WHO IS THE LEDC?

Who We Are

As the lead economic development agency in London, Canada, the LEDC develops sustainable economic advantage through the growth of local business, attraction of new foreign investment and scale-up support. LEDC focuses on growing London’s primary economic sectors – advanced manufacturing, food and beverage processing, digital creative, health, and professional services. Growth in these sectors creates additional jobs through supply chains, service, retail industries, and more.

The Team

The LEDC employs experienced professionals who provide information, advice, and assistance to growing London businesses and foreign investors.

Jack Adams
MANAGER, BUSINESS DEVELOPMENT

Candace Campbell
SPECIALIST, BUSINESS DEVELOPMENT

Robert Collins
DIRECTOR, WORKFORCE DEVELOPMENT

Ashley Conyngham
DIRECTOR, MARKETING & COMMUNICATIONS

Bhavika Dalal
ACCOUNTING SPECIALIST

Kapil Lakhotia
PRESIDENT & CEO

Rachael Luby
SPECIALIST, COMMUNICATIONS

Lia Ludaes
ADMINISTRATIVE SPECIALIST

Larry Mackinnon
DIRECTOR, BUSINESS DEVELOPMENT

Brittany Maia
MANAGER, BUSINESS DEVELOPMENT

John Pollock
CONSULTANT, BUSINESS DEVELOPMENT

Sandra Zarate
BUSINESS SUPPORT SPECIALIST
ACTIVITY UPDATE

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VISION
Delivering prosperity

MISSION
Grow our economy through attraction of new investment, acceleration of local business, and building stronger workforce capacity.

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXPANSIONS AND ATTRACTIONS</td>
<td>$870M</td>
<td>$55M</td>
</tr>
<tr>
<td>JOBS ADDED</td>
<td>3,100</td>
<td>1,370</td>
</tr>
<tr>
<td>GRANTS AND SUBSIDIES</td>
<td>$72M</td>
<td>$16M</td>
</tr>
<tr>
<td>FACILITATED CREATION OF IN NEW JOBS STATE</td>
<td>21K</td>
<td>$2.5B</td>
</tr>
<tr>
<td>ANNUAL PROPERTY TAX REVENUE</td>
<td>$20+M</td>
<td>$20+M</td>
</tr>
</tbody>
</table>
For over 20 years, since its inception in 1998, the London Economic Development Corporation (LEDC) has been successful in attracting new employers to London, as well as assisting hundreds of companies with local expansions.

At the same time, global investment climate, demographics shift, gaps in the local labour market, and changing client needs have necessitated a fresh look at LEDC’s programming and strategic plan.

The LEDC’s goal is to continue developing economic activities across targeted industry sectors, leading to job creation through attraction, retention, and entrepreneurship activities.

The LEDC is governed by an independent board, comprised of accomplished business and community leaders.

Board of Directors

Aaron Atcheson  
PARTNER  
MILLER THOMSON LLP

Stephen Bolton  
PRESIDENT & CEO  
LIBRO CREDIT UNION

Stephanie Ciccarelli  
CHIEF BRAND OFFICER  
VOICES.COM

James Crich (Chair)  
PRESIDENT  
AUBURN DEVELOPMENTS INC.

Peter Devlin  
PRESIDENT  
FANSHAWE COLLEGE

Shantal Feltham  
PRESIDENT & CHIEF EXECUTIVE OFFICER, STIRIS RESEARCH INC.

Keith Gibbons  
FORMER PRESIDENT  
McCORMICK CANADA CO.

Martin Hayward  
CITY MANAGER  
CITY OF LONDON

Ed Holder  
MAYOR  
CITY OF LONDON

Kapil Lakhotia  
PRESIDENT AND CEO  
LEDC

Andrew Lit  
GENERAL MANAGER  
BROSE CANADA

Gerry Macartney  
CEO & GENERAL MANAGER  
LONDON CHAMBER OF COMMERCE

Michael Schmalz  
PRESIDENT  
DIGITAL EXTREMES

Dr. Alan Shepard  
PRESIDENT & VICE CHANCELLOR  
WESTERN UNIVERSITY

Cathy Siskind-Kelly  
CO-OWNER  
BLACK FLY BEVERAGE COMPANY

Lynn Smurthwaite-Murphy  
PRESIDENT  
STARTECH.COM
WHO IS THE LEDC?

