



TO:	CHAIR AND MEMBERS INVESTMENT AND ECONOMIC PROSPERITY COMMITTEE MEETING ON MAY 21, 2013
FROM:	HARVEY FILGER DIRECTOR, CORPORATE INVESTMENTS AND PARTNERSHIPS
SUBJECT:	INVESTMENT AND ECONOMIC PROSPERITY PROJECTS – PUBLIC INPUT

RECOMMENDATIONS

That on recommendation of the Director, Corporate Investments and Partnerships, the following actions be taken:

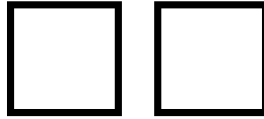
- a) this report **BE RECEIVED** for information; and
- b) staff **BE DIRECTED** to continue the advancement of the plan described in the December 18, 2012, “A Path to Prosperity: Community Business Ideas to Stimulate Our Economy”.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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1. January 23, 2012: *Developing a Strategic Investment and Economic Prosperity Plan*, Investment and Economic Prosperity Committee, City Treasurer and City Planner
2. December 18, 2012: *A Path to Prosperity: Community Business Ideas to Stimulate our Economy*, Investment and Economic Prosperity Committee, Corporate Investments and Partnerships
3. January 24, 2013: *2013 Budget – Public Input*, Strategic Priorities and Policy Committee, Financial Planning and Policy
4. February 19, 2013: *Investment and Economic Prosperity Proposal Assessment Process Update #2*, Investment and Economic Prosperity Committee, Corporate Investments and Partnerships

BACKGROUND

On January 23, 2012, Municipal Council was presented with the *Developing a Strategic Investment and Economic Prosperity Plan*, in which a process was proposed for the purpose of developing the Strategic Investment and Prosperity Plan. Identified in that report and further outlined in the December 18, 2012, *Path to Prosperity: Community Business Ideas to Stimulate our Economy* and the February 19, 2013, *Investment and Economic Prosperity Proposal Assessment Process Update #2*, was the requirement to engage the public for the purpose of receiving feedback on the prioritized prosperity projects. This engagement was to occur at two specific points in the process:



1. Upon the conclusion of the evaluation and prioritization of projects
2. Upon the conclusion of project business cases

This report addresses the first of the above requirements; outlines the process by which the public was engaged and presents the feedback, questions and concerns received. An overview of the prioritized projects and the associated recommendations is outlined in Appendix A.

With the support and guidance of the Corporate Communications service area, the first public engagement process consisted of two components based on the intended target audience.

Component 1 – Target: Community at Large

As part of the 2013 Budget process, members of the Corporate Investments and Partnerships Team engaged 147 citizens through the January 12, 2013 Build a Budget Workshops. The Corporate Investments and Partnerships Team presented the selected projects; received feedback and answered questions from the public. The feedback received through this event is compiled in Appendix B: Feedback Captured at Build a Budget Workshops.

Actions were also taken to encourage feedback through the prosperityforlondon.ca website; The City of London Facebook page; the prosperity email account; the budget twitter hash tag; and through direct contact with Civic Administration. Thirty-one opinions related to the prioritized prosperity projects were received. Feedback received through these means are compiled in Appendix C: Feedback Captured through Social Media and Other Means.

Component 2 – Target: Specific Municipal Groups and Organizations

The Corporate Investments and Partnerships Team presented the prioritized projects and engaged 54 individuals associated with the following organizations:

- The Chamber of Commerce, March 13, 2013
- Downtown London, April 18, 2013
- The Urban League, April 25, 2013

In most cases, the presentation was delivered to the Chair and the Board of Directors of the identified organization. Through less formal discussions, Emerging Leaders, TechAlliance, and other individuals were also engaged. The questions received and the feedback provided through these actions are outlined in Appendix D: Feedback Captured from Municipal Groups and Organizations.

All public feedback received is attached in Appendices B, C and D; where direct feedback was collected, it is presented without modification. Within each of the appendices the feedback is structured based on the project it concerns. A 'general' section has been added to each appendix for the purpose of organizing relevant, but non project specific feedback.



