de district des écoles catholiques du Sud-Ouest.

TAN – The Apprenticeship Network



4.4.2 Economic Priority: A city for entrepreneurs

Innovation and entrepreneurship have long been central components of any sound economic strategy. Young, technology-driven start-up businesses have been shown to have rapid employment growth potential, and can have notable impacts on how a community is perceived as innovative, open, or welcoming. London has a strong cultural heritage tied to knowledge-based and industrial entrepreneurship, with much of its business growth continuing to come from its smallest and newest business ventures. Further, London remains home to a diverse range of sophisticated and innovative organizations across the public and private sector that play a notable, if discrete, role in that success.

To continue benefitting from its strong mix of entrepreneurial supports and dynamic small businesses, London must address certain challenges undermining its entrepreneurial environment. In sum, these issues are preventing the city from achieving a more holistic and nurturing environment for business start-up and risk. Key improvements include: fostering stronger alignment among the diverse range of stakeholders supporting new business and social ventures, and establishing new support structures and programs that close gaps in the city's entrepreneurial ecosystem. By addressing these issues, London will become a city for entrepreneurs – one that values and supports the contributions its innovative and enterprising citizens can make.

5 Year Objectives	Action Plan	Lead(s)	Ongoing	Short	Medium
Strengthen London's Entrepreneurship Support Network	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.	LEDC; SBC; TechAlliance			
	1.1. Hold quarterly meetings to update on progress made in major initiatives (both individually and regionally) and identify opportunities for collaboration.	LEDC; SBC; TechAlliance; EMOWPDB			
	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.	LEDC; SBC; TechAlliance			
	2.1. Create an advisory board of entrepreneurs to assist and inform the work of the ESN.	LEDC; SBC; TechAlliance			
Address gaps in entrepreneurial services across the city	3. Identify a working group composed of stakeholders from the ESN and the business community to map out existing resources, mandates, goals, objectives, and strategies of each organization influencing entrepreneurship, with the intent of identifying and prioritizing gaps in the ecosystem, resources or competencies to address them and local champions.	LEDC; SBC; TechAlliance; City			
	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.	LEDC; SBC; TechAlliance			



Develop the city as an incubator for entrepreneurship	5. Engage senior levels of leadership at Western University, Fanshawe Collage, and London Health Sciences to set the vision for entrepreneurship and innovation in London.	City; LEDC; TechAlliance; Fanshawe			
	6. Identify opportunities to develop collaborative entrepreneurship programming with Ivey Business School and Fanshawe Collage.	Ivey; Fanshawe			
	7. Facilitate and connect the network of sector-based incubation and entrepreneurial development resources across the city, including protocols for referrals and client hand-offs.	City; LEDC			
	7.1. Enhance technology incubation support	City; LEDC			
	8. Create supports and participation networks for newcomer entrepreneurship.	CCLC			
	9. Develop and deliver an annual, community-wide summit on entrepreneurship, highlighting the state of the sector, emerging trends, opportunities, and community performance.	Chamber; LEDC; EMOWPDB			
	9.1. Assemble and maintain an up-to-date calendar of events focused on entrepreneurship and business development in London.	Chamber			
	9.2. Identify and strengthen key existing events with the potential for growth.	LEDC; SBC; TechAlliance			
	Improve access to capital	10. Create and maintain an inventory of entrepreneurs ranging from students to serial entrepreneurs and world class researchers. Leverage this inventory to support investor match making and demonstrate capacity of local innovation ecosystem etc.	LEDC		
11. Work with government funding agencies, Southwestern Ontario Angel Network and commercial lenders to facilitate access to capital for new entrepreneurs.		City; LEDC			
12. Develop new relationships with external venture capital firms and angel investor networks to facilitate new sources of capital in London.		City; LEDC; SBC; TechAlliance			

Recommended Performance Metrics

- Number of new business start-ups/business created
- Number of businesses/individuals accessing business support services
- Availability of different types of start-up capital for local businesses - loans, venture capital, angel investment, etc. (total number of financial providers, total amount of capital provided, etc.)
- Number of technology companies recording sales and employment growth
- Number of new technology companies in London
- Number of viable social enterprises, successful social entrepreneurs
- Number and diversity of co-working spaces, incubators and accelerators working as a network to support entrepreneurs



4.4.3 Economic Priority: A supportive business environment

The growth of the London economy depends in part, on the ability to remove barriers to innovation and entrepreneurship, the predictability and efficiency of business support services and a commitment to timely customer service when engaging business and investors.

