

A Path to Prosperity:

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Community Business Ideas to Help Stimulate our Economy

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Abstract:

This report was prepared as part of the Investment and Economic Prosperity Committee's Plan to develop a strategy that would focus to accelerate the growth of a strong vibrant economy and foster private sector investment in the city. The report discusses the Industrial Lands Development Strategy and analyzes 49 proposals/ideas that were brought forward to the IEPC in June of 2012 in an effort to present business ideas that would stimulate the economy and would help to grow prosperity in the City. It is intended to present proposals that would best suit the City's current needs to generate much needed jobs in order to deal with the high unemployment levels which have resulted from the recent economic recession. In the Executive Summary, the report provides a brief introduction, describes the objectives of the January 23, 2012 report, and summarizes key finding and recommendations. The Background section of the report provides references to key related reports and explains how the proposal assessment process was created. Further, the report discusses the NAFTA Highway and Land Acquisition Strategy and subsequently presents a detailed Analysis of 12 proposals that submitted a Due Diligence Checklist. Finally, this report discusses recommendations that are to be considered by Council as part of the City's Prosperity Plan.



London
C A N A D A

1. Executive Summary:

a. Mandate: Goals and Objectives

Goal: The investment and Economic Prosperity Committee is developing a 10-year plan that will move London’s Economy forward faster and ensure long term prosperity for our community.

Objectives: The objectives of the Prosperity Plan were identified as follows: Create Jobs; Leverage Investment; Stimulate spin-off benefits; Build beneficial partnerships; Benefit key sectors; Fuel transformational change in London’s economy.

b. Purpose of the Report

The purpose of this report is to provide goal aligned recommendations that will help support the accomplishment of the stated objectives.

c. Method

A request for ideas was made to the community, 49 prosperity proposals were presented. Proponents were requested to complete a due diligence checklist; 12 checklists were returned (Appendix A). Proposals and checklists were reviewed using a business centred approach focused on economic development. An analytical tool containing 23 criteria directly related to the stated objectives was applied. City of London financial constraints were considered. Five recommendations are presented.

d. Five Areas of Focus for Economic Prosperity:

As outlined in the May 8, 2012 “Establishing the Economic Baseline” presentation, by the Investment and Economic Prosperity Committee, there are five areas of focus needed to grow London’s Economy:



The Civic Administration utilized the above outlined areas of focus as a guide when analyzing proposals that will be recommended to move forward in the process. The outlined areas of focus are directly related to the 10-year plan and the objectives set out by the Investment and Economic Prosperity Committee; which are intended to help move London’s economy forward faster and ensure long term prosperity for the local community (Refer to Appendix B for more details).

e. Recommendations

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.

Competing 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 organisations 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 organisations strive to reduce the unemployment rate and ultimately support the growth of the local economy.



2. Background:

a. Historical Reports:

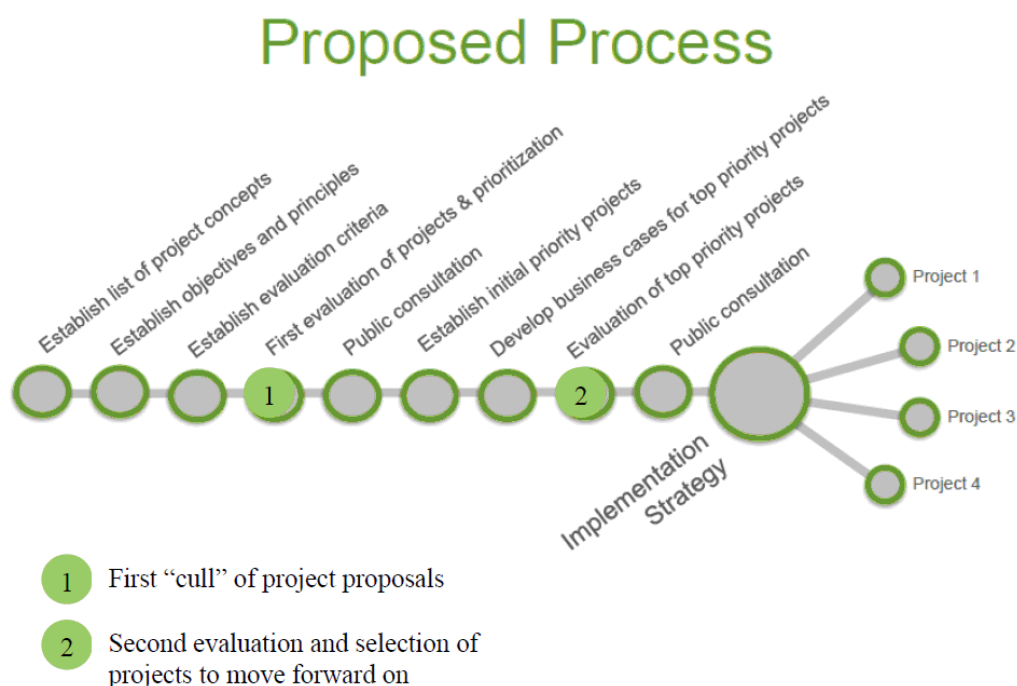
i. Previous Reports Pertinent to this Matter:

- September 20, 2011 “Industrial Land Development Strategy”
- November 16, 2011: “Industrial Land Purchase Strategy- Confidential”
- January 23, 2012: “Developing a Strategic Investment and Economic Prosperity Plan, City Treasurer and City Planner”
- June 9, 2012: “Investment and Economic Prosperity Overview, City Treasurer”
- September 25, 2012: “A Paradigm for Economic Prosperity, Director Corporate Investments and Partnerships”

b. Development of Current Process

i. November 27, 2012 Report: “Investment and Economic Prosperity Proposal Assessment Process” (Please refer to Appendix C for the full report).

By way of background, on January 23, 2012 Municipal Council was presented with the ‘Developing a Strategic Investment and Economic Prosperity Plan’ report, where a process was proposed for the purpose of developing the Strategic Investment and Prosperity Plan. Outlined in that report was a proposed process by which selected projects would move from conception to implementation. This process is outlined below:

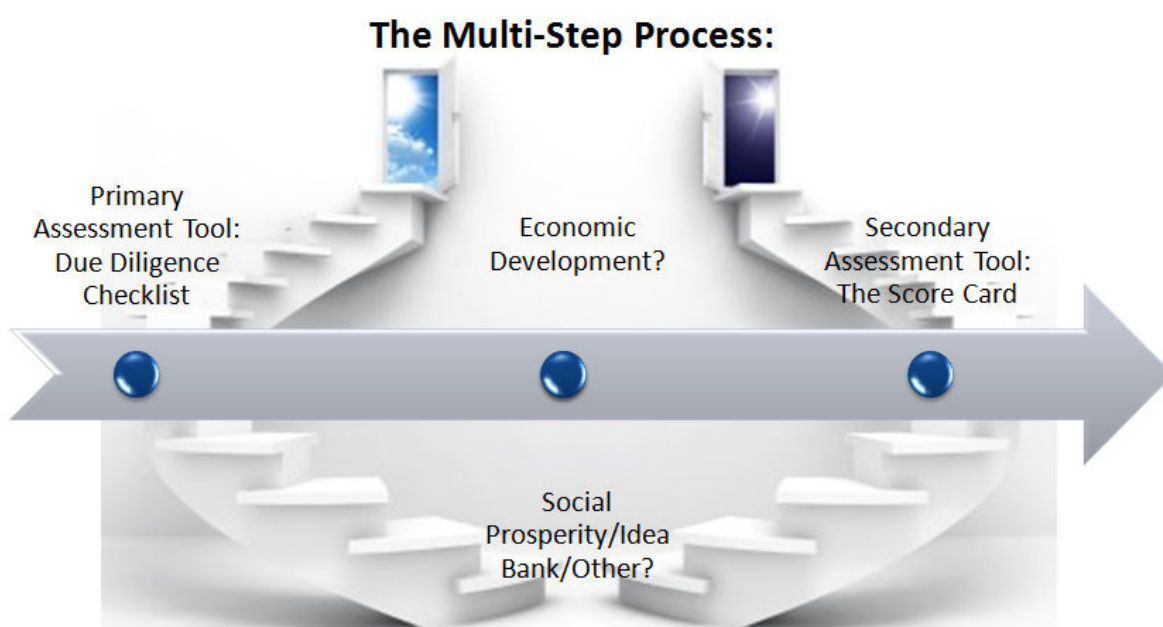


The above noted original proposed process was used as a guide to develop the most appropriate and fair proposal analysis process with the limited time available. With respect to the original process, please note the following: The first high level evaluation, or 'cull', would be used to reduce the number of total projects for the purpose of focusing resources on a smaller number of projects. Public consultation and input would take place at two checkpoints and opportunity for changes would be available to reflect public input. The work outlined in the process above would be completed in time for integration into the 2013 budget process.

As a result of the proposed investment and economic prosperity proposal process, the City of London received 49 ideas from members of our community. All delegates who brought forth a proposal, and for which contact information was available and communication direction provided, were asked to complete the due diligence checklist for short listing projects (Appendix D). It was asked that responses to the checklist be received no later than early November.

Proposals were accessed through a multi-step process that categorized the proposals by:

1. Was a due diligence checklist response received?
2. Is the focus of the proposal Economic Development?
3. Is the focus of the proposal Social Prosperity?
4. Secondary Assessment Tool based upon the six identified objectives of London's Prosperity Plan: Create Jobs; Leverage Investment; Stimulate spin-off benefits; Build beneficial partnerships; Benefit key sectors; Fuel transformational change in London's economy.



As part of the due diligence review, the submission and satisfactory completion of the specific elements listed within the checklist were essential for the proposal to move forward. For the proposals where a completed checklist was not submitted a fair review and categorization took place as outlined below.

The primary evaluation of the proposals was based on careful review and analysis of the proposed ideas in relation to the listed definition of economic development; this analysis allowed for the appropriate classification of the proposals based on the four proposed categories: Economic Development, Social Prosperity, Idea Bank, or Other, as defined below:

Economic Development: To determine if a proposal is classified as economic development, the proposal, or elements of the proposal, must generate wealth within the boundaries of the City of London. Essential to the generation of wealth is the creation of financial profit in excess of proposal costs. Proposals that have no wealth generation elements will not be considered for this round of short listing. This emphasis on wealth generation and the creation of financial



profits, provides a quantifiable link to the goal of the investment and economic prosperity committee: The investment and economic prosperity committee is developing a 10-year plan that will move London's economy forward faster and ensure long term prosperity for our community.

Our mandate dictates that we are to provide economic analysis and recommendations for proposals that focus on "Economic Development", specifically projects that generate wealth. Subsequently, any proposal/project that requires wealth redistribution, does not fall within the economic development mandate, and will not proceed to the second stage of the analytical evaluation for the purpose of being shortlisted.

Proposals that do not meet the essential parts of the "Economic Development" definition/description and/or "Due Diligence Checklist" will be placed in either one of the below noted categories:

Idea Bank: The "Idea Bank" category focuses on proposals that may be considered at a future date and is intended to serve as a temporary place holder. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at an undetermined future date and may be re-evaluated if such a request is made by the IEPC.

Social Prosperity: The "Social Prosperity" category focuses on "Wealth Redistribution" and falls outside of the mandate of economic development. Therefore, the proposals that fall within the Social Prosperity category are identified to be projects/programs where the primary focus is wealth redistribution for the purpose of funding and/or expanding social programs that focus on increasing the quality of life. In the past these projects would have been eligible to apply for funding through the City's Capital Grant Program which is now being incorporated into the "Strategic Funding Framework". Therefore, these projects are being recommended to apply for funding through the "Strategic Funding Framework".

Other: The "Other" category focuses on proposals that do not fall within any of the above noted categories. These may be proposals/ideas that were submitted for information/update only and/or where work has already started; or projects that are very unique in nature that need to be addressed by other means; or proposals that fall outside of the City of London boundaries.

This report provides in detail the process by which Economic Prosperity Proposals were assessed and the evaluation process by which select proposals were recommended to be shortlisted for public consultation.

3. Discussion:

a. Analytical Lens

- The Goal:** The investment and Economic Prosperity Committee is developing a 10-year plan that will move London's Economy forward faster and ensure long term prosperity for our community.
- The Objectives:** Create Jobs; Leverage Investment; Stimulate spin-off benefits; Build beneficial partnerships; Benefit key sectors; Fuel transformational change in London's economy.
- The Analytical Lens:** A business oriented approach has been applied in these analyses. Further to the stated goal and objectives, emphasis has been placed on the concepts of job creation and wealth generation. These essential elements of Economic Development speak directly to the challenges we face in London, Ontario and to the purpose of this exercise.
- The City of London Strategic Plan also played a significant role in the guiding of these analyses; elements of that plan are woven in throughout this report. It should also be noted that the zero percent tax increase initiative was the primary environmental factor that influenced the outcomes of these analyses.

The Limitations: These analyses are based on the documentation received from the original call for ideas; the responses to the due diligence checklist and the information gleaned from follow up investigations. It is important to note that the information these analyses are based upon was not provided through a formal Request for Proposal process, nor were mature business plans available for review. Assumptions have been made where reasonable.

b. Part 1: Analysis of Industrial Lands Development Strategy

i. NAFTA Highway: The Road to Prosperity

In the interim report to the Investment and Economic Prosperity Committee (IEPC) entitled ‘A Paradigm for Prosperity’ the point was made that the city required a strategic inventory of “shovel ready” land. Leadership of the London Economic Development Corporation (LEDC) has identified the shortage of such as a major impediment for the city in attracting businesses and jobs. This has become more of an issue as companies have moved towards a trend of selecting larger sites to allow for greater consolidated activity as well as to allow for easier expansion of operations.

In September 2011 City Council received an update to its Industrial Lands Development Strategy which pointed out the scarcity of industrial lands in large, well configured “shovel ready” parcels. This report pointed out that if this shortage was not addressed the City would not be able to benefit from emerging opportunities. On December 4, 2012 the Planning Department presented their recommendation on expanding the Urban Growth Area (UGA) to the Strategic Planning and Policy Committee; it called for expanding the UGA by 500 hectares.

The City of London is on what is commonly referred to as the NAFTA Highway. This represents a tremendous asset in seeking outside investment leading to job creation for London. However, the lack of serviceable land renders this a non-performing asset for the city. Given that the federal and provincial governments have invested almost \$1.3 billion in Windsor (for the Windsor-Essex Parkway Project) and that the federal government is additionally providing the State of Michigan with \$500 million, London is at a significant competitive disadvantage on this side of the border.

It can be argued that a portion of the federal and provincial government investment in Windsor can be viewed as benefiting communities along the 401. However, it is undeniable that proximity makes Windsor a stronger competitor in attracting investment. Furthermore, the lack of appropriate available shovel ready land is rendering London non-competitive. In the September report the first recommendation was to work collaboratively with other levels of government for the benefit of Londoners. London wishes to avail itself of the opportunities provided by the investment of the federal and provincial governments in Windsor. To do so and be competitive requires support from all three governments. Consequently we propose that the City of London contribute \$ 40 million over ten years (the equivalent of 1% of property taxes with interest over the period) to be matched by both the federal and provincial governments. With \$120 million the City of London would be able to acquire and service approximately 200 hectares. This investment would serve as a linchpin in enabling the city to attract significant investment along its points on the NAFTA Highway. If properly established and promoted, we see no reason why the City of London should not aim to attract \$ 1 billion of new investment over the next decade.

ii. Land Acquisition

In attempting to fulfill this vision, the city needs to develop a land acquisition strategy to maximize the return on its investment. Different models exist. One that needs to be contemplated is having the City acquire land through numbered companies represented by a third party working on commission. In the

past, the City has paid real estate firms to seek strategically located land by paying on a per hour basis; however, it is recommended that all further contracts be structured on commission. Once land is acquired the City should have a policy of immediate “rough grading” to ensure shovel readiness. This would facilitate the ability of LEDC to market such land to significant prospective investors. Another matter concerns the fact that companies are presently seeking larger sites than immediately required. In this case one might consider a provision (to avoid acquisitions for the purpose of land speculation) that if a company has acquired City owned land and in a specified period (for example 10 years) wishes to sell some of its holding, it must first offer it back to the city at the initial purchase price.

Another issue that needs to be resolved is the role of private developers. It would be ideal if private industrial park developers with resources, such as the Prologis Group, could be enticed to establish in London and use their industry contacts to bring their clients to the area. However, that is a matter for LEDC to decide if it wishes to pursue. Another question that arises is the role of private developers. A policy needs to be established whereby the City can work in P3s with private developers while safeguarding its overall interests. Any activities by the private sector along the NAFTA Highway should be consistent with the City’s overall objectives. It is also important to recognize, that in attracting business on the basis of duty free access to the United States, that the City’s activities will be potentially subjected to US trade remedy law. In order to comply with such laws, any advantages offered by a non American government are “generally available”. Should the City be successful in attracting businesses exporting the majority of its produce to the United States, the issue of “national treatment” (the second most important WTO provision as well as part of NAFTA) could come become a factor.

The City of London is in a strategic location. Presently, the City does not have the assets to maximize its location. Doing so would provide LEDC a position to leverage the other assets of the City (living costs, health care, cultural diversity and dynamism) to gain the investments needed to provide direct and indirect employment opportunities as well as potential clients for local businesses and future entrepreneurs.

c. Part 2: Analysis of Proposals

i. Economic Development

1. Kilmer Brownfield Equity Fund L.P. (“Kilmer”):

Summary: Kilmer is Canada’s first privately owned equity fund that is dedicated to the development of brownfields. The \$100 million fund has successfully completed significant brownfield redevelopments in: Toronto, Montreal, Guelph and Mississauga. The fund is managed by brownfield specialists with backgrounds in: environmental risk management, planning, development, real estate and finance. These skill sets allow Kilmer to invest in and remediate brownfields resulting in the realization of increased land value.

The proposal is requesting the City of London *sell* the land at 111 Horton St. East to Kilmer Brownfield Management Ltd. Kilmer will complete the remediation of the land and work with the City to have the land rezoned while also seeking a land development corporation. As a result of these efforts, the value created would be shared with the City of London. It is expected that this project would participate in the City of London’s Brownfield Community Improvement Program. No cash investment from the City of London is requested. Based on the primary analysis, it has been determined that this proposal falls within the definition of Economic Development as it is expected to create hundreds of short term and long term jobs and serves to generate wealth in our community through the creation of commercial and residential development (Appendix E1).