PREPARED AND SUBMITTED BY:	PREPARED AND SUBMITTED BY:
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REVIEWED AND RECOMMENDED BY:	REVIEWED AND RECOMMENDED BY:
HARVEY FILGER DIRECTOR, CORPORATE INVESTMENTS AND PARTNERSHIPS	MARTIN HAYWARD MANAGING DIRECTOR, CORPORATE SERVICES, CITY TREASURER, CHIEF FINANCIAL OFFICER

cc: Rob Paynter, Manager, Corporate Communications
John Fleming, Managing Director Planning, City Planner



Appendix A: Project and Recommendation Overview

Recommendation: Development of Strategically Located Serviced Lands for LEDC to Market.

Aligned Strategies: A Strong Economy; Build on Industrial Land Strategy • Invest in Infrastructure.

Cost: A present value of \$ 40 million over ten years to be matched by the province and federal governments.

Return: The city lacks appropriate strategically "shovel ready" lands necessary to attract the business facilities that would stimulate economic growth and employment opportunities. This recommendation would allow for the attraction of \$ 1 billion in new investment over the next decade and would therefore involve leveraging the City: 11 to 1. There it is recommended that the City of London set aside a present value of \$ 40 million over 10 years. The Government Relations Service Area will then work with the other two levels of government to obtain matching funds from each to acquire and service strategically located land; and allow London to be able to maximize benefits from the \$1.3 billion being invested into the Windsor region for the Windsor-Essex Parkway Project. This would provide the lands necessary for LEDC to market; taking advantage of the benefits offered by the London region, and to be able to use London's other assets for the purpose of leveraging significant investment .



Recommendation: The City of London enter into more formal discussions with Kilmer Brownfield Equity Fund L.P. and London Hydro regarding the potential sale and redevelopment of the land at 111 Horton St. East.

Aligned Strategies: A Strong Economy; Establish a focused strategy for the downtown• Build partnerships with key private, institutional and community partners. A Vibrant and Diverse Community; • Build the vibrancy of the downtown including special events• Invest in neighbourhoods. A Green and Growing City; Protect our natural heritage and environment• Promote a “green culture” and the fundamentals of sustainability• Develop walkable, connected communities with great public spaces.

Cost: No direct cost to the City of London has been identified as the land would be sold to Kilmer Brownfield Equity Fund L.P. and any value created through the remediation efforts would be shared with the City of London. A potential cost associated with the relocation of London Hydro would be investigated through the recommended discussions.

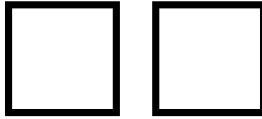
Return: The redevelopment of a brownfield into a large residential-commercial mixed use property fronting the Thames River. The potential creation of 500 long term jobs and several hundred short term jobs. An opportunity to develop a relationship with one of Canada’s premier brownfield developers.



Recommendation: The Civic Administration believes that the Arts and Culture Sector plays a crucial part in the economic future of the City of London, and recommends that a mixed use development/investment in the downtown be considered. There are two competing proposals where a mixed use development was proposed; the Grand Theatre and Music London; both proposals focus on an expansion or development of a new arts centre and a multi-unit residential and/or commercial development. It is recommended that the two proponents utilize the external City auditor “KPMG” to prepare a fairness report (at their own expense) to bring forward for review at a public consultation. Also, that the community review the two proposals and make their independent suggestion as to the most logical investment opportunity for the City.

Related Proposals: The Grand Theatre and Music London (Orchestra)

Aligned Strategies: A Strong Economy; Invest strategically in public facilities• Establish a



focused strategy for the downtown• Build partnerships with key private, institutional and community partners. A Vibrant and Diverse Community; • Strengthen and embrace London’s diversity and cultural identity• Preserve and celebrate arts, culture and heritage• Build the vibrancy of the downtown including special events. A Sustainable Infrastructure; Invest in community infrastructure such as housing, parks, and recreation centres.

Cost:

The Grand Theatre	Music London
The Grand Theatre proposal is seeking to have the City transfer over a City asset; Parking Lot #5, Queens Lot between North side between Clarence and Richmond. The parking lot is estimated to be worth approximately \$2 million.	The Music London proposal is requesting \$10 million to be provided over 10 years.

Return: A mixed use development that will incorporate the Arts and Culture sector as well as a private residential/commercial development will help to strengthen and embrace London’s diversity and cultural identity, and build vibrancy in the downtown. A mixed use investment will not only help to attract more people/tourists to the vibrant core of the City for entertainment purposes, resulting in spinoff benefits to many local businesses i.e. restaurants, hotels and other service industries, but also lead to a significant increase in tax revenue for the City.