If London is to capitalize on its economic growth opportunities, there is the need to foster stronger relationships with businesses of all sizes and from all sectors of the economy, as well as other levels of government, business support agencies and our educational institutions. There is also the need to respond quickly and appropriately to the issues that impact our long term economic growth. This includes taking the steps necessary to ensure both attraction and retention of business and investment.

5 Year Objectives	Action Plan	Lead(s)	Ongoing	Short	Medium
Demonstrate commitment to growing our business community	1. Continue to streamline the review and approvals processes for new residential, industrial and commercial development.	City			
	1.1. Implement a business concierge program for major industrial and office developments to ensure predictability for end-users.	City; LEDC			
	1.2. Identify process efficiencies through a Lean Six Sigma program.	City			
	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.	City; LEDC			
	2.1. Review the city's current financial incentives programs to ensure the effective use of the city's resources in the attraction of targeted investment opportunities.	City			
	2.2. Implement the Council-approved Industrial Land Development Strategy (IDLS)	City; LEDC			
	2.3. Evaluate opportunities to provide higher order office space in proximity to Highway 401.	City; LEDC			
	3. Strengthen business retention, expansion and attraction program (BREA) geared to London's mid-market business opportunities in its core and emerging industry sectors. Mid-market captures those firms' with 10-20 employees.	SBC; Chamber			
	3.1. Deploy an after-care for small business program that monitors and promotes local success stories.	SBC; Chamber			
	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 (eg. food processing, life sciences, manufacturing and digital creative)	City; LEDC			



	5. Ensure that the mandate, services and programs of LEDC are in alignment with the City's Strategic Plan.	City; LEDC			
	6. Advance the development of London's Smart City Strategy	City; LH; LEDC; LargNet			
Provide businesses the support to grow	7. Develop a communications strategy that promotes awareness of available support services and programs available to small business owners.	Chamber; ESN			
	7.1. 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 activities.	Pillar; LEDC			
	7.2. Investigate the need for a business concierge program for small businesses.	City; SBC			
	8. Explore opportunities to bridge the small business support programming gaps created by the cancellation of the Province's Self Employment Benefit Program.	City; SBC			
	9. 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).	City; LDI			
	9.1. 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.	City; LDI			
Enhance coordination with our economic development stakeholders to explicitly advance the initiatives within the Economic Road Map	10. 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.	City; Chamber; LEDC;			
	11. Engage all municipally funded economic development and community development organizations in an annual information exchange as it relates to the 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.	City			
	11.1. Prioritize City funding to those economic development and community development organizations which demonstrate their activities' alignment and support for advancing the Economic Road Map.	City			
	12. Work with area municipalities to define opportunities to collaborate around regionally significant economic development initiatives that advance the competitiveness of London and Area (eg. regional transportation improvements).	City; LEDC; Chamber; EMOWPDB			



Recommended Performance Metrics

- Permitting turnaround time
- Number and percentage of development permits approved
- Number of businesses undertaking expansion and capital investment
- Number of new businesses relocating to London
- Number of investment inquiries
- Rate of industrial real estate (ie. land) absorption
- Jobs created (i.e. full-time, part-time, contract, seasonal) due to new businesses and start-ups, business relocation and existing businesses expanding

4.4.4 Economic Priority: An exceptional downtown and a vibrant urban environment

London's urban landscape plays a central role in shaping the life of Londoners and is a reflection of the city's traditions and aspirations. London's urban landscape, and associated quality of place, is the cornerstone of its value proposition to attract new residents and businesses alike. Accordingly, there must be a commitment to enhancing the standards of new developments and revitalizing those areas which have fallen behind. Investing in London's urban landscape is a necessity to ensuring the continued growth and prosperity of London for generations to come.

5 Year Objectives	Action Plan	Lead(s)	Ongoing	Short	Medium
Improve the city's urban environment	1. Continue to support and resource the implementation of the Downtown Master Plan.	Downtown London			
	1.1. Establish working committees to prioritize the action items within the plan.	City; Downtown London			
	1.2. Develop an internal resourcing model to ensure the continued implementation of prioritized actions.	City; Downtown London			
	2. Continue to support and resource the implementation of the Cultural Prosperity Plan.	City; LAC			
	2.1. Establish working committees to prioritize the action items within these plans.	City; LAC			
	2.2. Develop an internal resourcing model to ensure the continued implementation of prioritized actions.	City; LAC			
	3. Continue to support and resource the implementation of the Strengthening Neighbourhoods Strategy.	City			
	3.1 Establish working committees to prioritize the action items within these plans.	City			



