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<b>TO:</b>	<b>CHAIR AND MEMBERS</b>
	<b>INVESTMENT AND ECONOMIC PROSPERITY COMMITTEE</b>
<b>FROM:</b>	<b>JOHN M. FLEMING</b> <b>DIRECTOR, LAND USE PLANNING AND CITY PLANNER</b>
	<b>MARTIN HAYWARD</b> <b>CITY TREASURER AND CHIEF FINANCIAL OFFICER</b>
<b>SUBJECT:</b>	<b>DEVELOPING A STRATEGIC INVESTMENT AND ECONOMIC PROSPERITY PLAN</b> <b>MONDAY, JANUARY 23, 2012</b>

<b>RECOMMENDATIONS</b>
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That, on the recommendation of the Director of Land Use Planning and City Planner, and the Chief Financial Officer, City Treasurer, the following actions **BE TAKEN** regarding the development of a Strategic Investment and Economic Prosperity Plan:

- i. The refined process, goals, objectives, and evaluation criteria identified within the attached report **BE ENDORSED** to guide and focus the preparation of Council's Strategic Investment and Economic Prosperity Plan over the course of 2012, to those areas/investments that will maximize returns for the community and at the same time recognize the limited resources available to apply to these investments, both staff and financial;
- ii. Corporate Communications **BE DIRECTED** to work with the Investment and Economic Prosperity Committee to further develop the communications and engagement plan outlined in Appendix 6, as well as develop plans to engage and consult with the public throughout the process of developing investment priorities.
- iii. The project list included in the attached report **BE RECEIVED** and Staff **BE DIRECTED** to make additions and revisions to the list based on Committee and Council feedback and to return at a future meeting of the Investment and Economic Prosperity Committee with a revised list and the attached information template completed for each project.
- iv. The draft Unsolicited Proposals Policy attached as Appendix 5 **BE RECEIVED** and Staff **BE DIRECTED** to conduct a public meeting on the draft policy for comment and feedback.
- v. A Staff team, led by the Managing Director of Corporate Investments and Partnerships and the Director of Land Use Planning and City Planner, **BE DIRECTED** to initiate a process for the redevelopment of the South Street Campus lands, beginning with a report to the Investment and Economic Prosperity Committee that identifies the approach, proposed process, timeline, required consulting resources, and an identified source of financing for securing these resources **IT BEING NOTED THAT** the City's contribution of \$3.2 Million towards the remediation and decommissioning of these lands has been planned through temporary financing, pending the ultimate sale of the land.

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- vi. Staff **BE DIRECTED** to prepare a comprehensive industrial land acquisition and servicing plan for the next 20 years – the plan should identify and evaluate potential industrial park opportunities and estimate development costs to the municipality. The plan will provide a basis for attracting senior government infrastructure funding; attracting new industry to London; and will allow Council to consider future investment in industrial land development against other investment opportunities and strategies.

**PREVIOUS REPORTS PERTINENT TO THIS MATTER**

- **A Community Improvement Plan for London’s SoHo District** – *City Planner, June 2011*
- **Seizing a Vibrant Future – Planning for Growth in London** – *City Planner, September, 2011*
- **Industrial Land Development Strategy** – *Consultant Rob Panzer, September, 2011*
- **Industrial Land Purchase Strategy – Confidential** – *Executive Director of PEES, November 16, 2011*
- **Project Planning and Priorities** – *City Treasurer and CFO, November, 2011*
- **Building the City of Opportunity – An Investment Strategy** – *City Planner, Nov, 2011*
- **Decommissioning the South Street Hospital** – *City Planner, January 16, 2012*

**BACKGROUND**

- This report provides a basis for Municipal Council to move forward with a Strategic Investment and Economic Prosperity Plan and recommends a two-pronged approach.

**Prong #1 - Establish the process and develop the Plan during 2012**

- Goals & objectives of the Plan
- Process for developing the Plan
- Evaluation criteria to be utilized in evaluating projects
- Establish and agree to a list of potential projects
- Public consultation and engagement process
- Evaluation of proposals
- Establish a fair process and policy surrounding unsolicited proposals
- Etc.

**Prong #2 - Focus on two initiatives for 2012**

- Begin South Street Campus redevelopment project
- Engage in short-term industrial land acquisition

- The report is divided into four sections:
  1. Developing a Strategic Investment and Economic Prosperity Plan through 2012;
  2. Establishing an Unsolicited Proposals Policy;
  3. Acquiring industrial land; and
  4. Initiating the South Street Campus hospital project.

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**ANALYSIS**

**1. Prong # 1 - Building a Strategic Investment and Prosperity Plan in 2012**

**Context**

- In August of 2011, a presentation to the Investment and Economic Prosperity Committee (IEPC) recommended the following strategic direction:

**“Accelerate the growth of a strong vibrant economy and foster private sector investment in the city.”**

- Table 1 provides a full summary of Council’s current and recent activities designed to stimulate the economy and to grow prosperity in London – clearly, Council has been very active on many fronts in their effort to support and stimulate London’s economy.
- Through the IEPC, Council is now developing a Strategic Investment and Economic Prosperity Plan. The benefits of such a plan are significant, and include:
  1. A common focus for Council and Administration on next steps for economic prosperity.
  2. A clear message to the investment community that Council is aligned around a series of investment priorities and creating a positive climate for private sector investment.
  3. A clear message to senior levels of government that Council has completed its community discussion, municipal financing and preparatory work and is positioned as an excellent candidate to receive funding.
  4. Direction for the alignment of Staff resources to implement Council’s priority projects.
- The remainder of this Section provides recommendations to move forward with the preparation of this Strategic Investment and Prosperity Plan over the course of 2012.

**Goals and Objectives**

- Staff are seeking confirmation from the IEPC and Council on the goals and objectives for the Strategic Investment and Economic Prosperity Plan. Below are proposals for consideration by the IEPC:

**Goal: Accelerate the growth of a strong vibrant economy and foster private sector investment in the city.**

**Objectives: Develop a plan that:**

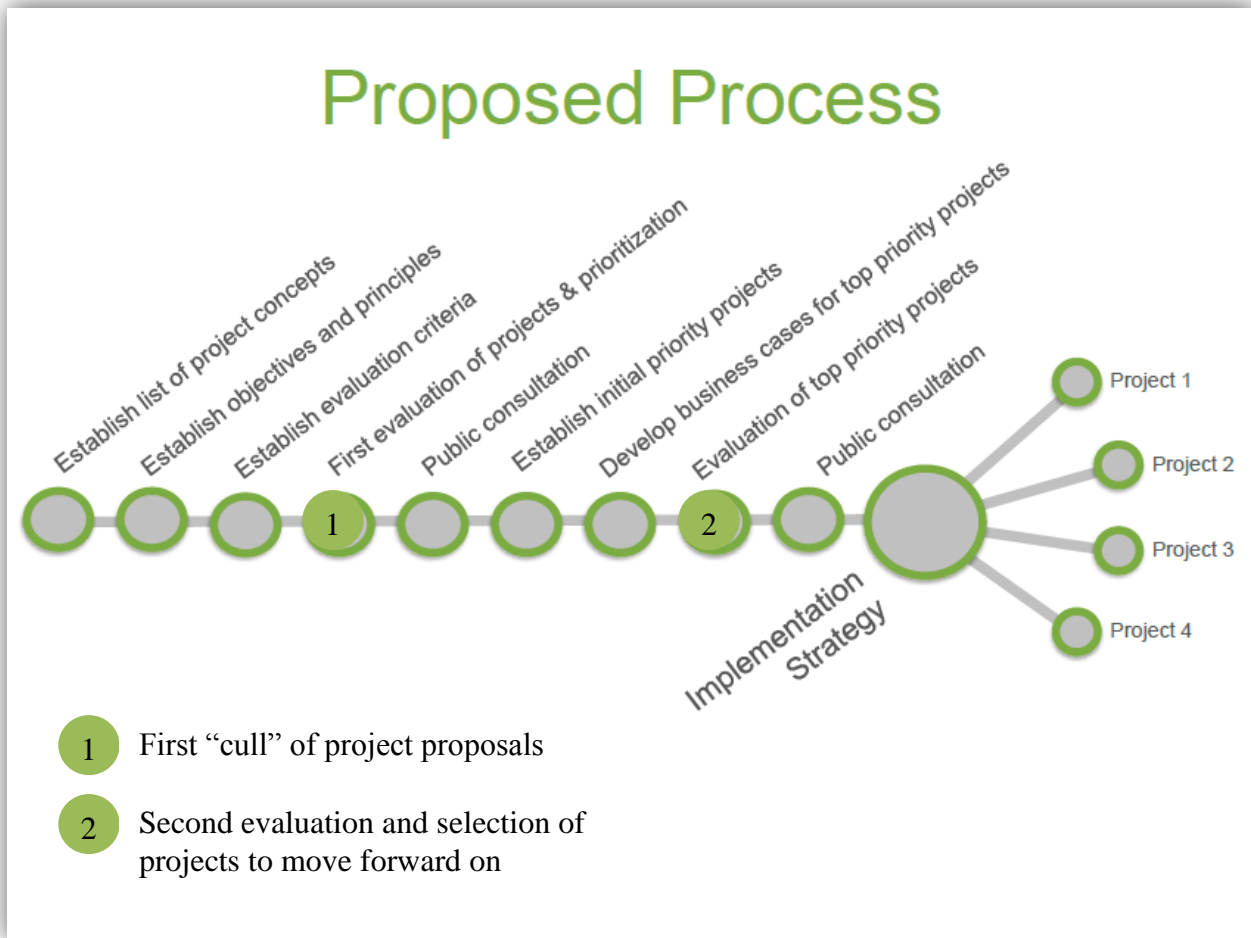
1. **Fuels transformational change in London’s economy**
2. **Creates jobs**
3. **Leverages investment**
4. **Stimulates spin-off benefits**
5. **Builds beneficial partnerships**
6. **Benefits key targeted sectors**

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**Process for Developing the Plan**

- At its meeting of November, 2011 the City Planner delivered a presentation entitled “Building the City of Opportunity – An Investment Strategy”
- It included a proposed process for developing the Strategic Investment and Prosperity Plan and that process was subsequently adopted in principle by Council.