Secondary Analysis Tool Findings and Recommendations (Appendix F1):

Overall Rating: 51

Major Strengths and Advantages:

Through the redevelopment of downtown brownfield land into riverfront, mixed use residential and commercial space, the Kilmer proposal directly addresses key elements of The City of London's strategic plan: **A Strong Economy**; Establish a focused strategy for downtown; **A Green and Growing City**, Promote a "green culture" and the fundamentals of sustainability. Through the application of the secondary analysis tool the Kilmer proposal scored highly on job creation, over 500 long term jobs and several hundred short term jobs are expected to be created. This advantage is strengthened as Kilmer is not requesting any financial support; thus, this job creation will have no direct cost to the City of London. A further advantage of the Kilmer proposal is that it serves to build a beneficial relationship with an experienced brownfield development organization.

Potential Limitations:

London Hydro currently resides on the land at 111 Horton St. East; should The City of London wish to move forward with this proposal, discussions must be entered into with London Hydro. The proximity of Labatt's and the Thames River may cause potential zoning and development limitations based on industrial land use and the Thames River floodplain. Should the City of London wish to move forward with this proposal, Planning professionals from the City of London and the Upper Thames River Conservation Authority would play a key role in the process.

Recommendation:

Based on the City of London Community Improvement Plan for Brownfield Incentives, adopted by council on February 20, 2006 and the Brownfield Administration Policy Project, most recently updated through a November 29, 2012 Audit Committee report, considerable support exists for the redevelopment London's brownfields. In the December 2011 Thames Valley Corridor Plan and the 2012 City of Opportunity: A Vision for Downtown document, the site at 111 Horton St. East is specifically identified for potential redevelopment. Based on this support and the potential to create over 500 long term jobs at very little cost to The City of London, Civic Administration recommends the Kilmer proposal move forward in the process.

2. The Grand Theatre:

Summary: The Grand Theatre has been operating since 1901 and in 1977 underwent a \$5M renovation. It reopened in 1978 to reclaim its status as one of the most beautiful theatres in Canada. The Grand is an excellent example of the Proscenium Arch Theatre and is one of the more traditional forms of theatrical design. It was designed to send music and sound from the stage into the audience.

This proposal recommends a mixed use development between public and private investment, it is not requesting a financial contribution but rather a City asset; the City of London parking lot on Queens Avenue. In order to determine an estimated market value of the income generating property, the parking lot, the Net Income Multiplier was used. Normal multiples of EBITDA (Earnings before interest, taxes, depreciation and amortization) are 8-12X, however, on average, the standard multiple of Net Income is 12X (which means that the price is 12 times greater than the income produced). Therefore, 12X (multiplier) multiplied by \$167,000 (Net Income-2011) gives us an estimated Market Value of \$2,004,000 million.

Further, the potential partners of The Grand Theatre proposal are Sifton Properties, Auburn and Old Oak Developments:

- Sifton Properties is London's premier builder of fine homes and has earned an enviable reputation for exceptional quality and outstanding customer service. They have diversified into office

construction and leasing, residential rental accommodation, senior's retirement accommodation, land development and property management.

- Auburn Developments Incorporated has designed award-winning, landmark residential communities for over 15 years. The firm's comprehensive planning and engineering experience includes small- to large-scale communities with varied housing types and amenities, golf course communities, mid- and high-rise apartment complexes, mixed-use developments, urban residential complexes, and retirement housing communities.
- Old Oak Properties is a developer and builder of premium residential, commercial and retail properties in London, Ontario since 1955. Old Oak Properties is a developer, builder and manager of luxury apartments in select communities in London, Ontario.

The proposed joint ventures depend on the land transfer that would see the City of London donate the city-owned parking lot on Queens Avenue to the Grand Theatre. Once in possession of the parking lot the Grand could then exchange it with Sifton Properties to secure the Dufferin Street parking lot, which is the piece of property that the theatre requires for the expansion. There are commitments from other corporate partners to build additional parking and a residential tower on the Queens Avenue parking lot. Additionally, Old Oak Properties expressed interest in expanding existing parking near the theatre to accommodate increased parking needs as a result of the expansion. The proposed expansion would include a new concert hall, a 400-seat theatre and additional office, wardrobe and props space; as well as two levels of below grade parking and a 12 storey residential condominium. Based on the primary analysis it was determined that this proposal falls within the economic development criteria as it is expected to create new administrative jobs; create short term construction jobs, as well as create more density downtown as a result of a new residential development (Appendix E2).

Secondary Analysis Tool Findings and Recommendations (Appendix F2):

Overall Rating: 50

Major Strengths and Advantages:

Through the proposed mixed use development, consisting of an expansion of the Arts Centre and a multiunit residential condominium, the Grand Theatre proposal directly addresses elements of the City of London's Strategic Plan: **A Vibrant and Diverse Community**; Strengthen and embrace London's diversity and cultural identity, Build the vibrancy of the downtown; **A Sustainable Infrastructure**: Invest in community infrastructure such as housing, parks, and recreation centres. Through the application of the secondary assessment tool the Grand Theatre proposal scored very high in the relationships and partnerships criteria, as this organisation is able to leverage investment from other government agencies as well as the private sector. A further advantage of the Grand Theatre proposal is the fact that the proponent revised the proposed initial cash investment of \$25 million, and instead is requesting the City to transfer a piece of City owned land, the parking lot. At a time of 0% tax increase, this land (non-financial) ask is very reasonable in comparison to the end result of what the City will gain in return.

Potential Limitations:

The Grand Theatre proposal is seeking to have the City transfer over a profitable City asset; the parking lot. The budgeted parking lot revenue for Lot #5, Queens Lot between North side between Clarence and Richmond was \$167,000 in 2011. The parking lot generated \$211,000 in gross revenue (including metres and tickets), while the expenditures (insurance, snow removal etc.) accounted for \$44,000, resulting in a net income of \$167,000. As detailed in the summary section above, the parking lot is estimated to be worth around \$2 million. The key limitation of the proposal is that the City gives up this revenue generating asset. In addition, another limitation is the fact that there is a clear interest in the specified piece of land from other members of the community, which may result in a Request for Proposals process.

Recommendation:

The Civic Administration believes that the Arts and Culture Sector plays a crucial part in the economic, social, environmental, health, and educational future of the City of London, as it will help to strengthen and embrace London's diversity and cultural identity, and build vibrancy in the downtown. Based on the 2003/4 (latest) comprehensive arts statistics published by Statistics Canada, it was identified that an investment of \$7.7 billion (to the arts and culture sector) from three levels of government, directly employed 600,000 people and generated \$40 billion for the Canadian economy. That's a return on investment of more than 500%. (October 7, 12, retrieved from: <http://www.artsadvocacybc.ca/>). The Grand Theatre's proposed mixed use investment in the downtown directly relates to the Arts and Culture Sector and has the potential to generate wealth in our community. This mixed use development will 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. Subsequently, the multiunit residential condominium will lead to a significant increase in tax revenue for the City. In short, it is recommended that this proposal move forward in the process.

3. Music London:

Summary: Music London is a new community initiative; as identified in the submission: "the purpose of Music London is to bring the excitement of the music and entertainment industry to the people of South Western Ontario and to enhance the quality of life in London Ontario Canada, by presenting a broad spectrum of music and entertainment events and by providing a new home for local symphonic, artistic, cultural and music education groups in the new Music London Celebration Centre".

Auburn Developments Incorporated has designed award-winning, landmark residential communities for over 15 years. The firm's comprehensive planning and engineering experience includes small- to large-scale communities with varied housing types and amenities, golf course communities, mid- and high-rise apartment complexes, mixed-use developments, urban residential complexes, and retirement housing communities.

The proposal is requesting \$10 million to be provided over 10 years to support the creation of a 1200-1400 seat music and entertainment centre named 'Celebration Centre'; completion would be timed with Canada's sesquicentennial in 2017. The full cost of Celebration Centre has been estimated at \$40.75 million, the remainder of the financing to be secured from other levels of government and the community. The centre would also leverage a 20 storey, 234 unit condominium development constructed by Auburn Developments valued at \$50 million. An opportunity also exists to construct a 12 storey, 150 000 square foot office building valued at \$80-\$90 million. Depending on the size and scope of the project, the proposal estimates the creation of hundreds jobs and attraction of 100 000 visits to the downtown core.

In addition, the Centennial Hall Final Feasibility Study Report presented to council in June 2007, recommended that Centennial Hall be phased out over the 2007-2017 time period.

Based on the primary analysis, it has been determined that the proposal falls within the definition of economic development as it is expected to create hundreds jobs; generate wealth in our community through the attraction of tourism visits and spinoffs impacts to small businesses, and through the proposed residential development (Appendix E3).

Secondary Analysis Tool Findings and Recommendations (Appendix F3):

Overall Rating: 49

Major Strengths and Advantages:

Through the proposed mixed use development anchored by a 1200-1400 seat entertainment centre and a 234 unit condominium, the Music London proposal is aligned with the City of London Strategic plan in the following important ways: **A Vibrant and Diverse Community**; Strengthen and embrace London's diversity and cultural identity, Build the vibrancy of the downtown; **A Sustainable Infrastructure**: Invest

in community infrastructure such as housing, parks, and recreation centres. Through the application of the secondary assessment tool the Music London Proposal scored highly on the ability to leverage investment. The Music London proposal has identified a well known private developer as a partner and speaks with confidence to the likelihood of securing additional funding from higher levels of government. Further to the ability to leverage investment, the Music London proposal could deliver significant return on investment for the City of London. Through funding \$1 million per year over ten years, the City of London could realize a new entertainment centre; a new residential development and a significant increase in the vibrancy of the downtown core.

Potential Limitations:

The potential return on investment outlined above is certainly exciting; however, in a zero percent budget increase environment in which service cuts may occur, limitations are present in the ability to commit to a \$10 million investment over ten years. Based on debt load at the Provincial and Federal levels, uncertainty may exist in the ability to secure the expected \$28 million from these financing sources. It is also possible that the new entertainment centre may require annual operating investment from the City of London to support ongoing operations.

Recommendation:

In a report published by Statistics Canada it was identified that in 2003-2004, \$7.7 Billion in funding, from all three levels of government provided to the Arts and Culture sector, directly employed 600 000 individuals and generated \$40 Billion in the Canadian Economy. (October 7, 12, retrieved from: <http://www.artsadvocacybc.ca/>). This speaks to the economic and social importance of Arts and Culture in London's community and communities nationwide. The Music London proposal could be a part of this landscape and serve to create jobs, support culture and increase the vibrancy of the downtown. By coupling an Arts and Culture project with a downtown residential development, the potential spin off benefits are further compounded through spending in downtown restaurants, hotels and other entertainment offerings. Based on the above, Civic Administration recommends the Music London proposal move forward in the process.

4. London Health Sciences Foundation (LHSF):

Summary: LHSF is an accredited charity that serves to link the community with health care experts for the purpose of continuing medical excellence. Through philanthropic means the LHSF seeks to inspire investment in London Health Sciences Centre (LHSC) and works to strengthen relationships between the community and health care. LHSC is one of Canada's largest acute care teaching hospitals; is London's largest employer and hires an average of 1 100 individuals each year. LHSC pays more than \$700 million in salaries and purchases over \$57 million in supplies from local companies.

The proposal is requesting the City of London commit \$7 million per year over five years (\$35 million total) to create an International Centre of Excellence in Surgical Technology and Innovation. The centre is a core priority of the LHSC and LHSF current \$200 million fundraising campaign. The \$35 million will support the following initiatives:

- \$18 million for minimally invasive, computer assisted surgical technologies (surgical systems, surgical equipment, equipment upgrades, imaging systems, neurosurgery robot);
- \$10 million for New Operating Rooms at Victoria Hospital (Renovation, Construction, Infill and equipment);
- \$7 million for Simulation Technology (Telecommunications upgrade; new operating room beds for simulators; new simulation equipment)

Based on the primary analysis, it has been determined that this proposal falls within the definition of economic development as it is expected to create over 100 long term jobs in medical research; create short term construction jobs; increase the current success rate of securing research grants (up to \$1 million per year); and generate up to \$34.6 million in London's economy through patient visits to the hospitals and surgeon visits to the proposed National Training Centre for Intuitive Surgery (Appendix E4).

Secondary Analysis Tool Findings and Recommendations (Appendix F4):

Overall Rating: 38

Major Strengths and Advantages:

The LHSF proposal speaks to the following key elements of the City of London's strategic plan: **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. For example, the proposed simulation technology will support both the development of a skilled workforce and increase the health and well-being of all citizens. Through the application of the secondary analysis tool, the major advantages of the LHSF's proposal included: 1. The expected creation of 200 high paying, knowledge industry, long term jobs; 2. The potential to leverage additional investment from both the private sector and higher levels of government. LHSF has a proven track record of success in fundraising and leveraging investment.

Potential Limitations:

The vision and mission of LHSC is as follows:

Vision: Exceptional Experiences, Extraordinary People, Engaging Partnerships. An inspiring and leading academic community:

- Driven to achieve excellence in patient care/service & safety
- Dedicated to improving the patient and family experience
- Transformed by discovery and innovation
- Committed to collaborative partnerships

Mission: An academic hospital, committed to improving health and delivering value for citizens of London, the South West Region and beyond. Building on our tradition of leadership, stewardship and partnership, we champion patient-centred care, with a spirit of inquiry and discovery, and a commitment to life-long learning.

LHSC directly or indirectly employs over 15 000 people in the London area. However, as described in the LHSC vision and mission, the fundamental purpose of the organization is to provide and improve health care in our community. In Ontario, the funding of these efforts has historically been provided by higher levels of government.

The direct cost to the City of London relative to the number of long term jobs created was high at \$175,000 per long term job created. Given the zero percent tax environment and assuming a 1% property tax increase is equal to approximately \$4.6 million, the \$35 million over five years requested by LHSF could create a need to increase the property tax levy by 1.5% per year solely to support this proposal.

Recommendation:

The economic importance of LHSC is well documented: LHSC efforts represent 6 per cent of London's gross domestic product. However, given the proposal's high cost to the City of London relative to the number of long term jobs created and the potential 1.5% property tax increase to support the project, limitations and barriers are present. For the purposes of this review, the Civic Administration recommends the LHSF proposal not move forward at this time. The LHSF proposal is therefore classified in the idea bank; to be reconsidered should proposal and/or environmental changes warrant. This recommendation relates only to the analytical lens described at the beginning of this report, The City of London may wish to investigate other opportunities to support LHSF/LHSC fundraising efforts.

In the June 15, 2011 Mayor's Economic Prosperity Council Report and Summary the potential to create a commercialization fund for the purpose of supporting and encouraging the commercialization of research was introduced. Also addressed in the Mayor's Economic Prosperity Council Report and Summary, is the potential to further London's reputation as a leader in health research. Given the breadth of research talent, medical expertise and potential for commercialization opportunities, the

coupling of these ideas leverages existing competitive advantages and serves to directly support economic development in London, Ontario. 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. Vital to the investigation into the possibility of this opportunity, would be a legal review concerning Section 106 of the Municipal Act. This initial investment would be used to leverage additional support from the private sector and higher 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.

5. St. Joseph's Health Care Foundation:

Summary: The St. Joseph's Health Care Foundation serves to link health care, research, philanthropy and our community for the purpose of supporting St. Joseph's Health Care London. Through philanthropic activities, the foundation contributes to research initiatives, health care advances, medical equipment, and the building of new facilities. St Joseph's has played an innovative roll in London for 125 years and currently employs almost 4000 individuals in our community; paying out \$250 million dollars in direct compensation. In 1999, the City of London invested \$4.5 million in St. Joseph's Health Care London for the purpose of restructuring; this investment fuelled a ten plus year redevelopment cycle that brought over \$1 billion in hospital investment to our community.

The proposal requests the City of London commit 25% of the *Next Step* campaign, totalling \$10.3 million dollars. The *Next Step* campaign is seeking financial support toward the following clinical and research priorities: breast care centre; centre for cognitive vitality; surgical mechatronics laboratory; specialized mental health care and a clinical research centre. The \$10.3 million request of the City of London would support the following initiatives:

- \$8.7 million for care innovation and healthy communities (new clinical research centre, medical imaging, mental health care redevelopment);
- \$1.6 million medical device Innovation (surgical mechatronics and advanced surgical best practice, support of the new Cognitive Vitality Centre which will serve to advance clinical care and research in the mind/brain field)

Please note, at the request of St. Joseph's the request to support the new Cognitive Vitality Centre takes the place of the originally requested Ophthalmology devices testing associated with the Ivey Eye Institute. The dollar value associated with both requests remains constant at \$400 000.

Based on the primary analysis, it has been determined that the proposal falls within the definition of economic development as it is expected to create research jobs; create short term construction jobs; and generate wealth in our community through clinical trial revenues and tens of millions of dollars in peer reviewed grants (Appendix E5).

Secondary Analysis Tool Findings and Recommendations (Appendix F5):

Overall Rating: 44

Major Strengths and Advantages:

Through the creation of a new clinical research centre; support for medical imaging; mental health care redevelopment; surgical mechatronics; and support for the new Cognitive Vitality Centre the St. Joseph's proposal speaks to key elements of the City of London strategic plan: **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. Through the application of the secondary analysis tool the St. Joseph's proposal scored highly on the total number of long term jobs, estimated at 195, and short term jobs, estimated at 600, that would be created should the proposal come to fruition.

Another major strength of the St. Joseph's proposal is the potential for research spin offs that catalyze business start-ups and result in wealth generation and job creation in our community.

Potential Limitations:

The vision and mission of St. Joseph's Health Care London are as follows:

Vision: From the shortest visit to the longest stay, we earn complete confidence in the care we provide, and make a lasting difference in the quest to live fully.

Mission: We help all who come to us for care to maintain and improve their health. We work with people to minimize the effects of injury, disease and disability. We do this by pursuing excellence in care, research and education in a wide range of hospital, clinic, long term and community-based settings. In the spirit of our founders, we care in the example of Jesus Christ and in keeping with our values. We attend to the wholeness of each person – body, mind and spirit. We are a life-affirming community, nurturing a living spirituality through all stages of life, health, suffering and death. We ensure ongoing ethical reflection. We advocate for those who are vulnerable and without a voice. We actively pursue and build partnerships to create a better health care system.

