

**23RD REPORT OF THE**  
**STRATEGIC PRIORITIES AND POLICY COMMITTEE**

Meeting held on October 26, 2015, commencing at 4:04 PM, in the Council Chambers, Second Floor, London City Hall.

**PRESENT:** Mayor M. Brown and Councillors M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park and J. Zaifman and L. Rowe (Secretary).

**ALSO PRESENT:** A. Zuidema, R. Armistead, J.P. Barber, J. Braam, S. Datars Bere, J. Fleming, S. Giustizia, K. Graham, A. Hagan, M. Hayward, K. Huner, G. Kotsifas, L. Livingstone, V. McAlea Major, C. Parker, M. Ribera, C. Saunders, C. Smith, J. Smout, L. Stevens and J. Yanchula.

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**I. CALL TO ORDER**

1. Disclosures of Pecuniary Interest

That it BE NOTED that Councillor P. Hubert disclosed a pecuniary interest in clause 12 of this Report having to do with a request for funding from Downtown London by indicating that he is the Executive Director of a social service agency that operates, as one of its divisions, Clean Works, which provides cleaning services in the Downtown area.

**II. CONSENT ITEMS**

2. Potential Culture District in the City of London - Study Terms of Reference

That, on the recommendation of the Managing Director, Planning and City Planner, the following actions be taken with respect to the Council resolution of March 10, 2015 relating to the establishment of Culture/Entertainment Districts in the City of London that will include music and entertainment:

- a) the Terms of Reference, attached to the staff report dated October 26, 2015 as Appendix 1, BE ADOPTED as a basis for the preparation of a study which will define the purpose and potential locations of such districts in the City of London; it being noted that such changes may require changes to be undertaken to the Official Plan, Zoning By-law, other City by-laws and City processes;
- b) the Civic Administration BE DIRECTED to undertake and report back by March 2016, on Phase 1 of the study, which will focus on regulatory matters that optimize the efficient and effective staging of events; and
- c) the Civic Administration BE DIRECTED to report back by July 2016 on Phase 2 of the study, which will address promotional matters, municipal operating and capital cost impacts, and other potential implementation matters;

it being noted that the Civic Administration will engage the area residents with respect to this matter.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, P. Squire, M. Cassidy, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman  
(15)

3. Remuneration for Members of Council - Budgetary Implications of Opting Out of the One-Third Tax Exemption

That the following actions be taken with respect to the application of the Municipal Act, 2001 one-third tax exemption for Members of Council's remuneration:

- a) the one-third tax exemption of the Members of Council's remuneration BE CONTINUED;
- b) the Civic Administration BE DIRECTED to state in all future reports and/or publication information related to Council compensation, the equivalent adjusted compensation required to maintain the same net income without the one-third tax exemption; and
- c) the staff report dated October 26, 2015, entitled "Remuneration for Members of Council Budgetary Implications of Opting out of the One-Third Tax Exemption" BE RECEIVED.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman (15)

4. Governance Working Group Review of Council Compensation Matters

That the staff report dated October 26, 2015, with respect to the Governance Working Group review of Council compensation matters, as well as the following proposed motion put forth by Councillors V. Ridley and J. Zaifman, BE REFERRED back to the Governance Working Group to consider different formulae for determining Council compensation:

"That, the following actions be taken with respect to the remuneration for the Councillors:

- a) the Civic Administration BE DIRECTED to report back with the necessary amendments to Council Policy 5(32) Remuneration for Elected Officials and Appointed Citizen Members, to:
  - i) provide for the adjustment of the Councillors' remuneration to reflect the average salary compensation of Councillors in Canadian Municipalities whose population is between 300,000 - 700,000;
  - ii) provide for the annual adjustment of the Councillors' remuneration to ensure that the remuneration ratio remains consistent with the median income of Londoners;
  - iii) implement the adjustment noted in i) above effective December 1, 2015; and
  - iv) allow Councillors to have the option of applying the increase provided for in i) and ii), above, for the period of December 1, 2015 to November 30, 2018, to their Council Members' Expense Account to allow for the purchase of additional contract assistance and support; and,
- b) the Civic Administration BE DIRECTED to make the necessary amendments to Council Policy 28(2) Council Members' Expense Account to reflect the change outlined in a) iv) above."