Recommendation: Building on ideas presented in the June 15, 2011 Mayor’s Economic Prosperity Council Report and Summary, it is recommended that the City of London investigate the possibility of committing \$1.0 million per year over 10 years to support a medical research fund. This initial investment would be used to leverage additional support from the private sector and other levels of government. At a very high level, researchers would compete through a defined process to obtain funding; the awarding of this funding would be administered by a non-partisan party with considerable expertise in the medical research field. To ensure a return on investment to The City of London, the potential to commercialize the research would play a key role in the awarding of funding. Vital to the investigation into the possibility of this opportunity, would be a legal review concerning Section 106 of the Municipal Act.

Related Proposals: London Health Sciences Foundation and St. Joseph’s Health Care Foundation

Aligned Strategies: A Strong Economy; Develop our skilled workforce• Build partnerships with key private, institutional and community partners. A Caring Community• Increase the health and well-being of all citizens• Support individuals at all stages of life, from newborns to the elderly, and from newcomers to the established

Cost: \$10 million. \$1.0 million per year over 10 years

Return: This investment has the potential to further London’s reputation as a leader in health research and encourage the creation of spin-off businesses. Given the breadth of research talent, medical expertise and potential for commercialization opportunities, the coupling of London’s strengths in health care and research leverages existing competitive advantages and serves to directly support economic development in London, Ontario.



Recommendation: The Civic Administration believes that employment support programs play a vital role in the wellbeing and sense of community in London, and as a result, recommends that the joint proposal receive City funding in the amount of \$101,980 for the first year of program delivery, by way of salary support.

Related Proposals: Employment Sector Council London Middlesex and London Middlesex Immigrant Employment Council



Aligned Strategies: A Strong Economy; • Develop our skilled workforce• Build partnerships with key private, institutional and community partners. A Caring Community; • Increase the health and well-being of all citizens• Provide effective and integrated community based social and housing supports• Support individuals at all stages of life, from newborns to the elderly, and from newcomers to the established.

Cost: The joint proposal is seeking funding for Employment and Network Support in the amount of \$207,658 combined, to support two job matching networks. ESCLM is requesting \$101,883 (\$50,192-yr.1; \$51,691-yr.2) for 2 years. LMIEC is requesting an annual investment for an initial 2-year period in the amount of \$105,775 (\$51,788-yr.1; \$53,987-yr.2).

Return: London's prosperity rides on all Londoners working. Matching job seekers with the right job is critical to the growth of the local economy. There are many benefits to the two organizations as they collaboratively work to efficiently match the unemployed with proper jobs and match employers with properly skilled workers which in turn fill labour shortages and raise productivity. These two organizations strive to reduce the unemployment rate and ultimately support the growth of the local economy.





Appendix B: Feedback Captured at Build a Budget Workshop

Development of Strategically Located Land for LEDC to market
<ul style="list-style-type: none"> ▪ Yes, we need to attract 401 industry ▪ Support recommendation ▪ As long as it isn't agricultural land! ▪ Yes – but, what in payback ▪ How about offering companies bonuses to locate here; there is a lot of space on the outskirts of London, why don't they locate there (the companies)?; Great job! I'm happy I came today!! ▪ LEDC – With the lack of full manufacturing buildings on Highbury South, how would this be viable? ▪ What's wrong with the already serviced land east of London easily accessible to 401? ▪ Development of industrial lands should not go forward as there is no historical proof this will work ▪ A focused industrial land strategy is needed; shotgun development is not good ▪ We do not have enough knowledge about the lack of industrial land – why is this? ▪ Industrial land is key ▪ Loss of green belt is no virtue; Utilize existing serviced lands more attention paid to retention and density of situated sites ▪ Farm land needs to be conserved; development of industrial land not supported ▪ London has enough land designated for service development ▪ First need to know 'entire' cost to City
Redevelopment Opportunity at 111 Horton St, East (Kilmer Brownfield)
<ul style="list-style-type: none"> ▪ Kilmer proposal: further intensification in downtown is good; additional low income housing is needed ▪ Kilmer brownfield proposal looks good ▪ Not support recommendation – instead City should invest in a massive parking facility for downtown ▪ Brownfield clean up by Thames River is excellent, and forward thinking and good for downtown ▪ The Kilmer proposal will be disaster due to flood plain issues ▪ The Proposal Kilmer brownfield: the habitat of deer and other animals must be considered; the development must not impact park lands; would prefer a joint venture including local developers; London Hydro should not be sold ▪ Kilmer Brownfield Proposal: it should be affordable housing ▪ Concern about the Kilmer project's timing given the potential South Street project. Is this too much at the same time ▪ The big question with the Kilmer proposal is the cost to relocate London Hydro ▪ Do not sell London Hydro ▪ Kilmer Brownfield project cannot impact public access to the river and along the trail system ▪ Excellent that a Toronto firm is interested in London ▪ Don't sell London Hydro ▪ Hold your decision until a fixed cost to move Hydro is known ▪ Relocation of London Hydro and clean up an option that will increase in value – consider the impact and design of its development together with effect on river ▪ Interesting proposal that deserves to be looked into ▪ Does this transfer cost to London Hydro – an asset that belong to the people of London ▪ Would like Brownfield development promoted; less cost than urban sprawl and make London a more livable City. It should be included in current budget. Subject to reasonable relocation costs. It has long term benefits beyond this one project. ▪ Love the [Kilmer] idea – converting Brownfield's great for community and environment – what kind of commercial businesses will go in? And will it be high density – help London grow up instead of out; Environmental investments would be awesome ▪ Why not the SSH lands on South St in lieu of London Hydro lands?? Support the SOHO CIP ▪ Another commercial developer on the London Hydro site is a waste of staff and money for relocating Hydro. There are presently many business sites of various types empty this will just add more empty space to try to find employees to fill. ▪ If it becomes "private residential" what about the bike path will it still be for public use? Also, where would Hydro go – it needs to be in a convenient location



