

22ND REPORT OF THE
STRATEGIC PRIORITIES AND POLICY COMMITTEE

Meeting held on October 24, 2016, commencing at 4:01 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, V. Ridley, H.L. Usher and T. Park and C. Saunders (Acting Secretary).

ABSENT: Councillors A. Hopkins, S. Turner and J. Zaifman.

ALSO PRESENT: A. Zuidema, B. Coxhead, S. Datars Bere, K. Dawtrey, J.M. Fleming, K. Graham, M. Hayward, G. Kotsifas, L. Livingstone, V. McAlea Major, D. Mounteer, M. Ribera, E. Soldo, J. Stanford and B. Westlake-Power

I. CALL TO ORDER

1. Disclosures of Pecuniary Interest

That it BE NOTED no pecuniary interests were disclosed.

II. CONSENT ITEMS

None.

III. SCHEDULED ITEMS

2. Amendments to Consolidated Fees and Charges By-law

That, on the recommendation of the City Clerk, with the concurrence of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the proposed by-law appended to the staff report dated October 24, 2016, BE INTRODUCED at the Municipal Council meeting on October 25, 2016 for the purpose of repealing By-law No. A-49, as amended, being "A by-law to provide for Various Fees and Charges" and replacing it with a new Fees and Charges By-law that adds and adjusts certain fees and charges for services or activities provided by the City of London; it being pointed out that no individuals sought to make oral submissions at the public participation meeting associated with this matter.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, J. Helmer, M. Cassidy, J. Morgan, P. Hubert, V. Ridley, H.L. Usher, T. Park (10)

NAYS: M. Salih, P. Squire (2)

Voting record

Motion to open the Public Participation Meeting.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, J. Morgan, P. Hubert, V. Ridley, H.L. Usher, T. Park (11)

Motion to close the Public Participation Meeting.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, V. Ridley, H.L. Usher, T. Park (12)

3. Live Work Learn Play Update

That the following actions be taken with respect to the Live Work Learn Play Update:

- a) the delegation, and attached presentation from J. MacDonald and J. Milos BE RECEIVED;
- b) the presentation noted in a) above BE REFERRED to the Civic Administration in order to report back with a recommendation on ways that the City of London could create an Urban Core Coordinator. This coordinator's proposed purview could be within the City's Core Areas, which could include the Downtown and Rapid Transit and Urban Corridors within neighbourhoods such as Old East Village, Midtown, SoHo, and Blackfriars; and,
- c) the Civic Administration BE DIRECTED to address the issues present in Market Lane with a coordinated approach to include the necessary supports with regards to care (health, mental health and the pertinent forms of care deemed necessary on an individual basis), enforcement and programming.

Motion Passed

Voting record

Motion to approve part a).

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, V. Ridley, H.L. Usher, T. Park (12)

Motion to Approve part b).

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, V. Ridley, H.L. Usher, T. Park (12)

Motion to Approve part c).

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, J. Morgan, P. Hubert, H.L. Usher, T. Park (10)

NAYS: P. Squire, V. Ridley (2)

IV. ITEMS FOR DIRECTION

4. STAFF REPORT - Deputy Mayors

That the City Clerk BE DIRECTED to report back, at the earliest possible date, with respect to the necessary changes to Council policies and procedures to implement the elimination of the second Deputy Mayor position, in which case the duties currently assigned to that position is to be appropriately redistributed.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, P. Squire, J. Morgan, P. Hubert, H.L. Usher, T. Park (9)

NAYS: J. Helmer, M. Cassidy, V. Ridley (3)

5. 12th Report of the Governance Working Group

That the following actions be taken with respect to the 12th Report of the Governance Working Group from its meetings held on September 28, 2016:

- a) the members of the Governance Working Group BE THANKED for their service; and,
- b) a new Governance Working Group BE ESTABLISHED comprised of five (5) appointed Members of Council whose term shall coincide with the term of Municipal Council whose role shall be to complete the ~~attached~~ list of Deferred Matters and, upon completion of those matters, meet on an as needed basis to consider specific matters put before them by the Municipal Council; and
- c) clauses 1 to 5 BE RECEIVED.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, V. Ridley, H.L. Usher, T. Park (12)

6. 4th Report of the Outstanding London Ambassador Award Committee

That the following actions be taken with respect to the 4th Report of the Outstanding London Ambassador Award Committee (OLAAC) from its meetings held on September 26, 2016:

- a) the Terms of Reference for the OLAAC;
 - i) an amendment under Guidelines that the words “October 31st of year” BE DELETED and BE REPLACED with the words “February 28 of the year of the Award”;
 - ii) the Municipal Council BE REQUESTED to provide clarification to the OLAAC related to the following:
 - A. the required metrics to demonstrate that the Nominee is responsible for people moving to London or investing in London;
 - B. confirm that only the information provided by the Nominator should be used to evaluate nominations; and,
 - C. confirmation that the current Award recipient that the Committee selected was sent back because of the wording in the Terms of Reference, “..that may result in encouraging people to move to London...”;
 - iii) the City Clerk BE REQUESTED to attend the next OLAAC meeting to assist the OLAAC with amending their Terms of Reference to be more comprehensive and to provide the OLAAC with information to be used for recommendations; and,
 - iv) Corporate Communications BE INVITED to attend the next OLAAC meeting to advise the Committee of the communication strategy that will be used to promote this Award; and
- b) clauses 1, 2 and 4 BE RECEIVED.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, V. Ridley, H.L. Usher, T. Park (12)

V. DEFERRED MATTERS/ADDITIONAL BUSINESS

7. ADDED - Request for Delegation Status - 5th Report of the Outstanding London Ambassador Award Committee

That the following actions be taken with respect to the 5th Report of the Outstanding London Ambassador Award Committee (OLAAC) from its meetings held on October 19, 2016:

- a) the ~~attached~~, revised, Nomination Form for the Outstanding London Ambassador Award BE APPROVED for future nominations and the Chair and Vice Chair BE DIRECTED to request delegation status at the October 24, 2016, Strategic Priorities and Policy Committee meeting with respect to this matter; and
- b) clauses 1, 2, 3, 5 and 6 BE RECEIVED;

it being noted that the Strategic Priorities and Policy Committee heard a verbal delegation from M. Barrett, OLAAC Chair, with respect to this matter.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, V. Ridley, H.L. Usher, T. Park (12)

Voting Record

Motion to Approve the delegation request for this meeting.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, J. Morgan, P. Hubert, V. Ridley, T. Park (10)

NAYS: P. Squire, H.L. Usher (2)

VI. CONFIDENTIAL

(See Confidential Appendix to the 21st Report of the Strategic Priorities and Policy Committee enclosed for Members only.)

The Strategic Priorities and Policy Committee convened in camera from 7:03 PM to 10:46 PM after having passed a motion to do so, with respect to the following matters:

- C-1 A personal matter pertaining to identifiable individuals, including municipal employees, with respect to the Outstanding London Ambassador Award.
- C-2 A matter pertaining to reports, advice and recommendations of officers and employees of the Corporation concerning labour relations and employee negotiations in regard to one of the Corporation's associations or unions and litigation or potential litigation, including matters before administrative tribunals, affecting the municipality.
- C-3 A matter pertaining to personal matters, including information regarding an identifiable individual, including a municipal employee, with respect to employment related matters, advice or recommendations of officers and employees of the Corporation including communications necessary for that purpose and for the purpose of providing instructions and directions to officers and employees of the Corporation.
- C-4 REVISED - A matter pertaining to litigation or potential litigation with respect to an application for hearing by London Police Services Board to the Ontario Civilian Police Commission arising out of the 2016-2019 multi-year budget process; advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and advice and recommendation of officers and employees of the Corporation

for the purposes of providing instructions and directions to officers and employees of the Corporation with respect to an application for hearing by London Police Services Board to the Ontario Civilian Police Commission arising out of the 2016-2019 multi-year budget process.

- C-5 ADDED - A matter pertaining to employee negotiations and personal matters involving identifiable individuals who are municipal employees with respect to employment related matters and reports, advice and recommendations of officers and employees of the Corporation including communications necessary for that purpose and for the purpose of providing directions to officers and employees of the Corporation and advice subject to solicitor client privilege, including communications necessary for that purpose.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, V. Ridley, H.L. Usher, T. Park (12)

VII. ADJOURNMENT

The meeting adjourned at 10:48 PM.