The below diagram illustrates a refined process to run through 2012. Staff are seeking endorsement of this process for the IEPC.



- The above process includes the following highlights:
  - A “cull” of project proposals through a first high-level evaluation – thus focusing the remainder of the process on a smaller number of projects;
  - Information and communication with the public to occur on a regular and consistent basis.
  - Public consultation at two important “checkpoints” and the opportunity for changes to reflect public input
  - A parallel information, consultation and engagement program, identified in Appendix 6 of this report.
- It is anticipated that this work will progress through 2012 with a conclusion in time for integration into the 2013 budget process

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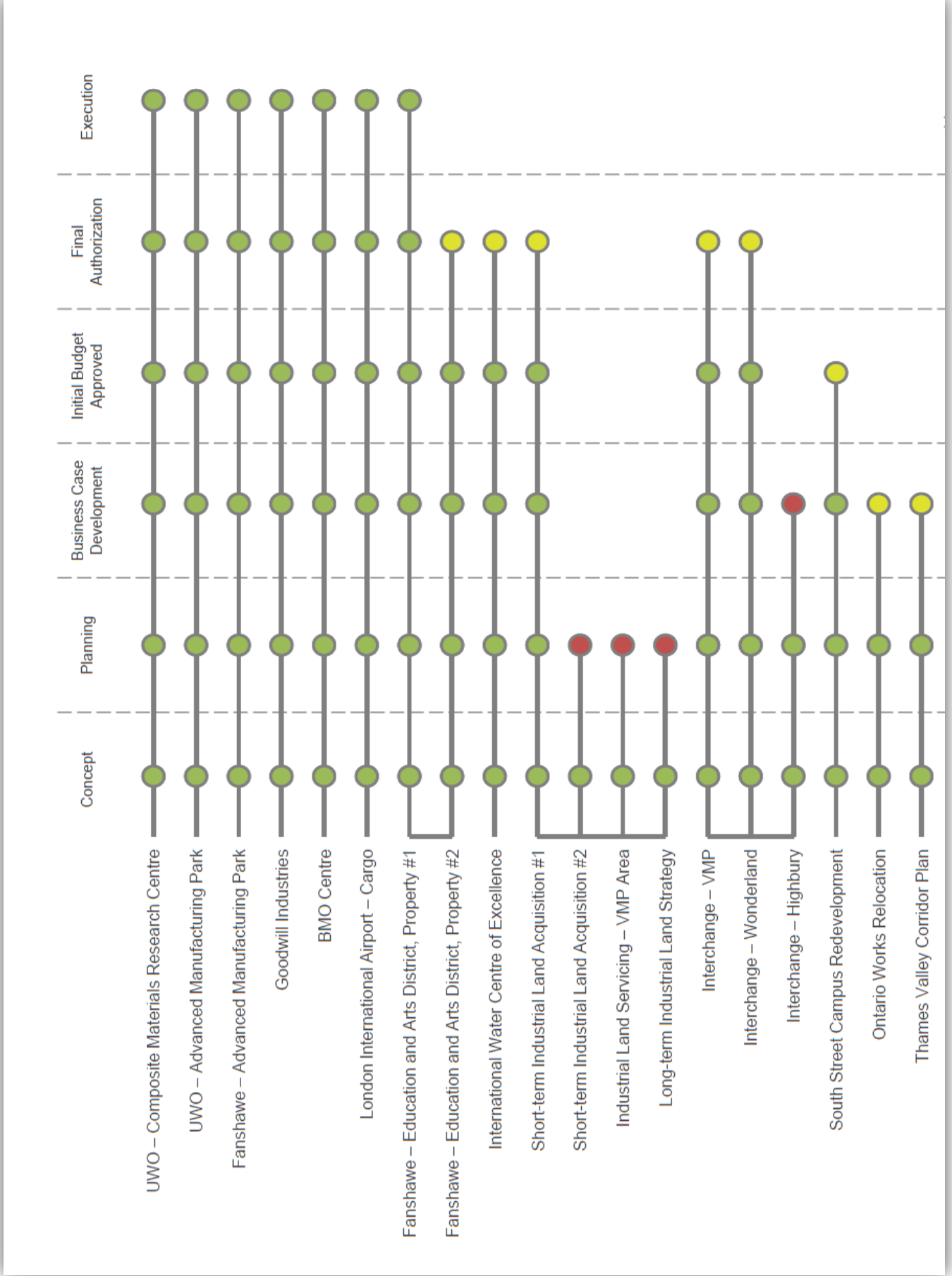
**Table 1 – Municipal Council’s Recent and Ongoing Economic Prosperity Activities**

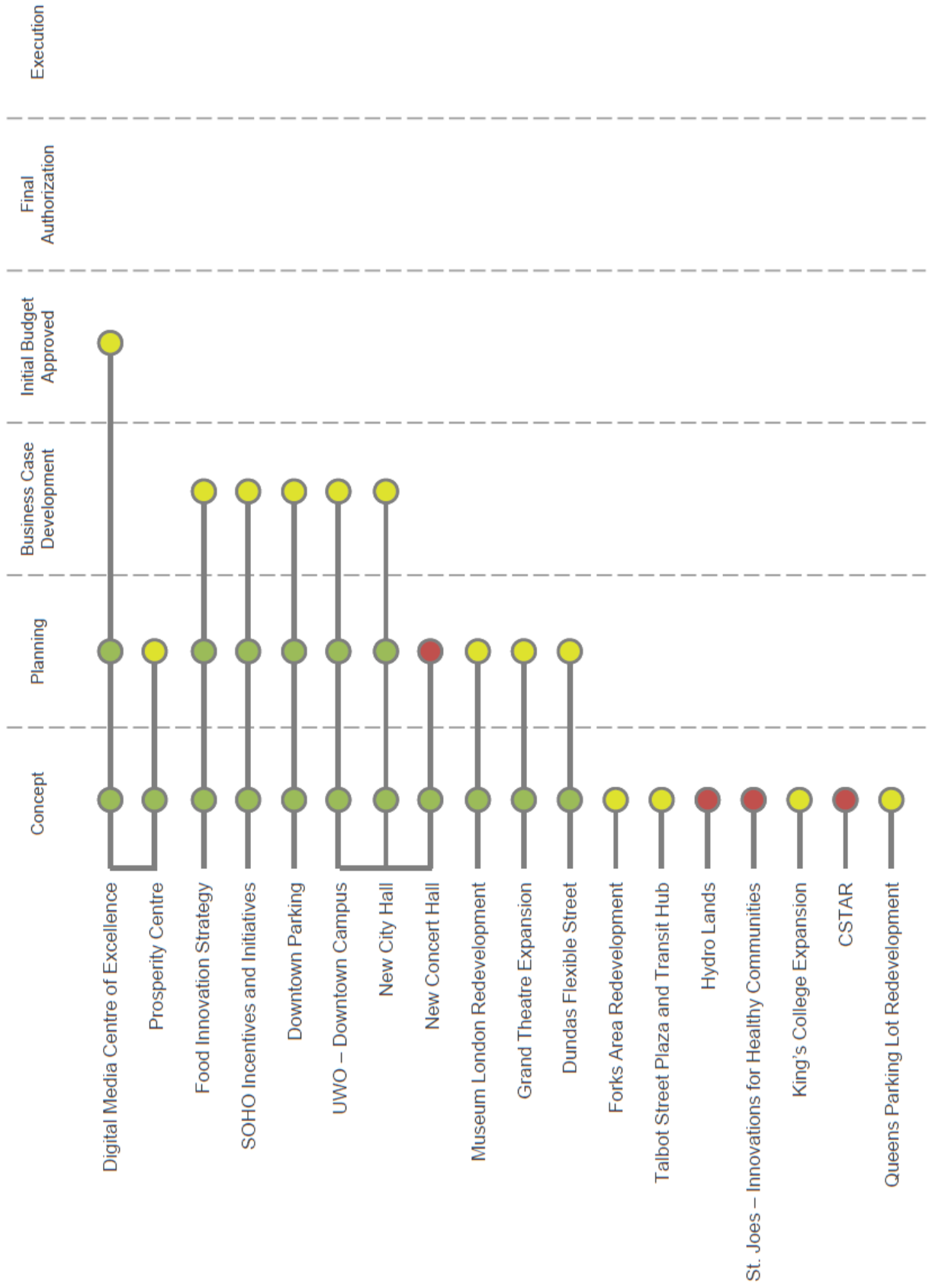
<p><b>Create Financial Stability</b></p>	<ul style="list-style-type: none"> <li>• Council Strategic Plan - strong brand and clear direction forward</li> <li>• Sound financial practices - diversify revenue, contain costs, reserves, manage debt</li> <li>• Delivering competitive tax rates</li> <li>• Delivering competitive development charges</li> <li>• Competitive utility rates - water, sewer, solid waste and hydro</li> <li>• Embarking upon strategic investment plan to use limited financial resources wisely</li> </ul>
<p><b>Attract Quality Labour Force</b></p>	<ul style="list-style-type: none"> <li>• Facilitate vibrant Downtown and commercial corridors - BIA's, incentives, Fanshawe partnership, UWO and other potential projects</li> <li>• Facilitate the development of housing that is affordable &amp; quality</li> <li>• Strong neighbourhoods - plan quality new neighbourhoods and facilitate re-investment in existing neighbourhoods</li> <li>• Quality public facilities - JLC, Market, Library, Western Fair, North CC</li> <li>• Offer quality heritage, arts and culture opportunities</li> <li>• Provide for quality parks, pathways, Thames Valley Corridor</li> <li>• Introducing urban design evaluation into all projects</li> </ul>
<p><b>Deliver Municipal Infrastructure</b></p>	<ul style="list-style-type: none"> <li>• Established GMIS - planning infrastructure to service growth</li> <li>• Construction of Highway Interchanges (w/ senior funding partnership)</li> <li>• Prepare for future infrastructure funding from senior levels of government</li> <li>• Continue improvements to VMP - EA's underway</li> <li>• Implementation of Transportation Master Plan - to be considered</li> </ul>
<p><b>Grow London International Airport</b></p>	<ul style="list-style-type: none"> <li>• Recent expansion of airport terminal and airline offerings</li> <li>• Airport Community Improvement Plan approved and considering amendments to introduce more flexibility</li> <li>• Investment in cargo terminal</li> </ul>
<p><b>Provide Competitive Industrial Land</b></p>	<ul style="list-style-type: none"> <li>• LEDC industrial business recruitment</li> <li>• Industrial land acquisition</li> <li>• Industrial land servicing and development strategy</li> </ul>
<p><b>Plan for Growth</b></p>	<ul style="list-style-type: none"> <li>• Complete secondary plans - SWAP, LPH, Meadowlilly</li> <li>• Community Improvement Plans - DT, Old East Village and SOHO</li> <li>• Continue improvements to development approvals processes</li> <li>• Supportive approach to infill and intensification</li> <li>• OP review - introduce greater flexibility</li> </ul>
<p><b>Seek Out Partnerships</b></p>	<ul style="list-style-type: none"> <li>• \$100M of stimulus project work recently completed - roads, industrial parks, facilities</li> <li>• Prepare for future partnerships with senior levels of government</li> <li>• Prepare strategic investment and prosperity plan to set framework for partnerships</li> <li>• Seek out partnerships with education, health care and other institutions</li> <li>• Opportunities for private sector partnerships - eg. Wastewater Technology Centre</li> </ul>
<p><b>LEDC Initiatives</b></p>	<ul style="list-style-type: none"> <li>• the LEDC was established by Council to develop London's economy</li> <li>• LEDC engages in a large number of economic development activities and initiatives that are described in Appendix 1</li> </ul>
<p><b>Strategically Invest in Programs and Projects</b></p>	<ul style="list-style-type: none"> <li>• Develop comprehensive plan for investment</li> <li>• Establish priorities to achieve greatest benefit toward prosperity goals</li> </ul>