Strategic Functions
LEDC has set the following broad strategic functions in order to achieve the above goals.

<table>
<thead>
<tr>
<th>Grow</th>
<th>Invest</th>
<th>Talent</th>
<th>Engage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foster scale-up activity with existing businesses and support long term resiliency by addressing common barriers to growth.</td>
<td>Attract new investment and job creation opportunities where we can offer a unique or compelling solution that solves a real need for companies.</td>
<td>Assist employers in connecting with various talent pools and develop better capacity to recruit and retain workforce.</td>
<td>Build a stronger brand for London, improve our visibility to attract capital and talent, and develop a network of collaborators in the region.</td>
</tr>
</tbody>
</table>

Key Organizational Objectives

**Facilitate** growth of a knowledge, technology, and innovation-based economy.

**Develop** bold, creative, and future-focused initiatives to target new investment opportunities and to help accelerate growth of local companies.

**Collaborate** with other organizations on a unified “London FIRST” approach, identify gaps in service offerings, and reduce overlap to better serve local companies.

**Build** robust workforce capacity, improve our labour force participation, and find innovative ways to connect employers to talent.

**Champion** positive and collaborative economic narrative within the city.

**Attract** new business and foreign direct investment to London, and assist those companies with navigating government programs, regulatory approvals, and connecting with the local business environment.
Key Success Drivers

1. Clusters
   OBJECTIVE
   Design creative ways to grow our key clusters through industry events, research and development, infrastructure investments, skills training, and access to financing.

2. Infrastructure
   OBJECTIVE
   Work with various groups responsible for infrastructure development, such as the Industrial Land Development team and Planning Division at the City to support the development of market-ready infrastructure.

3. Workforce
   OBJECTIVE
   Assist employers with their workforce strategies to ensure they have the talent they need to scale by connecting employers to talent pools, academic institutions, and professional development opportunities.

4. Government Commitment
   OBJECTIVE
   Advise the City of London on creating a business friendly municipal environment and advocate for important local economic development issues with senior levels of government.
SECTORAL FOCUS

Advanced Manufacturing | Food and Beverage Processing | Digital Creative | Health | Professional Services

LEDC acts as a catalyst for economic growth in the city and as such, works to grow the driving sectors. These are external economic sectors that help attract new investment, jobs and infrastructure to the city, which in turn create additional jobs through supply chain benefits, service industry and more. This multiplier effect creates significant wealth and prosperity for Londoners.
ADVANCED MANUFACTURING

With more than 34,300 employees and 500 companies, the advanced manufacturing sector in London represents approximately 12% of all employment in the region. Defense and composite material-based products are driving growth in this sector, as well as the automotive and transportation industries.

London’s advanced manufacturing companies are focusing on high automation, robotics and technology to produce high-value products, as well as diversifying the sector through industries such as aerospace, sporting goods, and building products.

In 2019 LEDC assisted with dozens of manufacturing expansions and attractions and held its annual Manufacturing Matters conference to bring this growing sector together. LEDC also assisted with the Canadian Manufacturers and Exporters Scholarship Awards Recognition Night and partnered with the Excellence in Manufacturing Consortium to host various events throughout the year.

CLUSTER INCLUDES:
Convenient access to raw materials and major markets has historically been one of the leading reasons for attracting agri-food companies.

London now has more than 90 food and beverage processing companies employing over 7,000 people and focused in baked goods, meat products, frozen desserts, spices, honey, alcoholic beverages and more.

There are tremendous supply chain benefits that arise from new food and beverage processing operations, including raw material processors, temperature controlled logistics, food grade packaging, and specialized automation equipment.

London has enjoyed tremendous success in attracting new food companies such as Maple Leaf Foods, Dr. Oetker, Natra, and Original Cakerie. There has also been a lot of activity with local food entrepreneurs starting and growing micro-breweries, health foods, and fermented products. In 2019 LEDC focused on further developing and supporting these emerging subsectors through programming and R&D.