Statement of Mandate

Reconnaissance & Strategic Assessment

This Reconnaissance and Strategic Assessment is the culmination of a 4-month process undertaken by LiveWorkLearnPlay (LWLP) between May and August 2016 in collaboration with Downtown London. The goal of this tool is to **provide an overview assessment of the downtown's challenges and opportunities**, offering **ideas, recommendations** and **direction on priorities** that should guide future planning, development and investment decisions, **with the view towards helping London's Downtown to grow and improve upon itself.**

LWLP's Key Objectives

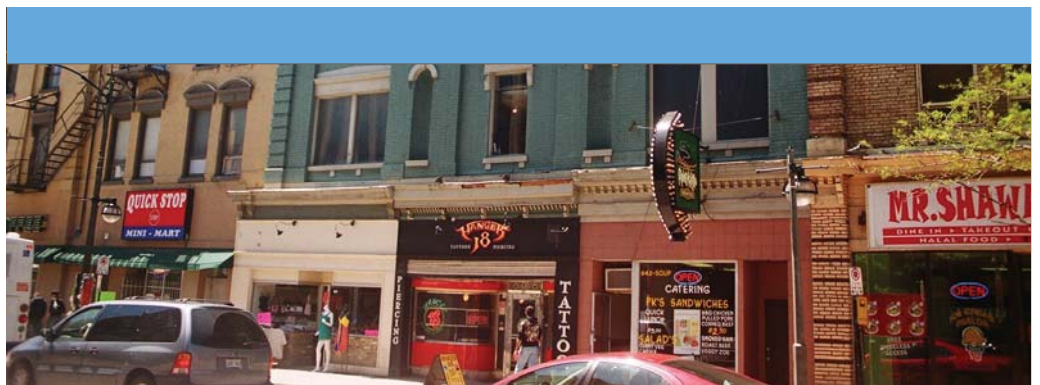
1. Review of existing plans, objectives, and information relating to Downtown London
2. Develop a contextual understanding of Downtown London, including:
 1. The surrounding region, and
 2. Key downtown stakeholders
3. Provide preliminary guidance on priority enhancement strategies for the development of Downtown London
4. Identify enhancement opportunities for key nodes/districts in early phases of Downtown London
5. Identify and facilitate ongoing dialogue key stakeholders relating to current and future retail assets in or nearby Downtown London



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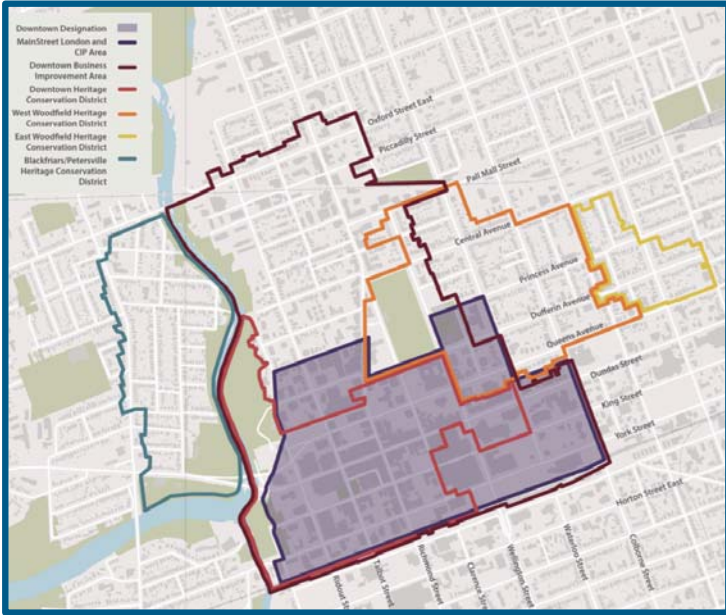


1. Goals and Objectives
2. London's Downtown: Context & SWOT Analysis
3. Reconnaissance: Stakeholder Outreach
4. Strategic Assessment: Recommendations
5. Next Steps



1. Goals and Objectives
2. London's Downtown: Context & SWOT Analysis
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Context: Downtown London Study Boundary

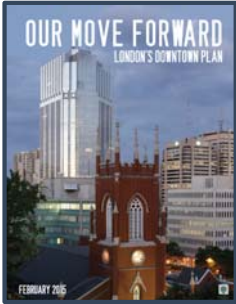


Downtown London occupies a complicated geography, with several overlapping boundaries and areas of interest including:

- The Downtown London! Business Improvement Area's Boundaries: █
- City of London Boundaries: █
- 4 overlapping or adjacent Heritage Conservation Districts: █ █ █ █

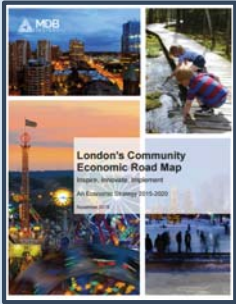
For the purposes of this Reconnaissance and Strategic Assessment the Downtown area has been defined within the boundaries of the Business Improvement Area's boundaries as outlined by: █