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**Projects Under Consideration & Project Readiness**

- Two presentations were recently delivered to the IEPC showing a list of potential projects. The list has “evolved” to what is shown on the following two pages.
- This refined list shows each project, sorted based on a high level measure of project advancement. This indicates the degree to which the project has advanced from a concept to completion. The following stages of project advancement have been used:
  - **Stage 1 – Concept**  
An idea is brought forward, either as a solicited or unsolicited proposal. The Committee reviews the concept based on the established investment principles to determine if it warrants further consideration, either now or in the future.
  - **Stage 2 – Planning**  
The concept becomes more developed through more detailed planning which may include project definition, consultation, preliminary costing, or initial design work. The Committee determines whether the plans warrant further development into a full business plan, either now or in the future
  - **Stage 3 – Business case**  
The Committee can direct the proponent to develop a detailed business case in the format required by the Strategic Investment and Economic Prosperity Committee, with full costing and project design. The business case would be presented to the Committee to seek and be subject to funding. The community engagement plan identifies how members of the public may provide input at this stage
  - **Stage 4 – Initial funding approved**  
The Committee identifies a source of funding, and timing of that funding, to support the project. All funding from the City of London will be identified in the capital budget and plan. No on-going funding will be considered. This phase may include an RFP or other procurement process
  - **Stage 5 – Final authorization**  
At this stage, budget transfer is authorized subject to the execution of a standard legal agreement, and construction/implementation can begin
  - **Stage 6 – Execution**  
Implementation is underway, moving the project towards completion. Maintenance and monitoring
- These stages should be considered as generalized, and will be adapted to apply to each unique project.
- Staff are recommending that a one-page description (see below for the template to be used) of each project be prepared for the IEPC, and an initial evaluation of each project be prepared, to begin the evaluation process at a future IEPC meeting (see below for the evaluation criteria to be used).
- This will result in the “first cull” of projects and the identification of projects for which Staff will prepare business plans. **This will require significant resources, so it is important to minimize the number of projects to be evaluated.**







**\$X**  
million

Funded: \$X

Unfunded: \$X

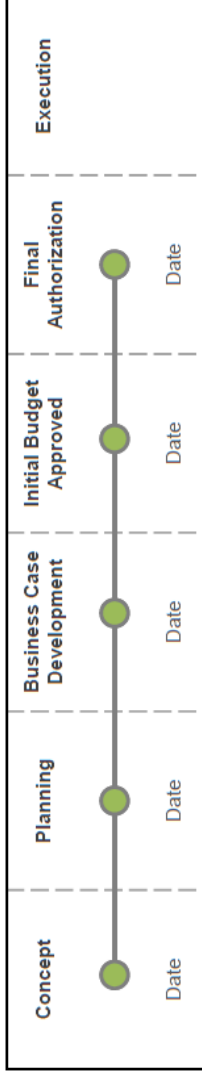
Source(s) of funding:

- Insert
- Insert

Funding Partners:

- Insert
- Insert

# Template To Be Completed



Project Description:

Status Update:

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# The Scorecard

Project Description	Project Cost	1	2	3	4	5	6	7	8	9	10
Type of Project	City Investment										
Project Category	Target Leverage										
Investment Type	Project Timing										
<b>Fuels transformative change to the economy</b>											
	Does it dramatically impact London's economy?										
	Does it raise the profile of London nationally and internationally?										
	Does it generate 'buzz' and excitement?										
<b>Creates jobs</b>											
	Does it generate long term, permanent jobs?										
	Does it generate direct and indirect employment?										
	Does it generate low, medium and high paying jobs?										
<b>Leverages investment</b>											
	Does it leverage investment from others?										
	What is the leverage ratio?										
	Does it leverage in-kind of other contributions from others?										
<b>Stimulates spin-off benefits</b>											
	Is it a catalyst for spin-off benefits?										
	Does it assist existing businesses?										
	Will it generate direct and indirect assessment growth?										
	Will it lead to a more efficient utilization of existing services?										
<b>Builds beneficial partnerships</b>											
	Will it leverage new, positive partnerships?										
	Will it establish a positive institutional presence?										
	Will it establish a platform for additional investment in the long term?										
<b>Benefits key sectors</b>											
	Will it support strategically targeted sectors?										
	Will it grow existing sectors?										
	Will it establish London in emerging sectors?										

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## Addressing Unsolicited Proposals

Through the preparation of the Strategic Investment and Economic Priority Plan, the municipality will likely receive unsolicited proposals from citizens, business owners, community groups, entrepreneurs and others seeking financial or other support from Council for a specific idea or initiative. Such proposals have already been received by Council which has raised concerns relating to:

- fairness and equity – projects involving the City should allow everyone an equal chance to provide proposals
- best value – dealing with a sole proponent, rather than allowing for open competition, can undermine the opportunity for securing the greatest value for the City.
- seizing a limited-time opportunity – the need for a lengthy competitive process can lead to a loss in excellent opportunities that are time-sensitive
- the agenda of, and resources available to, Council are diverted, leading to a lack of focus and therefore delivery of results

Council’s approved *Procurement of Goods and Services Policy* states that unsolicited proposals can be awarded subject to defined requirements for non-competitive processes.

### *21.2 Direct Solicitation*

- a. Unsolicited proposals received by the City shall be referred to the Manager of Purchasing and Supply for review.*
- b. Any procurement activity resulting from the receipt of an unsolicited proposal shall comply with the provisions of this Policy.*
- c. A contract resulting from an unsolicited proposal shall be awarded on a non-competitive basis only when the procurement complies with the requirements of a non-competitive procurement, as detailed in Section 14 [Non-competitive processes].*

This Policy is consistent with those in other municipalities. A policy review of cities including Toronto, Calgary, Hamilton, Oshawa, Burlington, Kingston, Mississauga and Brockville identified that most municipalities will consider unsolicited proposals (see Appendix 4).

A common approach to unsolicited proposals is to undergo an evaluation by Administration and, if deemed to have merit, the proposal can be pursued in accordance with the normal purchasing policy requirements as a sole-source with special Council approval.

Several municipalities require that a competitive process be undertaken prior to awarding an unsolicited proposal. The City of Toronto, as an example, has adopted the “challenge” model where unsolicited proposals deemed to have merit are opened up for competing quotes, and if the original vendor can either match or beat the counter quotes, they have first rights to the contract.

Additionally, a few municipalities identify specific criteria for considering unsolicited proposals such as a demonstration of significant return on public investment, anticipated economic development benefits or being particularly innovative or unique.

This report recommends that Staff circulate the attached draft policy regarding unsolicited proposals (see Appendix 5) and hold a Public meeting to receive feedback on the policy. The policy identifies proposals that (1) have an economic development impact, (2) seek financial

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investment where the project cost exceeds \$1 million, and (3) involves at least one partner in addition to the Corporation be forwarded directly to the Investment and Economic Prosperity Committee, and subsequently Council, for consideration.

The policy identifies a process for responding to such proposals that involves the evaluation criteria and is in alignment with the process established at the November 25 meeting of the IEPC. The policy does not preclude the Investment and Economic Prosperity Committee from soliciting proposals at any point in the future; rather it ensures that solicited and unsolicited proposals receive the same level of review, consideration and community engagement.