**DID YOU KNOW?** London’s food and beverage processing sector is a subset of the manufacturing sector, which has grown so much over the years it has positioned London as one of the best places for food processors in Ontario.

**CLUSTR INCLUDES:**
SECTORAL FOCUS

DIGITAL CREATIVE

London is a booming creative and technical centre in Ontario. The city has more than 350 companies employing over 9,000 people, focused in many subsectors including digital media, information and communication technology (ICT), and software development.

LEDC worked with a number of digital creative companies in 2019, to connect them to talent, capital, infrastructure, and training. In addition, LEDC hosted industry-focused events, such as our inaugural Digital Creative 519 event, Deloitte’s Technology, Media and Telecommunications Predictions, and a Forest City Film Festival networking event to connect tech experts to filmmakers.

DID YOU KNOW? London is home to some of the fastest growing technology companies and top places to work in Canada.

Objective: Develop a stronger cluster of technology companies, helping to scale existing companies through higher visibility, talent development, accessing capital, and new academic programs.

CLUSTER INCLUDES:

- NORTHERN
- DIEBOLD NIXDORF
- bigbluebubble
- digital echidna
- RACE ROSTER
- AUTODATA SOLUTIONS
- tbk
- IO INDUSTRIES
- PSD
HEALTH

London’s Health Care sector employs more than 25,000 people, primarily at front line health care delivery organizations and research institutes. Areas of expertise include biomedical, biotechnology, medical devices, clinical trials, medical imaging, xenotransplantation, and advanced robotic surgery.

LEDC worked with research and commercialization partners to assist with new start-up and scale up activity and to refer businesses to London’s various research and development capabilities.

DID YOU KNOW? Medical firsts happen here in London.

1920 Dr. Frederick Banting puts to paper his 25-word hypothesis that leads to the discovery of insulin.

1987 WORLD FIRST Pacemaker cardioverter-defibrillator (PCD) is implanted at University Hospital.

1997 WORLD FIRST Transplantation of the liver, bowel, stomach, and pancreas into a five-month old infant, the youngest recipient of a multi-organ transplant at LHSC.

2012 WORLD FIRST Research led by Western University’s Dr. Kang (supported by Sumagen Canada) results in the first and only preventative HIV vaccine based on genetically modified killed whole virus proceeding to human clinical trials.

2012 WORLD FIRST Research led by Dr. Adrian Owen of Western University’s Brain and Mind Institute makes history by discovering a way to communicate with patients in a vegetative state through brain imaging.

2018 WORLD FIRST LHSC surgeons performed world-first robotic aortic valve replacement on patient using da Vinci robot.

Objective: Better engagement with early-stage companies with scaleable potential and market London’s medical innovations and R&D capabilities for investment opportunities.

CLUSTER INCLUDES:
PROFESSIONAL SERVICES

London's higher education institutions, government offices, regional headquarters, contact centres, and many corporate offices make up a large component of our economic base. With over 56,800 employees, London's professional services sector enjoys a solid reputation for well-educated and experienced talent.

A significant number of occupations in London's economy come from Professional Services. These are highly skilled occupations requiring special training in education, sciences, business, finance, and customer service, such as accountants, engineers, and lawyers.

In 2019, LEDC delivered a number of workshops, professional development programs, and events to further develop London's professional, scientific and technical services sector.

**DID YOU KNOW?** Many companies in London's professional services sector are recognized as some of Canada’s best managed companies and places to work.

**Objective:** Further develop the professional, scientific and technical services sectors through lower cost office space, talent development and marketing innovation and R&D capabilities.
STRATEGIC OBJECTIVES

The LEDC’s activities are driven by four strategic objectives – to accelerate business growth, attract new investments, connect employers to talent, and engage with local, national, and international audiences about what’s new and exciting in London.

From training workshops and programs to events, all of the LEDC’s initiatives are driven by these objectives and are established for London’s largest and fastest growing sectors.

As companies increasingly seek skilled talent to support their business growth, workforce development will remain a key priority for the LEDC over the coming years.
GROW

The LEDC offers existing London businesses a comprehensive suite of services designed to facilitate sustainable long-term growth.

Our staff assist local companies with supply chain development, market research, feasibility studies, building local partnerships, and other services that build sustainable clusters.