	3.2 Develop an internal resourcing model to ensure the continued implementation of prioritized actions.	City			
	4. Continue to engage the business and development community in the implementation and resourcing of the City's Housing Strategy to improve affordability and family living spaces.	LDI; City			
Create a vibrant, attractive and competitive urban core	5. Continue to engage London's property owners to upgrade and enhance the state of properties in the downtown.	City; Downtown London			
	5.1 Enforce current by-laws relating to building safety, and design guidelines.	City			
	5.2 Explore the expropriation of strategically positioned properties in the downtown, which encumber the City's vision.	City			
	6. Ensure 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	City; LDI			
	7. Advance the London Community Foundation's "Back to the River Project" as a way to forge active linkages with the downtown and broader community.	LCF			
Enable a rich variety of cultural, sporting, and entertainment events and activities in the Downtown and surrounding urban neighbourhoods	8. 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.	LAC; Downtown London			
	9. Promote the range of cultural institutions and entertainment offerings, events and programs in the downtown and surrounding urban neighbourhoods.	Tourism London; Downtown London			
	10. Establish and implement strategic initiatives that align with the London Music Strategy and London's Cultural Prosperity Plan.	City; Tourism London; LAC			
	11. 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.	Tourism London; LCC			
	12. Support the economic sustainability of individual tourism and hospitality businesses.	Tourism London			



Recommended Performance Metrics

- Number of arts and culture events
- Number of positive news stories about art and culture in London
- Residential population and employment densities in London's downtown
- Physical and streetscape improvements
- Amount of public investment in the city's downtown
- Number and value of redevelopment projects in the downtown
- Downtown commercial vacancy rate
- Change in commercial property valuation in downtown
- Annual average hotel occupancy rate
- Annual number of celebrations and festivals in London and number of visitors

4.4.5 Economic Priority: A top quality workforce

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. London benefits from the presence of a world class university which attracts students and faculty from a wide variety of backgrounds and cultures. Despite this, London has a proportionally smaller immigrant community when compared to similar sized cities. If London is to succeed in developing the workforce it needs to support long term economic growth, work must be done to address barriers to employment. There is also the need to focus attention and imagination on the unique elements of the City that set it apart and support our business community in the attraction of talent they need to be successful.

5 Year Objectives	Action Plan	Lead(s)	Ongoing	Short	Medium
Ensure local employers have access to the talent they require	1. Support the creation of a provincially driven local employment planning council to inventory local skills capacity against employer needs.	City; ESCLM; EMOWPDB			
	2. Increase the small business community's awareness of, and access to, labour market information and resources to assist their efforts in achieving best practices in employee recruitment and retention.	LEDC; ESCLM; LMIEC; EMOWPDB			
	3. Strengthen London's local workforce retention and attraction strategy targeting those occupations that will support employer needs, now and in the future.	LEDC; ESCLM; EMOWPDB			
	3.1. Use employment projections and jobs demand data to inform future skills and hiring demand.	City; LEDC; EMOWPDB			



	4. Work with partners to increase the engagement of the business community to provide information and input on current and future labour market needs to ensure programming alignment.	Fanshawe College; ESCLM; EMOWPDB			
	5. Explore partnership opportunities with Fanshawe College and Magnet (a not-for-profit initiative co-founded by Ryerson University and the Ontario Chamber of Commerce to connect jobs to people).	LEDC; Fanshawe			
Bolster the local and regional supply of skilled trades and STEM (science, technology, engineering, and math) occupations.	6. Advocate that the Province develop curriculum to promote the advantages of skilled trades as a career.	Fanshawe; LEDC; School Boards			
	7. Advocate for changes to the Ontario College of Trades.	Chamber			
	8. Educate the educators (schools/colleges/guidance counsellors/parents) on the importance and viability of skilled trades as well as stem careers (science, technology, engineering, and math) as a career.	Fanshawe; LEDC; TAN; EMOWPDB School Boards			
	9. Support the efforts of local and regional agencies working to promote skilled trades and technology related careers to youth.	Fanshawe; LEDC; TAN; EMOWPDB School Boards			
	10. Promote the Ontario Youth Apprenticeship Program (OYAP) as a viable and cost effective career path.	School Boards; TAN; EMOWPDB			
Promote the importance of diversity and inclusivity as drivers of London's workforce and economy	11. Showcase and celebrate the diverse backgrounds of Londoners	CCLC; City; ESCLM; EMOWPDB			
	11.1. Proactively build bridges between London's different cultural organizations	CCLC; City			
	12. Create a promotional campaign oriented towards London's businesses demonstrating inclusivity and the value of racial and cultural differences and in their workforce.	Chamber; LMIEC			
	12.1. Work with employers to strategically champion the attraction and retention of immigrant talent as a driver of local economic growth.	LMIEC; EMOWPDB			
	13. Ensure City owned/controlled operations incorporate cultural awareness training into their standard practices.	City			
	13.1. Encourage small businesses to participate in cultural awareness training.	Chamber			
	14. Increase supports and profile of community partnerships supporting diverse and inclusive hiring, retention practices, and immigrant workforce integration.	SBC; Chamber; LMIEC			
	15. Strengthen London's business and networking programs to include business owners from different ethnic backgrounds.	Chamber			