Context: The Policy Context of Downtown London



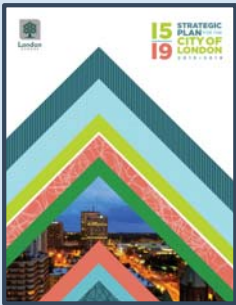
The Downtown Plan

- Sets the vision for the downtown's revitalization
- Identifies opportunity sites for redevelopment
- Overviews several transformational projects for London's Downtown
- Provides tools and implementation strategies to see that these transformational projects can be completed



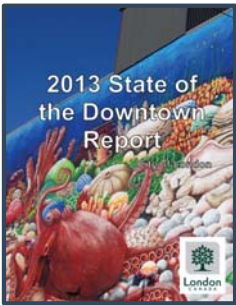
Community Economic Roadmap

- Designed to work in conjunction with the City of London's Strategic Plan to achieve economic priorities, objectives, and actions for a 5-year period
- Develops actions, tools and strategies for 5 key focus areas – the Downtown is one



City of London Strategic Plan

- Identifies the mission, values, and strategic focus areas of London's City Council from 2015-2019
- Establishes strategies, initiatives, and goals for the achievement of each strategic focus area – the downtown is one

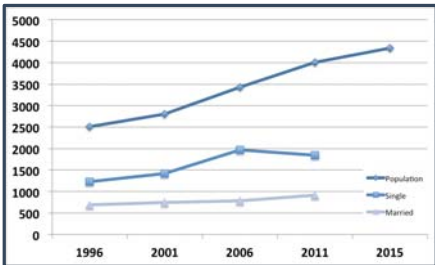


State of the Downtown Report

- Provides measurements, trends, and data outlining the economic health of downtown
- Discusses the changes and opportunities of the downtown
- Is used as the measure of success and benchmark for other plans

Context: The Downtown at the Present Moment

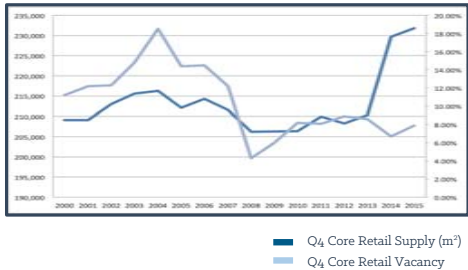
Population



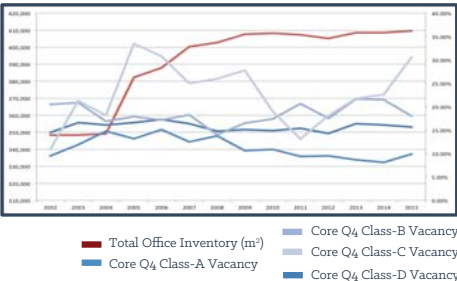
Residential Market

Variable / Year	2011 (% Change 2006)	2015 (Estimate)
Total Occupied Dwellings	2,600 (22%)	2820
Apartments <5 Storeys	615 (7%)	645
Apartments >5 Storeys	1975 (28%)	2165
Owned	545 (-11%)	735
Rented	2065 (36%)	2035
Average Rent	\$1074/month	↑
Average Value	\$172,447	↑

Retail Market



Office Market



Key Considerations of Downtown London: SWOT Analysis

Downtown

- Strengths**
- Growing percentage of **technology and creative sector** locating downtown
 - Strong entertainment & cultural anchors
 - **Large stock of unique heritage properties**
 - Proximity to the Thames River & Parkway
 - Previously **hosted large scale national and international events**
 - Prominent downtown supporters, champions, and investors
 - **Affordable real estate market**

Macro (London & Region)

- **Nationally & internationally recognized post-secondary institutions**
- Internationally recognized **health institutions**
- Increasing attractiveness of London real estate market
- **Strong provincial & federal government presence** and employment base
- **Regional center** for surrounding Middlesex County
- Affordable housing market
- **Active and strong development sector**

Weaknesses

- **Uncertain political support** for downtown revitalization
- **Concentration of drug related activity**
- **High rate of commercial and retail vacancies**
- **Concentration of downtown land and building ownership** by limited number of stakeholders
- **Over designation of heritage properties** within the downtown area
- **Centralization of social services**
- **Lack of public understanding** of the role of downtown
- **Lack of consistency along Richmond Row** street edge

- **Lack of "eyes-on-the-street"** during evening hours
- **Economic development does not see the downtown as a core priority**; must work in conjunction with city building efforts
- **Public safety concerns**
- **Negative public perceptions of the downtown**