Although the economic impacts of the existing St. Joseph's operation and the proposal are very substantial, it is worth noting that the fundamental purpose of these endeavours is to provide and improve health care; as outlined in the vision and mission statements above. Funding for such endeavours traditionally falls within the purview of higher levels of government.

Assuming a 1% property tax increase is equivalent to approximately \$4.6 million and the \$10.3 million proposed by St. Joseph's would be provided over five years, it is possible the City of London may have to increase the tax levy by almost half a percentage point for five years solely to support this proposal. The direct cost to the City of London relative to the number of long term jobs created was moderately high at \$52 820 per long term job created.

Recommendation:

St. Joseph's has been providing health care in the London community for over 125 years and employs over 4400 individuals across five major sites. St. Joseph's plays a vital role in the economy of London. However, in a time of zero percent budget increases and given that the direct cost to the City of London to support long term job creation is moderately high, the proposal as submitted is not recommended by Civic Administration to move forward in the process at this time. The St. Joseph's proposal is therefore classified in the idea bank; to be reconsidered should proposal and/or environmental changes warrant. This recommendation relates only to the analytical lens outlined at the beginning of this report, The City of London may wish to investigate other means to support St. Joseph's 'the Next Step' fundraising campaign.

In the June 15, 2011 Mayor's Economic Prosperity Council Report and Summary the potential to create a commercialization fund for the purpose of supporting and encouraging the commercialization of research was introduced. Also addressed in the Mayor's Economic Prosperity Council Report and Summary, is the potential to further London's reputation as a leader in health research. Given the breadth of research talent, medical expertise and potential for commercialization opportunities, the coupling of these ideas leverages existing competitive advantages and serves to directly support economic development in London, Ontario. 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. Vital to the investigation into the possibility of this opportunity, would be a legal review concerning Section 106 of the Municipal Act. This initial investment would be used to leverage additional support from the private sector and higher 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 a role in the awarding of funding.

6. Western University:

Summary: Western University is a public research university home to over 4 000 full time faculty and staff and 35 000 students. Western is the fourth largest employer in the City of London with an annual endowment of over \$360 million dollars per year. Western has played a key role in our community since 1878. Recently, the City of London was the first supporter of the Western – Fraunhofer composites research centre. Western Engineering dean Andy Hrymak remarked: “Without the city’s support of land space and \$10 million in funding, the project would not have gotten off the ground.” (November 6, 12, retrieved from: <http://communications.uwo.ca/media/fraunhofer/>).

The proposal is requesting the City of London provide the following by June 30, 2016:

1. Ownership of City Hall, Centennial Hall, Reg Cooper Square and all associated underground parking.
2. All facilities would be transferred in a clean and usable state; free from asbestos and other toxic materials.
3. All facilities would be transferred in unfinished condition as open concept space.
4. Additionally, the City of London will provide Western with \$10 million between July 1, 2016 and June 30, 2017 to support interior renovations and facility upgrades.

This request would support the creation of a Western Downtown Campus in which the Faculty of Education; Western Continuing Studies; a multi-disciplinary health clinic focused on integrated health care, research and education; Office of Inter-professional Health Education and Research; Centre for the Study of Health and Social Justice; Centre for Research and Education in Violence against Women and Children; Centre for Inclusive Education; Centre for School-based Mental Health in Children; and display/gallery space for the McIntosh Gallery would be located. Western University proposes that this relocation would have the following impacts:

- Generate an additional 170 000 visits to downtown
- Produce a \$150-170 million economic impact to the downtown core
- Attract approximately 20 new faculty and staff positions to the City of London
- Attract approximately 190 staff and faculty and 1400 students to the downtown core
- Add approximately \$800 000 - \$1 000 000 in incidental spending to downtown

Based on the primary analysis, it has been determined that the proposal falls within the definition of economic development as it is expected to create jobs; create short term construction jobs; attract additional jobs; and potentially generate additional wealth in our community through the expected expansion of educational programs. (Appendix E6)

Secondary Analysis Tool Findings and Recommendations (Appendix F6):

Overall Rating: 32

Major Strengths and Advantages:

Through the creation of a Western Downtown Campus key aspects of the City of London’s strategic plan would be supported: **A Strong Economy**; establish a focused strategy for the downtown; Develop our skilled workforce; Build partnerships with key private, institutional and community partners. Through the application of the secondary analysis tool, the Western proposal scored highly on the potential to stimulate spin-off benefits. Western estimated a downtown campus could generate 170 000 visits to the downtown core resulting in an economic benefit of \$150-\$170 million over a five year time period. Annual incidental spending by Western students, faculty and staff is expected to be \$990 000 – \$1.38 million. A Western downtown campus could also act as an anchor which may serve to leverage additional investment in the form of commercial and residential development.

Potential Limitations:

A detailed costing of the Western proposal is beyond the scope of this review. A conservative, very high level estimation of costs to the City of London would break down as follows: \$25 million to ensure the facilities would be transferred in a clean useable condition and furnished as open concept space; \$10

million requested from Western for renovations; \$35.8 million premium based on the 20-year Net Present Value cost associated with the CBRE recommended option should the City of London wish to pursue discussions with Western. As outlined in the September 2011 CBRE presentation: Options Analysis for City Hall. Therefore, the estimated total cost of the Western proposal is: \$70.8 million. The estimated long term job creation associated with the proposal: 20 jobs. Given the zero percent tax increase environment and assuming a 1% property tax increase is equal to approximately \$4.6 million, the \$35 million over roughly four and half years requested by Western could create a need to increase the property tax levy by 1.7% per year solely to support the facility transfer expectations and renovation requests. In addition to this increase, further funding in the tens of millions of dollars would need to be found to support a new location for services currently located in City Hall and Centennial Hall.

Recommendation:

Western University has played a crucial role in our community for the last 134 years. Western is one of the largest single employers in the City of London and plays an indispensable part in the training and development of our local workforce. Success stories relating to the attraction of post-secondary institutions to downtown cores are prevalent throughout South Western Ontario. The City of Brantford has brought satellite campuses from Wilfred Laurier and Nipissing University resulting in the attraction of over 1500 students to the downtown. The idea of a Western downtown campus remains a very exciting proposition; however, given the zero tax increase environment and the potential cost of the proposal, Civic Administration cannot recommend the submitted proposal at this time. The Western proposal is therefore classified in the idea bank; to be reconsidered should proposal and/or environmental changes warrant. It is important to emphasize that the recommendation above is the result of the application of the analytical lens outlined at the beginning of this report. The City of London may wish to continue to investigate the potential for a post-secondary downtown campus through other avenues.

Western plays a fundamental role in the support of innovation and creativity in London's economy. Partnerships in the Advanced Manufacturing Park and the attraction of the Western- Fraunhofer project speak to the potential for future investments. Partnership opportunities of a similar nature should be investigated given the recommendation to develop strategically located serviced lands.

7. London Convention Centre (LCC):

Summary: Almost 20 years ago, the London Convention centre opened its doors with a mission to attract conventions, conferences, multi-day meetings and other events. In 2011, the LCC hosted 353 events totalling 137,056 delegate days accounting for an economic impact to London of over 19 million dollars. The London Convention Centre is owned by the City of London, managed by the London Convention Centre Corporation and report to a Board of Directors appointed by London's City Council.

New or refurbished convention centres have opened in Niagara Falls, Ottawa and Chatham adding more options to the already highly competitive Ontario convention marketplace. To stay competitive, the London Convention Centre is seeking an investment of \$6.6 million to complete a proposed 2015 reconfiguration plan that will create additional and more flexible meeting space; address deferred maintenance and improve centre cosmetics to reflect current standards and design trends. The City of London is also requested to consider a further investment of \$15 - \$25 million in the London Convention Centre for the purpose of completing an extension plan. London Convention Centre Administration is committed to leveraging additional funds from the provincial and federal government; however, as the sole building owner, the City of London is requested to make the initial investment. LCC administration is also recommending the sale of naming rights to the convention centre and/or the proposed extension.

Based on the primary analysis, it has been determined that the proposal falls within the definition of economic development as it is expected to create jobs; create short term construction jobs; and support wealth generation through the attraction of visitors to our community. (Appendix E7)

Secondary Analysis Tool Findings and Recommendations (Appendix F7):

Overall Rating: 29

Major Strengths and Advantages:

Through the reconfiguration of the LCC the following key elements of the City of London's strategic plan will continue to be supported: **A Strong Economy**; Invest strategically in public facilities; Establish a focused strategy for the downtown; **A Vibrant and Diverse Community**; Build the vibrancy of the downtown including special events. Through the application of the secondary analysis tool, a major strength of the LCC is its ability to stimulate economic spin-offs through the attraction of events resulting in an annual economic impact of \$15-20 million.

Potential Limitations:

A potential limitation of the LCC proposal is the relatively small impact it will have on job creation. The requested \$6.6 million for reconfiguration of the LCC is anticipated to create 55 long term jobs, 20 short term jobs and primarily serve to maintain the economic impact currently realized through operations. Depending on the LCC's ability to leverage financing from other sources, the maximum direct cost to the City of London relative to the number of jobs created was moderately high at \$120 000 per long term job created and \$330 000 per short term job created.

Recommendation:

Each year, the LCC hosts hundreds of events for tens of thousands of individuals which result in an economic impact of close \$20 million. From the perspective of visitors to London, the importance of the LCC as a first impression location cannot be overstated; the LCC plays a key role in marketing the London brand. However, in a zero percent tax increase environment in which capital investment to public works projects may be impacted and based on the low number of total jobs created, the Civic Administration cannot recommend this project move forward in the process at this time. The LCC proposal is therefore classified in the idea bank; should this environment change and based on the important role the LCC plays in our community, the City of London may wish to consider funding the LCC reconfiguration through the capital budget process.

ii. Social Prosperity and Economic Development

1. *Employment Sector Council London Middlesex /London Middlesex Immigrant Employment Council:*

Summary: WIL Counselling and Training for Employment will be acting as an Administrative Sponsor for both proposals; ESCLM and LMIEC. WIL was founded in 1984 as Women Immigrants of London Resource Service Centre - a non profit community organization dedicated to facilitating the social integration needs of immigrant women within London's community. Over the years, WIL has responded to the expressed needs of its clientele by providing employment counselling, preparation and placement services for both immigrant men and women. While developing these services, the organization has also added a variety of career development and job search solutions for Canadian men and women.

ESCLM: The Employment Sector Council London-Middlesex (ESCLM) is a network of over 45 organizations serving clients in the employment and training sector in the City of London and Middlesex County Ontario. The network provides strategic solutions for job seekers, employers, and our community. Shared training for employment planning, standards for high quality service delivery, client referral, tracking and information sharing agreements, and common technology platforms designed and delivered by the ESCLM have enabled solid, collaborative working relationships.

LMIEC: The London Middlesex Immigrant Employment Council (LMIEC) launched in 2008 as a business-led organization with the purpose to connect local employers to Canadian newcomers and, in turn, strengthen the local economy. Today the LMIEC is an established organization linking employers to

effective, no-cost tools and resources including: Search tools to access pre-screened local and province-wide talent. Mentoring programs that strengthen leadership, coaching and cross-cultural skills of your employees. Screening support for evaluating international credentials and language skills. Connections with business leaders in your community who have successfully attracted and retained newcomer talent.

The two proposals propose to go forward as one joint proposal and are 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) in funding support from the City of London to hire an Employment Marketing Advisor, JDN marketing initiatives, and overhead expenses for 2 years, 2013-2014, to officially establish Job Developers Network as a key London resource for connecting area employers with JDN's pool of talent. **LMIEC** is requesting an annual investment for an initial 2-year period from the City of London in the amount of \$105,775 (\$51,788-yr.1; \$53,987-yr.2) to support the salary of a full-time Sales and Marketing Advisor. The Network matches qualified talent to unfilled job orders and marketing those candidates to employers is a labour intensive process, and as a result requires an additional staff member to compliment the team. ESCLM's Job Development Network connects unemployed workers with area employers, while the LMIEC connects skilled immigrant talent pool (already in London) to satisfy positions that are presently going unfilled. LMIEC also focuses on talent attraction and retention. Based on the primary analysis it was determined that the combined proposals fall within both "Economic Development" and "Social Prosperity" criteria as they focus on job matching, attraction and retention (Appendix E8-E9).

Secondary Analysis Tool Findings and Recommendations (Appendix: F8-F9):

Overall Rating: 36

Major Strengths and Advantages:

Through the combined efforts of the ESCLM "Job Developers Network and the LMIEC "Job Match Network" to match people with jobs, the joint WIL proposal directly addresses key elements of the City of London's Strategic Plan: **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. Through the application of the secondary analysis tool, both organizations scored very high on indirect job creation, as it has been estimated that within a two year time span, 2,500 workers/employers will be matched with jobs. A further advantage of the joint WIL proposal is that both (ESCLM and LMIEC) organisations establish a supportive workforce climate wherein existing employer demands are met by qualified, skilled job seeker supplies. The two organisations, ESCLM and LMIEC, complement each other and work collaboratively to achieve the same result: to match qualified job seekers with the right position, and to fill vacant job openings with the appropriate skilled professional. The ESCLM Job Match Network matches the unemployed based on their level of skill with the right employment positions. In the event where those positions cannot be filled due to lack of skill/knowledge, LMIEC seeks to find skilled immigrants within the City of London to fill positions that are going unfilled.

Potential Limitations:

As the proposed idea does not create jobs, it does however drive transformational change across London's economy to create job opportunities for all Londoners. The limitation of the idea is based on the challenge facing the local employment sector; the existing mismatch between unemployed and underemployed individuals and the jobs available. The unemployed face the challenge of finding a job pertinent to their level of skill, while the employers face the challenge of filling vacant jobs that focus on specific skill and/or talent. The success of both Networks will depend on the number of available/vacant jobs that will be required to be filled/matched within the local community. Furthermore, another limitation is that the 2013 Corporate Budgeted reflects a 0% increase in the property tax levy, and so the funding request in the amount of \$101,980 (for the first year) would have to be found elsewhere; which could ultimately result in City service cuts.

Recommendation:

London's prosperity rides on all Londoners working. The City of London needs to focus on the needs of its local businesses and recognise the fact that competition for talent is international. Matching job seekers with the right job is critical to the growth of the local economy. There are many benefits to the two organisations 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 organisations strive to reduce the unemployment rate and ultimately support the growth of the local economy.

The Civic Administration 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. The success rate of both programs will need to be monitored and reported back on in the fourth quarter of its delivery; in order to provide job matching statistics associated with the two Networks and to be re-evaluated for a potential 2nd yr funding in the amount of \$105,669. Matching the unemployed with the right kind of job and filling open job vacancies with the right kind of talent could potentially lead to a decrease in the local unemployment rate resulting in wealth creation for the local economy as a whole. It is on that basis that the proposals are recommended to move forward in the process.

2. London Immigrant Business Entrepreneurship Accelerator Centre:

Summary: New program development; the idea is to create a program that will assist immigrants to start their own businesses in London. During the first phase, the program will focus on immigrants who have gained experience and skills in running their own business in their home country. The program will refer them to existing agencies (i.e. the Small Business Centre, the LEDC) and will provide services that currently do not exist (or exist partially)- such as subsidised shared space, mentorship, legal and accounting services. In short, the program will educate and prepare skilled and experienced immigrants on how to start and operate their first business in London, and will assist and mentor them during the first years.

This proposal is asking to fund an Immigrant Support Program, as described above, at a cost of up to \$675,000; up to \$50K for a feasibility study, up to \$125K towards operating expenses, annually; and if the feasibility study substantiates the need for a shared space, up to \$500K towards a capital investment.

Based on the primary analysis it was determined that the proposed idea falls within both "Social Prosperity" and "Economic Development" categories as it is a not-for-profit organisation which is expected to help unemployed immigrants with new business creation within the City of London (Appendix E10).

Secondary Analysis Tool Findings and Recommendations (Appendix F10):***Overall Rating: 28******Major Strengths and Advantages:***

Through the development of a new program "London Immigrant Business Entrepreneurship Accelerator Centre", the Jack Malkin proposal directly addresses key elements of the City of London's strategic plan: **A Strong Economy;** Build partnerships with key private, institutional and community partners. **A Caring Community;** Support individuals at all stages of life, from newborns to the elderly, and from newcomers to the established. Through the application of the secondary assessment tool the Jack Malkin proposal scored reasonably high on indirect job creation. There is a potential for the proposed entrepreneurial support program to increase employment within the local community by encouraging entrepreneurs to start their own businesses, and subsequently hiring staff as needed to operate the businesses. A further advantage of the proposal is that it has the potential to generate various economic spinoffs; potential new businesses may spend money in the local community increasing profits for other businesses leading them to spend more in the community. Additional goods and services may be required to operate the

newly created businesses.

Potential Limitations:

The proposed business idea does not directly create jobs, as the intent is to create a program that will assist newcomers to start their own business in London; refer him/her to existing agencies and provide various services i.e. subsidized shared space, mentorship, legal and accounting services. What is important to note is that starting a new business is a risky venture. As indicated by Industry Canada (July 2012), small-medium sized new businesses survival rate is 51% for 5yrs.

(<http://www.ic.gc.ca/eic/site/061.nsf/eng/02717.html>). Proponent is suggesting that 660 long term jobs over 10 yrs will be created, however, after applying the Industry Canada statistics: 337 jobs may survive over five years. The success of the program will depend on the number of immigrant entrepreneurs who would be interested in starting up a new business, and the ability to sustain the ongoing operation of the new business. Furthermore, another limitation is that the 2013 Corporate Budget reflects a 0% increase in the property tax levy, and so the funding request which equates to (up to) 100% of City funding in the amount of (up to) \$675,000 would have to be found elsewhere; which could ultimately result in City service cuts. In addition, the funding request exceeds the 25:75 funding criteria as no other funding sources have been identified at this time.

Recommendation:

In accordance with the seven business life cycles¹ the “London Immigrant Business Entrepreneurship Accelerator Centre” idea is in the “Seed” stage; the first stage of a new business idea when is just a thought or suggestion. It is in this stage where the business idea needs to overcome the challenge of market acceptance and pursue one niche opportunity. Due to the lack of a feasibility study, it has not yet been proven that there is a market or potential customers interested in the proposed program. Further, it is not clear whether a capital investment will be required for the purpose of running this newly proposed program. Additional space could be required for office space that may be necessary for services that would be offered to clients; and/or additional space may be required for the purpose of subsidizing it to clients at a rental rate.

