



TO:	CHAIR AND MEMBERS INVESTMENT AND ECONOMIC PROSPERITY COMMITTEE MEETING ON DECEMBER 2, 2013
FROM:	HARVEY FILGER DIRECTOR OF CORPORATE INVESTMENTS AND PARTNERSHIPS
SUBJECT:	Mixed-Use Development Including a Performing Arts Centre – Update

RECOMMENDATIONS

That on the recommendation of the Director, Corporate Investments and Partnerships, the following actions **BE TAKEN** regarding the proposals submitted by Music London and the Grand Theatre for a Mixed-Use Development including a Performance Centre:

- a) That the joint letter provided by Music London and the Grand Theatre **BE RECEIVED** for information;
- b) That based on the request outlined in the letter, as well as the consistent theme throughout the public consultation process, the creation of a proposed “Joint Task-Force” for the purpose of advancing the “Mixed-Use Development Including a Performing Arts Centre” proposal, between Music London and the Grand Theatre **BE ENDORSED**; and
- c) Civic Administration **BE DIRECTED** to review the revised business plan submitted by the Joint Task-Force, and continue to engage Novita Interpares for a third party review. It being noted that, previously identified milestones may need to be amended at the request of the Joint Task Force.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

1. December 18, 2012: *A Path to Prosperity: Community Business Ideas to Stimulate our Economy*, Investment and Economic Prosperity Committee, Corporate Investments and Partnerships
2. February 19, 2013: *Investment and Economic Prosperity Proposal Assessment Process Update #2*, Investment and Economic Prosperity Committee, Corporate Investments and Partnerships
3. April 29, 2013: *Investment and Economic Prosperity Project Updates*, Investment and Economic Prosperity Committee, Corporate Investments and Partnerships.
4. May 21, 2013: *Investment and Economic Prosperity Projects – Public Input*, Investment and Economic Prosperity Committee, Corporate Investments and Partnerships.
5. November 4, 2013: *Mixed-Use Development Including a Performing Arts Centre – Review of Proposals and Public Input*.



BACKGROUND

On the 19th of February 2013, a report which outlined the prosperity project next steps with respect to the financial plan, public engagement plan and project operational plans was presented. In regards to the “Investment in the Downtown: Mixed Use Development Including a Performing Arts Centre” recommendation, this report identified that a second community consultation would take place once business plans were received from both project proponents and reviewed by an external party. The external party report would be made public and become part of the second public consultation.

In that regard, the first public engagement process was concluded in early May through: the build a budget workshop; social media and other communication means; meetings with municipal groups and organizations. The second community consultation meeting as identified in the February 19th, 2013 report, was specific to the “Investment in the Downtown: Mixed Use Development Including a Performance Centre” recommendation. The public was invited to participate on September 11th and/or September 26th, 2013. The purpose was to allow local citizens to learn about the proposed projects, provide insight and opinion, as well as an opportunity to ask questions. For details related to the community consultations please refer to the November 4th, “Mixed-Use Development Including a Performing Arts Centre – Review of Proposals and Public Input” report.

The public engagement process identified recurring themes which emerged through this process. The opportunity for Music London and the Grand Theatre to join together in a joint proposal was a consistent theme throughout the public consultation process.

DISCUSSION

As a result of the public engagement process and the Novita Interpares report, additional information has been requested of both project proponents. However, on November 22nd, 2013 the Civic Administration received a joint letter from both project proponents, Music London and the Grand Theatre, requesting that a Joint Task-Force be formed (*Please refer to Appendix 1*). The Joint Task Force with an independent chair would be responsible for facilitating collaboration between Music London and the Grand Theatre. The purpose of the Joint Task Force is to advance the existing process and put forward a joint business plan that is best for London as expeditiously as possible.

The request is consistent with the April 29, 2013 “Investment and Economic Prosperity Project Updates” report which outlined a continuum that served to provide an understanding of project maturity and where it is with respect to the completion and closing of the project. The “Mixed-Use Development Including a Performing Arts Centre” idea has now passed the Concept¹ and Consultation² stage and is in the Business Plan development stage:

The expectation of the business plan is that it is a well-supported business argument that clearly articulates the opportunity, the costs and the benefits of the potential initiative or project. Members of the Civic Administration will then review, evaluate and provide feedback, related to the submission. Ultimately, the joint project will then be presented to Committee and Council for the purpose of making a go forward decision. The subsequent steps in the process will be dependent on the direction of Council.

¹ **Concept:** The initial phase in which an idea is identified or brought forth through both internal and external communication channels. At this point in the process, only a high level understanding of the potential project costs and returns are known.

² **Consultation:** Through this triage-like process, the idea evolves into a more tangible proposal through the satisfaction of due diligence activities. Examples include: initial legal review; initial financial review; due diligence checklists; public engagement and initial cost/benefit and return investigations.



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