- Interested in the brownfield proposal

Mixed Use Development Including a Performing Arts Centre

- Hold new art center till we are in better shape next year
- Needs more than arts development and other arts beside Grand and Music London
- I agree more money has to be spent on arts and downtown, most cities that thrive have this
- Arts and Culture – needed – green light; Please engage Western and Fanshawe in future plans; City Hall/Centennial Hall area – an eyesore!!
- Private initiative municipally supported – performing arts; Integration with existing flows
- With Bentley’s announcement re: a vibrant music scene in London, this would support this initiative
- Yes – will they come
- Investment in Downtown: Agreed with other citizen, why not use any existing building vacant or going out of service (i.e., Churches) – better to make use of an existing structure than putting money towards new ones.
- I am all for a new Music/Performing Arts Centre to replace Centennial Hall. Building a condo on Queens blocks the entrance to the Music Hall at 185 Queens. Is the Grand Theatre the best organization to operate the new concert hall?
- Love the concert/theatre hall proposal – let’s get downtown moving; #2 – If approved, please ensure that the new buildings are architecturally more pleasing than the concrete slabs that make up most of London’s new high rises – UGLY!; Don’t forget what makes people come to London – amenities like parks, pools, bike paths, libraries
- OK – reducing parking fees or eliminating them would help – too high of charges stop people from coming downtown
- Invest in downtown – NO! The new arts development should be done with the space and theatre at Western Fair. It is a better value for limited tax dollars available modify the IMAX spot that already has lots of parking will save millions!
- Corporate sponsorship and naming rights should be investigated for the performing arts centre
- A mixed use residential-performing arts centre should not go forward
- Performing Arts centre is good – continue to focus on Arts and working together, partnerships
- Do not build anything new – redevelop existing buildings
- Redevelop a church into the new performing arts centre
- Thank you for inviting feedback – I support development of land and services to downtown area – I enjoy downtown – it is where I like to shop, visit, etc.;
- Excellent opportunity on prime real estate
- Partner with Fanshawe to achieve this
- Ensure positive return to City on project

Medical Research Fund

- Medical research fund is the best idea
- Too much money spend on medical research; no more money should be spent on preventative research
- Medical research, excellent “fit” for London, green light
- Good investment
- BEST idea of all
- Medical Research Fund: Medical research is always good I agree
- Already have a lot of research at UWO
- Medical Research fund is a terrible idea. Municipalities should not fund research.
- All the good researchers will have funding from other granting agencies and higher levels of government. The City’s program will be stuck with the failures.
- Medical research idea is fantastic
- City should not contribute \$ to medical research – put \$ into cheaper parking and other easy access to help medical research for public
- Sounds good, we will have money coming back to City

Employment Network Support

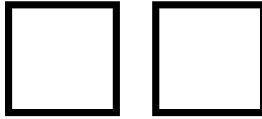
- Yes, investment is small, results would help employment
- Employment program support; this could be increased (dollar amount) very important to put people to work
- Support recommendation – more jobs for London



- Good investment – streamlining the process is good – one stop job search
- Guess work
- Must be more open – minded towards skilled immigrants
- Employment support program not needed
- Big fan of employment program
- Interested in employment Support
- More importance on skilled immigrants; LMIEC matches unemployed with jobs, however prior to the commencement of the job the company says it does not have enough funds to continue with employment position.
- City needs to invest in getting business up and running, not support programs with no work.

