



<b>TO:</b>	<b>CHAIR AND MEMBERS INVESTMENT AND ECONOMIC PROSPERITY COMMITTEE MEETING ON JULY 21, 2014</b>
<b>FROM:</b>	<b>MARTIN HAYWARD MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER</b>
<b>SUBJECT:</b>	<b>MIXED-USE DEVELOPMENT INCLUDING A PERFORMING ARTS CENTRE: BUSINESS PLAN PROPOSED CONDITIONS- UPDATE</b>

<b>RECOMMENDATIONS</b>
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That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the following actions be taken with respect to a Mixed-Use Development, including a Performing Arts Centre:

- a) the Civic Administration **BE AUTHORIZED** to expand the scope of the work being undertaken by Novita to perform a thorough review of the business plan submitted by the project proponents, to also include undertaking the following, which will assist in the development and evaluation of a business plan:
  - i) market analysis;
  - ii) facility program and design criteria;
  - iii) site analysis and criteria; and,
- b) the proponents **BE REQUESTED** to seek the financial support of the Provincial and Federal Governments on the basis that the City of London is giving serious consideration to a Mixed-Use Development, including a Performing Arts Centre; it being noted that the City’s approval of the project would be subject to the provision of a satisfactory business plan which would, at a minimum, address the components outlined in Appendix “B”.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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1. January 23, 2012, *Developing a Strategic Investment and Economic Prosperity Plan (presentation)*. Investment and Economic Prosperity Committee.
2. March 27, 2012, *Investment and Economic Prosperity Plan: Communicating the Plan Engaging the Public*. Investment and Economic Prosperity Committee.
3. December 18, 2012: *A Path to Prosperity: Community Business Ideas to Stimulate our Economy*, Investment and Economic Prosperity Committee, Corporate Investments and Partnerships.
4. January 28, 2013, *Investment and Economic Prosperity Proposal Assessment Process Update*. Investment and Economic Prosperity Committee, Corporate Investments and Partnerships.
5. February 19, 2013: *Investment and Economic Prosperity Proposal Assessment Process Update #2*, Investment and Economic Prosperity Committee, Corporate Investments and Partnerships.
6. April 29, 2013: *Investment and Economic Prosperity Project Updates*, Investment and Economic Prosperity Committee, Corporate Investments and Partnerships.
7. May 21, 2013: *Investment and Economic Prosperity Projects – Public Input*, Investment and Economic Prosperity Committee, Corporate Investments and Partnerships.



8. November 4, 2013: *Mixed-Use Development Including a Performing Arts Centre – Review of Proposals and Public Input*. Investment and Economic Prosperity Committee, Corporate Investments and Partnerships.
9. December 2, 2013: *Mixed-Use Development Including a Performing Arts Centre – Update*, Investment and Economic Prosperity Committee, Corporate Investments and Partnerships.
10. February 24, 2014: *Mixed-Use Development Including a Performing Arts Centre: Business Plan Proposed Conditions*. Investment and Economic Prosperity Committee, Corporate Investments and Partnerships.

## BACKGROUND

On January 23, 2012, Municipal Council was presented with the “*Developing a Strategic Investment and Economic Prosperity Plan*” report, where a process was proposed for the purpose of developing the Strategic Investment and Prosperity Plan. Through the implementation of this plan, prosperity projects would move from conception to implementation. Subsequently, the “*Investment and Economic Prosperity Plan: Communicating the Plan, Engaging the Public*” report presented to IEPC on March 27, 2012, proposed community engagement, where members of public would be invited during the months of June and July to provide proposed ideas with respect to accelerating economic growth and moving London forward.

In respect to the prosperity process, on December 18, 2012, the Corporate Investments and Partnerships team prepared a report for the IEPC committee in which a shortlist, for the purpose of accelerating London’s economy and fostering private sector investment in the city, was presented. The report discussed the Industrial Lands Development Strategy and analyzed 49 proposals/ideas previously presented to the IEPC. Identified in the report were five proposals best suited to the advancement of the goal and objectives of London’s Prosperity Plan:

**The Goal:** The investment and Economic Prosperity Committee is developing a 10-year plan that will move London’s Economy forward faster and ensure long term prosperity for our community.