Key Considerations of Downtown London: SWOT Analysis

Opportunities	Downtown <ul style="list-style-type: none">Concentration of university student life at Richmond & OxfordCentralization of downtown governmental responsibility and coordinationMomentum being created due to Fanshawe's downtown campus investmentPotential town and gown partnerships with large institutional anchors such as Western University & London Health Sciences CenterAccess to the majority of London's "9-5" business population	Macro (London & Region) <ul style="list-style-type: none">City of London is currently undertaking work to re-establish connection with the Thames River riverfrontRecapture the public's nostalgia of downtown LondonDowntown will play a central role within London's SmartMove Transit Plan 2030
	Threats <ul style="list-style-type: none">Suburban areas eroding the primacy of downtown within London's cityscapeDisproportionate amount of social service usages in the downtown at presentPerceived lack of mainstream broker interest in downtown commercial space leasingNumerous surface parking lots in prime redevelopment sitesDifficulties in raising families within the downtown areaAnimosity between downtown property ownersLack of access to utilities and spaces for large scale public events	<ul style="list-style-type: none">Difficulty in redeveloping heritage properties to bring them into adherence with the Ontario Building CodeVery high commercial office vacancy rate – suppresses ability to engage in new developmentChallenges identified in leasing commercial office space despite vacancyContinued conversions of suburban retail space to office space further eroding downtowns office stockAbundance of free parking at suburban retail centers
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1. Goals and Objectives
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Downtown London Reconnaissance and Strategic Assessment Stakeholder Outreach

London's Downtown: History & Current Market Perception

		Downtown London Reconnaissance and Strategic Assessment Context & SWOT Analysis
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Stakeholder Outreach

1

Downtown London! Advisory Team

- Janette MacDonald – CEO & General Manager
- Kathy McLaughlin – Manager: Mainstreet Program
- Andrew Sercombe – Marketing Coordinator
- Jim Yanchula, Manager, Urban Regeneration: City of London
- Charles Parker, Senior Planner: City of London

2

City of London

- Mayor Matt Brown
- Councillor Tanya Park
- City of London Planning Department
- Art Zuidema, City Manager
- Senior Leadership Team, City Directors
- Chief John Pare & Deputy Chief Daryl Longworth
- Kapil Lokotia, President & CEO & Keith Gibbons, Board Member, London Economic Development Corporation
- Dundas Place Environmental Assessment Team (Dillon Consulting)

3

Social Services

- Steve Cordes, Executive Director: Youth Opportunities Unlimited
- Dr. Chris Mackie, Medical Officer of Health: Middlesex London Health Unit
- Laura Di Cesare, Director of Corporate Services: Middlesex London Health Unit
- Jan Richardson, Manager, Homeless Prevention, Neighbourhood, Children and Fire Services: City of London

4

Private Sector & Cultural Institutions

- Shmuel Farhi, Founder: Farhi Holdings
- Adam Carapella, Vice-President: The Tricar Group
- Amanda Stratton, Managing Partner: Hacker Studio
- Marvin Rivas, Owner: Che & The Honest Lawyer
- Jeff House, Co-Founder: JeffHouse
- Justin Konikow, Co-Founder: TheClosers
- John Rodgers, Principal: The Rygar Group
- Mike Manuel, Owner: London Music Hall
- Vito Frijia, President: Southside Group
- Jens Stickling, CEO: Westany Holdings
- Michelle Giroux: Fanshawe College
- Jamie Crich, President: Auburn Developments
- Kurt Bromhall, Property Manager: London City Center
- Dennis Winkler, Owner: Winks Restaurant
- Peter Rocca, CEO: Start Communications
- Lori Da Silva, CEO & General Manager: London Convention Center
- Kathy Navackas, Executive Producer: London Fringe Theatre Festival
- Shannon McCartney, Account Manger: Impark
- Julia Stewart: DL Board Member
- Carolyn Young: Western University Continuing Education

Downtown London Reconnaissance and Strategic Assessment | Stakeholder Outreach

12

What IS Working In Downtown London



1. Strong Bones

Downtown has **strong bones** including:

- Established fine-grain streetgrid
- Cluster of important commercial uses including an established office cluster
- Plentiful significant park and open spaces to meet resident needs
- Good transit connectivity to the rest of the City and the GTA region
- Good selection on Food and Entertainment offerings



2. Strong Anchors

Downtown has **several strong anchors that create powerful attractive forces, animation, and counter-cyclical market forces** for the entire city. These anchors include:

- London Convention Centre
- Budweiser Gardens
- Covent Garden Market
- Fanshawe College – Phases 1 and 2
- Victoria Park

To date the City of London has invested approximately \$190,000,000 into these anchors since 2002.