The proponent has indicated that the Ontario Trillium Foundation has contributed \$25,000 towards a feasibility study. It is imperative that prior to the City investing any additional dollars to the proposed business idea, that a feasibility study be performed that will objectively and rationally uncover the strengths and weaknesses of the proposed venture. Given that the business idea is in the very conception/birth stage of a new business, limitations and barriers exist. For the purpose of this review and at this time, the Civic Administration recommends that this proposed business idea be placed in the idea bank and be re-evaluated at a later date, after a feasibility study has been performed, for potential City funding, if requested by Council.

iii. Economic Development and Other

1. London Wellness Village:

Summary: New business idea to create a yogic-eco health campground, where customers can experience a lifestyle change from 1-3 weeks (optional). The amenities will be a therapy pool, natural, organic diets, yoga, and alternative therapies within a scenic county setting. The business would be a “High-end Live-in Therapeutic Spa”, that provides “Assisted Lifestyle Change” to increase physical, mental and emotional wellbeing. In addition, it would be a centre that serves a secondary purpose to study, research, and implement effective alternative therapies into its programs. Targeted age group is 35 and up, targeted gender is females. This would also be a centre that has a secondary purpose to study, research, and implement effective alternative therapies into its programs.

This proposal recommends that the project expand beyond the City of London boundaries: near a waterfront, on a lot that is between 100-250 acres, in a triangle between London, Stratford and

¹ Seven Business Life Cycles: *Seed, Start-up, Growth, Established, Expansion, Decline, Exit.*

Waterloo; to take advantage of tourists and large corporation employees. The idea is clearly outside of the City limits and the economic development classification scope. It is also important to note that this would be a seasonal business; with peaks in the summer and lows in the winter. The estimated cost of the project is \$1.525 million in Capital Investment, \$725,000 / yr in Operating Costs. Based on the primary analysis the proposal does not fall within the City of London boundary and as a result will be placed in the “Other” category (Appendix E11).

Findings and Recommendations:

The “London Wellness Village” proposal falls in the first of seven business life cycle stages of a new business initiative, the “Seed” stage; as the proposed business idea is just a thought/suggestion. The proposal faces the challenge of demonstrating whether there is a market or potential client interest in the “London Wellness Village” idea. It is also important to note that the proponent has not indicated to have any previous experience in the type of business that is being proposed, nor running a business that offers such a wide range of facilities, which in turn questions the potential success and sustainability of such a large scale project. Further, as clearly indicated by the proponent that the proposed business should be situated near water on a large lot, somewhere in between London, Stratford and Waterloo, it is undoubtedly beyond of the City boundaries and outside of the current economic development scope.

The idea of a “London Wellness Village” is very exciting, however, given the zero tax increase environment, the potential cost of the proposal of \$1.5 million for capital investment and \$725,000/yr for operating expenses exceeds the standard 25:75 City funding criteria. In addition, it is important to emphasize that the proposed business idea is in the very conception stage of a new business, and evidently falls outside of the City of London boundaries. The Civic Administration cannot recommend the submitted proposal at this time, and is requesting that the proposal be placed in the “Other” category, based on the reasons outlined above.

iv. Social Prosperity

1. My Sisters Place Accessibility:

Summary: My Sisters Place (MSP) is a not for profit organisation that offers women (who are homeless, at risk of homelessness or street involved) a full spectrum of supports including access to basic needs (a hot meal, laundry, showers), counselling, health care, employment and housing supports, skill development and case management; roughly 80-110 women visit MSP on a daily basis. The services at MSP have a long track record of success in the community of helping women who have exhausted other supports and services to be fully integrated back into their communities, engaging and participating as contributing citizens. In addition, the program takes considerable pressure off other government services including emergency services and the health system.

This proposal is requesting that the City contribute \$200,000 towards the elevator portion of the capital campaign at My Sister’s Place; at the time of the proposal submission (July 19th2012) MSP was just 40% over their \$1 million dollar goal. The purpose of the elevator is to improve accessibility for women who have physical disabilities that restrict them from accessing certain programs and services that are not located on the main floor. Based on the primary analysis it was determined that this proposal most appropriately falls within the “Social Prosperity” category and as per Council direction will be recommended to be forwarded to the Strategic Funding Framework for funding and further consideration; and as a result most appropriately falls within the “Other “ category (Appendix E12).

Findings and Recommendations:

My Sisters Place Accessibility proposal undoubtedly supports marginalized groups, and possesses a strong capability to create new partnerships with local businesses and community groups. The Civic Administration supports the proposed idea to create an accessible home for My Sister’s Place in London to increase the services provided to women who are homeless, at risk of homelessness or street involved. As per Council direction on July 19, 2012 the project has been referred to the Strategic Funding Framework. Traditionally, comparable initiatives would have been eligible to apply for funding through

the City's Capital Grant Program which is now being incorporated in to the Strategic Funding Framework. As per information received from the Coordinator of Corporate Financial Information it was confirmed that the proposal qualified under the Capital Grant Program and therefore will be included as part of the Strategic Funding Framework process and the 2013 budget. Further, on December 4, 2012, 60 different businesses and individuals stepped forward and contributed \$400,000 to the MSP capital campaign, bringing it two-thirds of the way to its goal. As a result and as stated in the "London Community News.com (Dec 5th, 2012)", construction will begin this spring (2013) on the much-needed elevator. In addition, the money raised through the capital campaign will also be used to renovate the third floor of the My Sisters' Place building (566 Dundas St.).

An overview listing of all proposals that responded to the Due Diligence checklist is available in Appendix G.

v. Idea Bank (Appendix H)

As mentioned in an earlier section of the report, the "Idea Bank" category focuses on proposals that may be considered at a future date and is intended to serve as a temporary place holder. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at an undetermined future date and may be re-evaluated if such a request is made by the IEPC.

The Civic Administration recommends that the following proposals be forwarded to the "Idea Bank" category: ***(Please note that additional proposal information may be located in Appendix H)***

1. **Student Business Incubator /Biz Inc.** : Support and encourage student entrepreneurs with a view towards improving youth employment and retention in London. As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at a future date.
2. **Greening and Revitalizing of the City/London and District Labour Council:** Publish infrastructure, economic and social equity, greening interventions and mitigation of climate change. As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at a future date.
3. **Ryan Craven/London Fuse:** Creation of thread community to promote and support arts and culture. As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at a future date.
4. **Micro Loan Program for Entrepreneurs/London Small Business Centre:** Microloan program (up to \$15,000) targeted at start-ups. Expected applicant: laid-off individual, unable to obtain traditional financing. As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at a future date.
5. **Past Future Forks/Museum London:** To consolidate: culture, heritage and family- create one institution. The original Museum London proposal is being updated; the proponents have advised that an update as it relates to the progress of the proposal will be provided when it's warranted, and that this project continue to be part of the mix of projects that the City is looking at as part of its 10-year plan. As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at a future date.
6. **Accelerating Economic Prosperity /Old East Village BIA:** Revitalization of London's Old East Village: create a neighbourhood and local economic development plan. As per letter received from Sarah Merritt, BIA Manager, indicating: "Due to staffing and time constraints, I am requesting that the proposal that was submitted by Old East Village BIA is considered in a subsequent phase of the Investment and Economic Prosperity initiative." As no due diligence checklist was received, this idea

has been placed into the idea bank. Proposals placed in the “Idea Bank” may be revisited by the Civic Administration at a future date.

7. **Tourism as an Economic Generator /Tourism London:** Various Ideas: Community Attraction, Budweiser Gardens Expansion, Heritage Museum, Destination Casino, Amphitheatre, Permanent Sound and Light Show. The original Budweiser Gardens Expansion proposal is being updated and more time has been requested to put together an updated business case. As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the “Idea Bank” may be revisited by the Civic Administration at a future date.
8. **Eco Parking Lot:** Parking lot with specific discounts based on how many people are car pooling in the vehicle. The proposal was forwarded to the Director of Transportation who is in the process of reviewing the proposal and determining where and how it will fit in with the Transportation Master Plan. As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the “Idea Bank” may be revisited by the Civic Administration at a future date.
9. **Parking Vouchers:** Parking enforcement officers would have vouchers for sale while still enforcing parking. As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the “Idea Bank” may be revisited by the Civic Administration at a future date.
10. **New Facilities for Transportation Industry:** Improved logistics. The proposal was forwarded to LEDC and LCC for consideration. As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the “Idea Bank” may be revisited by the Civic Administration at a future date.
11. **Hosting Festivals Year round - more television and movie production/ Somia Ditor:** Host festivals year round, more television and movie production. The proposals main intent was to present an idea for future consideration. No due diligence checklist was sent due to lack of contact information, and as a result this idea has been placed into the idea bank. Proposals placed in the “Idea Bank” may be revisited by the Civic Administration at a future date.
12. **Connecting Youth/ Sonja Fernades:** Connecting Youth Non-profit organization to help 12-18 year olds to connect with professionals. The proposal presented an idea for a non-profit organisation. No due diligence checklist was sent due to lack of contact information, and as a result this idea has been placed into the idea bank. Proposals placed in the “Idea Bank” may be revisited by the Civic Administration at a future date.
13. **Promoting Local Companies/ V. Bauer Intini:** Promote the "buy-local" movement, highlight various London manufacturers. As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the “Idea Bank” may be revisited by the Civic Administration at a future date.
14. **Small Business Grants/ Jaime Q:** Provide small business grants to young people (18-35) to start businesses in a similar manner as what has been done in Montreal. As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the “Idea Bank” may be revisited by the Civic Administration at a future date.
15. **Various/ Elizabeth Efthymiadis:** Tax breaks for façade improvement on Dundas St from Talbot to Wellington; make London a centre for rowing and sailing competitions; annual beauty pageant. Façade contest suggestion forwarded to the City Planner; Step by Step business establishment forwarded to the Chief Technology Officer; Contest of Excellence forwarded to the Managing Director Parks and Recreation. The proponent indicated that she did not wish submit a checklist; however, she wishes to stay informed about the state of her other suggestions that lie with other elements of the City of London Administration. As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the “Idea Bank” may be revisited by the Civic Administration at a future date.

16. **Removal of Buses from Dundas St/ Lorraine Fay:** Remove buses from Dundas St. using Queens Ave, Wellington St. and Richmond St. as alternatives; ideas relating to social housing. No address was provided with submission. Emails were returned not deliverable. Email sent to Derek Grater of LMHC outlining council direction and including the written proposal from Lorraine Fay. As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the “Idea Bank” may be revisited by the Civic Administration at a future date
17. **Modern Transportation/ A. Stolarski:** High speed rail from Windsor to Quebec City. As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the “Idea Bank” may be revisited by the Civic Administration at a future date.
18. **401 Interchange/ J. Hawlik:** 401 Interchange; extension of Wilton Grove Rd. As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the “Idea Bank” may be revisited by the Civic Administration at a future date.
19. **Original Method to Produce Free Green Energy / Ismail Khalil:** Scientific project to produce renewable green energy based upon a physics principle. Ismail Khalil connected with Paul Paolatto of Western Research Park for consideration of proposal. As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the “Idea Bank” may be revisited by the Civic Administration at a future date.
20. **Economic Ideas / R. Morley:** Various Ideas: Youth Advisory Council sanctioned advisory committee to council; redevelop City Hall Block; Eco-tourism; Re-locate Railway yards. As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the “Idea Bank” may be revisited by the Civic Administration at a future date.
21. **Encouraging Entrepreneurship/ W. Beldman:** Support new and young start-up businesses. As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the “Idea Bank” may be revisited by the Civic Administration at a future date.
22. **London's Neighbourhoods/ M. Rickard:** Develop a neighbourhood catering to young professionals. As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the “Idea Bank” may be revisited by the Civic Administration at a future date.
23. **Public Bike Lanes/ E. Paraskevas:** Create more dedicated Bike lanes. As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the “Idea Bank” may be revisited by the Civic Administration at a future date.
24. **Increased Police Presence Downtown/ Shane Avdovich:** Increased police patrol downtown during prime entertainment/bar hours. As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the “Idea Bank” may be revisited by the Civic Administration at a future date.
25. **Social Innovation Shared Space /Pillar:** Pillar Non-profit Network and Emerging Leaders were successful in securing the London Community Foundation Grant for \$73,222 to undergo the feasibility and business plan for the Social Innovation Shared Space. The Pillar organisation will be seeking a potential partnership with the City to develop a shared space to spark social innovation in the future. Proposals placed in the “Idea Bank” may be revisited by the Civic Administration at a future date.

For further proposal details please reference Appendix H.

vi. Other (Appendix I)

While referred to in an earlier section of the report, the “Other” category focuses on proposals that do not fall within any of the above noted categories. These may be proposals/ideas that were submitted for information/update only and/or where work has already started; or projects that are very unique in nature that need to be addressed by other means; or proposals that fall outside of the City of London boundaries.

The Civic Administration recommends that the following proposals be forwarded to the “Other” category: *(Please note that additional proposal information may be located in Appendix I)*

1. **560 - 562 Wellington St./Auburn Developments:** Develop a 25 storey residential building at 560-562 Wellington St. Presentation received, no further analysis completed as per council direction.
2. **Women's Empowerment Principles/Canadian Federation of Business & Professional Women:** Seeking partnership to join and support gender equality and showcase London as a family friendly place to live. On June 12, 2012 Council gave direction indicating that Human Resources was the appropriate department to work with on this idea. File has been forwarded to a Human Resource Specialist who had a brief initial meeting with the proponent. An additional meeting took place on Dec.4th, 2012 where the HR Specialist and Councillor White reviewed the reading material Doris Hall had provided regarding measurement and reporting on progress on the Women’s Empowerment Principles. The Specialist is to provide a summary of the request and recommendations to the Director of HR by December 21 for review. It is anticipated that the Director of HR will provide a response which is to be communicated back to Doris Hall and Councillor White by end of January 2013.
3. **Fuelling Care Innovation and Research Innovation /Fanshawe:** Growth of College: attraction, research and innovation, training, new programs, downtown campus. Noted as an update; update-letter from President addressed to Joe Swan- intent was to update the City on the status. The City has already dedicated funds to Economic Development. College is in the process of finding the appropriate building to suit their needs to expand the growth of the college.
4. **SoHo Medical Lifestyle Development /Fincore Canada:** Develop a \$250 million, 200 000 sq/f residential-medical complex in the old South Street hospital lands. Direction received from Director of Corporate Investments that this proposal was outside of the scope of this review as the Planning Department was working on this file. Communication forwarded outlining planning elements of council direction sent to the City Planner referencing the council resolution.
5. **Solar Panels/German Solar Corporation:** The City of London to provide access to selected municipal rooftops for the purpose of solar array development. Direction received from Director of Corporate Investments and Partnerships and Division Manager – Facilities: this proposal was outside of the scope of this review as it is related to the forthcoming Solar Strategy Request for Proposal currently being prepared by the Facilities Division.
6. **Maximizing our potential /Keeping London Growing Coalition:** Presentation received, evaluation not completed as presentation is not associated with the IEPC prosperity project process
7. **Maintain VIA rail passenger Service /Region of Waterloo:** Presentation received, evaluation not completed as presentation is not associated with the IEPC prosperity project process.
8. **Data Technology Adoption Pilot Program /Research Fanshawe Magazine:** Presentation received, evaluation not completed as presentation is not associated with the IEPC prosperity project process.
9. **Modernizing Land Based Gaming in Ontario /Western Fair:** That the IEPC endorse the Western Fair District (WFD) as a potential site for government to deliver on its expanded gaming initiative in zone SW4. Increase customer focus, expand regulated private sector delivery of lottery and gaming, renew OLG's role in oversight of lottery and gaming. Western Fair District is seeking for the IEPC to endorse the WFD as a potential site for the government to deliver on its expanded gaming initiative. Council supports slots staying at Western Fair; the City is a willing host community and supports the

continuation of the WFD as a gaming site for an expanded gaming program. At the present time all proponents are invited to submit proposals which may lead to an RFP; after which point necessary arrangements will be made to hold a Public Participation Meeting that may be required to advance the development of an expanded gaming facility.

10. **Getting People to Job Opportunities/ Shawn Lewis:** New/altered transit routes and schedules. As per Council direction the proposal was referred to the London Transit Commission (John Ford) for consideration.
11. **Various/ Mohamed Soliman:** The Thames River enhancements, Downtown reshuffle, City of London website, SMS Gateway, Mobile Street Side Speed Board, Lower taxes for new companies, London recognition awards, Encourage visitors, waste management improvement. Proposal was referred to the London Transit Commission; Main Street London and London Hydro for consideration. Action has been taken with regards to removal of debris from the Thames, as per the Director of Environmental Programs & Solid Waste: additional work was undertaken in August 2012 beyond what is normally done. This was undertaken with existing funds by re-allocating expenditures. The Council Resolution has been addressed. Further community action occurred in September 2012. As far as future work, this will be a function of available funding and prioritization of work. The Thames River Clean-up go under "London Clean & Green (City of London is a co-lead). Others involved: Community Services, Environmental Programs, the Upper Thames River Conservation Authority.
12. **Destination Arts:** Promote the City of London as a destination point for arts education for youth. Request forwarded to Manager of Culture and Municipal Policy. Culture Division to call a meeting with Mr. Clark as the proposed idea is part of Culture's strategic plan.

For further proposal details please reference Appendix I.

4. Conclusion:

This report was prepared in accordance of the Investment and Economic Prosperity Committee's Plan to develop a strategy that would accelerate the growth of a strong vibrant economy and foster private sector investment in the city. The report discussed the Industrial Lands Development Strategy and analyzed 49 proposals/ideas that were brought forward to the IEPC in June of 2012 in an effort to present business ideas that would stimulate the economy and would help to grow prosperity in the City. The report discussed the NAFTA Highway and Land Acquisition Strategy and subsequently presented a detailed Analysis of 12 proposals that submitted a Due Diligence Checklist. As a result of the Primary and Secondary Analysis, the Civic Administration identified select proposals that would best suit the City's current needs to generate much needed jobs in order to deal with the high unemployment levels which have resulted from the recent economic recession. Administration recommends that the following actions **BE TAKEN** regarding the development of a Strategic Investment and Economic Prosperity Plan:

- i. The recommendations outlined in the Executive Summary section of the attached report **BE ENDORSED** to move forward in the Investment and Economic Prosperity Proposal Process.
- ii. Staff **BE DIRECTED** to make revisions based on Community, Committee and Council feedback and to return to a future meeting of the Investment and Economic Prosperity Committee with an update.