**The Objectives:** Create Jobs; Leverage Investment; Stimulate spin-off benefits; Build beneficial partnerships; Benefit key sectors; Fuel transformational change in London’s economy

As a result of the proposals submitted by the Grand Theatre and Music London, a mixed use development/investment including an expansion or development of a new performing arts centre was one of the five proposals identified in the December 18, 2012, “*A Path to Prosperity: Community Business Ideas to Stimulate our Economy*” report. Municipal Council received the report on January 15, 2013 and directed Civic Administration to make the necessary arrangements to hold a public participation meeting and to circulate the above noted report in order to obtain public input (*Appendix C: Council Resolution, January 15, 2013*).

On January 28, 2013, Civic Administration presented an updated investment and economic prosperity proposal assessment plan to guide the timeline by which proposals would be developed, and the process by which selected proposals would evolve from ideas to executable projects, including the proposed public engagement plan; endorsed by Municipal Council on February 12, 2013 (*Appendix D: Council Resolution, February 12, 2013*).

On the 19<sup>th</sup> of February 2013, the “Investment and Economic Prosperity Proposal Assessment Process Update #2” report outlined the prosperity projects next steps. With respect 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.



In June of 2013, two proposals (business plans) were submitted by Music London and the Grand Theatre. Subsequently, the Corporate Investments and Partnerships Team engaged Novita Interpares Limited, Cultural Facilities Consultants, to assess the two proposals (business plans). Novita's review of the proposals recommended that more work needed to be done with respect to the development of a formal business plan (Novita Interpares Limited, August 2013). As a result, at the November 4<sup>th</sup>, 2013 IEPC meeting, based on the public engagement results (September 11<sup>th</sup>/26<sup>th</sup>, 2013) and the Novita Interpares report, additional information was requested of both project proponents.

Subsequently, on November 22<sup>nd</sup>, 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. The purpose of the Joint Task Force was to advance the existing process and present a joint business plan. The Joint Task-Force is led by an independent chair and is responsible for facilitating collaboration between Music London and the Grand Theatre.

The Performing Arts Joint Task-Force was formed on December 2<sup>nd</sup>, 2013 with a mandate to develop a business and operational plan for a proposed performing arts centre in the City of London (*Appendix E: Council Resolution December 17, 2013*). On February 10<sup>th</sup>, 2014 at a Special IEPC meeting the joint Task Force presented a "Community Cultural Investment Feasibility Study for a Downtown Arts and Entertainment District" (*Appendix F: Council Resolution February 11, 2014*). The "Mixed-Use Development Including a Performing Arts Centre" idea has passed the Concept<sup>1</sup> and Consultation<sup>2</sup> stage and moved to the Business Plan development stage.

On February 24, 2014, Civic Administration presented the "Mixed-Use Development Including a Performing Arts Centre: Business Plan Proposed Conditions" report, which presented a proposed PAC Business Plan development approach, where a number of key questions were outlined, that at minimum, should be addressed in a formal business plan. Subsequently, on February 25<sup>th</sup>, 2014 Council approved the amount of up to \$75,000, to retain Novita to perform a thorough review of the joint business plan submitted by the project proponents. Council also endorsed the proposed Performing Arts Centre (PAC) Business Plan development approach, and directed staff to review the formal business plan when submitted by the project proponents, and present the findings to the Investment and Economic Prosperity Committee for further direction. In addition the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer was directed to explore alternate sources of funding and to report back to the Investment and Economic Prosperity Committee (IEPC) prior to the 2015 Budget process (*Appendix A: Council Resolution, February 25, 2014*).

