

11TH REPORT OF THE
STRATEGIC PRIORITIES AND POLICY COMMITTEE

Meeting held on March 21, 2016, 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, J.P. Barber, L. Bruni, A. Dunbar, J.M. Fleming, P. Foto, K. Graham, M. Hayward, G. Kotsifas, C. Parker, C. Saunders, S. Spring and J. Yanchula.

I. CALL TO ORDER

1. Disclosures of Pecuniary Interest

That it BE NOTED that Councillor J. Morgan disclosed a pecuniary interest in clause 3 of this Report, particularly as it relates to Council Policy 8(14) – Grants to U.W.O. and Fanshawe College, by indicating that he is employed by the University of Western Ontario.

II. CONSENT ITEMS

2. Music, Entertainment and Culture Districts Background Study Status Report

That the staff BE DIRECTED to continue on with the public engagement process and completion of the Music, Entertainment and Cultural District Background Study which may result in recommended amendments to various City by-laws and processes for the 2017 event season.

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)

3. Repeal Financial Services Policies

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the proposed by-law attached as Appendix "A" to the staff report dated March 21, 2016 BE INTRODUCED at the Municipal Council meeting of March 22, 2016 to repeal the following Council Policies as they are no longer required because they are outdated and no longer necessary to form part of the financial framework:

- 8(3) Appropriation Transfer Policy;
- 8(7) Capital Budget Guidelines;
- 8(14) Grants to UWO and Fanshawe College;
- 8(15) London Medical, Health Services and Advanced Technology Reserve Fund, including Appendix 8(15A);
- 8(19) Current and Capital Budget Binders; and
- 8(26) Acceleration of Capital Works Projects.

Motion Passed

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

RECUSED: J. Morgan (1)

III. SCHEDULED ITEMS

None.

IV. ITEMS FOR DIRECTION

4. Creating a Vibrant and Competitive Downtown

That it BE NOTED that the Strategic Priorities and Policy Committee heard the attached presentation from J. MacDonald, CEO and General Manager, Downtown London, outlining Downtown London's request for \$540,000 to support their recruitment initiative, Creating a Vibrant and Competitive Downtown.

VOTING RECORD:

Motion to Approve the delegation request.

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:

That the following actions be taken with respect to the request from Downtown London for financial support for their "Creating a Vibrant and Competitive Downtown" recruitment initiative:

- a) immediate funding in the amount of \$200,000, to be paid from the Economic Development Reserve Fund, BE APPROVED in order for Downtown London to engage Live Work Learn Play (LWLP) to commence their "Creating a Vibrant and Competitive Downtown" recruitment initiative; and
- b) Downtown London BE REQUESTED to report back to the Strategic Priorities and Policy Committee by no later than December 2016, with respect to the progress made as a result of the initial investment approved in a), above.

Motion Failed

YEAS: M. Brown, M. van Holst, J. Helmer, J. Morgan, P. Hubert, H.L. Usher, T. Park (7)

NAYS: B. Armstrong, M. Salih, M. Cassidy, P. Squire, A. Hopkins, V. Ridley, S. Turner, J. Zaifman (8)

Motion to Approve:

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, with the concurrence of Managing Director, Planning and City Planner:

- a) the request from Downtown London for \$540,000 to support their recruitment initiative, Creating a Vibrant and Competitive Downtown, BE APPROVED;
- b) the financing for this request BE APPROVED as set out in Appendix A.

Motion Failed

YEAS: M. Brown, H.L. Usher, T. Park (3)

NAYS: M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, J. Zaifman (12)

5. 10th Report of the Governance Working Group

That the following actions be taken with respect to the 10th Report of the Governance Working Group from its meeting held on February 29, 2016:

- a) the draft Council Procedure By-law appended to the January 11, 2016, Governance Working Group Agenda, subject to the inclusion of a definition of the term "Point of Privilege" and a definition of the term "generally accepted parliamentary procedure" BE FORWARDED to a Public Participation Meeting before the Corporate Services Committee for consideration;
- b) the Civic Administration BE DIRECTED to investigate and report back to the April 18, 2016 meeting of the Governance Working Group on potential options that would provide Members of Council with a forum to have more fulsome discussions on matters that are innovative and technology based, which may assist with future policy-making decisions; and
- c) clauses 1, 2 and 4 BE RECEIVED.

Motion Passed

YEAS: M. Brown, M. van Holst, 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 (14)

V. DEFERRED MATTERS/ADDITIONAL BUSINESS

None.