3. Emerging Regional Identity

Downtown is currently emerging within the surrounding market as a **place with a unique identity of providing exceptional music and culture**:

- The renovation of the London Music Hall, the upcoming music hall of fame
- The growth of live nights at other establishments on the dundas corridor and quality of acts brought to Budweiser Gardens
- A great relationship with London Tourism

What IS NOT Working In Downtown London



1. Drugs Use & Street Culture



2. Supply of Development Sites



3. Conflicting Mandates



4. Coordinated Ec.Dev.



5. City Commitment



6. Desired Retail Experience



7. Heritage



8. Urban Design



9. Customer Service Provision

What IS NOT Working In Downtown London



1. Drugs Use & Street Culture

Drug Use and Street Culture is seen by all as the **defining issue in the downtown**. The issues identified include:

- A centralized collection of overlapping social services, some who take a less rigorous approach to case-management
- The type of drug use in London
- Funnelling of city buses along the main corridor
- Institutions and businesses confronting the issue by not occupying public spaces



2. Supply of Development Sites

There is a **shortage of developable downtown sites** due to the majority being concentrated with a limited number of landowners.

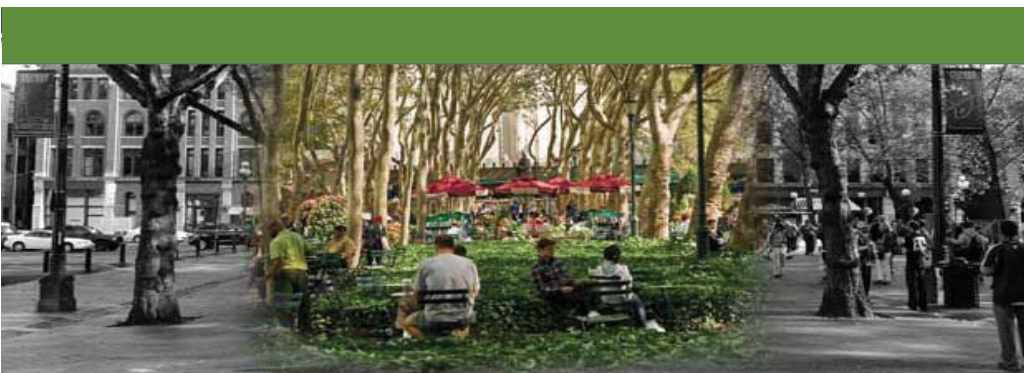
- Downtown has numerous surface parking lots on prime development sites
- Shortage of sites has yielded inflated land prices for other developable properties and inflated commercial rents
- Stakeholders identify lack of co-ordination and communication among downtown landowners



3. Conflicting Mandates

There is the perception of an **absence of ownership of downtown management and operations**:

- A lack of co-ordination and communication between municipal departments resultin gin ineffeciant practices and slow adoption of possibly catalytic changes for the downtown
- An absence of a central municipal department, group or individual to act a resource or facilitator



1. Goals and Objectives

2. London's Downtown: Context & SWOT Analysis

3. Reconnaissance: Stakeholder Outreach

4. Strategic Assessment: Recommendations

5. Next Steps

Strategic Recommendations for Downtown London!