Referrals we often make: Small Business Centre, City of London, Canadian Centre for Product Validation, Export Development Canada, TechAlliance, Downtown London, London Chamber of Commerce, CARiB Labs, Western Research Parks, Pillar Nonprofit Network, Leap Junction, Propel Entrepreneurship & many more

OBJECTIVE: Foster scale-up activity with existing businesses and support long term resiliency by addressing common barriers to growth.

<table>
<thead>
<tr>
<th>RETENTION FILES*</th>
<th>JOBS RETAINED</th>
<th>ACTIVE EXPANSION FILES</th>
<th>COMPANIES WORKED WITH</th>
<th>REFERRALS MADE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>6</td>
<td>851</td>
<td>83</td>
<td>590</td>
</tr>
<tr>
<td>2018</td>
<td>3</td>
<td>90</td>
<td>57</td>
<td>509</td>
</tr>
</tbody>
</table>

COMPANIES WORKED WITH
INVEST

Initiatives in this portfolio focus on developing new investment and job creation opportunities in target markets best suited to match with London’s key sectors. When appropriate, LEDC’s attraction activities are coordinated with Federal and Provincial investment and trade representatives.

**Objective:** Attract new investment and job creation opportunities where we can offer a unique or compelling solution that solves a real need for companies.

<table>
<thead>
<tr>
<th>INVESTMENT MISSIONS</th>
<th>ATTRACTION FILES</th>
<th>FDI PROPOSALS</th>
<th>SITE SELECTION TOURS</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>74</td>
<td>97</td>
<td>21</td>
</tr>
<tr>
<td>10</td>
<td>78</td>
<td>78</td>
<td>18</td>
</tr>
</tbody>
</table>

**Companies Worked With:**

- INDIVIA
- MAPLE LEAF
- NORTHERN
- Bel Col
- weedmd
- ALTAIR

**Green Solutions**

PLASTIC LUMBER
(A DIVISION OF TRI-COUNTY PLASTICS)
TALENT

The LEDC has been recognized as being one of the first economic development agencies in Canada with a dedicated Workforce Development focus. The overall mandate of this portfolio is to work with the business development team and provide workforce development services to their clients, which help support expansions and growth.

We connect employers to education institutions, employment support agencies, key contacts in the community, and have developed an employer checklist to ensure success. New supports to provide human resource (H.R.) best practices for small and medium-sized enterprises (SMEs) have been implemented.

Key focus of this portfolio includes:

- Employers
- Newcomers
- Post-Secondary

Objective: Assist employers in connecting with various talent pools and develop better capacity to recruit and develop London’s workforce.

<table>
<thead>
<tr>
<th>EXTERNAL JOB FAIRS</th>
<th>EMPLOYER &amp; JOBSEEKER CONSULTATIONS</th>
<th>WORKFORCE PROJECTS</th>
<th>SEMINARS FOR SME’S</th>
<th>AVERAGE NO. OF COMPANIES</th>
<th>AVERAGE NO. OF JOB TITLES</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018 10</td>
<td>2,260</td>
<td>18</td>
<td>11</td>
<td>57</td>
<td>222</td>
</tr>
<tr>
<td>2019 15</td>
<td>1,890</td>
<td>22</td>
<td>10</td>
<td>30</td>
<td>136</td>
</tr>
</tbody>
</table>

London Tech Jobs and London Manufacturing Jobs are free portals to help employers promote their open digital creative, technology and manufacturing jobs.

TALENT INITIATIVES

- Facilitated two London & Area Works Job Fairs
- Hosted nine Business Momentum workshops with Fanshawe Corporate Training Solutions, which attracted 250+ attendees in 2019
- Supported the London & Area Works and Made Right Here video series with CTV London
ENGAGE

The engage portfolio champions positive economic dialogue within the city, raises visibility for job creation opportunities, and supports all internal and external activities across our target sectors and strategic focus areas of business.

LEDC’s engage team provides marketing and communications support to LEDC clients, and collaborates with community organizations to develop, deliver, and support events for London’s key sectors.

**Objective:** Build a stronger brand for London, improve our visibility to attract capital and talent, and develop a network of collaborators in the region.