General Comments

- Agree with development of special levy to pay for these projects – Rank Industrial Land, Kilmer, Employment Support, Performing Arts Centre, Research Fund; If the research fund can leverage funding, then great!; Direct prosperity from industrial land + employment network support
- Do anything that will create jobs, especially for educated people/recent graduates who are all leaving with City because there is little opportunity. Pick the one(s) that will create EMPLOYMENT and generate long term revenue.
- I would not support any of these resources. I think this is a niche project and private money must be used in all 5 projects.
- Focus on job creation in short term; Don't sell off assets to balance a budget and don't cut jobs in short term vs. job creation in future fund training rather than infrastructure (overhead)
- Worried service levels will decrease as a result of projects
- London is too big already
- Focus is needed on what we currently have, not adding
- Entice businesses to give back to the City
- Balance between short and long term objectives
- Focus on creating clusters of similar industries
- The City of London gets hung up on small things
- I just moved from Toronto - all IEPC recommendations are needed
- Do not give up the green bin program for prosperity ideas
- Long term issues and short term issues – what are long term and short term impacts of all projects?
- A theme park such as Canada's wonderland to be built here in London should be investigated
- Additional focus is needed on the downtown core, improve opportunities in media



Appendix C: Feedback Captured through Social Media and Other Means

Development of Strategically Located Land for LEDC to market
<ul style="list-style-type: none"> ▪ Take great care here. Do not service too much land only to have it sit unused. One thing that might be looked at here is creative zoning. I've talked to people who have worked in industry in places like Hong Kong and Singapore, one floor, sprawling industrial sites were not the norm. Maybe London could be imaginative and find ways of encouraging something rather unique in North America – an industrial park that goes up rather than just out. This is one question best left to qualified planners. ▪ London already has a glut of serviced land and that land in use is very poorly utilized, meaning much of it is empty fields. It is obvious to anyone that this is an end run around development charges and has been a priority of the mayor since day 1. If giving away cheap serviced land and low water rates and taxes was a way to bring in business London would be the leading city in North America. Do businesses go to Portland because it is cheap? No! ▪ Industrial Lands: In my discussions with Mr Filger at BAB, I was (not) surprised to learn that he has not even driven around the adjacent 401 areas in question. In the online report, there is <u>no</u> indication that there has been a comprehensive review of lands currently available from public and private owners. The push for this serviced lands option seems to be based on pressure from the development industry on its allies at City Hall, not based on need. If the 401 lands are so valuable for buyers, why is so much (shovel ready) land vacant, and why are all of the buildings single story, unlike other jurisdictions along 401/403 such as Brantford or Mississauga that feature multi -storied complexes. ▪ Development of Strategically Located Serviced Lands for LEDC to Market: needless as we have plenty of vacant commercial/industrial space already in the city. Throw out the South West Area Plan, it's a waste of money and will only burden future tax payers. ▪ If we build they will come? I don't see how we can afford to develop the property without a customer. How do you develop it not knowing the type of business that will use the land.
Redevelopment Opportunity at 111 Horton St, East (Kilmer Brownfield)
<ul style="list-style-type: none"> ▪ The City of London should enter into more formal discussion with Kilmer Brownfield regarding the potential sale and redevelopment of the land at 111 Horton St. East. YES, This seems a no brainer. At the very least, this valuable location should be ready for redevelopment when needed. The cost can only go up with time. ▪ Living a few blocks from the site makes this one personal. I have looked into the company and am impressed with there record and it would seem a great site to develop. It would tie in Old south and downtown. It would also have the bonus of getting a lot of hazardous materials away from the river including a store of PCB's. As a member of the public you cannot even see a representative when you go in this building so who cares where it is located. Support would depend on cost. This is very prime real estate and this move should actually profit the city. I cannot see this being done without major work to the bridge and the Horton/Ridout intersection. This is a brutal area to travel through and may be the most bike and pedestrian unfriendly intersection I have ever seen. I like this idea but would need to see plans. I also think this should be a part of a wider plan for the Horton St that is a disaster and need an overall plan, not the piecemeal approach that the city has been taking towards development. ▪ Ridout Brown field Proposal: Has anyone investigated the <i>Acres Consulting</i> Flooding report and the impact it should have on Floodplain Development? ▪ Potential redevelopment of London Hydro lands at 111 Horton Street East for residential/commercial use. Where will London Hydro go? Isn't that land central to the hydro control of the city? Can't a residential/commercial development go elsewhere nearby, such as the parking lot across the street (put in plenty of underground parking)? Why destroy a perfectly fit building when you have what is essentially vacant land kitty corner? ▪ What type of development? It's on the wrong side of the tracks in near flood plain with industry on the east side and empty lots to the north.
Mixed Use Development Including a Performing Arts Centre
<ul style="list-style-type: none"> ▪ YES. If the city is serious about making the downtown fly, then it has to clip the wings of WalMart. I believe when all the numbers are crunched, a new WalMart at the south end of Wonderland Road will actually yield a net negative return to the city. (It will spell the