5. Appendices:

Appendix A: IEPC Proposals Project Evaluation Time Line

Ref #	Proposal	Checklist Submitted		First Evaluation of Projects				Second Evaluation of Projects: Apply Assessment Tool: The Score Card		Project Recommended to be Shortlisted Dec.18/12	
		Yes	No	Ec Dev	Soc Pros.	Idea Bank	Other	Yes	No/Idea Bank		
1	Redevelopment of 111 Horton St. East /Kilmer Brownfield Management Limited	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
2	The Grand Theatre Expansion/The Grand Theatre London	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
3	Music Hall/ Orchestra London	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
4	CSTAR/LHSC	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
5	Fuelling Care Innovation and Research Innovation /St. Joseph's Health Care	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
6	LCC Space Enhancement/London Convention Centre	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
7	Downtown Campus/Western	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
8	ESCLM Proposal /Employment Sector Council London-Middlesex	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
9	Job Match Network /London Middlesex Immigrant Employment Council	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
10	London Immigrant Business Entrepreneur Accelerator Centre/LMCA	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
11	Creation of a Wellness Village or City	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
12	Accessibility /My Sister's Place	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>





























































Checklist submitted/ Proposal is being analysed.

Proposal falls within the Social Prosperity criteria.

No Checklist submitted/ Proposal moves into the Idea Bank.


No Checklist submitted/ Proposal submitted for information and/or action has already been taken with regards to the idea.


Appendix A: IEPC Proposals Project Evaluation Time Line

Ref #	Proposal	Checklist Submitted		First Evaluation of Projects				Second Evaluation of Projects: Apply Assessment Tool: The Score Card	Project Recommended to be Shortlisted Dec 18/12	
		Yes	No	Ec Dev	Soc Pros.	Idea Bank	Other		Yes	No/Idea Bank
1	Student Business Incubator /BizInc.									
2	Micro Loan Program for Entrepreneurs/London Small Business Centre									
3	Greening and Revitalizing of the City/London and District Labour Council									
4	Ryan Craven/London Fuse									
5	Past Future Forks/Museum London									
6	Accelerating Economic Prosperity /Old East Village BIA									
7	Tourism as an Economic Generator /Tourism London									
8	Eco Parking Lot									
9	Parking Vouchers									
10	New Facilities for Transportation Industry									
11	Hosting Festivals Year round - more television and movie production/ Somia Ditor									
12	Connecting Youth/ Sonja Fernades									





















































 Checklist submitted/ Proposal is being analysed.

 Proposal falls within the Social Prosperity criteria.

 No Checklist submitted/ Proposal moves into the Idea Bank.


 No Checklist submitted/ Proposal submitted for information and/or action has already been taken with regards to the idea.


Appendix A: IEPC Proposals Project Evaluation Time Line

Ref #	Proposal	Checklist Submitted		First Evaluation of Projects				Second Evaluation of Projects: Apply Assessment Tool: The Score Card	Project Recommended to be Shortlisted Dec 18/12	
		Yes	No	Ec Dev	Soc Pros.	Idea Bank	Other		Yes	No/Idea Bank
13	Promoting Local Companies/ V. Bauer Intini									
14	Small Business Grants/ Jaime Q									
15	Removal of Buses from Dundas St/ Lorraine Fay									
16	Various/ Elizabeth Efthymiadis									
17	Original Method to Produce Free Green Energy / Ismail Khalil									
18	Economic Ideas / R. Morley									
19	Modern Transportation/ A. Stolarski									
20	401 Interchange/ J. Hawlik									
21	Encouraging Entrepreneurship/ W. Beldman									
22	London's Neighbourhoods/ M. Rickard									
23	Public Bike Lanes/ E. Paraskevas									
24	Increased Police Presence Downtown/ Shane Avdovich									
25	Social Innovation Shared Space /Pillar									

 Checklist submitted/ Proposal is being analysed.

 Proposal falls within the Social Prosperity criteria.

 No Checklist submitted/ Proposal moves into the Idea Bank.

 No Checklist submitted/ Proposal submitted for information and/or action has already been taken with regards to the idea.

Appendix A: IEPC Proposals Project Evaluation Time Line

Ref #	Proposal	Checklist Submitted		First Evaluation of Projects				Second Evaluation of Projects: Apply Assessment Tool: The Score Card	Project Recommended to be Shortlisted Dec 18/12	
		Yes	No	Ec Dev	Soc Pros.	Idea Bank	Other		Yes	No/Idea Bank
1	560 - 562 Wellington St./Auburn Developments		<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>			
2	Women's Empowerment Principles/Canadian Federation of Business & Professional Women		<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>			
3	Fuelling Care Innovation and Research Innovation /Fanshawe		<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>			
4	SoHo Medical Lifestyle Development /Fincore Canada		<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>			
5	Solar Panels/German Solar Corporation		<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>			
6	Maximizing our potential /Keeping London Growing Coalition		<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>			
7	Maintain VIA rail passenger Service /Region of Waterloo		<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>			
8	Data Technology Adoption Pilot Program /Research Fanshawe Magazine		<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>			
9	Modernizing Land Based Gaming in Ontario /Western Fair		<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>			
10	Destination Arts		<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>			
11	Various/ Mohamed Soliman		<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>			
12	Getting People to Job Opportunities/ Shawn Lewis		<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>			

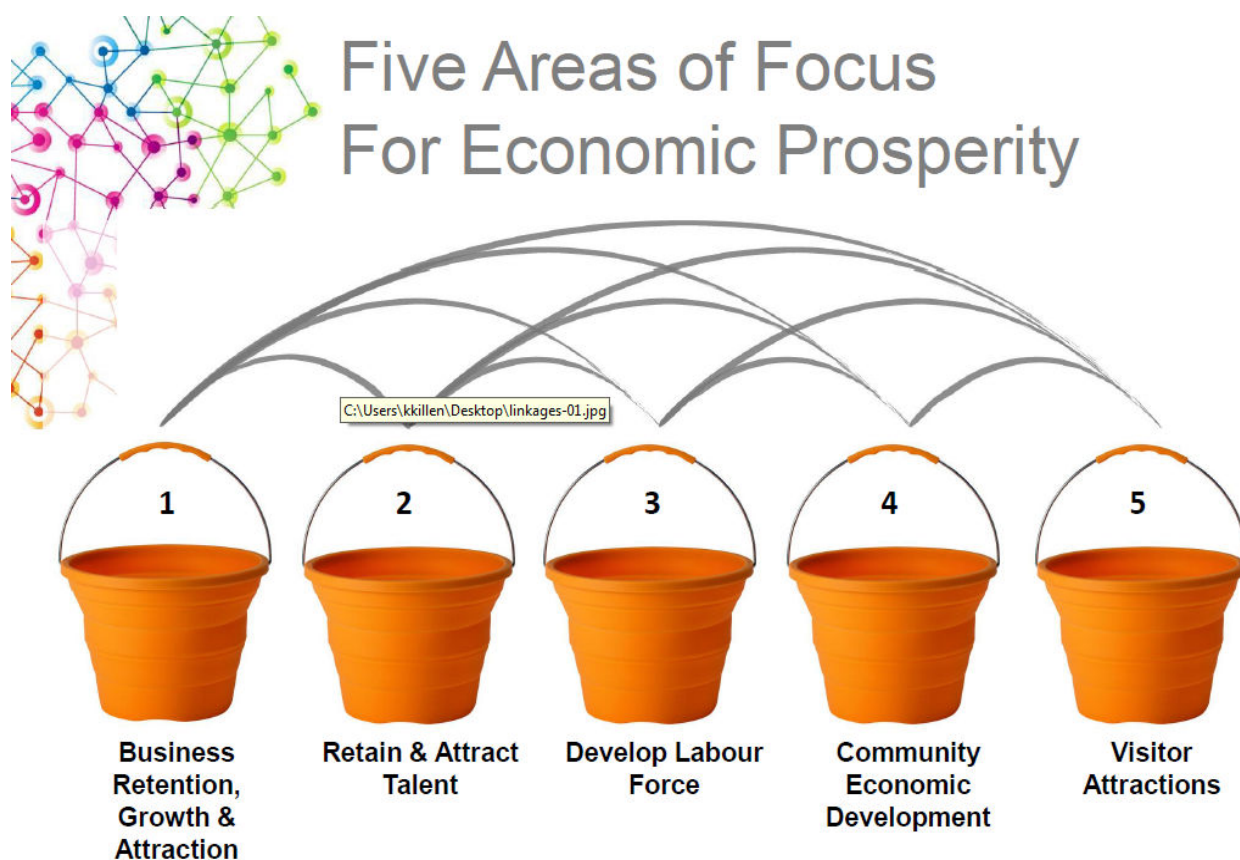
Checklist submitted/ Proposal is being analysed.

Proposal falls within the Social Prosperity criteria.

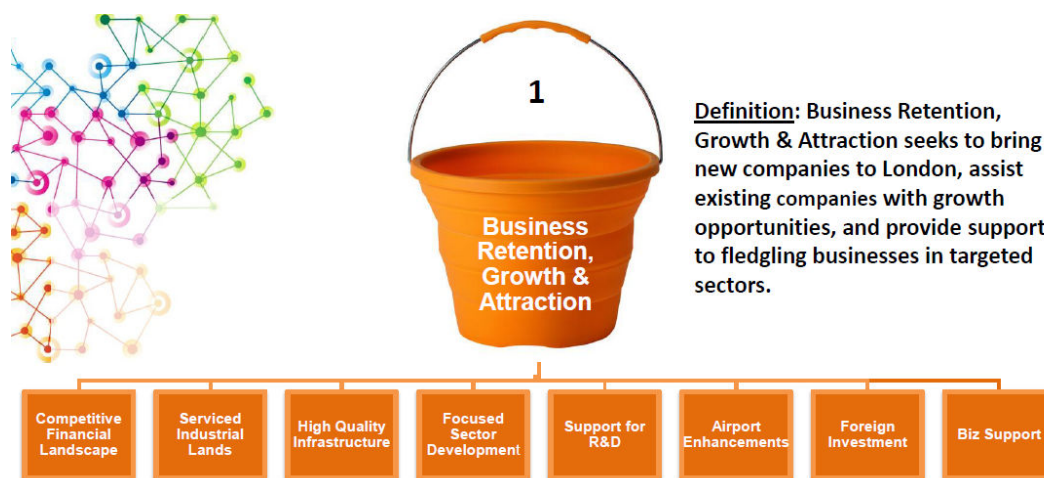
No Checklist submitted/ Proposal moves into the Idea Bank.

No Checklist submitted/ Proposal submitted for information and/or action has already been taken with regards to the idea.

Appendix B: Five Areas of Focus for Economic Prosperity

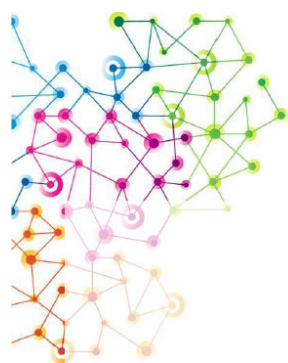


Retrieved from: http://prosperityforlondon.ca/sites/all/themes/clean/pdfs/Establishing_the_Economic_Baseline.pdf





Definition: Labour Force Development focuses on providing opportunities for individuals to gain new skills to broaden their career prospects. The training opportunities are for all ages and stages of careers.



Definition: Community Economic Development represents efforts to stimulate the economy at the grassroots level. The focus is providing new opportunities for businesses and individuals, while improving the social well-being of community at the same time.



Definition: Visitor Attractions create additional entertainment opportunities and stimulate local business by adding new money to the community from other locations.



Appendix C: Investment and Economic Prosperity Proposal Assessment Process

TO:	CHAIR AND MEMBERS INVESTMENT AND ECONOMIC PROSPERITY COMMITTEE
FROM:	HARVEY FILGER DIRECTOR OF CORPORATE INVESTMENTS AND PARTNERSHIPS
SUBJECT:	Investment and Economic Prosperity Proposal Assessment Process

RECOMMENDATIONS

That on the recommendation of the Director of Corporate Investments and Partnerships the following actions BE TAKEN regarding the proposed investment and economic prosperity proposal assessment process:

- i. The updated investment and economic prosperity proposal assessment plan BE ENDORSED to guide the timeline by which proposals will be evaluated and the process by which selected proposals will evolve from ideas to executable projects.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
--

- January 2012** Developing a Strategic Investment and Economic Prosperity Plan, City Treasurer and City Planner

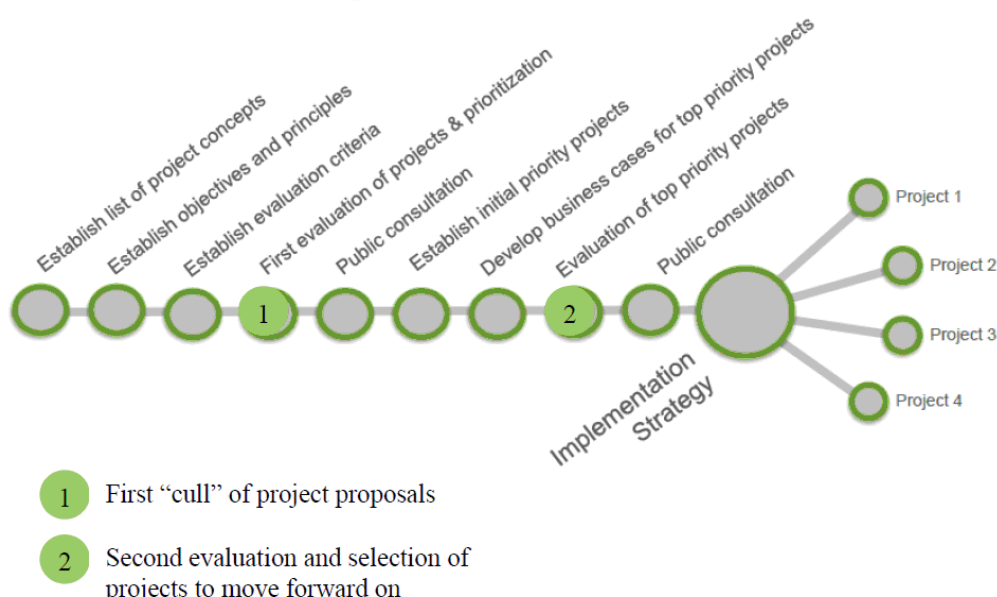
- June 2012** Investment and Economic Prosperity Overview, City Treasurer

- September 2012** A Paradigm for Economic Prosperity, Director Corporate Investments and Partnerships

BACKGROUND

In the January 2012 report, ‘Developing a Strategic Investment and Economic Prosperity Plan’, the following process was proposed for the purpose of developing the Strategic Investment and Prosperity Plan. Outlined in this report was a proposed process by which selected projects would move from conception to implementation. This process is outlined below:

Proposed Process



With respect to the original process, please note the following:

- The first high level evaluation, or 'cull', would be used to reduce the number of total projects for the purpose of focusing resources on a smaller number of projects
- Public consultation and input would take place at two checkpoints and opportunity for changes would be available to reflect public input
- The work outlined in the process above would be completed in time for integration into the 2013 budget process

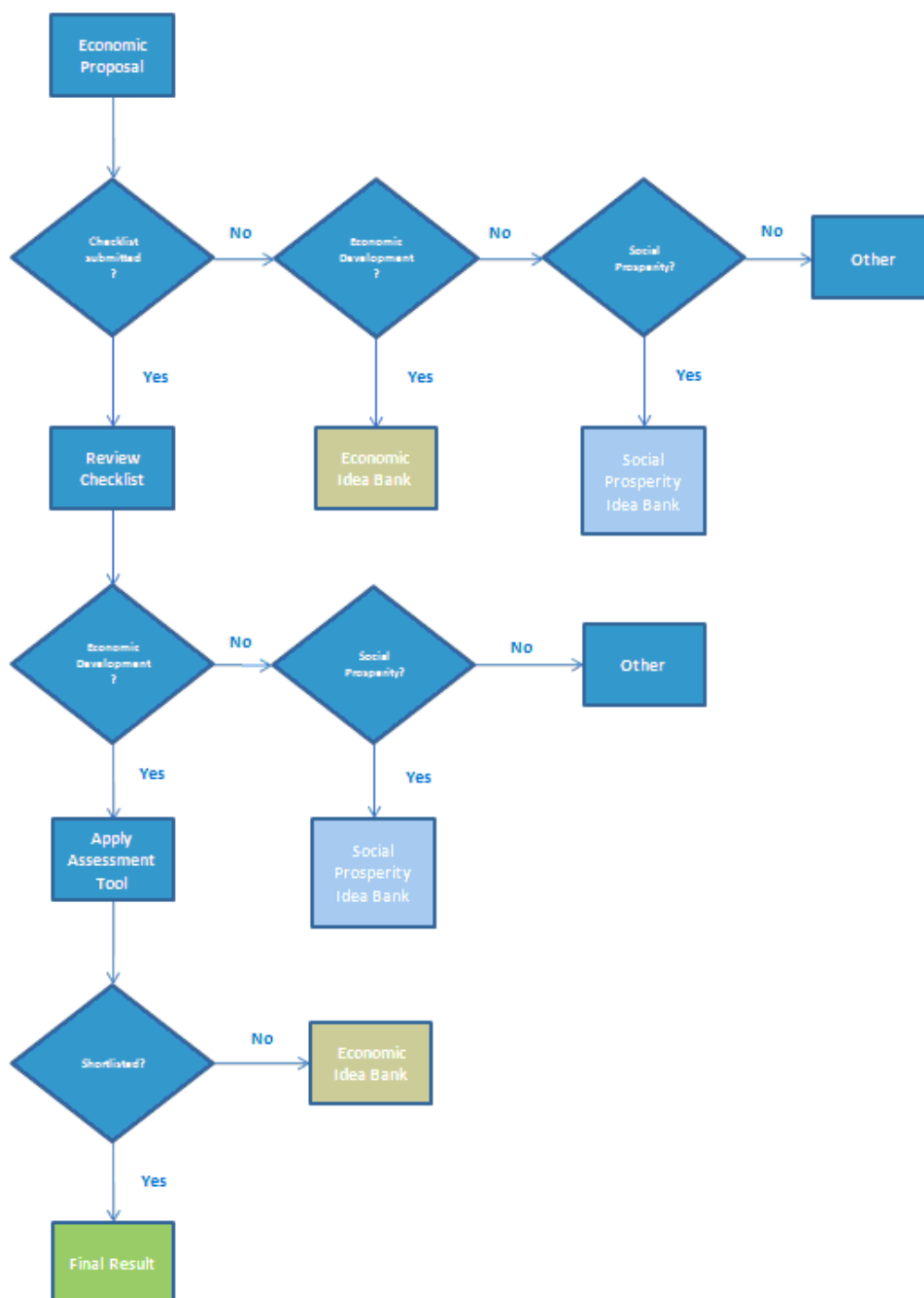
DISCUSSION

Through the investment and economic prosperity proposal process, the City of London received 49 ideas from members of our community. All delegates who brought forth a proposal, and for which contact information was available and communication direction provided, were asked to complete the due diligence checklist for short listing projects. It was asked that responses to the checklist be received no later than early November.