## Voting Record:

Motion to amend part a)i) of the proposed recommendation to include potential additional formulae that recognize Members of Parliament (MP) and Members of the Legislative Assembly of Ontario (MPP) compensation, as well as proportional compensation based upon population, also tying in future increases/decreases to what increases/decreases are made to MP and MPP compensation.

## Motion Failed

YEAS: M. van Holst, B. Armstrong, P. Hubert (3)

NAYS: M. Brown, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman (12)

Motion to refer the staff report dated October 26, 2015, with respect to the Governance Working Group review of Council compensation matters, as well as the proposed motion put forth by Councillors V. Ridley and J. Zaifman, as noted in the motion above, back to the Governance Working Group to consider different formulae for determining Council compensation.

## Motion Passed

YEAS: M. van Holst, B. Armstrong, M. Salih, J. Helmer, P. Squire, J. Morgan, V. Ridley, H.L. Usher, J. Zaifman (9)

NAYS: M. Brown, M. Cassidy, P. Hubert, A. Hopkins, S. Turner, T. Park (6)

**III. SCHEDULED ITEMS**

5. City of London Community Arts Investment Program (CAIP) Policy and Funding Amendment

That, on the recommendation of the Director of Community and Economic Innovation, the following actions be taken with respect to the Community Arts Investment Program (CAIP) policy and funding:

- a) the proposed by-law attached as Appendix "A" to the staff report dated October 26, 2015 BE INTRODUCED at the Municipal Council meeting on October 27, 2015 to amend Council Policy 8(11) - Grants and Capital Grants Policy, by deleting Part IV - Community Arts Investment Program in its entirety and by replacing it with a new Part IV - Community Arts Investment Program, included as Schedule "A" to the proposed by-law;
- b) the Director of Community and Economic Innovation BE DIRECTED to develop a three-year (2016 – 2018) Operating Agreement for \$500,000 annually with the Grand Theatre for approval by Municipal Council at the beginning of 2016, noting that this organization currently receives an annual grant of \$500,000 from CAIP Category 1 and signs an annual City of London Operating Agreement, which will expire March 19, 2016;
- c) the Community Arts Investment Program (CAIP) Category 1 funding of \$300,000 BE REALLOCATED for 2015, within the same granting program to CAIP Category 2 (now called the CAIP Program), which is administered by the London Arts Council (LAC) through a professional jury process, on the understanding that any unallocated funds would be carried forward for allocation in a future year; noting that The Musicians formerly of Orchestra London along with all other arts organizations may apply for CAIP funding from that funding envelope; and
- d) an application process BE INITIATED by the London Arts Council in November 2015 for all arts organizations to apply for the provision of orchestral music services, which would take place from January 2016 until May 1, 2016.

## Voting Record

Motion to approve parts a) and b).

## Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman (15)

Motion to approve parts c) and d).

## Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman (13)

NAYS: M. Salih, J. Helmer (2)

6. Consideration of a Request to the London Arts Council to Amend its Membership to Include a Council Member

That, on the recommendation of the Director, Community and Economic Innovation, the staff report dated October 26, 2015 concerning Council's consideration to request that the London Arts Council (LAC) amend its Board membership to include a City of London Council member BE RECEIVED for information and NO FURTHER ACTION BE TAKEN to pursue placing a Council Member on the London Arts Council.

## Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman (13)

NAYS: M. Salih, J. Helmer (2)

7. Modernizing the Municipal Granting Process for Non-Profit Organizations

That, on the recommendation of the Managing Director of Neighbourhood, Children and Fire Services, the following actions be taken with respect to the municipal granting process for non-profit organizations:

- a) the proposed City of London Community Grants Program model and process for modernizing the municipal granting process BE ENDORSED;
- b) the Civic Administration BE DIRECTED to implement the revised model and process for municipal granting for 2017 onwards;
- c) the Civic Administration BE DIRECTED to re-allocate funding to support the modernized City of London Community Grants Program from the base budget of the current municipal granting program within Neighbourhood, Children & Fire Services; and,
- d) funding for the Community Grants Program continue to BE ALLOCATED from the tax levy.

it being noted that:

- any increases to Community Grants between 2016 and 2019 will be consistent with the administrative targets established for the development of the 2016-19 multiyear budget;
- Ontario Lottery and Gaming (OLG) revenues may be allocated towards a portion of these incremental increases to the Innovation and Capital Community Grants Program funding stream from 2017 through 2019;

- 2016 is a transition year where organizations currently receiving core funding in 2015, will receive the same amount of funding in 2016. There will be no process for new or increased funding requests as part of the 2016 budget process. All new or increased requests will be referred to the 2017- 2019 City of London Community Grants program; and,
- the amount of funding allocated to the modernized City of London Community Grants Program will be confirmed each year as part of the annual budget update process;

it being noted that the Managing Director, Neighbourhood, Children and Fire Services provided the attached presentation with respect to this matter.