Encourage deeper connections between post-secondary students and the city	16. Increase the number of local internship opportunities for post-secondary students.	Western University; Fanshawe College			
	17. Work with local students to continue to support, improve, and increase uptake of "YourLondonCalling.ca" (The website was built by students for students as a way to welcome post-secondary students to London, and encourage them to explore every aspect of London.	Western University; Fanshawe College			
	18. Encourage deeper linkages and collaboration between local post-secondary institutions and community organizations when planning and executing major school events. London's downtown should be leveraged as a community focal point.	Downtown London			
	19. Support initiatives that connect international student graduates with employers.	Western University; Fanshawe College; LMIEC; EMOWPDB			

Recommended Performance Metrics

- Number of work placements with London businesses
- Number of people employed in STEM occupations
- Number of job postings associated STEM occupations
- Annually committed post-secondary funding
- Number of direct newcomers to London
- Employment rate of newcomers
- Positions that remain unfilled longer than 3 months
- Youth unemployment rate (18-24 years)
- Perception of London as a great place to live and work



4.4.6 Economic Priority: A national centre of excellence for medical innovation and commercialization

London’s medical sector is one of the largest and most comprehensive in the country. Collectively, the community’s hospital network employs over 15,000 people including clinicians and support staff across seven campuses, over 40 community teaching sites and a dozen premier research centres including two internationally renowned research institutes. Further, 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 Innovation and Commercialization Network (LMICN), 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.

5 Year Objectives	Action Plan	Lead(s)	Ongoing	Short	Medium
Develop a globally significant brand that will advance the growth of the city’s cluster of healthcare research and enterprises	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.	LMICN			
	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)	LMICN			
	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.	LMICN			
	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.	LMICN			
	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.	LMICN			
	4.1. Initiate a recruitment strategy to attract a top quality candidate for the role of CEO of LMICN	LMICN			



Foster greater collaboration between the LMIC Network, local and regional economic development stakeholders and the business community	5. Work with our institutional partners to promote partnership opportunities between WORLDiscoveries, TechAlliance, LEDC, and local Angel Networks that support entrepreneurs, start-ups and existing businesses.	LMICN CEO			
	5.1. Identify new opportunities for strategic partnering with other organizations and institutions that focus on key priority areas that support collaboration and networking.	LMICN CEO			
	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.	LMICN CEO			
	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.	LMICN CEO			
Ensure the necessary infrastructure is in place to enable the attraction of new industry partners and healthcare enterprises	8. Support LMICN's planned facilities expansion and investment attraction plan for Western Discovery Park.	LMICN; Western University			
	9. Investigate the need for a central Research Centre with a primary focus on Medical Innovation; consideration should be given to accessible and sustainable space.	LMICN			
	10. 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.	LMICN CEO			

Recommended Performance Metrics

- The number of full-time, sustainable jobs created by the implementation of the Strategic Plan by the LMICN
- The amount of investment leveraged in the LMICN
- The number of new businesses that are established in the Discovery Park and/or London as a result of the access to the LMICN
- Increases in assessment in the City for non-institutional properties created or fostered by the LMICN
- Additional investment leveraged from others as a result of implementing the LMICN
- Increases in building permit activity in the City created or fostered by the LMICN





5 Implementation

Implementation principles

This Community Economic Road Map will only be successful if the actions are undertaken and if there is measurability of performance.

To ensure this, it is vital to identify and make the best use of the resources available to the city and partner organizations, develop effective relationships with new stakeholders and ensure that current partnerships are strengthened. It is also essential to identify shared priorities with other agencies and organizations in order to maximize the impact of the Community Economic Road Map and ensure the best outcomes for the community.

This is just the beginning...

This is a strategy for the whole of London. The successful achievement of these goals and actions will need the support of all organizations, companies, entities and individuals with an interest in the development of London's economy and shared prosperity. Implementation will be a collective endeavour. There is significant need for participation, and more importantly partnership, to deliver on the goals, objectives and actions within.