Proposals will then be accessed through a multi-step process that categorizes proposals by:

1. Was a due diligence checklist response received?
2. Is the focus of the proposal Economic Development?
3. Is the focus of the proposal Social Prosperity?
4. Secondary Assessment Tool based upon the six identified objectives of London's Prosperity Plan: Create Jobs; Leverage Investment; Stimulate spin-off benefits; Build beneficial partnerships; Benefit key sectors; Fuel transformational change in London's economy

Figure 1: Economic Prosperity Proposal Evaluation Work Flow:



As part of the due diligence review, the submission and satisfactory completion of the specific elements listed within the checklist are essential for the proposal to move forward. For the proposals where the checklist has not been submitted a fair review and categorization will take place as outlined below.

The primary evaluation of the proposals will be based on careful review and analysis of the proposed ideas in relation to the listed definition of economic development; this analysis will allow for the appropriate classification of the proposals based on the four proposed categories: Economic Development, Social Prosperity, Idea Bank, or Other, as defined below:

Economic Development: To determine if a proposal is classified as economic development, the proposal, or elements of the proposal, must generate wealth within the boundaries of the City of London. Essential to the generation of wealth is the creation of financial profit in excess of proposal costs. Proposals that have no wealth generation elements will not be considered for this round of short listing. This emphasis on wealth generation and the creation of financial profits, provides a quantifiable link to the goal of the investment and economic prosperity committee: The investment and economic

prosperity committee is developing a 10-year plan that will move London's economy forward faster and ensure long term prosperity for our community.

Our mandate dictates that we are to provide economic analysis and recommendations for proposals that focus on "Economic Development", specifically projects that generate wealth. Subsequently, any proposal/project that requires wealth redistribution does not fall within the economic development mandate and will not proceed to the second stage of the analytical evaluation for the purpose of being shortlisted.

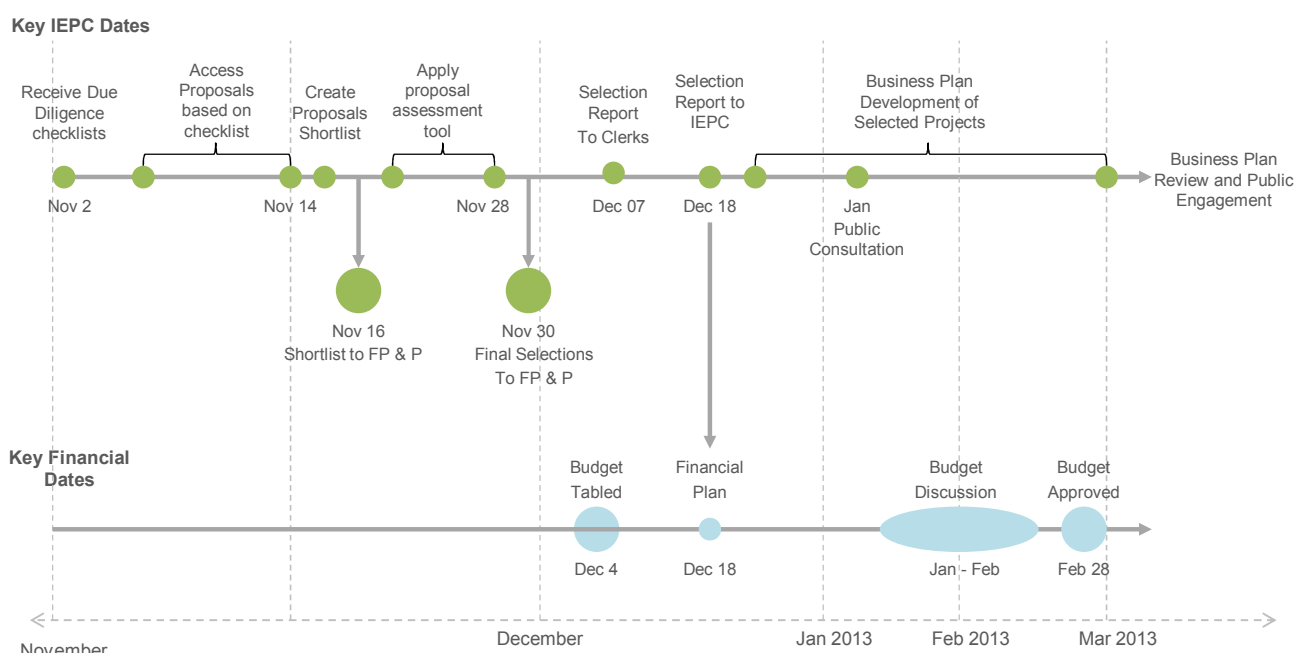
Proposals that do not meet the essential parts of the "Economic Development" definition/description and/or "Due Diligence Checklist" will be placed in either one of the below noted categories:

Idea Bank: The "Idea Bank" category focuses on proposals that may be considered at a future date and is intended to serve as a temporary place holder. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at an undetermined future date and may be re-evaluated if such a request is made by the IEPC.

Social Prosperity: The "Social Prosperity" category focuses on "Wealth Redistribution" and falls outside of the mandate of economic development. Therefore, the proposals that fall within the Social Prosperity category are identified to be projects/programs where the primary focus is wealth redistribution for the purpose of funding and/or expanding social programs that focus on increasing the quality of life. In the past these projects would have been eligible to apply for funding through the City's Capital Grant Program which is now being incorporated into the "Strategic Funding Framework". Therefore, these projects are being recommended to apply for funding through the "Strategic Funding Framework".

Other: The "Other" category focuses on proposals that do not fall within any of the above noted categories. These may be proposals/ideas that were submitted for information/update only and/or where work has already started; or projects that are very unique in nature that need to be addressed by other means; or proposals that fall outside of the City of London boundaries.

Building on what was presented in the January 2012 'Developing a Strategic Investment and Economic Prosperity Plan' and in response to the variety of ideas received, the following diagram outlines in further detail the timelines by which proposals will move from presented ideas to implementable projects.



All dates are tentative and contingent upon responses from delegates and timelines from other service areas

The above process illustration includes the following key elements:

- The first step in the assessment process was the receipt of the completed due diligence checklist in early November from those who submitted a proposal
- An initial proposal assessment based on the completion of the due diligence checklist was completed in November for those who submitted responses
- A secondary assessment tool was then applied to the proposals to determine a shortlist
- The final selection report will be brought forward to the IEPC on Dec. 18
- Business plans will be developed in the first quarter of 2013
- Public consultation will occur in January
- The relationship between the IEPC economic proposal process and key financial Dates

CONCLUSION

This report provides in further detail the process by which Economic Prosperity Proposals will be assessed and the process by which these proposals will become implementable projects. This report also identifies key community engagement dates for which input will be received from our community.

Staff are seeking endorsement of the process, actions and timelines outlined in this report from the Investment and Economic Prosperity Committee.

PREPARED AND RECOMMENDED BY:
HARVEY FILGER
DIRECTOR OF CORPORATE INVESTMENTS AND PARTNERSHIPS

Appendix D: Due Diligence Checklist for Short Listing Purposes

1. Initial Review

Detailed request of what city is being asked to contribute	
Economic spinoffs summary	
Does it meet 25-75 funding criteria	
Does not require “bonusing”	
Proponent justifies investment risk of project	

Comments:

2. Financial Due Diligence

Receipt of bank reference letters for last 5 years	
Last 5 years of financial statements and management review letters	
Document support for how project to be financed	
Financial intermediation highly confident letters re: ability to finance	
Copies of letters patent (for private companies)	

Comments:

3. Managerial Due Diligence

Proponents organization chart and key person bios	
List of previous projects developed and managed	
Signed agreement for City to communicate with clients, suppliers and financial stakeholders	
Are proposed timelines reasonable?	
Review of proponents internal due diligence procedures	

Comments:

4. Evaluation of Economic Spinoffs

Evaluation of direct economic benefits of project	
Analysis of multiplier effects	
Is proponent funded “fairness report” required	
Preparation of terms of reference for “fairness report”	

Comments:

5. Legal Review and Conditions

Review of agreements by City Solicitor’s Office	
Development of written agreement of times for proponent to complete project	
Is performance bond required?	

Comments:

Appendix E: Primary Analysis Tool Summaries

E1: Kilmer Brownfield Management Limited

Proposal Origin:	Kilmer Brownfield Management Ltd.	Proposal Type:	Land Development
Primary Contact:	Pamela Kraft	Proposal Cost:	Unknown
Date Received:	November 02, 2012	City Investment:	Lands at 111 Horton St. East

Note The following review is based on responses that directly relate to specific elements listed within the Due Diligence Checklist as submitted by the delegation. This review does not serve to rank or recommend the proposals.*

Proposal Overview:

The City of London sell the land at 111 Horton St. East to Kilmer Brownfield Management Ltd (“Kilmer”). Kilmer will complete the remediation of the land and work with the City to have the land rezoned while also lining up a land development corporation. As a result of these efforts, the value created would be shared with the City of London. It is expected that this project would participate in the City of London’s Brownfield Community Improvement Program.

No financial capital investment is required.

1. Initial Review

Item	Finding	Reference
Detailed request of what city is being asked to contribute	Lands at 111 Horton St. East. No financial capital.	Page 1
Economic spinoffs summary	Employment: <ul style="list-style-type: none"> - 100s of jobs associated with Construction, Planning, Demolition, Architects - 500 jobs associated with retail space of the development Catalyze: <ul style="list-style-type: none"> - Additional redevelopment - Green Industry 	Page 2
Does it meet 25-75 funding criteria	Does not require any financial capital funding	Page 3
Does not require “bonusing”	It does not	Page 3
Proponent justifies investment risk of project	Project is fully funded by Kilmer and all environmental liabilities are assumed by Kilmer	Page 4

2. Financial Due Diligence

Item	Finding	Reference
Receipt of bank reference letters for last 5 years	Not present	
Last 5 years of financial statements and management	Not Present, discussed with Kilmer and indicated a high level overview would be acceptable as they are a privately owned equity	Page 5

review letters	fund.	
Document support for how project to be financed	The fund is well capitalized; capital commitments outstanding as of June 30, 2012 should not preclude the idea. Fund may call capital from the Fund's limited partners at any time	Page 5
Financial intermediation highly confident letters re: ability to finance	Not present	
Copies of letters patent (for private companies)	Not present	

3. Managerial Due Diligence

Item	Finding	Reference
Proponents organization chart and key person bios	Present	Non numbered pages behind tab 3
List of previous projects developed and managed	Present – summaries from Guelph, Toronto and Montreal projects	Non numbered pages behind tab 3
Signed agreement for City to communicate with clients, suppliers and financial stakeholders	Not applicable at this time in the evaluation	
Are proposed timelines reasonable?	Kilmer would be able to immediately commence discussions with the City working towards a 5-10 year project plan	Page 6
Review of proponents internal due diligence procedures	Present	Page 6

4. Evaluation of Economic Spinoffs

Item	Finding	Reference
Evaluation of direct economic benefits of project	\$12 million in development charges Property tax assessment of over \$200 million	Page 8
Analysis of multiplier effects	Present, speaks to qualitative impacts: enhancing riverfront, environmental and social benefits. Quantitative model not provided.	Page 8
Is proponent funded "fairness report" required	Not applicable at this time in the evaluation	
Preparation of terms of reference for "fairness report"	Not applicable at this time in the evaluation	

5. Legal Review and Conditions

Item	Finding	Reference
Review of agreements by City Solicitor's Office	Not applicable at this time in the evaluation	
Development of written agreement of times for proponent to complete project	Not applicable at this time in the evaluation	
Is performance bond required?	Not applicable at this time in the evaluation	

Proposal Category²:

Economic Development	Social Prosperity	Idea Bank	Other
YES			
Comments: <i>The potential to redevelop the lands at 111 Horton St. East into a mixed use residential / commercial development is consistent with the definition of economic development associated with this review.</i>			

[E2: The Grand Theatre](#)

Proposal Origin:	The Grand Theatre	Proposal Type:	Arts/Land Development (mixed use proposal)
Primary Contact:	Deb Harvey	Proposal Cost:	\$100M
Date Received:	November 13, 2012	City Investment:	City-owned parking lot (Queen Ave.)

Note* the following review is based on responses that directly relate to specific elements listed within the Due Diligence Checklist as submitted by the delegation. This review does not serve to rank or recommend the proposals.

Proposal Overview:

The proposal is based on a private/public mixed use project; to expand the Grand Theatre into the parking lot on Queen Ave, and to develop a multiunit condominium. City contribution to the project would be the City owned parking lot (Queen Ave.) at an estimated market value of \$2M (the asset generates about 167,000/yr in net income/the market value of the asset is estimated at \$2M).The potential partners are the Grand Theatre, Sifton Properties, Auburn and Old Oak Developments.

The proposed joint ventures depend on the land transfer that would see the City of London donate the city-owned parking lot on Queens Avenue to the Grand Theatre which the Grand could then exchange with Sifton Properties to secure Dufferin Street parking lot which the theatre requires for the expansion; a new concert hall, a 400-seat theatre and additional office, wardrobe and props space as well as parking and residential condominium. There are commitments from other corporate partners to build additional parking and a residential tower on Queens Avenue parking lot. Additionally, there may be

² The primary review of the proposal has been analysed in accordance with the answers provided in the checklist. Subsequently, the primary analysis will allow to appropriately classifying the proposal based on the four proposed categories: Economic Development, Social Prosperity, Idea Bank, Other.

another partner “Old Oak Properties” interested in expanding existing parking near the theatre to accommodate increased parking needs as a result of the expansion.

1. Initial Review

Item	Finding	Reference
Detailed request of what city is being asked to contribute	City of London to donate the city-owned parking lot on Queens Ave. to the Grand Theatre.	Pg.1
Economic spinoffs summary	<ul style="list-style-type: none"> Residential property taxes, parking, local retail business jobs. Spinoffs in restaurants, hotels and other service industries. 	Pg. 1 and Information retrieved from the original IEPC Proposal
Does it meet 25-75 funding criteria	Yes – it’s a non financial ask.	Pg.1
Does not require “bonusing”	N/A	Pg.1
Proponent justifies investment risk of project	Not available (however indicated that the investment will be both private and public)	Pg.1

2. Financial Due Diligence

Item	Finding	Reference
Receipt of bank reference letters for last 5 years	Letter from LIBRO Financial Group: Credit Reference Request Form.	Pg.3
Last 5 years of financial statements and management review letters	Financial Statements from June 30, 2008 to June 30, 2012.	Pg.32 to 77
Document support for how project to be financed	Information unavailable at this time/ part of business plan to follow	Pg.1
Financial intermediation highly confident letters re: ability to finance	Information unavailable at this time/ part of business plan to follow	Pg.1
Copies of letters patent (for private companies)	Yes, from the Ministry of Consumer and Business Services (incorporation/amalgamation), Minister of Consumer and Commercial Relations (letters patent/corporation).	Pg. 8 to 19

3. Managerial Due Diligence

Item	Finding	Reference
Proponents organization chart and key person bios	Organizational Chart. Key person bios: Susan Ferley and Deb Harvey.	Pg. 5-7
List of previous projects developed and managed	<ul style="list-style-type: none"> Implementation of Tessitura Software Main Stage and HVAC Renovations ISF Infrastructure Upgrades McManus Theatre Renovations 	Pg. 4
Signed agreement for City to communicate with clients, suppliers and financial stakeholders	Information not applicable at this time	
Are proposed timelines reasonable?	Timelines not present / to be included in business case	Pg.1
Review of proponents internal due diligence procedures	Annual audit; Quarterly Reports to City and Board Members (backup information needed)	Pg.1

4. Evaluation of Economic Spinoffs

Item	Finding	Reference
Evaluation of direct economic benefits of project	Property taxes, parking, retail, restaurants and jobs; will need to be evaluated in greater detail after business case is received.	Pg.2
Analysis of multiplier effects	To be provided in business plan.	Pg. 2
Is proponent funded "fairness report" required	Information not applicable at this time	
Preparation of terms of reference for "fairness report"	Information not applicable at this time	

5. Legal Review and Conditions

Item	Finding	Reference
Review of agreements by City Solicitor's Office	Information not applicable at this time	
Development of written agreement of times for proponent to complete project	Information not applicable at this time/ to be provided in business plan.	Pg. 2
Is performance bond required?	Information not applicable at this time	

Proposal Category³:

Economic Development	Social Prosperity	Idea Bank	Other
YES			
<i>Comments:</i> Given the potential for indirect and direct job creation coupled with the development of a significant residential complex, elements of the Grand Theatre proposal are consistent with the definition of Economic Development associated with this review.			

[E3: Music London](#)

Proposal Origin:	Music London	Proposal Type:	Concert Hall / Land Development
Primary Contact:	David Canton	Proposal Cost:	\$40.75 million for Entertainment Centre
Date Received:	November 09, 2012	City Investment:	\$10 million

Note* The following review is based on responses that directly relate to specific elements listed within the Due Diligence Checklist as submitted by the delegation. This review does not serve to rank or recommend the proposals.

Proposal Overview:

Music London is seeking an investment from the City of London of \$10 million over 10 years to support the creation of a 1200-1400 seat music and entertainment centre: "Celebration Centre". The proposed completion date for the centre is 2017, to coincide with Canadian sesquicentennial. Proposed financing breaks down as follows:

³ The primary review of the proposal has been analysed in accordance with the answers provided in the checklist. Subsequently, the primary analysis will allow to appropriately classify the proposal based on the four proposed categories: Economic Development, Social Prosperity, Idea Bank, Other.