Voting Record:

Motion to amend the staff recommendation to incorporate an administration-led vetting of 2016 funding programs to ensure they are consistent with the City's Strategic Plan and would, therefore qualify for funding.

Motion Failed

YEAS: B. Armstrong, P. Squire, J. Morgan, V. Ridley, H.L. Usher (5)

NAYS: M. Brown, M. van Holst, M. Salih, J. Helmer, M. Cassidy, P. Hubert, A. Hopkins, S. Turner, T. Park, J. Zaifman (10)

Motion to approve all but the second bullet point under part d).

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman (15)

Motion to approve the 2nd bullet point under part d).

Motion Passed

YEAS: M. Brown, B. Armstrong, M. Cassidy, P. Squire, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman (11)

NAYS: M. van Holst, M. Salih, J. Helmer, J. Morgan (4)

**IV. ITEMS FOR DIRECTION**

8. Housing Development Corporation, London Incorporation and Initial Corporate Organization

That, on the recommendation of the Managing Director, Housing, Social Services and Dearness Home and the City Solicitor, the following actions be taken with respect to the Housing Development Corporation, London ("HDC"):

- a) the proposed by-law, appended to the staff report dated October 26, 2015 as Attachment "A" BE INTRODUCED at the Municipal Council Meeting to be held on October 27, 2015, to:
  - i) appoint Arthur Zuidema, Martin Philip Hayward and Sandra Elaine Datars Bere as the first directors of the HDC;
  - ii) approve, ratify and confirm the documents required for the organization of the HDC including the resolutions of the shareholder substantially in the form attached to Schedule "A" to the by-law;
  - iii) authorize the Mayor and the City Clerk to execute the documents required for the organization of the HDC including the resolutions of the shareholder noted in ii) above;

- b) the HDC BE DIRECTED to report back to the Strategic Priorities and Policy Committee (SPPC) regarding the appointment of future board members, the annual shareholder meeting and a draft shareholder declaration; and
- c) solicitors in the City Solicitor's Office BE AUTHORIZED to act as solicitor for, provide legal services to, and report directly to the HDC related to its establishment, organization, set up and initial business activities provided that, in the event of any conflict or potential conflict between the Corporation's interest and the interest of the HDC, solicitors in the City Solicitor's Office shall provide legal services only to the Corporation.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman (15)

9. 6th Report of the Governance Working Group

That the 6th Report of the Governance Working Group, from its meeting held on September 28, 2015 BE RECEIVED.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman (15)

10. Appointment to the Outstanding London Ambassador Award Committee

That the following actions be taken with respect to appointments to the Outstanding London Ambassador Award Committee:

- a) pursuant to section 2.4 of the Council Procedure By-law the rule set out in section 13.9 of the Council Procedure By-law which limits the reconsideration of a decided matter of Council to no more than once in the twelve month period from the date the matter was decided, unless a regular election has occurred following the decision, BE SUSPENDED;

(Secretary's Note: Part a) requires an affirmative vote of at least two-thirds of the whole Council.)

- b) subject to the approval of a), above, clause 5a) of the 8th Report of the Corporate Services Committee, as adopted by the Municipal Council on March 10, 2015, BE RECONSIDERED;
- c) subject to the approval of a) and b) above, the Terms of Reference for the Outstanding London Ambassador Award Committee BE AMENDED by increasing the number of Members-at Large from 3 to 4;
- d) subject to the approval of c), above the following individuals BE APPOINTED as Members-at-Large on the Outstanding London Ambassador Award Committee:

Myrna Allen (Citizen-at-Large)  
 Sarah Andrews (Citizen-at-Large)  
 Michael Barrett (Citizen-at-Large)  
 Maia Harris (Citizen-at-Large)

- e) the following individuals BE CONFIRMED as representatives of local organization on the Outstanding London Ambassador Award Committee:

Pat Shanahan (Past Member-London Diversity and Race Relations Advisory Committee)  
 Josie Lane (Pillar Non-Profit)  
 Cheri McLeod (Urban League of London)  
 Stacy Dowden (London and District Labour Council)  
 Andrea Feddema (London Chamber of Commerce)  
 Cheryl Finn (Tourism London)  
 Colleen Breen (Fanshawe College Alumni Association)

Voting Record:

Motion to approve parts a) to d).