### **Prong #2 - A Plan for 2012 – Two Projects to Focus On**

- As shown in the project list above, there are a number of projects that are funded and either close to completion or underway. These projects will continue to be advanced in 2012 and include:
  - a. New Highway 401 Interchanges - \$25M committed (identified in the 2012-2016) capital plan
  - b. Fanshawe College Downtown Arts and Entertainment District– Phase I \$10M grant committed to be funded over the five years through the Economic Development Reserve Fund
  - c. Fanshawe College Downtown Arts and Entertainment District – Phase II - \$10M grant planned
  - d. Digital media/prosperity Centre - \$5M planned
  - e. Wastewater Technology Centre - \$3.4M committed as part of the capital budget
  - f. Ontario Works in Community - \$2.2 M committed awaiting balance of funding (\$12-\$14 million estimated total cost)
- In addition to the above, Staff believe it is prudent to move forward on two new projects that each present unique and emergent opportunities and address an immediate need for action.
- These two projects are:
  1. Short-term industrial Land Acquisition
  2. South Street Campus Re-development
- The remainder of this report provides greater detail on each.

### **Short-term Industrial Land Acquisition**

#### **Recent History of Council Discussions on Industrial Land Development**

- In September of 2011 Municipal Council received an Industrial Land Strategy report from Consultant Robin Panzer. The report represents a comprehensive review of industrial development and land sales in the City of London over the past 15 years.
- The report confirmed that the amount of industrial land sold by the municipality has outstripped expected land sales by 50% over the past 10 years. Furthermore, the report confirmed that new industries are seeking out larger land holdings than they previously did – thus changing the nature of the industrial land offerings that cities need to provide.
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- The report also suggested that the City has a scarcity of City-owned industrial lands in large, well configured, serviced parcels that are marketable to new industry. Accordingly, the City is not well positioned to address emergent opportunities.
- Municipal Council approved a source of financing for \$4.7 million to acquire industrial land.
- Council expressed the need to understand the “big picture” strategy for industrial land development and also requested a report that explained the economic return on industrial land investment.
- Underscoring the need for additional industrial land, it is noteworthy that a number of industrial opportunities have recently emerged in London. However, there is a lack of suitable candidate lands within the City’s inventory of large parcels to accommodate these emergent opportunities.
- Staff believe it is critically important to be well supplied with City-owned industrial land to achieve Council’s goal of accelerating the growth of a strong and vibrant economy.

**“Big Picture” Industrial Land Development Strategy**

- Council has requested a “big picture” overview of London’s industrial land strategy.
- The Industrial Land Development Strategy presented in November of 2011 represents a comprehensive review of industrial land in London. The report includes a review of the 2001 strategy, an assessment of how successful the City has been in realizing targets, an analysis of vacant land, vacant land targets, acquisition costs, sales values, policy, comparisons with other municipalities, etc.
- Similarly, the November 2011 report provided a review of a land acquisition strategy, a finance strategy and a planning strategy.
- Three new/expanded interchanges at Highway 401 that are to begin in 2012:
  - Airport Road
  - Highbury Avenue
  - Wonderland Road
- Municipal funding has been planned and senior level government partnership has been committed for these interchanges.
- A longer-term plan needs to be sharpened to determine:
  - Where the City would like to invest in the next “large block” to be acquired, planned and serviced – as Innovation Park was through the last decade.
  - Potential urban growth boundary expansion to allow for these new industrial areas to take root
  - Infrastructure requirements to support the plan – including “big picture” possibilities such as extending Highway 7 from Waterloo to skirt London North and connect with Highway 402 westward.
  - How the City can work with the Provincial and Federal government to help support the development of these new industrial areas through infrastructure funding.
  - Business cases and financial planning for moving forward.

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- This long term investment in industrial land should be evaluated against other investment projects being considered through the Strategic Investment and Prosperity Plan. Council can thus determine its desired investment level on industrial land as a component of their overall strategic investment strategy.
- A companion report on the industrial land strategy has been submitted to the IEPC in camera, recognizing that it deals with specific areas and parcels of land that may be considered for acquisition in the future.
- It should be recognized that if London does not have an industrial land development strategy and focused plan in place, it will forgo economic opportunities in the future.

**Economic Return on Investment for Industrial Land Development**

- Municipal Council requested information on the economic return on investment in municipally owned industrial land. The below analysis focuses on two industrial parks recently developed by the City of London. All numbers were supplied by the LEDC.

**Table 1 - Industrial Land Development Costs and Returns**

	<b>Forest City Industrial Park</b>	<b>Innovation Park</b>
Land Acquired by City	178 acres (145 ac net)	653 acres (477 ac net)
Cost of Land Acquired by City	\$5.08M	\$11.7M
Cost of Land Per Acre	\$28,558/acre	\$17,887/acre
On-site servicing cost	\$9.4M (\$6.6M net after senior government. grants)	\$34.8M (\$18.4M net after senior government grants)
Total Cost to City of London	\$11.7M	\$30.1M
Direct Jobs Created	1,200	300 (not including Dr. Oetker and Sango)
Indirect Jobs Created	600	150
Total Jobs Created	1,800	450 (not including Dr. Oetker and Sango)
Increase in Assessment	\$50M	\$30M
Increase in Tax Revenue	\$1.6M per year	\$1.3M per year

*Note: Imperial, rather than metric, measure has been used as this is the convention of the real estate industry in London  
Source: London Economic Development Corporation*

- It should be recognized that the above does not show off-site servicing costs or ongoing operating costs.
- Since Innovation Park is yet to build out and the numbers shown do not include some major new additions to the park, a summary of the Forest City Industrial Park is most effective for assessing return on investment.
- In that park, as shown above, a total investment of \$11.7M in acquisition and on-site servicing yielded:
  - 1,800 jobs
  - \$50M in new assessment
  - \$1.6M in new tax revenue per year

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- The experience in the City of London is that IF the City does not develop industrial land, the private sector WILL NOT “fill the gap” by playing this role. Rather, economic opportunities will be lost to other municipalities.

**The Short-term Need to Acquire Additional Industrial Land**

- The Industrial Land Development Strategy identified a trend whereby new industries are now seeking out larger industrial parcels. This is to allow for phased growth and expansion.
- While the City owns a significant amount of industrial land (see Appendix 3), there is a distinct lack of large serviceable parcels (40-50 acres), making acquisition difficult.
- This puts London at risk of losing opportunities for new industrial uses that can help to grow its economy.
- It is important to understand that it typically takes a number of years to acquire land, complete necessary planning, and subsequently service industrial lands. Recognizing this time lag between funding, purchase and development serves to emphasize the need to take action immediately to fund and begin the process of purchasing industrial lands in 2012. This becomes increasingly important as the Provincial and Federal governments look for investments.

**South Street Campus Redevelopment Project**

**Justification for Focussing on this Project in 2012**

- Staff believe that the South Street Campus redevelopment project is appropriate in 2012, ahead of the strategic investment plan, for the following reasons:
  1. A substantial amount of the planning work has been done through the SOHO Community Improvement Plan;
  2. Agreements between the Hospital, Province, and City for decommissioning are near completion;
  3. Demolition and decommissioning, as determined by Council, will begin in 2012;
  4. The \$3.2M contribution for demolition and remediation is already planned for, through temporary financing pending the ultimate sale of the land
  5. There is a relatively minimal municipal contribution required to advance this major project that the private sector will ultimately construct and own.
  6. The project stands to have a significant positive impact on the City’s image and identity and will create short-term and long-term jobs, assessment and tax revenue.

**The Vision**

- The below graphics illustrate the vision that was presented through the SOHO Community Improvement Plan and, more recently, through Council’s Downtown Vision work.



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- The vision is conceptual in nature, but can be described as a new urban neighbourhood that:
  - Provides for a mix of high and medium density residential development and small-scale commercial and office uses;
  - Integrates some heritage buildings;
  - Re-develops the majority of the site with new buildings;
  - Establishes a new promenade along the Thames River, including look-out, and passive recreation opportunities that provide a focal point of the SOHO neighbourhood;
  - Creates a positive and aesthetically pleasing built form that will be highly visible from the Wellington Gateway;
  - Integrates a stepping down of height and intensity to integrate with the existing low density residential SOHO neighbourhood;
  - Extends the street network to provide connections and maintain view corridors to the Thames River;
  - Provides a diversity of housing types to allow for growing in place;
  - Creates opportunities for public spaces, allowing residents to socialize and build community connections; and
  - Establishes built form and residential intensity to be transit supportive.

**Recommended Approach**

- Staff believe that the municipality can achieve the following by developing the South Street Campus lands in phases, through a sequential series of requests for proposals to:
  1. Maximize the value of the land – each completed phase adding value to the subsequent phase;
  2. Create greater value by establishing an overall redevelopment plan that provides clarity for how the neighbourhood will be built out;
  3. Allow for the development of a project that represents a new, urban neighbourhood that can retain and attract young urban professionals;
  4. Allow for a flagship development that integrates some elements of sustainability, affordability, heritage preservation, and quality urban design;
  5. Create construction jobs and, through mixed use development, full time employment opportunities;
  6. Grow assessment, where additional operating costs to the municipality are modest.

**Overview of Work to Be Advanced in 2012**

- Given the recommended approach, Staff believe that the following work could be advanced in 2012:
  - Prepare a development phasing plan
  - Prepare a redevelopment plan that provides a vision, a development concept, a natural heritage retention plan, a recreational amenity plan and urban design guidelines
  - Prepare a servicing scheme, addressing all infrastructure and utilities
  - Work with the Upper Thames River Conservation Authority relating to the lands that they currently own west of Waterloo
  - Work with other landowners, as necessary, to acquire remaining lands
  - Advance necessary Official Plan and Zoning By-law amendment processes
  - Develop a request for expressions of interest & qualifications and a subsequent request for proposals to initiate Phase 1 (the ultimate winner would acquire the land

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at the stated price in the proposal, and would construct and own this phase of the development)

- It is anticipated that this process will require additional consulting resources in 2012.