This Community Economic Road Map is a starting point – not an end point – of a process that will yield increased prosperity in the community and a position on the global stage of economic centres. The Road Map therefore is broad and high-level out of necessity. The City's economic development partners will be vehicles for creating more specific implementation plans for these goals, as well as in partnership with the private, public and non-profit sectors.

The objectives and actions are concepts; bold ideas that require partners to assist with endorsement, support or resources. These concepts, while highly supported in the community, will require more time and effort to refine and implement. It will require action by a large number of organizations, working together to effect change and yield results. To achieve this, it is imperative that an array of partners join in this endeavour.

To ensure support for the intent and implementation of the Community Economic Road Map, key stakeholders have been engaged throughout the Road Map's development process. For each activity in the Road Map a lead stakeholder has been identified. The lead stakeholders will be responsible for convening additional stakeholders undertaking related work in that area.

Collaboration is not always easy and yet it is worthwhile and pivotal to the long term economic growth of the city of London. Collaboration will require trust, flexibility and capacity to try new things; helping to mobilize complementary resources such as knowledge, finances and legitimacy.

In particular the Road Map will require:

- Working in close association with London Economic Development Corporation and the London Chamber of Commerce to identify respective leadership and support roles in the execution of initiatives and actions
- Collaborating with a broad range of economic development partners, including area municipalities, educational institutions and external agencies and associations



- A stronger relationship with the Government of Ontario that supports and facilitates economic development activities that are mutually beneficial and meet the City of London's strategic intentions
- Leveraging all the departments throughout the City of London that affect economic development and ensuring an effective integration of the Economic Road Map and subsequent implementation plans
- Ongoing consultation and engagement with key business and community leaders in London to ensure that the Road Map is effectively supporting existing London businesses
- The allocation of resources that currently support economic development programs or initiatives to align with the Community Economic Road Map

Strong leadership is required...

A plan of this kind will face challenges in its implementation. As a result, its success will rely on the ability of different organizations to work together around common objectives and to influence decision makers at the local, provincial and national level. This will require, to some extent, a high-level approach to affecting the change set out in the Road Map and strong, informed leadership that is able to direct the development of a detailed implementation plans. The development of the Road Map benefited from the input of more than 300 people with ideas and energy for a new vision for London.

Next Steps

This Road Map outlines economic priorities, objectives, actions and leads. Moving forward, each objective and action area will require a detailed Implementation Plan outlining tactical steps and resourcing requirements. These Implementation Plans will be developed by the lead organizations with the support of partnering organizations and stakeholders. It is understood that some actions will require additional financial and human resources from public and private sector partners to implement.

To ensure success:

1. The Current Partnership Panel Steering Committee will transition into the Economic Partnership Advisory Panel. This group will be supplemented by three additional members.
2. Action Teams will be established for each economic priority, comprised of business, government and community partners.
3. Each Action Team will define terms of reference, alignment and engagement agreements, and create/finalize implementation plans.
4. Action Team Leads will report to the Economic Partnership Advisory Panel with regular updates on performance against economic priorities and objectives. This reporting will include recommendations for continuous improvement.
5. The Economic Partnership Advisory Panel will monitor and assess the performance of each goal area. To this end an annual progress report related to the economic priorities, objectives and actions of the Road Map will be prepared.
6. The Chair of the Economic Partnership Advisory Panel will provide regular annual progress reports on overall performance to the Strategic Priorities and Policy Committee of Council to seek strategic direction and advice and to ensure alignment with Council's Strategic 2015-2019 Plan.
7. Develop and deliver an annual Community-Wide Economic Road Map Summit to encourage dialogue, linkages, collaboration and support between local, provincial and federal partners.
8. The City, LEDC and the Chamber will be the coordinating body and provide support to the Action Teams, and the Economic Partnership Advisory Panel.





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London Council Members

Mayor	Matt Brown		
Ward 1	Michael van Holst	Ward 8	Paul Hubert
Ward 2	Bill Armstrong	Ward 9	Anna Hopkins
Ward 3	Mo Mohamed Salih	Ward 10	Virginia Ridley
Ward 4	Jesse Helmer	Ward 11	Stephen Turner
Ward 5	Maureen Cassidy	Ward 12	Harold Usher
Ward 6	Phil Squire	Ward 13	Tanya Park
Ward 7	Josh Morgan	Ward 14	Jared Zaifman

Community and Business Leaders

Deeq Abdi	Bob Di Fruscia	Joel McLean	Paul Seed
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David Billson	John Finan	John Nicholson	Toby Stolee
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City Senior Leadership Members

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John Braam	Sandra Datars Bere	Veronica McAlea Major
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Kapil Lakhotia,	London Economic Development Corporation
Gerry Macartney,	London Chamber of Commerce
Kate Graham,	City of London
Cathy Dziedzic,	City of London
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All photos within this document have been provided by Richard Bain. As special thank you to Richard.