VI. CONFIDENTIAL (Confidential Appendix enclosed for Members only.)

The Strategic Priorities and Policy Committee convened in camera from 6:51 PM to 7:01 PM after having passed a motion to do so with respect to the following matter:

- C-1 A matter pertaining to personal matters, including information regarding an identifiable individual with respect to employment related matters, advice which is subject to solicitor client privilege, advice or recommendations of officers and employees of the Corporation including communications necessary for that purpose and the purpose of providing instructions and directions to officers and employees of the Corporation.

VII. ADJOURNMENT

The meeting adjourned at 7:02 PM.

London's Face to the World

Making strategic investments in a key economic engine



A city's downtown core is its economic and cultural engine. London's downtown is a Canadian leader in this respect.



BETTER ROADS.
CLEANER PARKS.
SAFER NEIGHBOURHOODS.

When downtown thrives, our entire community prospers.



MainStreet London, a downtown revitalization organization, was created by the City in 1998 to help support and maintain its downtown investments by participating in strategic leasing along with many other revitalization initiatives.

“Back in the Day”



- Free on-street parking downtown in December
- \$100,000 annual contribution from City

OUR MOVE FORWARD

LONDON'S DOWNTOWN PLAN

ACTIONS

“Undertake research to determine what level of revenue generated in the downtown can be captured for further investment in the downtown, and the costs and benefits, and risks and rewards associated with the various methods available,”

(Our Move Forward, 67)