Immediate



Disarm Drug Use & Street Culture

Short-Term



Advance Downtown Transformations



Pilot New Strategic Interventions

Medium-Term



Sponsor More Development Downtown



Reprogram & Retennant Downtown

Long-Term



Coordinated Economic Development




Plan for Town & Gown Integration



Improve the Downtown Experience

Immediate Recommendations

Immediate



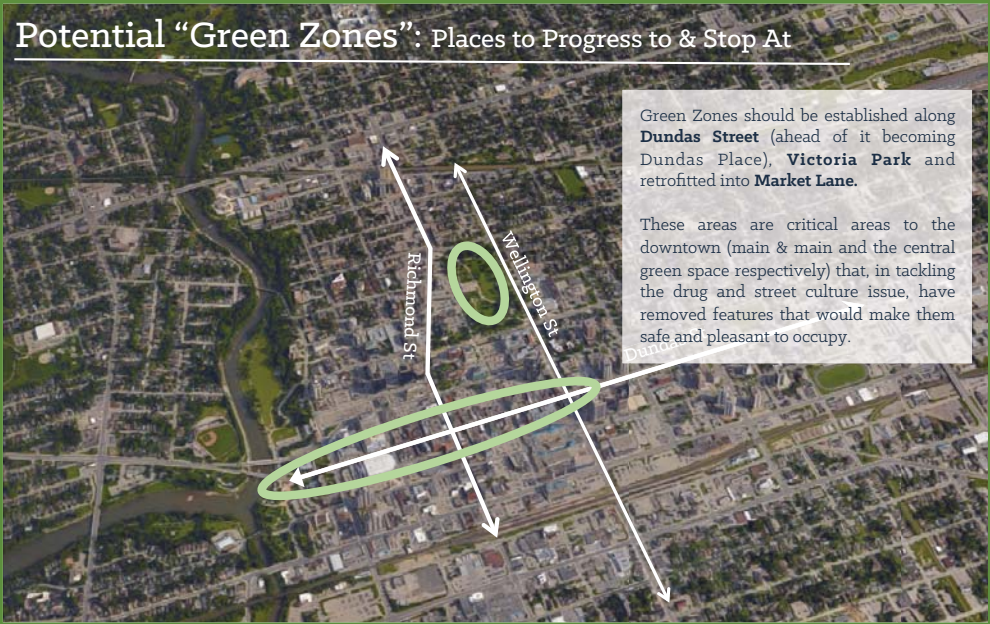
Disarm Drug Use & Street Culture

A. Establish “Green Zones” in the Downtown

B. Establish a Coordinated Approach between City Staff, Local Agencies, Downtown Stakeholders, Police & Health Units

Disarm Drug Use & Street Culture in the Downtown

Potential “Green Zones”: Places to Progress to & Stop At




Green Zones should be established along **Dundas Street** (ahead of it becoming Dundas Place), **Victoria Park** and retrofitted into **Market Lane**.

These areas are critical areas to the downtown (main & main and the central green space respectively) that, in tackling the drug and street culture issue, have removed features that would make them safe and pleasant to occupy.

Short-Term Recommendations

Immediate



Disarm Drug Use & Street Culture

Short-Term



Advance Downtown Transformations

A. Establish Activation and Safety Plans

B. Appoint an “Urban Coordinator” to Manage the Downtown Area

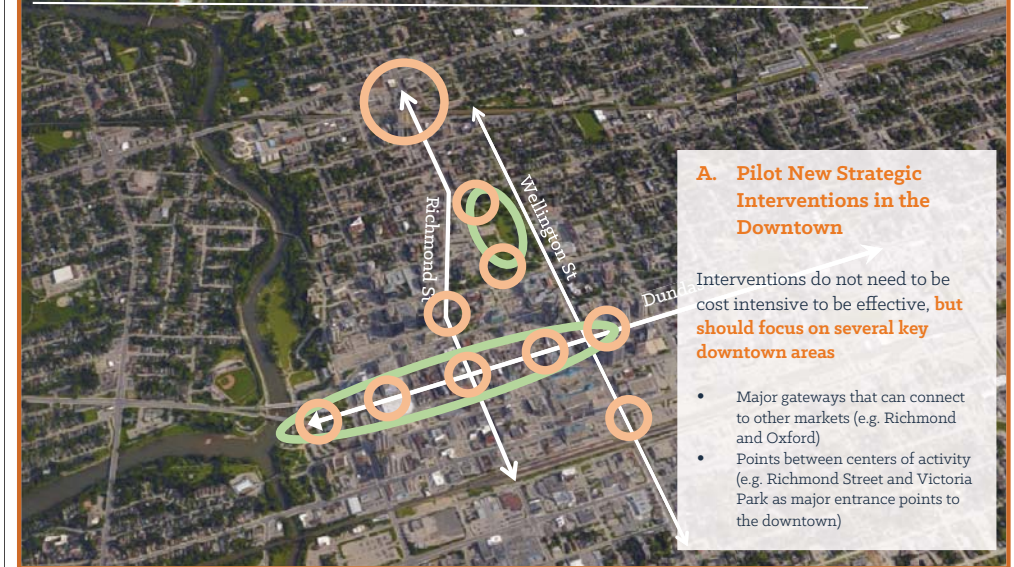
C. Manage New Transformative Projects with a Holistic View of the Whole Downtown (AKA: Strike a Downtown Working Group)