**Key focus of this portfolio includes:**

- **Brand**
- **Inform**
- **Collaborate**

<table>
<thead>
<tr>
<th>INBOUND INQUIRIES</th>
<th>PAGEVIEWS TO LEDC.COM</th>
<th>COMMUNITY COLLABORATIONS</th>
<th>EVENTS</th>
<th>COMMUNITY NEWS &amp; EVENTS PROMOTED</th>
<th>NEWS STORIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>101</td>
<td>212K</td>
<td>15</td>
<td>23</td>
<td>688</td>
</tr>
<tr>
<td>2018</td>
<td>128</td>
<td>193K</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MEDIA HITS</th>
<th>SOCIAL ENGAGEMENTS</th>
<th>SOCIAL MEDIA FOLLOWERS</th>
<th>NEWS STORIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>340</td>
<td>43.5K</td>
<td>19</td>
</tr>
<tr>
<td>2018</td>
<td>250</td>
<td>69.4K</td>
<td></td>
</tr>
</tbody>
</table>

(+2,897 EVENTS)
COLLABORATIONS & PARTNERSHIPS

Working together to provide supports, including Service London Business, Industrial Lands brochure and strategy, London Jobs Now task force, and the Choose London Newcomers strategy.

Partnering to advance London’s niche aerospace cluster through joint land development, pitches to airlines, and aviation businesses.

Supporting many Chamber events and initiatives, including the Trade Accelerator Program and participating in the Global Business Opportunities Committee (GBOC).

Partnering on the London & Area Works initiative and a Made Right Here video series, which puts a spotlight on unique products manufactured in the London region.

Delivering our Manufacturing Matters conference together in addition to small-scale food events and tours held throughout the year.

As the regional supporter for the London Chapter, LEDC helps WCT deliver local events and workshops that are valuable to the digital creative sector.

Partnering to highlight local solutions and industry sectors, through ongoing events such as Manufacturing Matters and our Holiday Open House.

Working closely with Elgin Middlesex Oxford Workforce Planning & Development Board, Employment Sector Council, Immplay & workforce partners to better connect employers with talent, training, and resources.

Supporting London’s new agri-business incubator at the Western Fair District and referring clients to access space, resources, and connections to accelerate business growth.

Connecting early-stage companies in London’s digital creative sector to access space, mentors, investors, and resources at the accelerator.

Delivering multi-phase food and beverage programming to support agri-food entrepreneurship.

Partnering with Fanshawe to bring education and industry needs together through offering input into academic programming, making employer connections, industry tours, and creating professional development opportunities like the Business Momentum Series.

Working closely with the Food and Nutrition programs to connect industry for R&D opportunities, and to ensure programs match in-demand workforce occupations.

Collaborating on job fairs and providing career planning guidance and resources to their students through presentations, career fairs, and a Life After King’s series.

An academic-industry partnership addressing employment needs and enhancing leadership skills through talent development training, such as the first ever Frontline Supervisor Program.

Partnered to develop and deliver the LondonCAN Exchange - the first ever entrepreneurship event during Global Entrepreneurship Week, with Leap Junction, Propel Entrepreneurship, Pillar Nonprofit, Société Économique De L’Ontario, Futurpreneur Canada, and SBC London.
Industry Collisions  The LEDC collaborated with The Forest City Film Festival, Deloitte Canada, London Region Manufacturing Council and others to deliver industry collision events in 2019, which are creating networking and business-to-business opportunities among local companies. Digital Creative 519 Conference, Manufacturing Matters, and the LondonCAN Exchange were among LEDC event highlights of 2019.

Talent Resources  In 2019 LEDC partnered with Knighthunter so companies can now create an account and manage job postings on LEDC’s London Tech Jobs and London Manufacturing Jobs portals. These portals are then introduced to hundreds of jobseekers at career fairs, on social media, and through the new LondonJobsNow.ca hub - at no cost to the company. Additionally, LEDC is now a dedicated referral partner for the Government of Canada’s Global Skills Strategy. LEDC can refer London businesses to the IRCC’s Dedicated Service Channel or ESDC’s Global Talent Stream. LEDC connected a number of companies to these programs, to help them hire highly specialized, global talent to fill in-demand positions.