### **Recommendation for 2012**

- Staff are recommending that a team led by the City Planner and the Managing Director of Corporate Investments and Partnerships be established to lead this work in 2012.
- Staff are further recommending that a separate report be prepared to provide a more detailed overview of the South Street Campus redevelopment project, expanding upon the information provided in this report, identifying a clear process for proceeding with next steps, identifying necessary consultant resources for 2012 and an associated source of financing.

### **Conclusion**

- Municipal Council has a strong focus on taking action to improve and grow London's economy.
- As described above, they have been working on many fronts to do so.
- This report has identified an approach for moving forward with the development of a Strategic Investment and Economic Prosperity Plan.
- Staff are seeking confirmation on the process, goals, objectives, evaluation criteria, and the preliminary list of potential projects to be evaluated. This will help provide focus to staff time and financial resources, thereby improving the potential of earlier delivery of results.
- This report has presented a draft policy to address unsolicited proposals and Staff are seeking direction to circulate the document for comments and feedback.
- This report has recommended that Council focus on two projects in 2012, while Council develops its strategic investment and economic prosperity plan.
  1. Move forward with industrial land acquisition in 2012 and development of a comprehensive Industrial Land Development Strategy to ensure economic competitiveness in the future.

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2. Move forward with the South Street Campus redevelopment project in 2012, recognizing the relative small municipal investment that will be necessary to advance this project, the correspondingly large private sector investment, and the potential for this project to have a major impact on London’s economy in the short and long-term.

<b>PREPARED AND RECOMMENDED BY:</b>	<b>RECOMMENDED BY:</b>
<b>J. M. FLEMING, RPP, MCIP DIRECTOR, LAND USE PLANNING AND CITY PLANNER</b>	<b>MARTIN HAYWARD CITY TREASURER AND CHIEF FINANCIAL OFFICER</b>

**Acknowledgements:**

Kate Graham – prepared research, analysis & policy for unsol. proposals & prepared project list graphic  
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 Jordan Martin – prepared graphic for “big picture” industrial land strategy  
 Alan Dunbar – provided financial information and comments for project list in Appendix 2

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**Appendix 1**  
**LEDC Initiatives**



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## **LEDC - London Strategic Overview**

London is a confident, cohesive community built on a diverse economy, recognized for its skilled workforce, innovation and academic excellence and driven by a creative and entrepreneurial culture that values quality of place. London's reputation continues to grow in key markets nationally and around the world. To strengthen London's economy and build on our industry successes, the city and the London Economic Development Corporation (LEDC) have lead several projects that have garnered international attention and continue to attract foreign direct investment.

In 2010 our city established Canada's first Advanced Manufacturing and Green Technology Park in partnership with The University of Western Ontario and Fanshawe College. This park attracted Germany's Fraunhofer Institute who will be a lead partner in the creation of the International Composites Research Facility. This park will also be home to the world's most advanced wind engineering facility, the WindEEE dome. The dome will be the first hexagonal wind research facility able to simulate true tornado and hurricane wind tests.

In Green technology, London is being recognized as a leader in research and development as well as attracting leading companies. London recently attracted German Solar Corporation, a solar developer and manufacturer of racking and tracking systems, and KACO New Energy of Germany, the world's leading manufacturer of solar inverters. Samsung Renewable Energy announced a major new facility to be constructed in London in September of 2011.

Among our other strategic priorities, London launched the new \$11-million cargo gateway and \$6-million international airport expansion. The opening of a Foreign Trade Cargo Complex at the airport and its designation as the first Canadian Duty Free Zone airport are key initiatives for investment attraction as well as business growth and retention. The multi-use facility is expected to evolve into a full foreign free trade zone that will include manufacturing and logistics and bolster the city's strategic location as the transportation gateway hub into the U.S.

The new International Water Centre of Excellence, Life Sciences Initiative, Fanshawe College's new downtown campus, the Digital Media Centre Of Excellence and the 401-402 Corridor development are the other key elements of the strategic economic priorities.

### **London's Major Industry Sectors**

The LEDC recognizes the need for our economy to respond to emerging markets and economic opportunities. We have traditionally focused our efforts on growing existing industry sectors, building on the skills, infrastructure, research and private industry base that already exists. These includes Advanced Manufacturing, Green Technology, Life Sciences, Information Technology, Agri-Food, Regional Head Offices (including Financial Services and Contact Centres), and Logistics. Building off of emerging strengths the LEDC has made it a strategic priority to focus on growing our digital interactive media and ICT sector.

#### **1. Advanced Manufacturing and Green Technology**

Advanced Manufacturing has been, and continues to be one of London's main industry sectors, representing just below 13% of all employment. The London region has more than 400 manufacturers focused in transportation equipment, automotive components, defence, industrial products, building products, water technology, research and development, and more.

#### **2. Life Sciences**

The life sciences sector is a key area of economic growth in London, with more than 20,000 people, including over 2,000 researchers, employed at London health care organizations, research institutes and life science related companies. London has the infrastructure, the talent, and the desire to continue developing this sector, and through WorldDiscoveries, has the opportunity to create new companies from the commercialization of leading edge research from Western, Robarts and Lawson.

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The LEDC will continue to target opportunities in key markets for growing the Life Sciences sector including Asia, the United States and Europe.

### 3. Information Technology

London has more than 350 IT companies focused in many sectors including interactive game development, manufacturing plant floor software, financial services, asset management and healthcare IT. In total, over 8,000 people are employed in this industry, representing just over 3% of the total workforce. The LEDC is continuing to develop the digital media segment, partnering with Western, Fanshawe, the Canadian Digital Media Network, Stratford Digital Media School and London's private technology schools.

LEDC is working hard to support the growth and development of London companies, working closely with our community partners to develop new tools and programs and exploring new opportunities in new markets, with a focus on the US, Canada and Europe.

### 4. Institutional/Education (University, Colleges, Hospitals, Research)

London's institutions, including hospitals, research, educational (public and private) and government offices make up a large component of our economic base. This sector employs over 32,000 people, representing more than 12% of the total workforce.

Most organizations have continued to see growth and development throughout the last year. As a regional centre, London has developed a strong reputation that will provide new opportunities in the future.

Although much of this sector is dependent on government funding, there are opportunities to continue building the partnerships between public institutions and private business and also ensuring the community training programs are available to fill required positions with these organizations. The LEDC will continue to identify new opportunities in this area.

### 5. Regional Head Office ( Business Services)

This category includes all businesses in Financial Services, Call Centres, Accounting, Legal, Insurance and other London head offices, representing significant employment and growth opportunities. Over 19,000 people are currently employed in this sector, representing more than 8% of the total workforce. London holds a strong reputation in this category, built on the historic strength of London Life and TD Canada Trust and more recently with Libro Financial, Citi and Pacific and Western.

### 6. Agri/Food Business

London has more than 60 food and beverage processing companies focused in sectors including processing of meat products, frozen desserts, spices, honey, breakfast cereals, alcoholic beverages and more. Over 6,000 people are employed in this industry, representing over 2% of the total workforce. Our rich agriculture and food processing history and reputation is very attractive for companies looking for new investments in Ontario and will continue to be a priority for the LEDC. Our goal is to position London as one of three key provincial sites for food processing and agri-food initiatives and we will continue to work closely with OMAFRA and other industry contacts in key markets around the world.

### 7. Workforce Development

The LEDC has had a dedicated Workforce Development focus for the last five years, with the mandate to help understand the **needs of employers** (both existing London companies and those we are working to attract to London), and communicating those needs to potential **candidate pools** (including students, immigrants, under-employed, unemployed and those undergoing retraining) and those who **support** those talent pools (educators, re-trainers, not-for-profits, government agencies, religious and ethnic organizations). This continues to be a major focus for the LEDC to ensure businesses have the talent they need, and London residents have the career and employment opportunities they are seeking.

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**Strategic Initiatives**

The LEDC, City of London and community partners are leading these initiatives and involving stakeholders to move these projects forward. They include:

1. Completed the 125 acre Advanced Manufacturing and Research Technology Industrial Park in partnership with the University of Western Ontario, the City of London and Fanshawe College. The park integrates R&D facilities with educational institutions and government agencies to achieve a community of advanced industries that are created through private sector collaborations with research.
2. Ground breaking and construction has begun of new wind research centre that will make London the most unique research centre in the world.
3. Launch of The International Water Centre of Excellence, a joint venture between the water industry, the City of London and the University of Western Ontario, making London the leading site for industrial water treatment technology commercialization, validation and testing in Canada. Five private sector partners have now joined the consortium.
4. Opening of new Cargo Terminal and the London International Airport was a joint effort between the LEDC, City of London, Federal Government and the London International Airport. Cargo flights have already exceeded business plan with average of over two flights per day. This new cargo terminal is a springboard for the establishment of a cargo village with a mix of multimodal services. This is made possible by the recent designation of the LIA as a Duty Free Zone and the signing of the new Open Skies agreement with the European Union.
5. Community partners including Techalliance, WorldDiscoveries, the University of Western Ontario, Ivey Business School, Lawson Health Research Institute, Robarts Research Institute, the Stiller Centre, NRC , CSTAR and LEDC created a City-Wide Medical Device Strategy. A business plan has been completed, business strategies launched, new website and promotion and goals established for the next 5 years to grow the life sciences and medical device industry in London.
6. Completion of Innovation Park Phase III – 117 acres with full 401NAFTA super highway visibility. Sites are completely serviced and graded and construction ready.
7. Fanshawe’s new Centre for Applied Transportation Technologies, a new \$32 million 148,000 square foot state-of-the-art facility that will accommodate 1500 full-time students who are seeking job-ready credentials in trades and technologies that support the transportation industry.
8. Founding member of the Ontario Technology Corridor including federal and provincial support with specific focus on digital media and ICT attraction. Activity in over 15 countries in 2011.