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman (15)

Motion to approve part e).

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman (15)

#### 11. London Convention Centre Board Appointments

That the following actions be taken with respect to appointments to the London Convention Centre LCC Board of Directors:

- a) C. Moss BE APPOINTED to the LCC Board of Directors for a 3-year term starting December 1, 2015 and ending November 30, 2018; and
- b) J. Cookson BE REAPPOINTED to the LCC Board of Directors for the final year of her term commencing December 1, 2015 and ending November 30, 2016, to serve as Chair of the LCC Board of Directors.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman (15)

#### 12. Creating a Vibrant and Competitive Downtown – Downtown London – Request for Funding

That the communication dated September 24, 2015, from J. MacDonald, CEO and General Manager, Downtown London, requesting the City of London to provide financial assistance for Downtown London's proposed recruitment initiative, through MainStreet London, in the amount of \$200,000 annually, for four years from 2015 to 2018, BE REFERRED to the Civic Administration for review and report back; it being noted that the requested amount is an amount equal to the revenue that the City currently forgoes by providing free daytime parking downtown during December each year; it being further noted that the funding would be in return for Downtown London waiving its request for free parking in December for the above-noted four years, thereby making the funding request revenue neutral for the City of London;

it being noted that the Strategic Priorities and Policy Committee heard the attached presentation from J. MacDonald, CEO and General Manager, Downtown London, with respect to this matter.

Voting Record:

Motion to approve delegation status for J. MacDonald, CEO and General Manager, Downtown London.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman (14)

Motion to refer the communication dated September 24, 2015 from J. MacDonald, CEO and General Manager, Downtown London, to staff for review and report back.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman (14)

**V. DEFERRED MATTERS/ADDITIONAL BUSINESS**

None.

**VI. ADJOURNMENT**

The meeting adjourned at 10:45 PM.





## Modernizing the Municipal Granting Process

Strategic Priorities and Policy Committee  
October 26, 2015



## Purpose

As part of the 2015 budget process and the 2015-2019 Strategic Plan, Council requested that Civic Administration review the current process, policy and funding source.

Based on City Council's recommendation, city staff:

1. Reviewed and proposed a modernized 4 year granting model (currently the Strategic Funding Framework) for all new and ongoing funding requests to be implemented as part of the 2016 - 2019 City of London budget process
2. Worked with key community stakeholders to develop the proposed modernized granting model including discussing possible sources of funding



## Process to Modernize the Current Model

- Confirmed scope of review (phase one)
- Reviewed what other cities and granting programs are doing
- Held 2 community conversations with stakeholders to gather input and then feedback on the proposed model
- Based on this, we developed a modernized municipal granting model and process



## Working Assumptions for the Review

1. Build upon and modernize the current process – Strategic Funding Framework
2. Align with the City's multiyear budget process: full application process every "4" years
3. Alignment with the Strategic Plan for the City of London as this plan sets Council's direction for the next 4 years
4. Review Council's role, Civic Administration's role, and the community's role in decision making
5. Explore alternative funding sources (currently tax base)



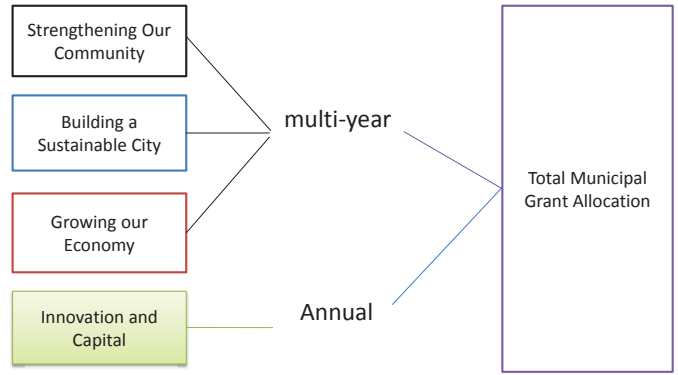


## Proposed Modernized Municipal Granting Model: *City of London Community Grants Program*

1. Granting Streams
2. Process
  - Application
  - Decision making
  - Appeal
  - Allocation
  - Reporting and accountability