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City of London

London Community Economic Roadmap – Appendices

November, 2015



Appendix A-1: Technical Report Summary

Introduction

London's economy has changed considerably over the last several decades. As with other communities across Canada, the city's traditional sources of employment and economic growth in goods-producing sectors continues to be replaced by new, and often fundamentally different, sources of growth and prosperity in more service-oriented sectors. The resulting economic reality mandates new and more holistic community-based approaches to economic development planning. This includes approaches that coordinate the efforts of the diverse range of stakeholders and organizations in a community that influence the city's economic prosperity.

London's Community Economic Roadmap is intended to provide a framework to ensure that the city evolves with a strong economic base to generate the services that support its current and future residents, while fostering new and high value jobs that are sustainable, in sectors and occupations that encourage the prosperity of the city and its residents over the long term.

The purpose of the Technical Report is to provide an understanding of London's performance relative on a wide range of demographic and labour force characteristics, business trends, and market competitiveness factors, to offer a deeper understanding of the competitive position of London's economy and its contributing industries. In creating this baseline understanding of opportunities and challenges, the report provides the necessary background information required to frame the strategic directions for the community over the longer term.

Key Observations

Demographic Trends

London's population has grown only moderately between the last two census periods, falling slightly behind the province, but leading mid-sized comparators like Hamilton, Waterloo, and Windsor. Despite its younger age characteristics in 2011, the population trends suggest that London is poised to experience similar aging characteristics as other areas of Canada and Ontario. In 2011, the city held a comparatively small share of young, working-age population, and higher shares of population between 45 and 64 years old. Growth and age characteristics have taken on more prevalence of late in economic development, particularly related to a community's ability to meet business demand for both new workers to support growth, and workers to replace retiring employees. Not only does a strong population growth rate suggest an ability to meet economic development opportunities in a community, it can also be an indication of how welcoming or attractive that community may be to newcomers. From that perspective, London's slower growth may be a challenge.

The bulk of new residents that arrived in London between 2006 and 2011 were internal migrants, coming from other parts of Ontario. However, new residents from other provinces made up a comparatively strong proportion of internal migrants in London over that time period, suggesting a strength that may be leveraged in talent attraction.



Immigration remains a key challenge. Though London has a comparatively large visible minority³ population, the city's immigrant population remains smaller than that of the province and other mid-sized cities. However, more recent immigration trends place the city in a more competitive position, with London attracting strong levels immigration from Asian and Latin American countries. Considered within the context of migration trends, this suggests a strengthening position as a destination for new Canadians. Statistics Canada has projected that at some point between 2011 and 2016, Canada's immigrant population will account for upwards of 100% of net labour force growth, underscoring the importance of immigrant attraction and retention prospects for a city. Reflecting on internal migration trends, it appears as though London holds a strong position as a secondary destination for migration within Canada, which may be leveraged to support growth of immigrant population as well.

London's existing population is slightly more educated than the province, holding a higher share of those with post-secondary credentials in 2011. Among this population, credentials are concentrated in fields like business, management, and administration; architecture, natural resources, and conservation; health; and education. Despite this advantage though, there are slight differences between the province and London with regards to managerial/professional level and technical level credentials. London holds a higher proportion of its population with post-secondary credentials at the college and other non-university certificate or diploma level than the province, and a lower proportion of its population with university-level certificate or diploma credentials. In short, London's population remains highly skilled, but the lower proportion of those with university-level credentials may influence the city's supply of workers able to engage in the highest skill or managerial occupations in the city's key growth sectors.

Perhaps reflecting the educational attainment levels in London, the city has also experienced more moderate levels of growth in personal and household income than the province. In 2011, both the median household and personal income levels in London fell behind the province and most mid-sized comparator communities. Overall, a higher proportion of London's households reported household income below \$60,000 than the province in 2011. In line with these challenges, London also holds higher prevalence of low income⁴ individuals than the province, and a lower prevalence than only Windsor among comparators. The issue is slightly more critical among those younger than 18, where London held a higher percentage of its population living in low income households than the province, and all other mid-sized comparators.