**Strategic Priorities**

Many of the projects identified above will be implemented over the next several years. However, five particular projects will be moved forward and enhanced in 2012 including:

1. International Water Treatment Centre of Excellence – this full scale validation centre is a partnership of the City of London, LEDC, UWO and industry partners. Providing the capability to



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test and develop both wastewater and distribution technologies in full scale in London’s facilities will allow the IWCE lab and validation test centre to be the world’s leading water technology site. As part of the Southern Ontario Water Congress, London is a key node of the SOWC, and provides a unique opportunity for London to showcase and develop new technologies with partners from the region and around the globe.

2. International Composite Research Centre - The Fraunhofer Composites Research Centre will be the leading development centre for lightweight materials in North America. The leadership role of this UWO Fraunhofer partnership will attract companies from across many sectors including transport, defence, green technology. Through the development of value added products and services, these organizations will represent a new strength in London’s advanced manufacturing and green technologies development.

3. Digital Media Centre of Excellence - The CDiGiT will enhance the ability of London and regional digital interactive media companies to create and market their products and technology which will generate business opportunities and market expansion. More specifically, by reducing the often prohibitive costs of developing their content, London’s digital media sector will be far more productive and competitive on the national stage. CDiGiT will also greatly enhance the effectiveness of London’s digital media related applied research and digital media training infrastructure through secondary and post-secondary school engagement, providing opportunities for talent development and incubation of digital media businesses.

4. Medical Device and Life Sciences Initiative

5. 401/402 Gateway – interchange enhancements across London’s NAFTA corridor and continued development of key land and economic gateways through the London 401/402 region.

6. Fanshawe Downtown Arts and Entertainment District Campus – creating a downtown School for Applied and Performance Arts in partnership with community arts, educational institutions and the private sector. This will include a major focus on digital media opportunities. This new campus will provide ground breaking training and development, bring up to 1000 students to the city core and continue to enhance the city’s core development and revitalization in the downtown.

All of these projects are through public/private partnerships, demonstrating what can be achieved when partners works together toward a strong economic development goal.

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**Appendix 2**  
**List of Potential Investment Projects**

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Initiative / Description	Benefits	Estimated Gross Capital Cost (\$ millions)	
		Planned	Unfunded *
<b>Downtown Investments</b>			
<b>UWO Education Centre</b>	<b>Subtotal</b>	<b>\$10.0</b>	<b>\$180.0</b>
To establish a major downtown presence for the University of Western Ontario at the current City Hall site, including Reg Cooper Square and surrounding facilities. In addition, this project includes developing a new City Hall and Concert Hall on a separate site which remains to be determined.	- Establishment of a major institutional anchor in the downtown, bringing significant 'feet on the street' downtown - Spin-off startups driven by expertise and innovation generated by Education Square - Increase to economic activity in the downtown - Positive contribution to overall downtown vibrancy and London's brand as an education city		
a) University Of Western Ontario			30.0
b) New City Hall		10.0	100.0
c) Concert Hall			50.0
<b>Fanshawe College</b>		20.0	
Downtown presence for Fanshawe College (Arts and Culture District)			
<b>Downtown Master Plan - Parking Garage</b>			10.0
Tricar Parking Proposal to increase the supply of available parking downtown at a strategic location, and to catalyze an associate development project.	- Catalyst for new development project - May generate revenue to offset investment - Increase in supply of available parking to encourage new development and support existing businesses		
<b>Downtown Master Plan - Bus Route Changes</b>			1.5
Bus Route Changes to move bus routes off Dundas Street to King St and Queens Ave.	- Reduces perception of air emissions and noise on Dundas Street - Improved environment for pedestrians, outdoor restaurants and cafes - Supports flexible Dundas Street project		
<b>Downtown Master Plan - Incentive Programs</b>		11.0	
Planned incentive programs DC and Tax rebate for development of residential properties			
<b>Museum London Complex</b>			40.0
To expand Museum London to allow for complementary uses on the site, and to fully leverage the value of the location at the Fork of the Thames.	- Enhances London's arts and cultural amenities Increased vibrancy of downtown and Forks area - Creates opportunity for new partnerships and synergies between Museum London and other organizations		

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Initiative / Description	Benefits	Estimated Gross Capital Cost (\$ millions)	
		Planned	Unfunded *
<b>Dundas Flexible Street</b>			5.0
To redevelop Dundas Street to allow for restaurant, commercial and tourist activities to spill into the street during certain times of the day, week and year.	<ul style="list-style-type: none"> <li>- Establish Dundas Street as a 'people place' with enhanced public spaces and more flexible street uses</li> <li>- Enhanced business environment to attract quality businesses along Dundas Street and downtown as a whole</li> <li>- Increased 'feet on the street'</li> <li>- Major contribution to City image and attraction, and tourism opportunities</li> </ul>		
<b>Forks Area Redevelopment</b>			25.0
<ul style="list-style-type: none"> <li>-To develop a multi-component project including:                             <ul style="list-style-type: none"> <li>Creating a City-wide focal point and gathering place for all Londoners</li> <li>Urban beach or alternative attraction and activity generator</li> <li>Multi-layered boardwalk along the Thames River</li> <li>Repurposing existing bridges</li> <li>Mixed use development on Middlesex County lands</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- New public spaces that interface with Thames River</li> <li>- Spin-off reinvestment and revitalization in downtown</li> <li>- Flagship development contributing to London's image and unique living opportunity</li> <li>- New residential, restaurant and commercial opportunities in unique setting on Thames River</li> </ul>		
<b>Talbot Street Plaza &amp; Transit Hub and JLC Parking Redevelopment</b>			5.0
To redevelop and connect the Market and JLC plazas to establish an active transit hub for downtown, and set the context for the redevelopment of the JLC parking lot.	<ul style="list-style-type: none"> <li>- New transit hub connected to activity generators</li> <li>- Enhanced public spaces for large community gatherings</li> <li>- Significant increase in residential population in downtown</li> <li>- Spin-off reinvestment and revitalization in downtown</li> <li>- Flagship development contributing to London's image and unique living opportunity</li> </ul>		
<b>Subtotal Downtown Investments</b>		<b>\$41.0</b>	<b>\$266.5</b>
<b>London Gateways</b>			
<b>Transit System</b>			90.0
To establish Bus Rapid Transit (BRT) network along key corridors in London. Will connect important nodes to facilitate new growth and development, and to support increased ridership	<ul style="list-style-type: none"> <li>- More efficient use of roadways</li> <li>- Reduce cost for new road infrastructure</li> <li>- Anticipated new development at BRT nodes</li> <li>- Increase ridership and support active transportation</li> </ul>		
<b>Transit Bus Expansion</b>			20.0
Expansion buses to accommodate growth (\$2.0 million increase in annual operating costs)			

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Initiative / Description	Benefits	Estimated Gross Capital Cost (\$ millions)	
		Planned	Unfunded *
<b>401/402 Corridor - 401/VMP Interchange</b>		12.5	12.5
401/ VMP Interchange (including VMP South to Wilton Grove)			
<b>401/402 Corridor - 401/Wonderland Interchange</b>		12.5	17.5
401/Wonderland Interchange (including related road works)			
<b>Industrial Land Strategy</b>	<b>Subtotal</b>	<b>4.7</b>	<b>117.3</b>
To service and develop 100 ha of industrial land within the 401 / 402 Corridor	- Development will address short to mid-term demand for industrial land - Will allow for attraction of new businesses - Direct job creation and economic growth		
<b>a) Short Term Industrial Land Acquisition - Phase 1</b> - approved by Council in 2011		4.7	
<b>b) Short Term Industrial Land Acquisition - Phase 2</b> - recommendation included on this report			7.3
<b>c) Industrial Land Servicing - VMP Area</b>			30.0
<b>d) Long Term Industrial Land Acquisition</b>			80.0
<b>London International Airport</b>		2.5	
Grants approved under New Economy program			
<b>Subtotal London Gateways</b>		<b>\$32.2</b>	<b>\$257.3</b>

Economic Initiatives			
<b>Southwest Area Plan</b>			1.0
To develop servicing infrastructure that will allow for development on lands identified as Phase 1 and 2 in the Southwest Area Plan.	- New opportunities for residential, commercial and office development - Capitalizes on new Wonderland / 401 interchange		
<b>Hydro Lands</b>			20.0
To prepare the current London Hydro lands to receive RFPs from developers and builders who would construct a mixed use neighbourhood including residential towers, and small scale commercial and office uses.	- New public spaces that interface with Thames River including look-outs, river promenade, plazas and squares - Significant increase in residential population at the doorstep to downtown - Spin-off reinvestment and revitalization in downtown and SoHo neighbourhood - Flagship development contributing to London's image and unique living opportunity - New residential, restaurant and commercial opportunities in unique setting on Thames River		
<b>Prosperity Centre</b>			5.0
To establish a one-stop shop for business customers, as well as an innovation hub to stimulate ideas, entrepreneurialism and investment.	- Improved services to businesses - Operational efficiencies for the City Increase in business attraction, retention and developmen		