Council adopted April 14, 2015

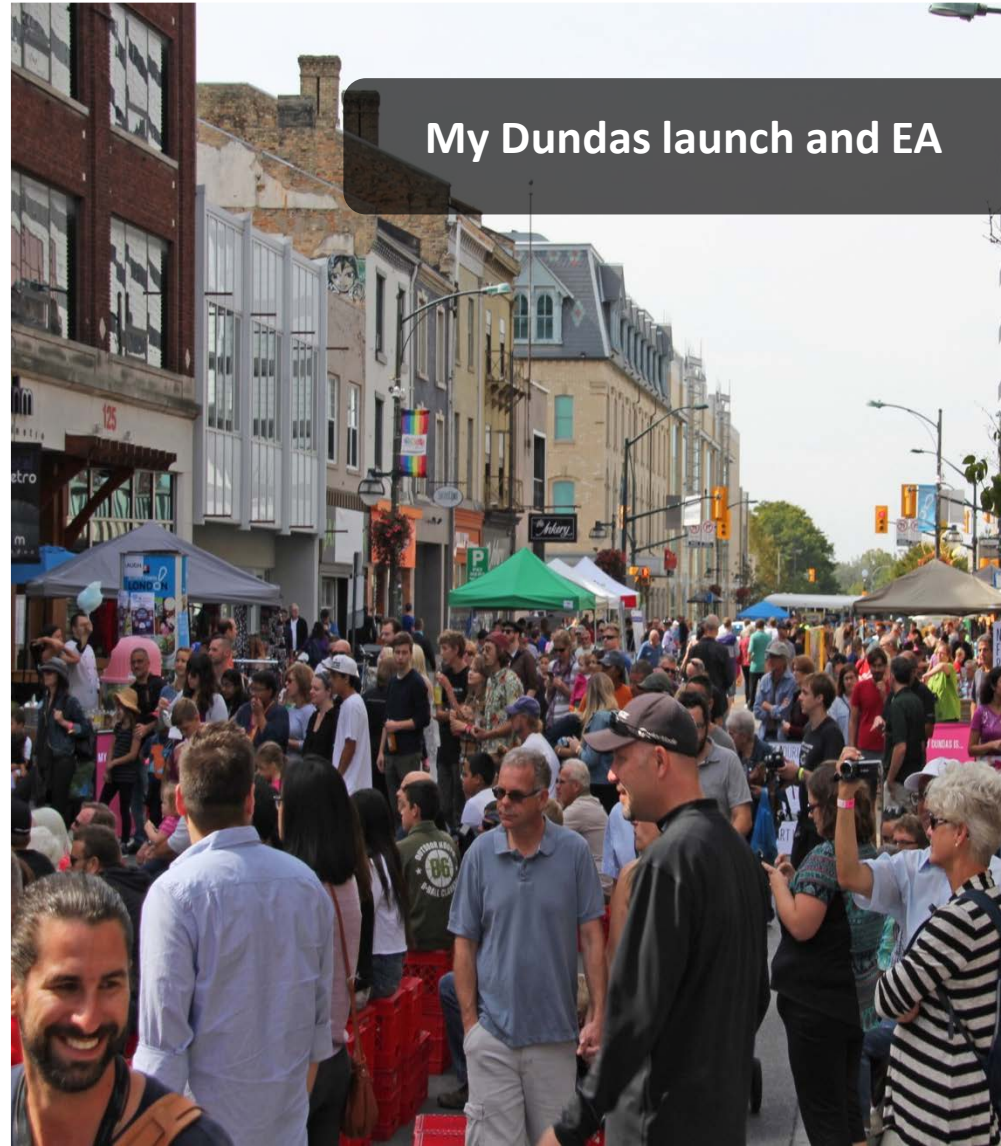


Downtown London Today

- 1% of city land making up 5.4% of the city's tax base
- \$1 invested produces a \$5 return
- 6% annual growth of taxable assessment
- 61% growth over the past decade
- The value of downtown's tax base eclipses \$1-billion

Strategic Partnerships

- Sales people for City Incentive Programs
- Last Mile Fibre Optic Grant
- London L.A.W.N. Free WiFi
- Fanshawe/Kingsmill's
- Piloting Dundas Place



London deserves the best possible partner to build a downtown befitting of this truly great city.



Live, Work, Learn, Play (LWLP) stands alone as the leader in the field of intentional placemaking

- Toronto Entertainment District and Waterfront
- Pan American Games Athletes' Village, Toronto
- Downtown Mississauga
- Downtown Guelph
- Downtown Montreal
- Whistler, British Columbia
- Rockford, Illinois
- Florida State University, Florida
- Downtown Tallahassee, Florida
- Downtown Newburgh, New York
- Indiana University & Purdue University, Indianapolis, Indiana



THE PROMISE:

- *Expert strategy
- *Strategic recruitment
- *Knowledge building
- *Higher return on taxable
assessment

Live, Work, Learn, Play will....

- Implement a three-phase strategy for:
 - deal making
 - mixed-use developments
 - the attraction of new businesses

Implement a process to attract new tenants with their trademarked Targeted Leasing and Casting Program™.

Creating a Balanced Downtown



1. Business Planning



2. Location & Programming



Key Anchors



Activated Gathering Spots



Complementary Secondary Uses



Neighbourhood Scale

3. Choosing the Right Uses



Local Independent Operators



Neighbourhood Conveniences



Experiential Retail



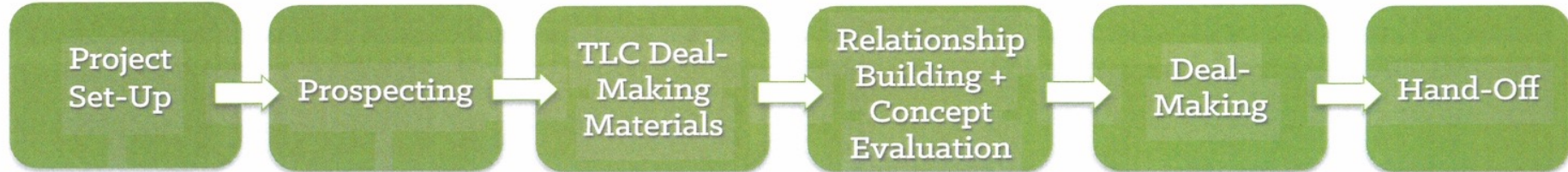
Unique Regional Experiences

4. Deal-Making & Implementation

Targeted Leasing & Casting (TLC™)

TLC™ helps drive the overall economic performance of a downtown by developing long-term partnerships with high quality local, regional, and national businesses. By targeting only 'best-of' operators, TLC™ identifies and recruits operators with track records of success that will make a downtown come alive.

TLC™ Process:



Accountability....

- Provide full accounting of the disbursement of city's investment
- Return any surplus funds
- Building by building financial analysis to prove increased taxes in the coffers
- Numbers of businesses attracted
- Number of jobs created

Results of a Targeted Leasing Process

Increased

- Tenant Satisfaction
- Tenant Viability and Longevity
- Tenant Sales per SF
- Developer Returns on Assets
- Residential and Office Sales/Leasing

Decreased

- Vacancy and Releasing Costs
- Tenant Turnover
- Costs of Refitting Spaces
- Tenant Failure
- Negative PR



It's time to move forward.

We are asking for an
investment of \$540,000
into an 18-month project

**This investment will pay dividends for
generations, across London.**