doom of some of the businesses presently flourishing on Wonderland near Southdale and the retail damage could easily spread much farther - like the core.) Encouraging and expanding mixed use development in the downtown core, if done under the guidance of the planning department, can return big bucks to the city coffers. Rehabilitated living quarters over street-facing retail outlets, expanded office space, architecturally unique apartment high-rises, increased university and community college involvement in the core, plus other appropriate businesses are all good. But, and it is a big but. The city must keep the total urban retail square footage in check. Too much suburban retail by definition ("too much") will make a successful downtown a tough game to play. Furthermore, the core must become an attractive place to live and to work – and this takes planning. I live in the suburbs. I like where I live and it gets better and better with the passing years. I can walk to a nice restaurant (Dolcetto, J J's Bistro), I can walk to my bank (ScotiaBank), I can do my grocery shopping (No Frills or Metro) and I can buy my wine, my prescriptions, my fast food all within a short walk of home. The streets are pleasant to walk and safe. The core doesn't compare at the moment.

- Performing arts: The Grand Theatre is subsidized for over 500K now. There is no indication how they would meet the increased expenses that would come with a newer and larger facility. None of these complexes ever break even. We would also lose both parking and revenue from the site trade.
- This so vague that it is embarrassing it is here. Scrap the stupid SWAP if you want to help downtown and stop sprawling. It would be better financially and easier. As long as SWAP is preceding talks about downtown are a little foolish.
- A mixed use development/investment in the downtown be considered. The city has no place in building a "performing arts" centre. If it's something that is "needed", the private sector will develop it and charge accordingly. We are already too indebted with the Convention Centre and John Labatt Centre. These are both great assets that should not be sold off for any reason, but we can't take on any further large infrastructure by the city in the current economic climate.
- Until we clean it up and remove all social agencies from the area I believe we are shooting a dead horse. How much is enough in the core area?

Medical Research Fund

- Have looked into this and seems it will bring good returns. Again I have concerns with oversight.
- Investigate the possibility of committing \$1 million per year over 10 years to support a medical research fund. Don't the hospitals have enough money already with their lotteries and provincial funding? Why burden the city with this?
- Perhaps it could be less specific, but able to cover a broader range in the field of post secondary education. London does well with Western University and Fanshawe College. Perhaps they could be enhanced, with possibly some satellite locations within London's jurisdiction. Southwest London could use a connection. This has worked in other municipalities in Ontario
- YES based on the word "investigate." Response: \$1 million per year isn't a lot of money for London taxpayers. That said, this is something for the professional planners at city hall to decide. So many cities have turned to universities and medical facilities to staunch the financial bleeding of their rust belt economies that this has become known as the eds and meds answer. London has been a little late getting out of the eds and meds gate but the city has been making noises about getting into the game in a big way. (Give city hall to Western, etc.) Meanwhile the communities who got into eds and meds early are seeing increasing competition from copy cat cities. To make this strategy a success demands the city carve out a unique niche for itself and its eds and meds. This decision should be made by planners not politicians. And even the planners should defend their decision. Making an eds and meds approach work in the future may take more than just throwing money at the sector.
- (I don't want to sound too negative. In many ways, London is excellently placed to make the eds and meds strategy work. Think CStar or Robarts . . . University Hospital (and its medical staff) has a fine rep - think Della Reese.)
- I suggest that the focus here be directed toward commercialization of new and existing medical research, not the funding of more general research at Western. Canada has a dismal record in medical device commercialization, in part because the effort usually takes place after the medical research is completed. This poor outcome strongly supports the idea of funding medical research that is directed toward a specific commercial goal, a strategy which has not been accepted at Western, or other Canadian



universities and colleges. Our competition in the US, and elsewhere, have such success because of their ability to fund directed research. They also use commercial partners to "commercialize" and to focus the research. One of the many challenges to focus medical research funding at Western is to identify the existing medical device industry strength here in London. What matches up with the research taking place now?