Regional Alliances  The LEDC participates in two pan-regional alliances, with the Ontario Food Cluster (OFC) and Ontario Manufacturing Communities Alliance (OMCA). We work with other municipalities in Ontario to market Ontario and serve as a one-stop shop for potential foreign investments. LEDC is also a member of the Consider Canada City Alliance (CCCA) where Canada’s 13 largest cities coordinate investment attraction activities with the Federal government.

Scale-Up Supports  The LEDC hosted its Founders’ Network program in 2019 to bring together founding entrepreneurs to share best practices and experiences and establish new relationships. In addition, LEDC supported fast-growing early-stage companies through 100in5 - an LEDC service designed to support the rapid growth of 100 companies over the next 5 years. 20 London companies, including Mobials, Speak AI, EKSiT, Orca, Factory Bucket, Bosco and Roxy’s, and mikutech participated in various 100in5 events throughout 2019.

London & Area Works  In 2019 the community partners involved in this project - CTV London, City of London, LEDC, Elgin County, Employment Ontario, Future Oxford, and Local Employment Planning Council - hosted two job fairs that attracted over 2,500 jobseekers and 70+ employers with more than 2,000 open positions each time. This initiative also consists of a website portal with a number of resources for jobseekers and a 16-week video series highlighting hiring employers in the London region.

London Magazine  The LEDC developed the third edition of the London Magazine in 2018 and it was printed early 2019. Over 20,000 copies of each version have been sent to more than 170 Canadian cities and 36 different countries. The new magazine features 55 pages of original content and photography, with stories representing London’s economic sectors. The magazine has received multiple awards for content and design from IABC, MarCom Awards, IEDC, and EDCO.
Successful outcomes for LEDC go beyond job creation and investment attraction. The efforts of our team have a very high multiplier effect in the community and impacts many lives in London.

A census metropolitan area (CMA) or a census agglomeration (CA) is formed by one or more adjacent municipalities centred on a population centre (known as the core). A CMA must have a total population of at least 100,000 of which 50,000 or more must live in the core.

**ANNUAL DEMOGRAPHIC ESTIMATES BY LONDON CENSUS METROPOLITAN AREA (CMA)**

<table>
<thead>
<tr>
<th>POPULATION</th>
<th>POPULATION GROWTH RATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>532,984</td>
<td>2.4%</td>
</tr>
</tbody>
</table>

**GROSS DOMESTIC PRODUCT (IN MILLIONS)**

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<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>GDP</td>
<td>19,946</td>
<td>20,007</td>
<td>20,393</td>
<td>20,749</td>
<td>21,071</td>
<td>21,471</td>
<td>21,800</td>
<td>21,568</td>
</tr>
</tbody>
</table>