From a demographic perspective, the city faces challenges related to the income level and skills of its population, paired with slower growth and aging trends. Each of these challenges poses a potential barrier to the engagement of London's residents in its long term economic plans. However, the demographic trends also seem to suggest that it is increasingly welcoming new residents, and is positioned to support growth from a diverse range of sources. This, in part, may assist with addressing the city's more notable demographic challenges.

Labour Force, Employment, and Business Trends

Unemployment rates remain a key indicator of labour force engagement and local economic performance. London's current unemployment rate is generally in line with provincial unemployment rates, though higher than some comparators like Hamilton, Kingston, and Kitchener-Waterloo. For youth (i.e. those

³ Visible minority refers to the visible minority group to which the respondent belongs. The *Employment Equity Act* defines visible minorities as 'persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour.'

⁴ Statistics Canada, National Household Survey, 2011. Low income measures (LIMs), are relative measures of low income, set at 50% of adjusted median household income. These measures are categorized according to the number of persons present in the household, reflecting the economies of scale inherent in household size.



aged 15 to 24), unemployment rates are also generally similar to provincial levels, though slightly behind cities like Hamilton and Kitchener-Waterloo. In short, London's challenges are not uncharacteristic of those across the province, but likely still require additional efforts to ensure that all individuals have the skills and support required to engage in the labour force.

As with most Canadian communities, sources of employment and job growth in London have shifted to more service-producing sectors of the economy. Industry and occupational growth from 2006 to 2011 supported this continued shift, as sectors like accommodations and food; and arts, entertainment, and recreation generated growth, in addition to health and education. In 2011, the health care, retail, and education sectors accounted for the majority of employment in the city, with manufacturing retaining a notable share of employment despite declines. Much of the hiring demand over the last year supports the emergence of more service-based job demand as well. Interestingly, the manufacturing sector accounted for approximately 11% of hiring demand in 2014, suggesting resiliency in some key sectors like defence and food, likely in the replacement of older workers.

To 2025, the city is expected to see growth of 19,650 new jobs, primarily in health care; professional services; education, and accommodation and food services in service-producing sectors; and construction in the goods-producing sector. Despite an overall decline of employment in manufacturing, several key sectors like food, beverages, and machinery manufacturing are expected to maintain their employment levels over the next decade. Demographic trends suggest that London will be able to meet the projected employment demand over the next 10 years, particularly through in-migration. However, this underscores a need to support talent attraction and retention efforts, and continue making London a welcoming community.

Business growth in London has particularly been driven by small businesses and the self-employed over the last five years. Small businesses (i.e. one to four employees) and the self-employed continue to make up the majority of the city's business base, and grew at comparatively higher rates than their larger counterparts from 2008 to 2013. In addition to that small business base, the city maintains a base of large (i.e. 100+ employee) businesses in sectors like health care, manufacturing, and transportation and warehousing. Much of the recent hiring demand has been driven by the city's largest employers, with Western University, London Health Sciences Centre, St. Joseph's Health Care, and Service Canada generating 9% of total job postings across the city in 2014. London's business base holds a combination of large and established employers paired with a dynamic small business and entrepreneurial sector driving growth in both knowledge and service-based areas of the economy.

Labour force, employment, and business trends point to an economy that is continuing its transition away from traditional sources of economic development. Institutional sectors, particularly in the city's health and education sectors, are becoming a key source for all types of employment in the city, and are expected to continue playing this role in the future. Further, service-based sectors continue to develop to meet London's population growth and status as a commercial centre in southwestern Ontario. However, the city's historic sources of business activity and employment growth persist in spite of this shift, with high-skill and technology-based manufacturing subsectors replacing more traditional labour-intensive or low-skill activities.

Market and Environmental Trends

London has generated a moderate, but increasing, level of building activity in the city over the last five years. However, that level of activity has lagged behind both the province and southwestern Ontario. The city's residential sector has driven overall building activity, accounting for the majority of construction



value in each of the five years, and generally increasing over that time period as well. With residential growth, both the commercial and institutional sectors have attracted notable levels of activity, with commercial permit values growing by over 50% in five years. The industrial sector has lagged behind other sectors, generally trending downward from a peak value of \$75 million in 2011.

Tax assessment and tax revenue trends point to the comparative strength of the residential and commercial sectors in the city as well. Tax revenues continue to be balanced towards the residential sector (at a stable split with non-residential), while assessment growth in both residential and commercial sectors has continued at a moderate pace. In contrast, industrial assessment declined slightly from 2009 to 2013, suggesting that growth in the sector has been unable to offset limited investment in new or revitalized industrial facilities, and loss of occupied industrial space.