Short-Term Recommendations



Pilot New Strategic Interventions in the Downtown

New Interventions: Gateways, Things-To-Do, More Activity



Pilot New Strategic Interventions in the Downtown

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Strategic Recommendations



Strategic Recommendations

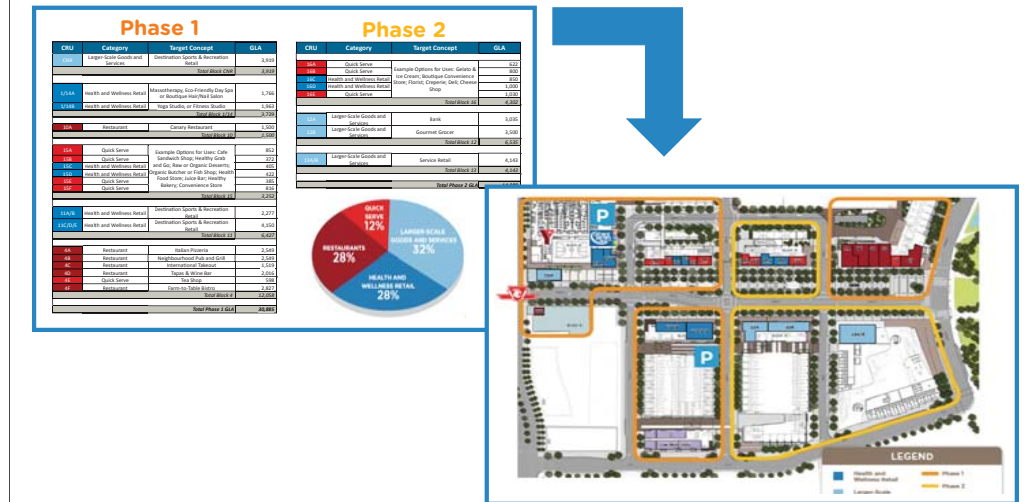


Strategic Recommendations



Strategically Reprogram and Retenant The Downtown

A. Establish a Targeted Leasing and Programming Strategy for the Downtown
to recruit the right tenants, achieve viable rents and establish long-term uses within the downtown. Steps to achieving this strategy should include:



Commit Economic Development to the Downtown



The Downtown is the Economic Engine of the entire City

When investment is made in the downtown, it pays off for all of London by creating increased taxes, tourism, activation, entertainment and more... It improves neighbourhood economic resiliency

Strategic Recommendations

Immediate

Disarm Drug Use & Street Culture

Short-Term

Advance Downtown Transformations

Pilot New Strategic Interventions

Medium-Term

Sponsor More Development Downtown

Reprogram & Retenant Downtown

Long-Term

Coordinated Economic Development

Plan for Town & Gown Integration

A. Support and Plan for Increased Town & Gown Integration

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Strategic Recommendations

Immediate

Disarm Drug Use & Street Culture

Short-Term

Advance Downtown Transformations

Pilot New Strategic Interventions

Medium-Term

Sponsor More Development Downtown

Reprogram & Retenant Downtown

Long-Term

Coordinated Economic Development

Plan for Town & Gown Integration

Improve the Downtown Experience

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Next Steps for Downtown London

Establish the Downtown London Working Group

A Downtown London Working Group should have membership composed of core downtown stakeholders and decision makers:

- Property Owners
- City Staff
- DL! Staff
- Stakeholders

Bring the right people to the table to address the areas where the downtown needs improvement.

STRATEGY

- DEVELOP
- PLAN
- PROCESS

Develop Action Plans to Target Implementable Projects

With direction from the Working Group over which party is the most equipped to lead/champion:

- Develop implementable Action Plans that focus on projects and interventions to help transform the downtown
- Focus on correcting what isn't working

Implement Projects that Can Transform the Downtown

Implement projects be they short-, medium- or long-term undertakings:

- Show civic and stakeholder commitment to the downtown's transformation
- Demonstrate that change is happening
- Test ideas that can form the basis of new developments or commitments

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Next Steps for Downtown London: The Working Group



The City of Vaughan Downtown Working Group: City, Private Sector, Stakeholders and Consultants coming together to further downtown initiatives; supported by a city structure designed to take outcomes from the working group and advance them into action.

- A Downtown Working Group **is a tool to ensure that coordination** (Public/Private, Departmental, Service Providers, etc.) is brought to **major city building initiatives**
- It ensures that **mistakes are not unintentionally repeated, work replicated, or problems unaccounted for** so that the maximum value can be unlocked from new initiatives.
- Membership should be made-up of **vested stakeholders who have decision-making power**; some areas to consider are:
 - Public Health,
 - Police & Emergency Services,
 - Planning,
 - Urban Design,
 - Engineering,
 - Economic Development,
 - Institutions,
 - Etc.

Reconnaissance & Strategic Assessment

Evaluation & Recommendations to Advance London's Downtown

Monday October 24, 2016

The Downtown Coordinator



- In Vaughan it is the Executive Director, Office of the City Manager supported by this organization Structure
- In Mississauga it is the Manager of the Downtown Collaborative
- In London it is likely a role tasked with coordinating various departments that interface with the urban core area