**SOURCE:** STATISTICS CANADA TABLE 17-10-0078-01 (2018 ESTIMATES)

**SOURCE:** THE CONFERENCE BOARD OF CANADA
### EMPLOYMENT LONDON CMA (IN THOUSANDS)

**CHART 4**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Employed</th>
<th>Goods-Producing Sector</th>
<th>Agriculture</th>
<th>Construction</th>
<th>Manufacturing</th>
<th>Services-Producing Sector</th>
<th>Trade</th>
<th>Transportation &amp; Warehousing</th>
<th>Finance, Insurance, Real Estate &amp; Leasing</th>
<th>Professional, Scientific &amp; Technical Services</th>
<th>Business, Building &amp; Other Support Services</th>
<th>Educational Services</th>
<th>Health Care and Social Assistance</th>
<th>Information, Culture &amp; Recreation</th>
<th>Accommodation &amp; Food Services</th>
<th>Other Services</th>
<th>Public Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>242.3</td>
<td>48.5</td>
<td>2.4</td>
<td>14.6</td>
<td>29.0</td>
<td>193.7</td>
<td>36.6</td>
<td>11.2</td>
<td>18.8</td>
<td>15.6</td>
<td>11.0</td>
<td>19.5</td>
<td>35.9</td>
<td>9.9</td>
<td>14.9</td>
<td>10.6</td>
<td>9.8</td>
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<tr>
<td>2013</td>
<td>240.4</td>
<td>48.5</td>
<td>3.1</td>
<td>16.4</td>
<td>27.4</td>
<td>191.8</td>
<td>39.7</td>
<td>11.2</td>
<td>17.0</td>
<td>13.8</td>
<td>11.2</td>
<td>18.1</td>
<td>37.8</td>
<td>8.9</td>
<td>17.7</td>
<td>7.8</td>
<td>8.6</td>
</tr>
<tr>
<td>2014</td>
<td>243.0</td>
<td>48.4</td>
<td>3.5</td>
<td>16.3</td>
<td>27.1</td>
<td>194.6</td>
<td>37.2</td>
<td>11.8</td>
<td>16.4</td>
<td>12.6</td>
<td>12.0</td>
<td>22.5</td>
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<td>17.4</td>
<td>8.2</td>
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</tr>
<tr>
<td>2015</td>
<td>252.0</td>
<td>53.8</td>
<td>3.8</td>
<td>16.8</td>
<td>16.8</td>
<td>198.1</td>
<td>37.2</td>
<td>9.8</td>
<td>14.6</td>
<td>14.6</td>
<td>15.0</td>
<td>22.5</td>
<td>35.8</td>
<td>7.1</td>
<td>19.0</td>
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<td>2016</td>
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<td>3.3</td>
<td>15.3</td>
<td>16.4</td>
<td>192.4</td>
<td>32.1</td>
<td>10.7</td>
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<td>16.3</td>
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<td>3</td>
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<td>17.1</td>
<td>194.5</td>
<td>37.2</td>
<td>9.9</td>
<td>17.1</td>
<td>16.6</td>
<td>13.4</td>
<td>22.5</td>
<td>38.1</td>
<td>7.8</td>
<td>17.1</td>
<td>9.5</td>
<td>7.6</td>
</tr>
<tr>
<td>2018</td>
<td>252.9</td>
<td>52.8</td>
<td>2.4</td>
<td>17.4</td>
<td>15.9</td>
<td>200.1</td>
<td>42.5</td>
<td>11.4</td>
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<td>12.3</td>
<td>22.1</td>
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<td>8.4</td>
<td>17.8</td>
<td>9.5</td>
<td>7.0</td>
</tr>
<tr>
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<td>251.2</td>
<td>55.2</td>
<td>2.3</td>
<td>17.6</td>
<td>18.1</td>
<td>196.0</td>
<td>37.4</td>
<td>10.9</td>
<td>18.1</td>
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<td>10.7</td>
<td>21.7</td>
<td>37.5</td>
<td>8.2</td>
<td>15.1</td>
<td>10.1</td>
<td>9.3</td>
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</table>

**SOURCE:** STATISTICS CANADA TABLE 14-10-0096-01

### LABOUR FORCE CHARACTERISTICS (IN THOUSANDS)

**CHART 1**

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
<th>Labour Force</th>
<th>Employment</th>
<th>Unemployment Rate</th>
<th>Participation Rate</th>
<th>Employment Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>409.0</td>
<td>265.4</td>
<td>242.3</td>
<td>8.7</td>
<td>64.9</td>
<td>59.2</td>
</tr>
<tr>
<td>2013</td>
<td>414.0</td>
<td>262.9</td>
<td>240.4</td>
<td>8.6</td>
<td>63.5</td>
<td>58.1</td>
</tr>
<tr>
<td>2014</td>
<td>418.5</td>
<td>262.7</td>
<td>243.0</td>
<td>7.5</td>
<td>62.8</td>
<td>58.1</td>
</tr>
<tr>
<td>2015</td>
<td>422.2</td>
<td>269.4</td>
<td>252</td>
<td>6.5</td>
<td>63.8</td>
<td>59.7</td>
</tr>
<tr>
<td>2016</td>
<td>426.4</td>
<td>264.4</td>
<td>245.9</td>
<td>7.0</td>
<td>62.0</td>
<td>57.7</td>
</tr>
<tr>
<td>2017</td>
<td>431.6</td>
<td>261.3</td>
<td>245.8</td>
<td>5.9</td>
<td>60.5</td>
<td>57</td>
</tr>
<tr>
<td>2018</td>
<td>439.2</td>
<td>267.8</td>
<td>252.9</td>
<td>5.6</td>
<td>61</td>
<td>57.6</td>
</tr>
<tr>
<td>2019</td>
<td>447.5</td>
<td>265.9</td>
<td>251.1</td>
<td>5.5</td>
<td>59.4</td>
<td>56.1</td>
</tr>
</tbody>
</table>