## Proposed Four Municipal Granting Streams



## Total Amount of Municipal Funding Available: **\$2.4 M (2017)**

<u>Multi-Year Funding Streams</u>		<u>Annual Funding Stream</u>	
Strengthening our Community Building a Sustainable City Growing our Economy		Innovation and Capital	
Municipal Funding Available:		Municipal Funding Available:	
2017	\$2.3M	2017	\$100,000
2018	\$2.3M	2018	\$150,000*
2019	\$2.3M	2019	\$200,000*

\*annual increases are based on a modest annual increase of approximately 1.5% consistent with the administrative targets established for the development of the 2016-2019 multiyear budget



## Proposed Modernized Municipal Granting Model

**STEP ONE: Application Process** for all organizations regardless if currently funded or not

**STEP TWO: Decision Making:** Community Review Panel reviews, evaluates and makes decisions regarding the allocation of municipal grants

**STEP THREE: Allocation of Grants:** Allocation of municipal grants to continue to follow the calendar year

**STEP FOUR: Reporting and Accountability:** Civic Administration will report annually to City Council highlighting municipal granting outcomes, community impact, and alignment to the City of London Strategic Plan





## Roles and Responsibilities

### City Council

- Council sets the municipal granting streams (align with Strategic Plan)
- Council approves the amount of funding to be allocated for municipal grants through the multi-year budget process

### Civic Administration

- Oversee and manage the proposed model and process
- Participate on the Community Review Panel
- Review appeals (member of the Senior Management Team)

### Community

- Local residents will be part of the Community Review Panel and review, evaluate, and makes decisions regarding the allocation of municipal grants in all 4 granting streams



## Source of Funding

### Tax base:

- multi-year granting streams (3)
- Base funding for Innovation and Capital stream (\$100,00)
- Any increases between 2016 and 2019 consistent with the administrative targets established for the development of the 2016-19 multiyear budget

### OLG:

- OLG revenues may be allocated towards a portion of the incremental increases to the Innovation and Capital stream



## Implementation and Next Steps

- **2016 is the transition year:** organizations currently receiving core funding in 2015, will receive the same amount in 2016. There will be no process for new or increased requests in 2016.
- In **early 2016**, Civic Administration will bring forward for endorsement:
  - revised standard form for Grant Agreement
  - updated City of London Community Grants Policy
  - proposed evaluation criteria to be used to evaluate applications
- Application process (Step One) for the new City of London Community Grants Program (2017 – 2019) will open in **early 2016**



## Implementation and Next Steps

- **In 2016/2017**, Civic Administration will:
  - undertake a review of Council directed funding to other community granting programs (such as Community Arts Investment Program Category 2, Community Heritage Investment Program, SPARKS! Neighbourhood Matching Fund, TreeME Matching Fund, etc)
  - explore innovative funding mechanisms for the funding of various small community events





## The City of London's Community Grants Program

- ✓ moves to multiyear funding for non-profit organizations
- ✓ aligns funding with the Strategic Plan for the City of London: grants based on an organization's ability to demonstrate outcomes directly linked to the Plan
- ✓ increases accountability and commitment
- ✓ is simple, clear, fair, and transparent
- ✓ supports innovation and collaboration
- ✓ strong/responsible financial management and stewardship of City funds



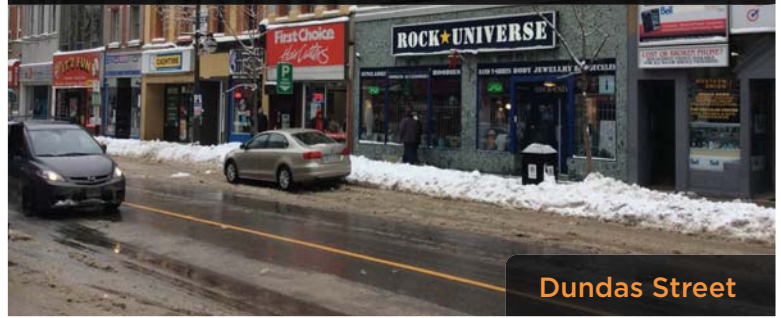
# Creating a Vibrant and Competitive Downtown

Janette MacDonald  
Downtown London  
CEO and General Manager



## Current Situation

- Historically, the City has given up parking revenue at meters in December. We have no metrics to prove the success of this concession.