\$10 million investment from the City of London
 \$14 million investment from the provincial government
 \$14 million investment from the federal government
 \$2.74 million community fund raising

The project will also leverage a 20 storey, 234 unit condominium development valued at \$50 million to be constructed by Auburn Developments and the opportunity to include a 12 storey, 150 000 square foot office building. The residential development has the potential to provide almost \$1 million annually in municipal tax revenue and 550 downtown parking spots.

1. Initial Review

Item	Finding	Reference
Detailed request of what city is being asked to contribute	\$10 million: \$1 million per year over 10 years	Page 3
Economic spinoffs summary	Mixed use centre including a \$50 million residential development	Page 3
Does it meet 25-75 funding criteria	Yes	Page 3
Does not require “bonusing”	Not applicable	
Proponent justifies investment risk of project	Not present in submission. Risk was addressed at a high level in a meeting between Music London and the City on November 08, 2012. This high level overview focused on the risk of not doing the project and the recommendations of the Novita report	

2. Financial Due Diligence

Item	Finding	Reference
Receipt of bank reference letters for last 5 years	Not Present	
Last 5 years of financial statements and management review letters	Not Present	
Document support for how project to be financed	Revenues and expenses for capital campaign	Page 15
Financial intermediation highly confident letters re: ability to finance	Not Present	
Copies of letters patent (for private companies)	Not Present	

3. Managerial Due Diligence

Item	Finding	Reference
Proponents organization chart and key person bios	Present	Page 10, 11
List of previous projects developed and managed	The Music London Project Support and Community Action team are new associations and therefore previously managed and developed projects are not available. However, the individuals listed and key person bios speak to the skills and experience of the individuals associated with these groups.	Page 9, 10, 11
Signed agreement for City to communicate with clients, suppliers and financial stakeholders	Not applicable at this time in the evaluation	
Are proposed timelines reasonable?	Not present in submission. Timelines were addressed at a high level in a meeting between Music London and the City on November 08, 2012. These discussions focused on the forthcoming sesquicentennial, the Novita report and the current and future state of Centennial Hall. Specific project deadlines were not discussed in detail.	
Review of proponents internal due diligence procedures	Not present	

4. Evaluation of Economic Spinoffs

Item	Finding	Reference
Evaluation of direct economic benefits of project	<ul style="list-style-type: none"> - Attract more than 100 000 visitors to London - Potential to attract numerous direct and indirect jobs - Increase off site spending in entertainment sector, supporting indirect job creation - Support the promotion and marketing of the City of London 	Page 5, 6
Analysis of multiplier effects	Not present	
Is proponent funded "fairness report" required	Not applicable at this time in the evaluation	
Preparation of terms of reference for "fairness report"	Not applicable at this time in the evaluation	

5. Legal Review and Conditions

Item	Finding	Reference
Review of agreements by City Solicitor's Office	Not applicable at this time in the evaluation	
Development of written agreement of times for proponent to complete project	Not applicable at this time in the evaluation	
Is performance bond required?	Not applicable at this time in the evaluation	

Proposal Category⁴:

Economic Development	Social Prosperity	Idea Bank	Other
YES			
Comments: <i>Given the potential for indirect and direct job creation coupled with the development of a significant residential complex, elements of the Music London proposal are consistent with the definition of Economic Development associated with this review.</i>			

E4: London Health Sciences Centre (LHSC)

Proposal Origin:	London Health Sciences Foundation	Proposal Type:	Health Care – Research
Primary Contact:	Chris Boucher	Proposal Cost:	Fund Raising campaign: \$ 200 million
Date Received:	November 02, 2012	City Investment:	\$ 7 million for 5 years = \$ 35 million

Note* *The following review is based on responses that directly relate to specific elements listed within the Due Diligence Checklist as submitted by the delegation. This review does not serve to rank or recommend the proposals.*

Proposal Overview:

\$35 million over the next five years, seven million dollars per year, to create an International Centre of Excellence in Surgical Technology and Innovation resulting in the creation of a global epicentre for surgical innovation through the following:

⁴ The primary review of the proposal has been analysed in accordance with the answers provided in the checklist. Subsequently, the primary analysis will allow to appropriately classifying the proposal based on the four proposed categories: Economic Development, Social Prosperity, Idea Bank, Other.

Minimally Invasive, Computer-Assisted Surgical Technologies:	
da Vinci Si HD Surgical System	\$ 9,000,000
Bariatric Surgery Equipment	\$ 3,500,000
Minimally Invasive Surgical Equipment Upgrades	\$ 3,000,000
O-Arm Multidimensional Imaging System	\$ 1,000,000
Neuromate Image Guided Stereotactic Neurosurgery Robot	\$ 1,000,000
Transanal Endoscopic Microsurgery Equipment	\$ 500,000
	\$ 18,000,000
New Operating Rooms at Victoria Hospital:	
Renovation & Construction	\$ 5,000,000
Infill and Equipment	\$ 5,000,000
	\$ 10,000,000
Simulation Technology:	
Stryker Telecommunications Upgrade (i.e. video conferencing & tele mentoring)	\$ 2,000,000
New Operating Room Beds for Simulations	\$ 1,000,000
New Simulation Equipment (i.e. bench models, mannequins, virtual reality simulators, ultrasound simulators)	\$ 4,000,000
	\$ 7,000,000
TOTAL:	\$ 35,000,000

(Adapted from LHSF Proposal)

1. Initial Review

Item	Finding	Reference
Detailed request of what city is being asked to contribute	\$ 7 million for 5 years = \$ 35 million	Page 1
Economic spinoffs summary	LHSC economic spin off listed: \$700 million in salaries Additional non-specific spin-offs provided: <ul style="list-style-type: none"> - \$115 million in additional investment as a result of campaign - Increasing research grant success rate - Recruitment of 50 new research positions (page 3,4,5) 	Page 1 - 5
Does it meet 25-75 funding criteria	Not project specific; however, 35 million of the 200 million fundraising campaign does meet the 25-75 funding criteria	Page 5
Does not require “bonusing”	Not Applicable	
Proponent justifies investment risk of project	Not present	

2. Financial Due Diligence

Item	Finding	Reference
Receipt of bank reference letters for last 5 years	Not present, however 5 years of audited financial statements provided	LHSC and LHSF Financials Tab
Last 5 years of financial statements and management review letters	Present	LHSC and LHSF Financials Tab
Document support for how project to be financed	Information directly linking financing to specific project not present	

Financial intermediation highly confident letters re: ability to finance	Not present	
Copies of letters patent (for private companies)	Not present	

3. Managerial Due Diligence

Item	Finding	Reference
Proponents organization chart and key person bios	Present	Bios Tab of submission
List of previous projects developed and managed	Present	Pages 7-8
Signed agreement for City to communicate with clients, suppliers and financial stakeholders	Not applicable at this time in the evaluation	
Are proposed timelines reasonable?	Timelines for fundraising campaign present; project specific timelines not present	Page 6
Review of proponents internal due diligence procedures	High level Accountability overview provided	Page 8

4. Evaluation of Economic Spinoffs

Item	Finding	Reference
Evaluation of direct economic benefits of project	Project specific economic benefits present : <ul style="list-style-type: none"> - \$115 million in additional investment as a result of campaign - Increasing research grant success rate - Recruitment of 50 new research positions - Retention of 63 highly skilled surgeons and 1 400 surgical health professionals - Enhancement of LHSC's regional, national and international exposure - Development of National Training Centre - Creation of construction jobs - Increase in \$34.6 million contributed to London's economy from visitors through growth in patients from outside London 	Page (3,4,5)
Analysis of multiplier effects	Not present	
Is proponent funded "fairness report" required	Not applicable at this time in the evaluation	
Preparation of terms of reference for "fairness report"	Not applicable at this time in the evaluation	

5. Legal Review and Conditions

Item	Finding	Reference
Review of agreements by City Solicitor's Office	Not applicable at this time in the evaluation	
Development of written agreement of times for proponent to complete project	Not applicable at this time in the evaluation	
Is performance bond required?	Not applicable at this time in the evaluation	

Proposal Category⁵:

Economic Development	Social Prosperity	Idea Bank	Other
YES			
Comments: <i>Potential commercialization opportunities associated with research, simulation and deceive innovation classifies this proposal as Economic Development.</i>			

[E5: St. Joseph's Hospital](#)

Proposal Origin:	St. Joseph's Health Care London	Proposal Type:	Health Care – Research
Primary Contact:	Laurel Hargrove	Proposal Cost:	Next Step Initiative: \$41 million, 5 years
Date Received:	November 02, 2012	City Investment:	\$ 10,300,000

Note* *The following review is based on responses that directly relate to specific elements listed within the Due Diligence Checklist as submitted by the delegation. This review does not serve to rank or recommend the proposals.*

Proposal Overview:

St. Joseph's Health Care London is requesting 25% of the cost associated with the *Next Step* fundraising campaign. This campaign serves to drive clinical care and medical research innovation. The \$10.3 million being requested of the City of London will be used in the following manner:

Innovation stream 1: Care innovation for healthy communities

Clinical Research Centre (construction, equipment):	\$3.3 million
Imaging (breast, chronic disease, other):	\$2.0 million
Mental Health Care Redevelopment:	<u>\$3.4 million</u>
	\$8.7 million

Innovation Stream 2: Medical device innovation

Surgical Mechantronics to advance surgical best practice:	\$1.2 million
Cognitive Vitality Centre:	<u>\$400,000</u>
	\$1.6 million

⁵ The primary review of the proposal has been analysed in accordance with the answers provided in the checklist. Subsequently, the primary analysis will allow to appropriately classify the proposal based on the four proposed categories: Economic Development, Social Prosperity, Idea Bank, Other.

1. Initial Review

Item	Finding	Reference
Detailed request of what city is being asked to contribute	\$10.3 million contribution Care Innovation for Healthy Communities - \$8.7 million Medical Device Innovation - \$1.6 million	Pg. 2
Economic spinoffs summary	Nothing specific to project	
Does it meet 25-75 funding criteria	Possibly, as the 10.3 million represents 25% of the Next Step initiative, a major funding undertaking	Covering Letter
Does not require “bonusing”	Not applicable	
Proponent justifies investment risk of project	Nothing specific to project	

2. Financial Due Diligence

Item	Finding	Reference
Receipt of bank reference letters for last 5 years	Letter outlining banking relationship since May 1989	Letter from Lisa Nolan of RBC
Last 5 years of financial statements and management review letters	High level overview outlining : 2005-2012 Gross Fundraising Revenue: \$51.8 million Net Fundraising Revenue: \$30.5 million Investment Income: \$16.1 million As at March 2012, assets totalling \$51.9 million	St. Joseph’s Health Care Foundation Financial Status
Document support for how project to be financed	Next Step Campaign total cost listed at \$41 million. No further breakdown.	St. Joseph’s Health Care Foundation Financial Status
Financial intermediation highly confident letters re: ability to finance	Not Present	
Copies of letters patent (for private companies)	Present	

3. Managerial Due Diligence

Item	Finding	Reference
Proponents organization chart and key person bios	Organization chart and bios not present. Letters of recommendation from key persons	Letters of recommendation from: Dr. David Hill Dr. Frank Prato
List of previous projects developed and managed	Joint projects with the City of London outlined	September 19, 2011 letter; June 09 2012 presentation
Signed agreement for City to communicate with clients, suppliers and financial stakeholders	Not applicable at this time in the evaluation	
Are proposed timelines reasonable?	Timelines not present	
Review of proponents internal due diligence procedures	Not Present	

4. Evaluation of Economic Spinoffs

Item	Finding	Reference
Evaluation of direct economic benefits of project	The economic impact expectations of the Care Innovation for Healthy Communities innovation stream is as follows: \$2 million in clinical trials revenue; \$33 million in peer-reviewed grants. Further economic analysis is present; however, it does not directly relate to the proposed project.	Information on page 2 of Economic Impact Summary subsection
Analysis of multiplier effects	No overview of multiplier model provided	
Is proponent funded "fairness report" required	Not applicable at this time in the evaluation	
Preparation of terms of reference for "fairness report"	Not applicable at this time in the evaluation	

5. Legal Review and Conditions

Item	Finding	Reference
Review of agreements by City Solicitor's Office	Not applicable at this time in the evaluation	
Development of written agreement of times for	Not applicable at this time in the evaluation	

proponent to complete project		
Is performance bond required?	Not applicable at this time in the evaluation	

Proposal Category⁶:

Economic Development	Social Prosperity	Idea Bank	Other
YES			
Comments: <i>Potential commercialization opportunities associated with research and deceive innovation classifies this proposal as Economic Development.</i>			

E6: Western University

Proposal Origin:	Western University	Proposal Type:	Downtown Campus
Primary Contact:	Rob Esselment	Proposal Cost:	Full cost unknown
Date Received:	November 12, 2012	City Investment:	Transfer of City Hall, Centennial Hall and all associated parking in a clean and usable condition to Western at no cost. Additional \$10 million from the City of London for renovations.

Note* *The following review is based on responses that directly relate to specific elements listed within the Due Diligence Checklist as submitted by the delegation. This review does not serve to rank or recommend the proposals.*

Proposal Overview:

Western University proposes the transfer of City Hall, Centennial Hall and all associated underground parking facilities in a clean and usable condition, free from asbestos and other toxic materials, and in finished condition as open concept space at no cost by July 01, 2016 for the purpose of creating an 'Education Centre'. The Education Centre focuses on relocation and/or expansion of programs in three key areas: Education, Health Studies and Continuing Studies. The Education Centre is expected to employ 190 faculty; serve 1 400 students; generate more than 170 000 visits to the downtown core; and produce an economic benefit of \$150 - \$170 million over a five year period.

1. Initial Review

Item	Finding	Reference
Detailed request of what city is being asked to contribute	Transfer of City Hall, Centennial Hall and all associated parking in a clean and usable condition to Western at no cost. Additional \$10 million from the City of London for renovations	Page 13 of Western's proposal for a Downtown Campus
Economic spinoffs summary	<ul style="list-style-type: none"> - \$150 - \$170 million impact over 5 years - Attract 170 000 visits to the downtown 	Page 15, 16 of

⁶ The primary review of the proposal has been analysed in accordance with the answers provided in the checklist. Subsequently, the primary analysis will allow to appropriately classify the proposal based on the four proposed categories: Economic Development, Social Prosperity, Idea Bank, Other.

	<p>core</p> <ul style="list-style-type: none"> - Attract 180 new students to the program; 1 400 students to the downtown core - Attract approximately 20 new faculty and staff positions to the City; 190 new faculty and staff positions new to the downtown - Increase annual incidental spending in the downtown area of: \$800 000 - \$1 000 000 from students 	Western's proposal for a Downtown Campus
Does it meet 25-75 funding criteria	The submission from Western indicates: "As Western has not been provided with a written definition of a 25-75 funding criteria, we assume this is a reference to the 3:1 economic spin-off goal as identified at the IEPC meeting on June 9 th . This is addressed on pages 13-16 in the Western Proposal."	Front Page of Due Diligence checklist for short listing purposes
Does not require "bonusing"	Not applicable	
Proponent justifies investment risk of project	Proposal indicates Yes; investment risk overview not present	

2. Financial Due Diligence

Item	Finding	Reference
Receipt of bank reference letters for last 5 years	Available on Request	Front Page of Due Diligence checklist for short listing purposes
Last 5 years of financial statements and management review letters	Present	http://www.uwo.ca/finance/reports/index.html
Document support for how project to be financed	Nothing project specific provided	Front Page of Due Diligence checklist for short listing purposes
Financial intermediation highly confident letters re: ability to finance	Available on Request	Front Page of Due Diligence checklist for short listing purposes
Copies of letters patent (for private companies)	Not Applicable	

3. Managerial Due Diligence

Item	Finding	Reference
Proponents organization chart and key person bios	Present	http://president.uwo.ca/president/org_chart.html http://president.uwo.ca/president/bio.html http://president.uwo.ca/vice_presidents/index.html

List of previous projects developed and managed	Present	Highlighted projects: Fraunhofer Project Centre at the Advanced Manufacturing Park: http://communications.uwo.ca/media/fraunhofer/ , The Stiller Centre for Technology Commercialization: http://www.stillercentre.com/ , Western Research Park: http://www.researchpark.ca/
Signed agreement for City to communicate with clients, suppliers and financial stakeholders	Not applicable at this time in the evaluation	Second Page of Due Diligence checklist for short listing purposes
Are proposed timelines reasonable?	Proposal indicates that timelines are reasonable dependent on decisions regarding City Hall	Second Page of Due Diligence checklist for short listing purposes
Review of proponents internal due diligence procedures	To be made available by Western as the process moves forward.	Second Page of Due Diligence checklist for short listing purposes

4. Evaluation of Economic Spinoffs

Item	Finding	Reference
Evaluation of direct economic benefits of project	<ul style="list-style-type: none"> - \$150 - \$170 million impact over 5 years - Attract 170 000 visits to the downtown core - Attract 180 new students to the program; 1 400 students to the downtown core - Attract approximately 20 new faculty and staff positions to the City; 190 new faculty and staff positions new to the downtown - Increase annual incidental spending in the downtown area of: \$800 000 - \$1 000 000 from students 	Page 15, 16 of Western's proposal for a Downtown Campus
Analysis of multiplier effects	Both qualitative outline and quantitative model present	Pages 20-25
Is proponent funded "fairness report" required	Not applicable at this time in the evaluation	
Preparation of terms of reference for "fairness report"	Not applicable at this time in the evaluation	

5. Legal Review and Conditions

Item	Finding	Reference
Review of agreements by City Solicitor's Office	Not applicable at this time in the evaluation	
Development of written agreement of times for proponent to complete project	Not applicable at this time in the evaluation	
Is performance bond required?	Not applicable at this time in the evaluation	

Proposal Category⁷:

Economic Development	Social Prosperity	Idea Bank	Other
YES			
Comments: <i>The 20 additional jobs and 180 additional students associated with the Western proposal generate wealth; therefore, the proposal is considered Economic Development as defined for the purposes of this review.</i>			

E7: London Convention Centre

Proposal Origin:	London Convention Centre	Proposal Type:	Building Reconfiguration
Primary Contact:	Lori Da Silva	Proposal Cost:	\$6.6 million for reconfiguration in 2015 \$15 – \$25 million for future extension
Date Received:	Initial information: November 09, 2012	City Investment:	\$6.6 million for reconfiguration in 2015 \$15 – \$25 million for future extension

Note* *The following review is based on responses that directly relate to specific elements listed within the Due Diligence Checklist as submitted by the delegation. This review does not serve to rank or recommend the proposals.*

Proposal Overview:

The London Convention Centre (LCC) is seeking an investment of \$6.6 million to complete a proposed 2015 reconfiguration plan; The City of London is also being asked consider a further investment of \$15 - \$25 million in the London Convention Centre for the purpose of completing an extension plan. London Convention Centre administration is committed to leveraging additional funds from the provincial and federal government; however, as the sole building owner the City of London is being requested to make the initial investment. LCC administration is also recommending the sale of naming rights to the convention centre and/or the proposed extension.