The sector is practically non-existent here now. That leaves the challenging task of creating new startup medical device companies in London. To quote from your recommendation "funding would be administered by a non-partisan party with considerable expertise in the medical research field". This would be precisely the wrong skill set and experience to determine funding for projects that will lead to manufacturing medical devices in London ON. Provincial and Federal medical research funding agencies are now tasking researchers who claim to be working toward actual medical products to prove it. They must demonstrate actual prototype devices to obtain staged funding payments. At the very least, a similar strategy is what London should use to fund medical research at Western. However, I suspect that any linkage between funding and performance will not be received well. Brand new ground for Western.

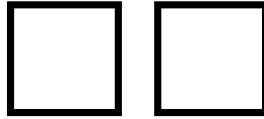
- Please keep in mind that leveraged dollars from other levels of government are still TAX dollars, coming out of the same pocket,-Mine. If you cannot afford to provide core services such as sewer/water/ road repair, you certainly do not have money for medical research, leveraged or not
- I would like to see the City encourage researchers to hire undergraduate students to assist them in their research, particularly if the City is going to provide so much funding to this Medical Research Fund. In many cases students are desperate for research experience but have to go to Graduate School to obtain this experience. We need to provide more work opportunities for students as a Master's degree does not guarantee a person's employ-ability. Not only will this allow undergraduate students to make sure they are pursuing the correct career path but it will make them more employable in their field of study when they graduate after four years. The Science Internship program at Western provides the opportunity for undergraduate students to work in career related jobs after their third year of study. We have a large number of Medical Science and Biology students who are seeking medical related internships, however, they are very hard to obtain. I would recommend that the City favor proposals that incorporate student hiring. This would provide students with much needed and desired work experience and it would show them that in London is desirable; therefore, addressing the talent retention problem as well.
- 1 million dollars to medical research will create few if any jobs. I believe if we go down this path we must partner with Western. They provide the funding, we'll provide the land

Employment Network Support

- Talked with these folks at a rethink event and seems like a good idea. I do not support pilot programs either they can do the job or they can't. Let's commit if we think this is the road to go.
- Consider funding the joint proposal from 2 employment support programs for one year on a pilot basis: This seems like the only one that makes sense. Get people back to work and the economy will take care of itself
- YES based on the word "consider"
- Londoner's are well supported in this area. Throwing more tax dollars at it will not solve the problem.

General Comments

- Most cities that have done well in NA over the last 10-20 years have done so by greening there cities and densifying. We seem to have missed this boat. Creating an amazing place to live is the only thing that really attracts quality business. Things like SWAP bring Box Stores and sprawl and bankrupt cities. London needs to wake up and join the 21st century. I know we have the planning staff to do so. We need to find leaders who have vision to lead the charge. How about a PACE program for London. Contact me if you do not know what it is. Great way to Green, Create Jobs and economic stimulus at no cost to the city. Over 35 US states have been doing it for years now.
- Speaking of which, the best way to get people back to work is to enact the Local Improvement Charge legislation passed last fall by the provincial government. Let people make improvements to their home, which helps the home owner reduce their utility bills, gets the city a small premium on loaning the money, and gets local



businesses active and hiring people. The home owner will spend the money they are saving on their bills to pay for the increase in the tax assessment, but will also spend the leftover savings at local shops and businesses. It's win-win-win. No brainer.

- I would prefer city tax dollars be used to support local businesses requiring monies for growth or backing for loans. I would also support a fund to provide start up dollars to recent college and university grads. In my opinion, London's answer to all it's financial problems appears to be develop, develop and develop. If this were the correct response we wouldn't be having this discussion.



Appendix D: Feedback Captured from Municipal Groups and Organizations

The feedback outlined below attempts to capture comments, questions and concerns that arose through discussions with the Chamber of Commerce and the Urban League; in no way does this feedback represent a formal position of the organization, its leadership or its membership. With respect to Downtown London, the feedback below has been transcribed from a letter sent to the Investment and Economic Prosperity Committee, dated May 09, 2013.