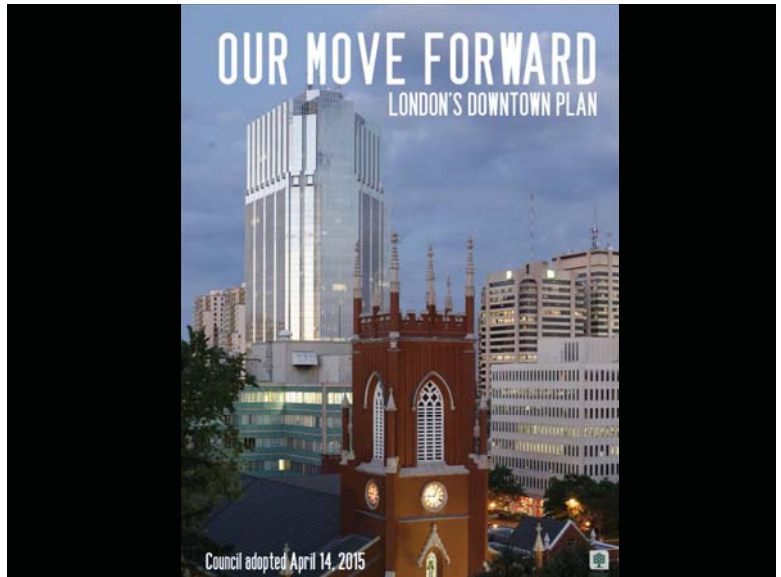
## Current Situation

- MainStreet London, a downtown revitalization organization, was created by the City in 1998 to participate in strategic leasing along with many other revitalization initiatives.



## OUR MOVE FORWARD LONDON'S DOWNTOWN PLAN

Council adopted April 14, 2015





# Vacancies and Non-Targeted Uses



Richmond Street



Dundas Street



King Street



Richmond Street

## State of the Downtown

Based on the previous investments the City made through the 1998 Millennium Plan, the downtown residential population grew

**37%**

compared to **8%** city-wide.



York Street

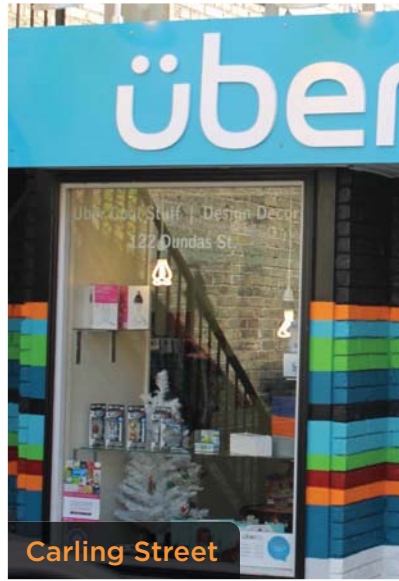
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## State of the Downtown

An average of

**11**

**new businesses** opened each year.



Carling Street

# JONATHON

CANADA'S LARGEST CERAMIC GALLERY

Dundas Street

## State of the Downtown

Taxable assessment grew from 624 million to **more than a billion dollars** between 2004 to 2013.



# SAFFRON ROAD

Richmond Street







Richmond Street



Talbot Street



King Street



Dundas Street





Richmond Street



King Street

## Return on Investment

More metrics, updates and results will be reported to the City to show the success of the investment.



Richmond Street

## Return on Investment

Users of the downtown will invest in **game-changing strategic recruitment** which will bring tax dollars into the City coffers.



Talbot Street

## The Gap We Need to Address

- Action to attract **targeted businesses.**



### The Gap We Need to Address

- Continued growth of the **current value assessment** (tax base).

Talbot Street



### The Gap We Need to Address

- More progress towards **urban regeneration** in Downtown London.

Dundas Street



Budweiser  
Gardens  
\$52 M

Central  
Library  
\$25.9 M

Improvements  
Forks of  
The Thames  
\$4.6M

Covent  
Garden  
Market  
\$17 M

The City has invested in game-changers before.