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Initiative / Description	Benefits	Estimated Gross Capital Cost (\$ millions)	
		Planned	Unfunded *
<b>Food Innovation Strategy</b>			5.0
Food Innovation Strategy			
<b>Digital Media</b>		5.0	
Digital Media Centre			
<b>University of Western Ontario</b>		10.0	
Composite Materials Research Centre (Fraunhofer)			
<b>University of Western Ontario</b>		0.2	
Advanced Manufacturing Park (Gift of London)			
<b>Fanshawe College</b>		0.2	
Advanced Manufacturing Park			
<b>Goodwill Industries</b>		0.6	
Grants approved under New Economy program			
<b>Grand Theatre</b>		0.4	
Grants approved under New Economy program			
<b>Waste water Technical Centre Joint Venture</b>		3.4	
Grants approved under New Economy program			
<b>Medical Devices</b>		2.0	
Grants approved under New Economy program			
<b>BMO Centre</b>		3.5	
Grants approved under New Economy program			
<b>Subtotal Economic Initiatives</b>		<b>\$25.3</b>	<b>\$31.0</b>
<b>Community Programs</b>			
<b>SOHO Community Improvement Plan</b>		-	3.0
- To prepare the former hospital lands to receive RFPs from developers and builders who would construct a mixed use neighbourhood including residential towers, and small scale commercial and office uses. - Old Victoria Lands and community initiatives (not including exemptions to Hospital lands) (\$1.0 million increase in annual operating costs)	-New public spaces that interface with Thames River including look-outs, river promenade, plazas and squares - Significant increase in residential population at the doorstep to downtown - Spin-off reinvestment and revitalization in SoHo area - Flagship development contributing to London's image and unique living opportunity - Incentives will encourage further private investment in SoHo		
<b>Ontario Works in Community</b>		2.2	10.8
One satellite in south London and one in east London			
<b>Green Bin</b>		-	5.0
Green bin implementation for City (\$6.0 million increase in annual operating costs)			
<b>Customer Service 311</b>		2.1	1.0
Establishing a 311 centre within the City (\$1.0 million increase in annual operating costs)			
<b>Subtotal Community Programs</b>		<b>\$4.3</b>	<b>\$19.8</b>
<b>GRAND TOTAL ALL INITIATIVES</b>		<b>\$102.8</b>	<b>\$574.6</b>

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**Appendix 3**  
**List of Serviced and Unserviced Municipally-owned Sites – January, 2012**

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**Huron Industrial Park**

<b>Legal Description</b>	<b>Acres</b>	<b>Hectares</b>	<b>Current Status</b>
Block 1	44.67	18.077	Unserviced
Block 2	89.23	36.110	Partially Serviced
Block 3	31.00	12.545	Unserviced
Block 4	35.37	14.314	Serviced
Block 5	14.79	5.985	Serviced
Block 6	20.21	8.179	Unserviced
Block 7	3.27	1.323	Unserviced

**Oxford Business Park**

<b>Legal Description</b>	<b>Acres</b>	<b>Hectares</b>	<b>Current Status</b>
Block 1	28.80	11.655	Partially Serviced

**Corner of Highbury & Hwy 401**

<b>Legal Description</b>	<b>Acres</b>	<b>Hectares</b>	<b>Current Status</b>
Block 1	16.67	6.746	Partially Serviced



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**Innovation Park:**

<b>Legal Description</b>	<b>Acres</b>	<b>Current Status</b>
Phase I - Block 1	9.04	For Sale
Phase I - Block 3	22.04	For Sale
Phase I - Block 4	12.08	For Sale
Phase I - Block 7	12.25	Under Option
Phase II - Block 1	30.28	For Sale
Phase II - Block 2	29.61	For Sale
Phase II - Block 3	6.94	For Sale
Phase II - Block 4 (former BBKD site)	43.46	For Sale
Phase III - Block 1 - westerly portion	6.62	For Sale
Phase III - Block 1 - northerly portion	10.30	Under Option
Phase III - Block 2 - westerly portion	16.50	For Sale
Phase III - Block 2 - easterly portion	10.00	Under Option
Phase IV - Block 1	54.04	For Sale
Phase IV - Block 4	20.22	For Sale
Phase IV - Block 5	17.12	For Sale

**Forest City Industrial Park:**

<b>Legal Description</b>	<b>Acres</b>	<b>Current Status</b>
Block 3	3.22	For Sale
Block 8	8.00	For Sale
Block 1	15.70	For Sale

**Skyway Industrial Park:**

<b>Legal Description</b>	<b>Acres</b>	<b>Current Status</b>
Phase II - Block 4	29.50	Under Option
Phase II - Block 1	18.87	For Sale

**River Road Industrial Park:**

<b>Legal Description</b>	<b>Acres</b>	<b>Current Status</b>
Lot 7	2.32	For Sale
Lots 9 & 10	3.36	For Sale
Lot 13	8.47	For Sale

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**Trafalgar Industrial Park:**

<b>Legal Description</b>	<b>Acres</b>	<b>Current Status</b>
Lot 4 Swiftsure Crt	1.99	Under Option
12 Swiftsure Court	4.50	For Sale
Lot 11 Belleisle Crt	2.26	For Sale
Lots 3-11 Sovereign Rd	6.75	For Sale
Lot 12 Sovereign Rd	7.47	For Sale
Lot 26 Sovereign Rd	2.15	For Sale

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**Appendix 4**  
**Review of Best Municipal Practices for Addressing Unsolicited Proposals**

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**Review of Municipal Best Practices for Addressing Unsolicited Proposals**

**City of Hamilton – Purchasing Policy**

- 4.6 (1) Unsolicited proposals received by the City shall be reviewed by the Manager of Purchasing and the Client Department to determine if it is in the best interests of the City to follow a competitive process as outlined by the Purchasing Policy.
- (2) Should the Manager of Purchasing and the Client Department determine that the unsolicited proposal is a Sole Source type offer that warrants further consideration, the Client Department, prior to any discussions with the vendor, shall take forward a report to the appropriate standing committee and Council outlining particulars of the unsolicited proposal and seeking direction from Council on the course of action to proceed.

**City of Oshawa – Purchasing Bylaw**

- 14.01 Unsolicited proposals received by the City will be considered by the Designated Official only when it is determined to be in the City’s best interest. Any procurement activity resulting from the receipt of an unsolicited proposal shall comply with the provisions of this By-Law.

**City of Burlington – Procurement Bylaw**

Unsolicited proposals present needs defined by the vendor, rather than the City. As such, the objectivity of the procurement function can be put at risk. Unsolicited proposals will be considered by Purchasing Services only when it is judged to be in the City’s best interests. If the value of the proposal exceeds \$20,000 written reasons must be kept on file and City Manager approval obtained in addition to other appropriate signature authorizations by the involved parties. If applicable, based on the value, Council approval may be required in order to permit a contract to proceed. Otherwise, it cannot be considered. Instead, a competitive bid process must be undertaken.

**City of Mississauga – Purchasing Bylaw**

- 19. (1) No Award may be made based on unsolicited proposals. (120-10)
- (2) If it is determined that there is a legitimate need for the Goods or Services offered by way of an unsolicited offer, then an Acquisition process shall be conducted in accordance with this by-law.

**City of Brockville – Purchasing Bylaw**

- 6.6 (a) Unsolicited proposals received by the City shall be reviewed by the Director and the Purchasing Policy Co-ordinator.
- (b) The proponent will be required to supply, to the City, sufficient information to verify the feasibility of the proposal.
- (c) Should the proposal, in the opinion of staff, have sufficient merit to pursue, it will then be tendered out for general proposals as per this By-Law unless otherwise directed by Council.
- (d) If a solicited tendered proposal is received that is superior to the submitted unsolicited proposal the proponent of the unsolicited proposal shall then have first right to amend their proposal to match the superior proposal.

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**City of Kingston - Purchasing Bylaw**

- 2.13 i) Any unsolicited proposal not arising from an Offer to Procure received by the City shall be reviewed by the Purchasing Coordinator in conjunction with the Buyer of the Department receiving the unsolicited proposal.
- ii) Any procurement activity resulting from the receipt of an unsolicited proposal shall be in accordance with the provisions of this By-law.

**City of North Vancouver - Policy for the Submission and Evaluation of Unsolicited Proposals**

City will consider unsolicited proposal when the proposal:

- Satisfies a City need or problem
- Is innovative and unique
- Demonstrates significant value or savings
- Contains sufficient economic development potential to justify the City foregoing the competitive procurement process
- Is not principally for the purchase or contracting of routine goods and services

If the proposal meets these and other administrative requirements, the proposal follows the sole-sourcing requirements of the City Purchasing Policy.

**City of Toronto - Unsolicited Quotations or Proposals**

1. Unsolicited quotations or proposals should not be allowed to circumvent the City's procurement process. An unsolicited quotation or proposal should not be considered if:
  - a) It resembles a current or upcoming competitive procurement that has or will be requested
  - b) It requires substantial assistance from the City to complete the quotation or proposal
  - c) The goods or services are readily available from other sources
  - d) It is not deemed by the Division Head to be of sufficient value to the City of Toronto
  
2. If the unsolicited quotation or proposal does not meet any of the criteria in section 1 and the Division Head is willing to consider it, the following minimum information must be submitted to the Division Head as part of the unsolicited quotation or proposal, as applicable:
  - a) Vendor profile
  - b) Proposal or Quotation overview
  - c) Objectives and outcomes
  - d) Project scope or specifications and time frames
  - e) Deliverables and work plan
  - f) Project controls and constraints
  - g) Reporting and project management
  - h) Vendor and City respective responsibilities
  - i) Pricing and benefit/risk sharing
  - j) Proposed contractual terms
  - k) Acknowledgement that the vendor will abide by the City's Policies and By-laws
  
3. If the Division Head feels that the unsolicited quotation or proposal has merit, the Division Head should assemble an Evaluation Team with sufficient expertise to evaluate the unsolicited proposal or quotation.
  