**SOURCE:** STATISTICS CANADA, CANSIM TABLE 14-10-0096-01
## LONDON HOUSING PRICES (AVERAGE)

**CHART 5**

<table>
<thead>
<tr>
<th></th>
<th>TWO-STOREYS</th>
<th>BUNGALOWS</th>
<th>CONDOMINIUMS</th>
<th>AGGREGATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>London</td>
<td>$459,986</td>
<td>$372,363</td>
<td>N/A</td>
<td>$420,494</td>
</tr>
<tr>
<td>Greater Montreal Area</td>
<td>$529,683</td>
<td>$329,798</td>
<td>$335,780</td>
<td>$418,731</td>
</tr>
<tr>
<td>Greater Toronto Area</td>
<td>$989,498</td>
<td>$811,090</td>
<td>$561,144</td>
<td>$858,443</td>
</tr>
<tr>
<td>Ottawa</td>
<td>$507,408</td>
<td>$496,262</td>
<td>$325,890</td>
<td>$481,948</td>
</tr>
<tr>
<td>Greater Vancouver Area</td>
<td>$1,503,017</td>
<td>$1,296,447</td>
<td>$646,902</td>
<td>$1,194,900</td>
</tr>
</tbody>
</table>

Source: Royal LePage House Price Survey, Q1-Q4, 2019

## MEDIAN TOTAL INCOME (ALL FAMILIES)

**CHART 6**

### 2012 2013 2014 2015 2016 2017

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>London</td>
<td>$74,760</td>
<td>$75,980</td>
<td>$78,050</td>
<td>$80,570</td>
<td>$81,800</td>
<td>$83,880</td>
</tr>
<tr>
<td>Canada</td>
<td>$74,540</td>
<td>$76,550</td>
<td>$78,870</td>
<td>$80,940</td>
<td>$82,110</td>
<td>$84,950</td>
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</tbody>
</table>

Source: Statistics Canada, CANSIM Table 11-10-0009-01

## BUILDING CONSTRUCTION ACTIVITY (IN $MILLIONS)

**CHART 7**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>2,495</td>
<td>$432.90</td>
<td>2,859</td>
<td>$872.28</td>
<td>3,292</td>
</tr>
<tr>
<td>Commercial</td>
<td>439</td>
<td>$130.07</td>
<td>533</td>
<td>$186.12</td>
<td>435</td>
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<tr>
<td>Industrial</td>
<td>68</td>
<td>$22.08</td>
<td>80</td>
<td>$53.68</td>
<td>95</td>
</tr>
<tr>
<td>Institutional</td>
<td>169</td>
<td>$123.68</td>
<td>203</td>
<td>$289.82</td>
<td>175</td>
</tr>
<tr>
<td>Other</td>
<td>876</td>
<td>$2.90</td>
<td>1,037</td>
<td>$8.21</td>
<td>1,019</td>
</tr>
<tr>
<td>Total</td>
<td>4,047</td>
<td>$711.63</td>
<td>4,712</td>
<td>$1.41B</td>
<td>5,014</td>
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</tbody>
</table>


## VACANCY RATES (IN $MILLIONS)

**CHART 7**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial</td>
<td>9.7%</td>
<td>9.2%</td>
<td>9.2%</td>
<td>8.6%</td>
<td>7.4%</td>
<td>8.0%</td>
<td>5.1%</td>
<td>3.5%</td>
</tr>
<tr>
<td>Office</td>
<td>14.5%</td>
<td>15.4%</td>
<td>15.1%</td>
<td>14.3%</td>
<td>16.6%</td>
<td>16.9%</td>
<td>20.3%</td>
<td>19.2%</td>
</tr>
</tbody>
</table>

Source: CBRE Limited, Q4, 2019.