As a result, the "Celebration Centre Business Plan" was presented to the IEPC committee on May 14, 2014 and on May 20<sup>th</sup>, 2014, Municipal Council referred the "Celebration Centre Business Plan" to staff for review and an independent peer-review by Novita Interpares Ltd., with a report back to the Investment and Economic Prosperity Committee (IEPC), as soon as possible (*Appendix G: Council Resolution, May 20, 2014*).

Based on preliminary review, Civic Administration in collaboration with Novita has determined that supplementary information with respect to the latest "Celebration Centre Business Plan" submission is required. To this end, the City is requesting a formal Business Plan in order to ensure that Municipal Council has all of the comprehensive and complete information required for their decision making purposes. The Business Plan should be a well-supported business argument that clearly articulates the opportunity, the costs, the benefits and timelines, as well as the projects influence to existing facilities (does it compete with, leverage and/or enhance existing facilities?). The expectation of the business plan is that of a well-supported and verifiable document that at minimum addresses the questions identified in Appendix B: The Proposed PAC Business Plan Questions.

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<sup>1</sup> **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.

<sup>2</sup> **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.



## DISCUSSION

The arts and culture sector offers many benefits to the local economy. The sector possesses an opportunity to strengthen and embrace London's diversity and cultural identity, as well as build vibrancy in the downtown. Arts and Culture generates an opportunity to create jobs, attract investment and stimulate the local community through tourism. For example: music halls, theatres and studios produce economic activity by attracting local and distant visitors. Cultural facilities can be a powerful community revitalization asset, as they can become hubs for various kinds of activity, attracting people for many different reasons: from local gatherings, civic events to world renowned performances.

Furthermore, "Performing Arts Facilities" possess the ability to generate community and economic benefits that justify the required subsidy. In that regard, Civic Administration recommends that in order to assist with the evaluation of a Performing Arts Centre proposal, City Council approve the: Market Analysis; Facility Program and Design Criteria; and the Site Analysis and Criteria studies, which are to be completed by Novita. The undertaking of the studies is intended to show that the City is seriously considering the development of a new music and entertainment facility, as these studies will assist not just the project proponents but also the City to properly evaluate the proposed plan. It's important to note that the preparation and distribution of this material does not commit the City to any specific proponent, nor is the use of this material binding upon any proponent.

### i. **MARKET ANALYSIS**

#### **Goal of the Work**

To provide a comprehensive and current picture of the performing arts market in the London catchment area<sup>3</sup> for use in informing both facility design and operations planning.

#### **General Scope of the Work**

- Characteristics of the consumer market in the city and regionally.
- Trends in the consumer market for performing arts.
- Product availability locally and from touring sources.
- Competing and complementary attractions and facilities.
- Conclusions and recommendations.

**Deliverable:** Report including executive summary.

**Timing:** 6 to 8 weeks.

### ii. **FACILITY PROGRAM AND DESIGN CRITERIA**

#### **Goal of the Work**

To quantify the requirements for a mid-size performing arts centre including key design criteria and dimensions, functional spaces and relationships, net area and volume requirements for each function, estimated gross area.

#### **General Scope of the Work**

- Develop comprehensive list of space requirements.
- Develop diagram to illustrate functional relationships.
- Provide dimensioned sketches for each function and area dimensions.
- Provide key dimensions for building massing and clear span volumes (auditorium, stage, lobby, etc.).
- Identify total net and gross floor areas.

<sup>3</sup> A **catchment area** is the area and population from which a city or individual service attracts visitors or customers.



**Deliverable:** Report with related diagrams and drawings.

**Timing:** About 4 weeks (concurrent with Market Analysis).

### iii. SITE ANALYSIS AND CRITERIA

#### **Goal of the Work**

To identify the characteristics and physical requirements of a site to support a mid-size performing arts facility.

#### **General Scope of the Work**

- Develop a provisional footprint for a mid-size performing arts facility.
- Identify key site relationships in plan and section.
- Identify all other site characteristics and requirements.

**Deliverable:** Report with related drawings and diagrams.

**Timing:** About 2 weeks following completion of Facility Program.

These materials are expected to be available in the Fall of 2014.