## “FEELINGS MIXED ON ARENA:

MERCHANTS DIVIDED ON HOW MUCH DOWNTOWN WILL BENEFIT”

May 15, 2000 – London Free Press



# “ARENA OPPOSITON FIRES UP:

PETITION WILL FORMALIZE OBJECTIONS  
TO THE TALBOT BLOCK LOCATION”

June 21, 2000 – London Free Press

# “TALBOT BLOCK LOCATION WRONG SITE FOR ARENA”

October 16, 1999 – London Free Press

## ENTERTAINMENT THEN...



## ENTERTAINMENT NOW!





Main Street Revival

## Adapting to new economic structure

By Adrian Cammaert

**A**s any first year geography or urban planning student can tell you, traditional downtowns and main streets historically provided for the daily needs of their local residents. In this sense, they were subsistence downtowns and their form was a direct result of their function.

Without the use of personal automobiles, these were naturally pedestrian-oriented places as people were simply not willing to live too far from where they worked or shopped, thereby assuring their continued commercial success.

However, this pre-automobile era is now over. The automobile boom in the early/mid-20<sup>th</sup> century combined with the advent of zoning regulations that separated land uses, fundamentally changed people's spatial awareness by increasing their tolerance to live in a more dispersed manner. It became normal to travel greater distances for daily groceries whereas travelling such distances for such an ordinary activity would have been unthinkable in the past.

For better or worse, it is unlikely there will be a full-scale return to the subsistence downtown that previously assured the survival of these commercial areas. The economy has shifted away from this model and as a result it has become exceedingly difficult for many downtowns to remain economically viable. Investment has moved away from traditional downtowns and main streets and into auto-centric retail centres and industrial complexes that are farther removed from where people live. Meanwhile the traditional main street is left struggling to remain relevant.

But, there is hope. Millennials no not desire suburbia; they desire hip, urban places. Retirees are increasingly fitting into this profile as well, shunning the retirement communities once built in quiet suburban settings for those built in compact urban places surrounded by a variety of accessible activities and amenities. So while there may never again be the functional need for main streets and traditional

downtowns, there is a growing desire for these areas. However, for main streets and traditional downtowns to not only survive but thrive in this new economic reality, they must adapt their function from one that is subsistence-based to one that is amenity-based.

Municipal economic development departments, chambers of commerce and Business Improvement Area boards play a leading role in this adaptation. They provide the required guidance and structure necessary to actively manage these areas. However, downtowns cannot rely on the surrounding residential areas as their only market because their densities are typically too low to support its commercial areas. In short, attracting visitors is essential.

The most successful downtowns have over-arching marketing campaigns, consistent hours of operation, actively controlled retail mixes, planned and managed events that attract visitors, well-designed pedestrian-based places and strategic parking plans.

Historically, local shopping malls were seen as the foremost competitor of traditional downtowns and today malls are joined by big-box retail plazas, lifestyle centres and online shopping. But these perceived threats can be neutralized by a traditional downtown embracing its new role as a unique pedestrian destination. This adaptation ends the competition and focuses on a different market based on leisure rather than subsistence.

Although specific attributes differ from downtown to downtown, they commonly include outdoor meeting places, boutique-style retail choices and a heritage ambience. As part of its transformation, it is essential that downtowns develop a unique identity and brand it. They must communicate what makes their community unique and worth visiting.

Downtowns are works in progress and must continually adapt to the changing economic and social context. Creating identity-driven destinations is an effective strategy to keep traditional downtowns and commercial main streets vibrant.



Adrian Cammaert

*Adrian Cammaert, MCIIP, RPP, CNU-A is an urban planner specializing in destination placemaking for traditional downtowns and commercial districts. He is also the chair for the Ontario Chapter of the Congress for the New Urbanism (cnuontario.org).*

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- Adrian Cammaert, Main Street Revival

## Solutions

- More focus on recruitment of **targeted** businesses.
- More strategic, specialist approach to recruiting the **right mix** of businesses and programming.
- Position Dundas Place and Richmond Row as the premier business locations in downtown.
- **Live Work Learn Play** brings together multiple stakeholders for a **targeted leasing and casting program**.



## MainStreet London Request

- Remove the free on street parking in the month of December (Approx. \$200K per annum) for the next four years. Total \$800,000.00.
- Invest these funds in our new recruiting program with LWLP, estimated at \$540,000 plus implementation, advertising and other costs.
- Semi-annual reports will be provided to the City to demonstrate our progress.