Development of Strategically Located Land for LEDC to market

Chamber of Commerce Discussion:

- Generally supportive of the recommendation associated with industrial land

Downtown London:

- “We support the industrial land development strategy since we recognize the financial benefits for the entire community.”

Urban League Discussion:

- Some meeting attendees were supportive of purchasing and servicing industrial land on the 401 corridor
- What is the plan to obtain matching funds from higher levels of government?

Redevelopment Opportunity at 111 Horton St, East (Kilmer Brownfield)

Chamber of Commerce Discussion:

- Questions regarding the cost to move London Hydro and that should the City take on this project, it ought to remain in a net positive position for the entire undertaking
- Questions regarding how London Hydro would be structured upon the conclusion of the project

Downtown London:

- “Residential and commercial development on the doorstep of London’s Downtown is strongly supported by our organization. We recognize that this type of development creates clientele for our Downtown businesses. However we would not support any heavy retail development in this area as this could seriously detract from our unique downtown businesses.”
- “One question we would like answered should this development go ahead would be where would the office jobs go if these significant changes were made to the London Hydro location. We have been successful in the past retaining 81% of all offices in the downtown. Government services and offices should remain here since this is the bread and butter of our stakeholders.”
- “For both of the above proposals we would obviously hope that the Official Plan consideration for office development be strongly adhered to and that no exceptions are made to create large office spaces outside of the core.”

Urban League Discussion:

- What are the projected costs to move London Hydro?
- How much is the full project going to cost?



Mixed Use Development Including a Performing Arts Centre

Chamber of Commerce Discussion:

- Prior to providing an opinion on a Performing Arts Centre / mixed use development the Chamber of Commerce would have to review a detailed business plan
- Discussion took place regarding the ability of a performing arts centre to be a financial gain to the community
- Would it be possible for the two proponents to work together?
- It was reiterated that a detailed business plan was needed prior to any opinions being provided

Downtown London:

- “How can we lose if this development goes ahead in the London’s Downtown?? We have no preference in the location since either would be beneficial. We would however hope that the chosen site would be home to a World Class facility that would stand out nationally and internationally and that would be multi use to include much needed and desired residential units in the core. We also hope that the development would contribute strongly to a pedestrian focused ambiance.”

Medical Research Fund

Chamber of Commerce Discussion:

- It was suggested that London may not have the best track record associated with the commercialization of research and converting our strengths in research and health into financial gain. How would this endeavour be different?
- Questions were raised about how the medical research fund would be structured and the model by which funds would be allocated
- Questions about the role the City of London would play in administering the fund and the City’s role as an investor as it relates to intellectual property were presented
- Concerns about a lack of focus associated with London being a ‘Healthy Community’ and that this project may not link to existing strategy – for this to succeed, greater focus may be needed at the strategic level

Downtown London:

- “We would support the creation of this fund since we recognized that as a municipality we must do everything within our power to stem the brain drain while attracting the brightest minds to London.”

Employment Network Support

Chamber of Commerce Discussion:

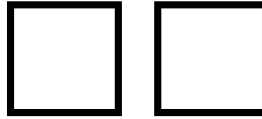
- Generally supportive of the recommendation associated with the employment support program

Downtown London:

- “High unemployment rates continue to plague London and detract from all of the great things that are happening here. We would support the creation of this fund as a two year pilot and hope that it would be well executed then become a standard program.”

Urban League Discussion:

- The fact that the funds are intended to support staffing was a concern; a funding model that supported programming would be preferred
- Is this service not already being provided in our community?



- Some felt it may have received less scrutiny as the dollar value of this project was comparatively lower

General Comments

Chamber of Commerce Discussion:

- Where are we going from here?
- What was the process you went through to get to this point?
- What is the status of the other ideas that were submitted as part of the IEPC prosperity process?
- Going forward, the emphasis must be on delivery and implementation. A general feeling was put forth that low hanging fruit exists; push resources to the low hanging fruit, get something done and do not get delayed by analysis that does not provide value

Urban League Discussion:

- What is the role of the Corporate Investments and Partnerships Service area and how does this relate to the London Economic Development Corporation?
- Are proposals still being accepted?
- Are we working with / associated with the ReThink London process?
- Did the tax freeze support Windsor's ability to obtain funding from higher levels of government?