#### **Financial Implications:**

As per the February 25<sup>th</sup>, 2014 Municipal Council Resolution, the amount of up to \$75,000, was approved to retain Novita to perform a thorough review of the business plan submitted by the project proponents, in that regard it is requested that part of that funding be directed towards funding the three studies.

To date, approximately \$11,000 has been committed for research, analysis, report production, meetings, travel and HST leaving about \$64,000 unspent in the overall allocation.

In order to entertain a request for its commitment of assets, capital funding and ongoing support for a Performing Arts Centre, the City needs project information which is both complete and reliable. This information should be comprehensive at a “schematic” level of development; it should be in keeping with accepted standards of capital project development in the public sector. The information that is provided to the City should be what the market would expect when financing such projects, for example:

- Proponent’s corporate profile and bona fides;
- Key terms/principles of third party agreements (e.g., management agreement, mixed-use development agreement);
- Site plan with all key issues resolved;
- Key facility design criteria;
- Facility schematics (plans and sections);
- Functional program descriptions and relationship diagrams;
- Systems and equipment programs and descriptions;
- Analysis of the Southwest Ontario performing arts market with 5 to 10 year forecast;
- Market development strategies and sample program projections for 3 years;
- Cost analysis for General Contract- contract related to physically build the building;
- Comprehensive project budget for capital development including cash flow;
- Comprehensive capital development plan and timetable;
- Pre-opening operational plan and budget;
- Pro-forma Financial Statements including cash flow;
- Operational revenue forecast in spreadsheet format for first five years with line item notes;
- Operational cost forecast in spreadsheet format for first five years with line item notes;
- Operating Cash flow forecast in spreadsheet format for first five years with line item notes.

At this time the proponents are requested to seek the financial support of the Provincial and Federal Governments on the basis that the City of London is giving serious consideration to a



Mixed-Use Development, including a Performing Arts Centre; it being noted that the City's approval of the project would be subject to the provision of a satisfactory business plan which would, at a minimum, address the components outlined in Appendix "B".

<b>CONCLUSION</b>
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If Council chooses to invest in the arts and incorporate the arts and culture sector into the economic development plans, the city may realize numerous (social, civic, cultural and economic) benefits, which may assist with creating a more stable and creative workforce, attract more tourism, and create a more attractive, prosperous and livable community.

<b>PREPARED AND SUBMITTED BY:</b>	<b>REVIEWED AND RECOMMENDED BY:</b>
<b>CATHY DZIEDZIC SPECIALIST, CORPORATE INVESTMENTS AND PARTNERSHIPS</b>	<b>MARTIN HAYWARD MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER</b>

cc. Brian Arnott, Novita Interpares Limited

- Appendices:
- Appendix A: Council Resolution February 25, 2014
  - Appendix B: The Proposed PAC Business Plan Questions
  - Appendix C: Council Resolution January 15, 2013
  - Appendix D: Council Resolution February 12, 2013
  - Appendix E: Council Resolution December 17, 2013
  - Appendix F: Council Resolution February 11, 2014
  - Appendix G: Council Resolution May 20, 2014

**Appendix A: Council Resolution February 25, 2014**

M. Hayward  
Managing Director, Corporate Services and City Treasurer, Chief Financial Officer

H. Filger  
Director, Corporate Investments and Partnerships

I hereby certify that the Municipal Council, at its session held on February 25, 2014 resolved:

2. That, on the recommendation of the Director, Corporate Investments and Partnerships, the following actions be taken for the purpose of advancing the proposal associated with a mixed-use development including a Performing Arts Centre:
  - a) the amount of up to \$75,000, previously identified for the development of the proper Business Plan, BE APPROVED, to retain Novita to perform a thorough review of the business plan submitted by the project proponents;
  - b) the proposed Performing Arts Centre (PAC) Business Plan development approach, as outlined by the Civic Administration on pages 7 and 8 of the staff report dated February 24, 2014, BE ENDORSED;
  - c) the Civic Administration BE DIRECTED to review the formal business plan submitted by the project proponents, as also noted in part a), above, and present the findings to the Investment and Economic Prosperity Committee for further direction; and,
  - d) concurrent with c), above, the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer BE DIRECTED to explore alternate sources of funding and to report back to the Investment and Economic Prosperity Committee (IEPC) prior to the 2015 Budget process; it being noted that the above-noted actions will be subject to the acceptance of an appropriate business plan;

it being noted that the IEPC reviewed and received a communication dated February 24, 2014 from B. Brock, with respect to this matter. (2/4/IEPC) (AS AMENDED)

C. Saunders  
City Clerk  
/rr

cc: B. Brock (via email)  
B. Arnott, Founding Partner/Consultant, Novita Interpares Ltd., 1110 Yonge Street, Suite 200, Toronto, Ontario, M4W 2L6  
M. Daley, Specialist, Corporate Investments and Partnerships  
C. Dziedzic, Specialist, Corporate Investment and Partnerships



**Appendix B: The Proposed PAC Business Plan Questions**

**PROJECT TIMETABLE**

- What are the significant project milestones and where do they fall in the proposed project development calendar?

**CONSTANT AUTHORITY FOR DEVELOPMENT**

- Which corporate entity will have full and final authority for development of the project?
- What are the qualifications and capacities of this corporation related to this project?
- Who will guarantee the construction costs (cost overruns)? (It should be clear that it will not be the City).
- What are the various default provisions?
- The agreement should model the Bud Weiser Gardens agreement.

**OWNERSHIP**

Upon completion of the project:

- Who will own the fixed asset? (*If not the City, the proposed organization should provide their audited financial statements, highlighting their assets and liabilities*).
- If a multiple ownership is proposed, how will this ownership be divided and what are the relative rights and responsibilities of the parties?
- Who would be on the board of Directors?
- A fully articulated governance structure need be put forth.

**FACILITY OPERATIONS**

- Will the various components of the mixed-use project be operated separately? If so, what are the relative rights and responsibilities of each operator?
- What, if any, usage conflicts might exist and how would they be resolved?
- What corporate entity will have full and final authority for the operation of the live performance venue?
- In the event the management contract goes out for tender, who will award the contract? (What are the rules surrounding the issue where the proposed operator has equity in a competing facility, should the operator be required to provide a detailed operations plan?)
- What are the qualifications and capacities of this corporation as a live performance facility operator?
- What is the full list of operating costs for which the live performance facility operator will be responsible?
- What is the full list of operating revenue sources?
- What is the plan for unanticipated revenue shortfalls and risk management of the operating budget?
- What is the plan for a capital reserve/capital maintenance fund?

**CAPITAL FINANCING**

- What costs will be incurred prior to signing a General Contract tender and how will these costs be financed?
- How will construction be financed and what are the cash flows and sequences?
- Will the project require density bonuses or other allowances (that are not cash or assets) from the City?

**CAPITAL COST CONTROL AND RISK MANAGEMENT**

- What is the plan for cost estimating and cost control for the overall project?
- What is the plan for capital cost contingencies for the overall project?





### **LIVE PERFORMANCE DESIGN, COSTING AND FINANCING**

- Identify the key requirements for the live performance venue as a component within the mixed-use development? (Footprint, height and volume, relation of main floors to grade, access and egress, structural implications, mechanical implications, and other related design elements).
- Will the cost of the live performance venue be a separate section of the project budget? If so, how will joint, common and related costs (e.g., common structure, etc.) be identified and what is the cost sharing mechanism?
- Will the live performance venue (as defined within the project) be funded independently? If so, what are the cash flow requirements to meet the overall project schedule?
- What strategies are to be used in raising capital revenues through grants and donations?
- What, if any, capital or operating funds will flow from the other project components to the live performance component?