4. Prior to any evaluation of the unsolicited quotation or proposal, the Division Head must obtain in writing the vendor's agreement to abide by this policy and acknowledgement that the City is under no obligation to accept the proposal or quotation, that all costs incurred by the vendor in relation to the unsolicited proposal or quotation are incurred at the vendor's

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own risk and that the City shall not be liable for any costs or damages in connection with the rejection or non-acceptance of the proposal or quotation.

5. The Evaluation Team:

- a) Evaluates the vendor's technical, commercial, managerial and financial capability to determine whether the participant's capabilities are adequate for undertaking the project.
- b) Weighs the technical, commercial, managerial and financial aspects of the unsolicited quotation or proposal and determines if the scale and scope of the project is in line with the requirements, the funding ability, or the interests of the City.
- c) Determines whether the sharing of risks as proposed in the proposal or quotation is acceptable to the City and if the project is in conformity with long term objectives of the City.
- d) Based on the evaluation, the Evaluation Team may decide to reject the proposal, to request amendments to the quotation or proposal, or to continue with the process.
- e) If the Evaluation Team recommends any modification in the technical, scale, scope and risk sharing of the proposal, the vendor will be allowed to consider the recommendations and resubmit its quotation or proposal within a given time period determined by the Evaluation Team

6. If the Evaluation Team and Division Head conclude that the unsolicited quotation or proposal is acceptable, the Division Head shall:

- a) Prepare a report to Council requesting authority to apply the "Challenge" approach to invite counter quotations or proposals, as described in Section 7 below. The report will outline how the challenge will be conducted.

7. If Council approves the "Challenge" approach, the Division Head must ensure transparency, fair competition and best value for the City in accepting an unsolicited quotation or proposal by:

- a) Inviting, through the Purchasing and Materials Management Division and in consultation with Legal

8. Services, competing counter quotations or proposals giving adequate notice. The unsolicited quotation or proposal and contract principles of the quotation or proposal will be made available to any interested party (proprietary information contained in the unsolicited quotation proposal would remain confidential and would not be disclosed) for the purpose of providing the City with counter quotations or proposals.

- a. Ensuring the Evaluation Team that evaluated the unsolicited quotation or proposal evaluate all counter quotations or proposals received.
- b. Giving the original vendor an opportunity to match any competing counter quotations or proposals that may be superior to the original unsolicited quotation or proposal, In the case the original vendor matches or improves on the competing counter quotation or proposal, the Project will be awarded to the original vendor. In the event that the original vendor does not match or improve on the competing counter quotation or proposal, the City can award the project to others, and the original quotation or proposal prepared by the original vendor becomes the property of the City.
- c. Reporting jointly with the Chief Purchasing Official, the results of the acceptance of an unsolicited quotation or proposal or counter quotation or proposal under this policy to the appropriate Committee and Council before entering into a contract with any bidder or proponent resulting from the application of this policy.

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**Appendix 5**  
**DRAFT Unsolicited Proposals Policy for the City of London**  
*(for circulation and consideration)*

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**DRAFT Unsolicited Proposals Policy for the City of London – Jan. 2011**  
*(for circulation and consideration)*

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**General**

1. The Corporation of the City of London (“Corporation”) welcomes unsolicited proposals seeking financial or other support from the Corporation for a specific idea or initiative aimed to benefit the Corporation or the City of London as a whole.
2. Unsolicited proposals are subject section 21.2 of the Procurement of Goods and Services Policy.

**Referral to the Investment and Economic Prosperity Committee**

3. Unsolicited proposals that meet the following criteria shall be forwarded directly to the Investment and Economic Prosperity Committee (“Committee”), a committee of City Council, for consideration:
  - a) The proposal aims to stimulate or support the economic development and growth of the City of London, and support Council’s strategic plan which identifies A Strong Economic as a priority result;
  - b) The proposal is seeking financial investment from the Corporation where the total project cost, including contributions from all partners, exceeds one (1) million dollars including some capital cost; and
  - c) The proposed project involves at least one other (1) potential partner in addition to the Corporation.

**Proposal Evaluation Process**

4. Proposals meeting the criteria identified will be brought forward to the next occurring meeting of the Investment and Economic Prosperity Committee.
5. The Committee will review the proposal by undertaking the following:
  - a) Confirm the proposal meets the criteria established in section 3 to qualify for review by the Committee. Should the proposal not meet the criteria, the proposal is not precluded from being submitted as a business case through the annual budget process for consideration of Council.
  - b) Invite the individual or group submitting the proposal to attend the meeting and provide a brief presentation on the proposal, if desired.



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- c) Evaluate the proposal based on the following investment principles as established by the Investment and Economic Prosperity Committee, and using the 'scorecard'.
    - i. The proposal will fuel transformative change to the economy;
    - ii. The proposal will create jobs;
    - iii. The proposal will leverage investment from others;
    - iv. The proposal will stimulate spin-off benefits;
    - v. The proposal will build beneficial partnerships; and
    - vi. The proposal will benefit key economic sectors.
  - d) Additional information or input from the proposal submitter or Civic Administration may be sought by the Committee at any time during the evaluation process.
  - e) Proposals receiving an average score of 5 across all criteria will be identified as a potential projects for further consideration by the Committee.
  - f) The Committee will direct Civic Administration to work with the individual or group that submitted the proposal to undertake more detailed planning and business case development work.
6. Proposals that resemble current or upcoming procurement process will not be considered.

### **Community and Partner Engagement Process**

- 7. At a time deemed by the Committee, business plans for proposals identified as potential projects will be subject to a community engagement process as outlined in the Community Engagement plan.
- 8. Additional partners may come forward during this period, either to build upon or propose a complementary project, but must demonstrate a financial or other benefit to the original proposal based on the established evaluation criteria. Additional partners must be suitable to both the Corporation and the individual or group that submitted the original proposal.

### **Final Strategic Assessment**

- 9. Following a review of the community engagement process, the Committee will make a determination on whether the proposal is suitable for investment from the Corporation. The Committee may request specific changes to the proposal as a condition of investment.
- 10. In the event that multiple proposals are under consideration at the same time, a comparative assessment may be undertaken.
- 11. Once the business plan has received approval from the Committee, the strategy will be submitted from the Committee to Council for budget approval and to authorize the Corporation's investment in the proposal.

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**Appendix 6  
Proposed Communications and Engagement Program for Strategic Investment  
and Prosperity Plan**

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## **COMMUNICATIONS AND ENGAGEMENT PLAN**

### **Positioning London for Prosperity**

#### **Situation Analysis**

The Investment and Economic Prosperity Committee (IEPC) is a new committee that was created based on Council's priority of creating a strong economy. As a new committee that has just begun its work, the public likely has little awareness or understanding of the committee, its purpose and its goals.

The work of this committee is vital to ensuring that Council focuses on high priority economic and investment projects that will create jobs and a strong, vibrant economy. This work will require the City to work closely with community members, the private sector and other levels of government.

In order for this committee to be successful in developing an Investment and Prosperity Plan that reflects the needs and desires of the community and that will effectively accelerate the growth of a strong vibrant economy, the community must be involved and engaged.

Throughout the development of the Investment and Prosperity Plan, there will be significant opportunities for community members and stakeholder groups to provide input into priorities and projects.

The first step in engaging the community is to inform and educate people about the objectives of the committee, the work it will undertake and the important benefits to individuals and the community that are envisioned.

The following are outlines of two separate but connected plans, one to educate and inform the community about the work of the IEPC and a second to engage and consult the community throughout the development of the Investment and Prosperity Plan.

#### **Strategic Communications Plan**

Corporate Communications recommends that it work with the IEPC to develop a strategic communications plan that will serve to educate and inform the public and key stakeholder groups about:

- The mandate of the IEPC
- The objectives and key deliverables for the IEPC
- The benefits to the community and individuals
- How people can get involved
- How we will know if the plan is successful

The Strategic Communications Plan should also include the following sections:

- Research - the committee may wish to gain some insight into levels of awareness of and support for the need to develop a strong investment and economic opportunities plan. This could be achieved using a public opinion research company and it would help the committee to understand how to best focus its efforts.
- Audience identification - both for the broad plan as well as for individual projects that are under consideration. This would also include identification of key stakeholder groups as well as potential partners and funders.
- Key messages - both for the broad plan and for individual projects - identifying potential benefits to the community
- Opportunities for communication and dialogue including:
  - proactive media opportunities such as radio and television talk shows, op-ed and editorial boards, etc.
  - community and business group meetings such as neighbourhood and community meetings, BIA meetings, Chamber of Commerce, London Development Institute, Urban League, MPP and MP meetings with Council, etc.

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- Townhall meetings either online or in person
- Tools – including print and electronic documents, advertising, website, social media such as facebook and twitter
- Evaluation - the plan should include both quantitative and qualitative measurement for all efforts.

### **Engagement and Consultation Plan**

As the committee develops its Investment and Prosperity Plan, there will be significant opportunities for community members and stakeholder groups to provide input into priorities and projects.

As the process is further developed with the members of the IEPC, Corporate Communications recommends that it develop plans to engage and consult with the community during at least two important checkpoints in the process:

- Once the IEPC has done the initial evaluation and prioritization of projects, the community should have the opportunity to get details on all the projects and the prioritization. During consultation, the public should have the chance to provide input on whether the following are complete and inclusive and meet the goals and objectives of creating a strong, vibrant economy:
  - The objectives and principles of the Investment and Prosperity Plan
  - The evaluation criteria for the projects and initiatives
  - The list of projects
  - The prioritization of projects
- Once business cases for the prioritized projects are developed and evaluated, the community should have a second opportunity to again provide input into the plans.

The engagement and consultation plans will include the use of a variety of techniques to engage the community. Using a variety of tools will provide maximum opportunities for involvement to as many people as possible. This may include:

- Public participation meetings
- Townhall meetings
- Online surveys or questionnaires
- Online dialogue and discussion

Communications and Engagement Program Prepared by:  
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