Most of these development trends have been occurring within the context of declining tax rates and development charges in the city, improving its competitiveness. However, the city's industrial land inventory continues to decline, with gaps in market choice and barriers to development standing in the way of expanding shovel-ready supply. Total industrial land supply has declined by 517 hectares since 2009, sitting at just 1,232 hectares in 2014. The remaining public and private sector supply faces barriers related to location and distance to Highway 401, lack of servicing, and reluctance to service new lands. This limited potential for development exacerbates challenges associated with market choice in the city, namely the lack of general industrial and office business park lands at a range of parcel sizes. Existing strategies stress expansion of the shovel-ready inventory to accommodate large-scale external investment in the industrial sector. However, gaps in market choice and barriers to development suggest a broad-based strategy inclusive of both external and internal investment considerations, and public and private efforts, is needed to best position the city for growth.

The moderate activity generated across the city over the last five years is notable, but continues to lag behind the province and adjacent areas. This stands in contrast to the city's position as a regional centre for southwestern Ontario. As a result, the broader development and business community across London, in addition to the City of London, needs to continue working to improve the competitiveness of the city for new internal and external investments, while further balancing the level of activity between the residential and non-residential sectors, and in particular, the industrial sector.

Summary

All of the information contained in the technical report, together with the intelligence and insight derived from the stakeholder engagement process will serve to inform the reporting of strengths, weaknesses, opportunities, and threats for economic growth and development in London. These results in turn will assist with framing the strategic direction for London's Economic Roadmap, meant to guide all economic and community development stakeholders in London towards a more economically prosperous city.



Appendix A-2: SWOT Report Summary

SWOT Approach

A starting point for the development of London's Community Economic Road Map was a comprehensive review of the local and broad provincial economy. This resulted in the preparation of a technical report that discusses London's recent performance against a wide range of social, demographic and economic indicators considered relevant to the preparation of the Community Economic Road Map. The report serves to inform the discussion as to the challenges and opportunities facing the city of London in its efforts to enhance its value proposition to attract and retain business and investment to the city, as well as its appeal to and support of existing and future residents.

Building on this work, the SWOT Analysis Report (strengths, weaknesses, opportunities and threats) provides further indication of the city's ability and capacity to support the attraction, retention and expansion of business investment across traditional and emerging industries. This was accomplished through the following activities:

- A review of relevant background documents
- A series of interviews conducted with local business owners, community stakeholders, leaders of educational institutions, economic development partners, as well as elected officials and senior management within the City of London (between February and April 2015)
- A workshop session with the Community Economic Road Map Partnership Panel (April 2015)
- An electronic survey directed primary at the London's business community
- An electronic survey directed at the broader community

As of May 2015, input and information has been obtained from approximately 340 business and community leaders across the city.

A SWOT Defined

For the purposes of this report a SWOT is characterized in the following terms.

- Strengths (Positive, Internal): Positive attributes or assets currently present in London by comparison to the region or Province
- Weaknesses (Negative, Internal): Local issues or characteristics that limit the current or future growth of the city
- Opportunities (Positive, Internal and External): Areas where the City of London and its partners can remedy or limit its weaknesses or capitalize on current trends and investment
- Threats (Negative, External): Trends that threaten London's economic growth

Major SWOT Themes

The major themes of the SWOT analysis are summarized below.

Strengths

- High quality of life and strong quality of place characteristics
- Location and transportation connections a draw for business



- Resilient industrial and manufacturing base
- Growing number of entrepreneurs and small knowledge-based industries
- Network of business development and support structures
- Strong base of public sector employers

Weaknesses

- Quality of local transportation infrastructure
- Labour force skill gaps
- Youth retention
- Cultural diversity and inclusiveness
- Limited collaboration on economic development
- Lack of capital and resources to support business start-ups and commercialization
- Lagging industrial construction values and assessment growth
- Limited market choice for land and commercial buildings
- Brand strength and awareness
- Limited profile with provincial and federal governments
- Lagging investment in downtown London

Opportunities

- A revitalized downtown
- Stronger City branding and community story-telling
- Leadership on transformational economic development opportunities
- Emergence as an entrepreneurial city
- Embrace diversity and inclusivity
- Talent attraction and retention
- Improve mobility choices
- A targeted approach to investment attraction
- Improved coordination and communication of economic development priorities

Threats

- Canada's economy seen as volatile
- Manufacturing employment continues its decline
- Federal and provincial budget constraints
- Limited municipal revenue sources
- Regional competition for talent and investment