### **FACILITY SCHEMATICS**

- Is the proposed site big enough? The fit-to-site of a 1,300 seat hall in this location needs to be demonstrated.
- Is the proposed 1,300 seat hall the appropriate size, or should it be larger?
- Is this the right location for this hall? Is it too remote from the rest of the downtown's cultural/entertainment and related assets to best capitalize on spin-off benefits?

### **OTHER COMPONENTS**

- How do the residential, commercial and parking components relate to urban development and market needs in London?
- Is mixed use going to help fund the facility?
- How can the private sector be engaged to assist the development of PAC?

### **MARKETING PLAN**

- The potential market and target customers should be described.
- Estimate the total potential market (number of potential customers and the immediate target market); these estimates should be supported with factual data.
- The competitive advantage should be defined and how the offering satisfies the needs of this market.
- The growth potential of the immediate market and possible future markets.
- A clear connection between the demand for specific arts and culture activities and the intended operational undertakings of the performance space.

### **WORKING WITH THE CITY OF LONDON**

- What are your expectations of the City of London in the development period leading up to the start of construction?
- What are the expectations of the City of London once the project is operational?

**Appendix C: Council Resolution January 15, 2013**

M. Hayward  
Managing Director, Corporate Services and City Treasurer, Chief Financial Officer

H. Filger  
Director of Corporate Investments & Partnerships

I hereby certify that the Municipal Council, at its session held on January 15, 2013 resolved:

3. That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer and the Director of Corporate Investments and Partnerships, the following actions be taken with respect to the development of a Strategic Investment and Economic Prosperity Plan:
  - a) the document entitled "A Path to Prosperity: Community Business Ideas to Stimulate our Economy" attached to the staff report dated December 18, 2012, **BE RECEIVED**; it being noted that reference to J. Malkin in the above-noted document should read "London Multicultural Community Association";
  - b) the Civic Administration **BE DIRECTED** to make the necessary arrangements to hold a public participation meeting and to circulate the document noted in part a) above, to obtain public input; and,
  - c) the Civic Administration **BE DIRECTED** to report back at a future Investment and Economic Prosperity Committee (IEPC) meeting providing information with respect to the public comments received through the consultation process;

it being noted that the IEPC heard the attached presentation from the Director of Corporate Investments and Partnerships and M. Daley and C. Dziedzic, Specialists, Corporate Investments and Partnerships, with respect to this matter, and heard a verbal update from J. Yanchula, Manager, Community Planning and Urban Design, with respect to the Fincore project for the SOHO development, advising that a report will be going forward to the Planning and Environment Committee on February 5, 2013, related to this matter. (3/1/IEPC)

C.Saunders  
City Clerk  
/rr

cc: A. Zuidema, City Manager  
J. Fleming, Managing Director, Planning and City Planner  
G. Hopcroft, Director, Intergovernmental and Community Liaison  
B. Warner, Manager, Realty Services  
J. Yanchula, Manager, Community Planning & Urban Design  
M. Daley, Specialist II - Corporate Investments & Partnerships  
C. Dziedzic, Specialist II - Corporate Investments & Partnerships



**Appendix D: Council Resolution February 12, 2013**

H. Filger  
Director of Corporate Investments & Partnerships

I hereby certify that the Municipal Council, at its session held on February 12, 2013 resolved:

3. That, on the recommendation of the Director of Corporate Investments and Partnerships, the following actions be taken with respect to the proposed updated investment and economic prosperity proposal assessment process:
  - a) the updated investment and economic prosperity proposal assessment plan to guide the timeline by which proposals will be developed, and the process by which selected proposals will evolve from ideas to executable projects, including the proposed public engagement plan **BE ENDORSED**; and,
  - b) the synopsis of the January 12, 2013 public consultation **BE RECEIVED.** (3/2/IEPC)

C. Saunders  
City Clerk  
/rr

- cc: M. Hayward, Managing Director, Corporate Services and City Treasurer, Chief Financial Officer  
J. Fleming, Managing Director, Planning and City Planner  
G. Hopcroft, Director, Intergovernmental and Community Liaison  
E. Gamble, Director of Corporate Communications  
M. Daley, Specialist II - Corporate Investments & Partnerships  
C. Dziedzic, Specialist II - Corporate Investments & Partnerships

**Appendix E: Council Resolution December 17, 2013**

H. Filger  
Director, Corporate Investments and Partnerships

I hereby certify that the Municipal Council, at its session held on December 17, 2013 resolved:

5. That, on the recommendation of the Director, Corporate Investments and Partnerships, the following actions be taken with respect to the proposals submitted by Music London and the Grand Theatre for a Mixed-Use Development including a Performance Centre:
- a) the joint letter provided by Music London and the Grand Theatre BE RECEIVED for information;
  - b) based on the request outlined in the above-noted 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) the 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. (5/1/IEPC)

C. Saunders  
City Clerk  
/rr

cc: The Grand Theatre, 471 Richmond Street, London, Ontario, N6A 3E4  
Music London, 185 Queens Avenue, London, Ontario, N6A 1G7  
M. Hayward, Managing Director, Corporate Services, City Treasurer, Chief Financial Officer  
C. Dziedzic, Specialist, Corporate Investments and Partnerships  
M. Daley, Specialist, Corporate Investments and Partnerships

**Appendix F: Council Resolution February 11, 2014**

H. Filger  
Director, Corporate Investments and Partnerships

I hereby certify that the Municipal Council, at its session held on February 11, 2014 resolved:

2. That the following actions be taken with respect to a community cultural investment proposal for a Downtown Arts and Entertainment District:
  - a) the proposal dated February 2014, and the attached revised pages 3-9 and 3-10, from S. Ritchie, Downtown Performing Arts and Entertainment Task Force, M. Faulkner, Music London and R. Koudys, The Grand Theatre, with respect to this matter BE RECEIVED with thanks; and,
  - b) the above-noted proposal BE REFERRED to the Civic Administration for consideration and a due diligence review with a report back at the next IEPC meeting; it being noted that the report back should include recommended governance relationships, next steps, financing required and recommended consultants for further review and business plan development. (2/3/IEPC)

C. Saunders  
City Clerk  
/rr

cc: S. Ritchie, Downtown Performing Arts and Entertainment Task Force  
([scott.ritchie@siskinds.com](mailto:scott.ritchie@siskinds.com))  
M. Faulkner, Music London, 185 Queens Avenue, London, Ontario, N6A 1G7  
R. Koudys, The Grand Theatre, 471 Richmond Street, London, Ontario, N6A 3E4  
J. Fleming, Managing Director, Planning and City Planner  
M. Daley, Specialist, Corporate Investments and Partnerships  
C. Dziedzic, Specialist, Corporate Investment and Partnerships



**Appendix G: Council Resolution May 20, 2014**

M. Hayward  
Managing Director, Corporate Services and City Treasurer, Chief Financial Officer

I hereby certify that the Municipal Council, at its session held on May 20, 2014 resolved:

3. That the Music London Business Plan dated May 2014, for a mix-use development including a Performing Arts Centre BE REFERRED to the Civic Administration for further review and for an independent peer-review by Novita Interpares Ltd., with a report back to the Investment and Economic Prosperity Committee (IEPC), as soon as possible; it being noted that the IEPC received the attached presentation from J. Caskey, Chair, Downtown Performing Arts and Entertainment Task Force and M. Faulkner, Music London, with respect to this matter.

*(Secretary's Note: an electronic copy of the above-noted business plan is available on the city website; a hard-copy is available for viewing in the City Clerk's Office.) (3/8/IEPC)*

C. Saunders  
City Clerk  
/rr

cc: J. Caskey, Chair, Downtown Performing Arts Entertainment Task Force - [jim.caskey@siskinds.com](mailto:jim.caskey@siskinds.com)  
M. Faulkner, Music London, 185 Queens Avenue, London, Ontario, N6A 1G7  
A. Zuidema, City Manager  
C. Dziedzic, Specialist II, Corporate Investments & Partnerships