The LCC estimates an annual economic impact of \$15 - \$20 million to The City of London. To maintain this level of impact and remain competitive in the convention market, investment into the \$6.6 million

⁷ The primary review of the proposal has been analysed in accordance with the answers provided in the checklist. Subsequently, the primary analysis will allow to appropriately classifying the proposal based on the four proposed categories: Economic Development, Social Prosperity, Idea Bank, Other.

reconfiguration is needed. The LCC estimates that should the future extension be completed, an economic impact of \$20 - \$25 million could be realized through the hosting of additional and larger events.

1. Initial Review

Item	Finding	Reference
Detailed request of what city is being asked to contribute	\$6.6 million for reconfiguration in 2015 \$15 – \$25 million for future extension	Response to due diligence checklist, Page 1
Economic spinoffs summary	The current economic spin off of the LCC is estimated at \$15-\$20 million, the \$6.6 million reconfiguration would be needed to maintain this impact. The proposed \$15 - \$20 million LCC extension could create an estimated annual economic impact to the City of London of \$15 - \$25 million	Response to due diligence checklist, Page 1
Does it meet 25-75 funding criteria	Not present in submission	
Does not require “bonusing”	Not applicable	
Proponent justifies investment risk of project	Not present in submission	

2. Financial Due Diligence

Item	Finding	Reference
Receipt of bank reference letters for last 5 years	Not present in submission	
Last 5 years of financial statements and management review letters	2011 financial statements provided; others available on request	2011 Audit Financial Statements from KPMG
Document support for how project to be financed	Specific documentation not present in submission. LCC administration committed to leveraging City Investment into additional investment from higher levels of government and the sale of LCC naming rights	Response to due diligence checklist, Page 1
Financial intermediation highly confident letters re: ability to finance	Not present in submission	
Copies of letters patent (for private companies)	Not Applicable	

3. Managerial Due Diligence

Item	Finding	Reference
Proponents organization chart and key person bios	Not present in submission	
List of previous projects developed and managed	In 2011, the LCC hosted 370 events, including 50 conventions and 159 meetings. No specifics were provided regarding the management large construction projects.	London Convention Centre Space needs Analysis, Page 15
Signed agreement for City to communicate with clients, suppliers and financial stakeholders	Not applicable at this time in the evaluation	
Are proposed timelines reasonable?	Proposed project timelines were addressed at a high level: 6 month construction period for 2015 reconfiguration to occur March 2012 – August 2012	London Convention Centre Reconfiguration / Renovation Plan
Review of proponents internal due diligence procedures	Not present in submission; however, by-law respecting the London Convention Centre included	London Convention Centre BY-law

4. Evaluation of Economic Spinoffs

Item	Finding	Reference
Evaluation of direct economic benefits of project	Thorough review of economic benefits provided through the application of the Ontario Ministry of Tourism & Culture's TREIM model. Based on the variables the LCC entered into the TREIM model, the total estimated GDP impact to the City of London would be: \$3 413 778.	The Economic Impact of An Enhancement and Expansion of the London Convention Centre on London in London in 2016
Analysis of multiplier effects	All Multiplier effects associated with the Ontario Ministry of Tourism & Culture's TREIM model.	The Economic Impact of An Enhancement and Expansion of the London Convention Centre on London in London in 2016
Is proponent funded "fairness report" required	Not applicable at this time in the evaluation	
Preparation of terms of reference for "fairness report"	Not applicable at this time in the evaluation	

5. Legal Review and Conditions

Item	Finding	Reference
Review of agreements by City Solicitor's Office	Not applicable at this time in the evaluation	
Development of written agreement of times for proponent to complete project	Not applicable at this time in the evaluation	
Is performance bond required?	Not applicable at this time in the evaluation	

Proposal Category⁸:

Economic Development	Social Prosperity	Idea Bank	Other
YES			
Comments: <i>The potential to reconfigure and/or renovate the London Convention Centre is consistent with the definition of economic development associated with this review, as it will serve to create jobs; attract positive economic activity and generate wealth in our community.</i>			

[E8-E9: London Middlesex Immigrant Employment Council \(LMIEC\) & Employment Sector Council London Middlesex \(ESCLM\)](#)

Proposal Origin:	WIL Counselling and Training for Employment will be acting as Administrative Sponsor for both proposals : <ul style="list-style-type: none"> • Employment Sector Council London Middlesex <ul style="list-style-type: none"> ➤ ESLMC Job Development Network • London Middlesex Immigrant Employment Council <ul style="list-style-type: none"> ➤ LMIEC Job Match Network 	Proposal Type:	Employment/Network Support
Primary Contact:	ESCLM: Carol Stewart LMIEC: Jennifer Hollis	Proposal Cost:	ESCLM: \$101,883 LMIEC: \$105,775 } \$207,658
Date Received:	November 15, 2012	City Investment:	ESCLM: \$101,883 LMIEC: \$105,775 } \$207,658

Note* the following review is based on responses that directly relate to specific elements listed within the Due Diligence Checklist as submitted by the delegation. This review does not serve to rank or recommend the proposals.

Proposal Overview:

As mentioned above WIL Counselling and Training for Employment will be acting as Administrative Sponsor for both proposals. ESCLM is requesting \$101,883 in funding support from the City of London to hire an Employment Marketing Advisor, JDN marketing initiatives, and overhead expenses for 2 years, 2013-2014, to officially establish Job Developers Network as a key London resource for connecting area employers with JDN's pool of talent.

⁸ The primary review of the proposal has been analysed in accordance with the answers provided in the checklist. Subsequently, the primary analysis will allow to appropriately classifying the proposal based on the four proposed categories: Economic Development, Social Prosperity, Idea Bank, Other.

LMIEC is requesting an annual investment for an initial 2-year period from the City of London in the amount of \$105,775 to support the salary of a full-time Sales and Marketing Advisor. The Network matches qualified talent to unfilled job orders. Marketing qualified candidates to employers is a labour intensive process, and as a result requires an additional staff member to compliment the team.

The proposed joined proposals depend on City funding in the amount of \$207,658 to support two job matching networks by way of funding a Sales and Marketing Advisor and an Employment Marketing Advisor for a period of two yrs. ESCLM's Job Development Network connects unemployed workers with area employers, while the LMIEC connects skilled immigrant talent pool (already in London) to satisfy positions that are presently going unfilled. LMIEC also focuses on talent attraction and retention.

1. Initial Review

Item	Finding	Reference
Detailed request of what city is being asked to contribute	ESCLM is requesting \$101,883 in funding support from the City of London to hire an Employment Marketing Advisor, JDN marketing initiatives, and overhead expenses for 2 years, 2013-2014.	Pg.2
	LMIEC is requesting an annual investment for an initial 2-year period from the City of London in the amount of \$105,775 to support the salary of a full-time Sales and Marketing Advisor.	Pg.4
Economic spinoffs summary	ESCLM: City support for the JDN will ensure more job seekers are matched with employers and jobs. More specifically, these connections are facilitated and negotiated by JD to ensure the best possible fit between employer and worker. Standards of service delivery will improve. Community economic development.	Pg.3-4
	LMIEC: Retain and attract talent, Business retention, growth and attraction, Community economic development, Develop labour force.	Pg.8
Does it meet 25-75 funding criteria	ESCLM: Members are funded by all levels of government to provide an array of services for job seekers and employers.	Pg.2-3
	LMIEC: The Ontario Ministry of Citizenship and Immigration has invested \$150,000/yr over 2 yrs, therefore meeting the City's 25:75 funding criteria.	Pg.4 & 6
Does not require "bonusing"	ESCLM: N/A	Pg.9
	LMIEC: N/A	Pg.11
Proponent justifies investment risk of project	ESCLM: Risks associated with the lack of municipal funding; reduced capacity to respond effectively to community needs; reduced promotions, reduced effectiveness, loss of services, reduction of service standards.	Pg.4&9
	LMIEC: Suggesting no investment risk as the City would be contributing to a growing model that works.	Pg.11

2. Financial Due Diligence

Item	Finding	Reference
Receipt of bank reference letters for last 5 years	ESCLM: Yes from the sponsor WIL; a registered charity. Letters patent and charitable registration.	Pg.9-10
	LMIEC: Yes from the sponsor WIL; a registered charity. Letters patent and charitable registration.	Pg.11
Last 5 years of financial statements and management review letters	ESCLM: Yes from the sponsor WIL; a registered charity.	Pg.10
	LMIEC: Yes from the sponsor WIL; a registered charity.	Pg.11
Document support for how project to be financed	ESCLM: Not available at this time.	Pg.10
	LMIEC: Yes, see Appendix E including Ontario Ministry Citizenship and Immigration Schedule B reflecting an investment of \$300,000 in the network.	Pg.11, Appendix E, Schedule B.
Financial intermediation highly confident letters re: ability to finance	ESCLM: Not available at this time.	Pg.10
	LMIEC: 75% of financing support is already secured from the Ontario Ministry of Citizenship and Immigration.	Pg. 11 & Appendix E
Copies of letters patent (for private companies)	ESCLM: Yes from the sponsor WIL; a registered charity. Letters patent and charitable registration.	Pg.10
	LMIEC: Yes from the sponsor WIL; a registered charity. Letters patent and charitable registration.	Pg.11

3. Managerial Due Diligence

Item	Finding	Reference
Proponents organization chart and key person bios	ESCLM: Yes from the sponsor WIL; Organizational Chart and WIL Bio. ESCLM Carol Stewart.	Pg.9-10
	LMIEC: Yes from the sponsor WIL; Organizational Chart and WIL Bio. Bio on Gus Kotsiomitis. Governance Council membership. LMIEC job Match Network partners.	Pg.11-12, Appendix B, C & G
List of previous projects developed and managed	ESCLM: Yes projects managed from the sponsor WIL; in addition a long list of ESCLM projects; One Client Delivery Standards, Information Sharing Agreements, HireOneLondon.ca etc.	Pg.7 & 10
	LMIEC: Yes projects managed from the sponsor WIL.	Pg.12
Signed agreement for City to communicate with clients, suppliers and financial stakeholders	ESCLM: Information not required at this time.	Pg.10
	LMIEC: Information not required at this time.	Pg.12

Are proposed timelines reasonable?	ESCLM is seeking funding to hire a part-time person for 2 yrs, in which time the JDN will be established and opportunities for self-sustainability will be identified.	Pg.10
	LMIEC is seeing funding to build upon efforts of an established initiative and expand matching capabilities to additional residents of London with opportunity of renewal based on successful outcomes.	Pg.12
Review of proponents internal due diligence procedures	ESCLM: Established tracking, monitoring, reporting and third-party evaluation protocols are in place.	Pg.10
	LMIEC: Established tracking, monitoring, reporting and third-party evaluation protocols are in place.	Pg.12

4. Evaluation of Economic Spinoffs

Item	Finding	Reference
Evaluation of direct economic benefits of project	ESCLM: Job Developers Network (JDN) will ensure more job seekers are matched with employers and jobs; to assure the best possible fit between employer and worker; London employer community will be provided with information about access to the wide range of employer services and support in the community.	Pg.3-4
	LMIEC: Attracting and retaining skilled immigrant talent is a critical element to fuelling transformational change in London's economy. Aging workforce and emerging industries require more specialized skill sets creating a need to attract and retain immigrant talent. A business Case touches on the key IEPC objectives: creating jobs, leveraging investment, stimulating spin-off benefits, building beneficial partnerships, benefiting key sectors, fuelling transformational change in London's economy.	Pg.5-10, 12
Analysis of multiplier effects	ESCLM: TBD: JDN will ensure consistent employer service delivery and greater awareness by employer/business community of the availability of excellent non-profit service providers and access to a pool of qualified candidates, leading to greater uptake of employment supports and elevating those in our community who face the barriers to full achievement of their employment potential.	Pg.3-4
	LMIEC: TBD: Driven by local employer-demand, the JMN helps more London companies find the qualified talent at the right time, stimulating London's economy and job creation for all. Monthly tracking and reporting measures will capture direct outcomes as a result of City's investment in this initiative with at least 50 job outcomes in the 1 st yr of funding.	Pg.5-10, 12

Is proponent funded “fairness report” required	ESCLM: Information not required at this time.	Pg.10
	LMIEC: Information not required at this time.	Pg.12
Preparation of terms of reference for “fairness report”	ESCLM: Information not required at this time.	Pg.10
	LMIEC: Information not required at this time.	Pg.12

5. Legal Review and Conditions

Item	Finding	Reference
Review of agreements by City Solicitor’s Office	ESCLM: Information not required at this time.	Pg.11
	LMIEC: Information not required at this time.	Pg.12
Development of written agreement of times for proponent to complete project	ESCLM: Information not required at this time.	Pg.11
	LMIEC Information not required at this time.	Pg.12
Is performance bond required?	ESCLM: Information not required at this time.	Pg.11
	LMIEC: Information not required at this time.	Pg.12

Proposal Category⁹:

Economic Development	Social Prosperity	Idea Bank	Other
YES	YES		
<p><i>Comments:</i></p> <p><i>Based on the primary analysis it was determined that the combined proposals fall within both “Economic Development” and “Social Prosperity” criteria as they focus on job matching, attraction and retention. Matching the unemployed with the right kind of job and filling open job vacancies with the right kind of talent could potentially lead to a decrease in the local unemployment rate resulting in wealth creation for the local economy as a whole.</i></p>			

[E10: London Immigrant Business Entrepreneurship Accelerator Centre \(LIBEAC\)](#)

Proposal Origin:	London Immigrant Business Entrepreneurship Accelerator Centre	Proposal Type:	Program Development/ Entrepreneurial Support/Employment
Primary Contact:	Jack Malkin	Proposal Cost:	\$675,000
Date Received:	November 2, 2012	City Investment:	Up to \$675,000

Note* the following review is based on responses that directly relate to specific elements listed within the Due Diligence Checklist as submitted by the delegation. This review does not serve to rank or recommend the proposals.

⁹ The primary review of the proposal has been analysed in accordance with the answers provided in the checklist. Subsequently, the primary analysis will allow to appropriately classify the proposal based on the four proposed categories: Economic Development, Social Prosperity, Idea Bank, Other.

Proposal Overview:

To create a program that will assist immigrants to start their own businesses in London.

During the first phase, the program will focus on immigrants who have gained experience and skills in running their own business in their home country. The program will refer them to existing agencies (i.e. the Small Business Centre, the LEDC) and will provide services that currently do not exist (or exist partially)- such as subsidised shared space, mentorship, legal and accounting services.

In short, the program will educate and prepare skilled and experienced immigrants on how to start and operate their first business in London, and will assist and mentor them during the first years.

Funding request:

- Up to \$50,000 for a feasibility study
- Up to \$125,000 towards operating expenses/yr
- If the feasibility study substantiates the need for a shared space, up to \$500,000 towards a capital investment

1. Initial Review

Item	Finding	Reference
Detailed request of what city is being asked to contribute	<ul style="list-style-type: none"> • Up to \$50,000 for a feasibility study • Up to \$125,000 towards operating expenses/yr • If the feasibility study substantiates the need for a shared space, up to \$500,000 towards a capital investment 	Pg. 1
Economic spinoffs summary	<ul style="list-style-type: none"> • Immigrant employment decreases need for Social Services. • New Business to purchase local goods and services. • Direct/Indirect Assessment Growth. 	Pg.1
Does it meet 25-75 funding criteria	Not Clear as the City of London is asked to fund up to 100% of project.	Pg.1
Does not require "bonusing"	No	Pg.1
Proponent justifies investment risk of project	Unnecessary capital investment risk, risk of unnecessary expenses.	Pg.2

2. Financial Due Diligence

Item	Finding	Reference
Receipt of bank reference letters for last 5 years	Information unavailable at this time as this is a New Not-For Profit Organisation and was incorporated April/12.	*(Pg.2&5)
Last 5 years of financial statements and management review letters	Information unavailable at this time	* (Pg.2&5)
Document support for how project to be financed	Information unavailable at this time	*(Pg.2&5)
Financial intermediation highly confident letters re: ability to finance	Information unavailable at this time	*(Pg.2&5)
Copies of letters patent (for private companies)	Not for Profit Organization	Pg.2

3. Managerial Due Diligence

Item	Finding	Reference
Proponents organization chart and key person bios	Organization chart present, with bios: Jack Malkin- Vice President Alex Tang- Director, Community Relations Mare Ferenc- Authorized Signing Officer on the LMCA bank account	Pg. 2
List of previous projects developed and managed	<ul style="list-style-type: none"> • 3 fund raising relief concerts • Round table discussion of the development of LMCA • LMCA Gala Event 	Pg. 2
Signed agreement for City to communicate with clients, suppliers and financial stakeholders	Information not applicable at this time	
Are proposed timelines reasonable?	Timelines not present	
Review of proponents internal due diligence procedures	Information unavailable at this time	*Pg.5

4. Evaluation of Economic Spinoffs

Item	Finding	Reference
Evaluation of direct economic benefits of project	Promote: Local Businesses, Small Businesses and Immigrant Entrepreneurs.	Pg. 3-4
Analysis of multiplier effects	New businesses created will spend money in local community, which will ultimately create indirect jobs; as a result other existing business will expand leading to an increase in assessment value	Pg. 4
Is proponent funded "fairness report" required	Information not applicable at this time	*Pg.5
Preparation of terms of reference for "fairness report"	Information not applicable at this time	*Pg.5

5. Legal Review and Conditions

Item	Finding	Reference
Review of agreements by City Solicitor's Office	Information not applicable at this time	*Pg.5
Development of written agreement of times for proponent to complete project	Information not applicable at this time	*Pg.5
Is performance bond required?	Information not applicable at this time	*Pg.5

Proposal Category¹⁰:

Economic Development	Social Prosperity	Idea Bank	Other
		YES	
Comments: <i>Based on the primary analysis it was determined that the proposed idea falls within both "Social Prosperity" and "Economic Development" categories; as the proposal is suggesting to create an Immigrant Support Program that will assist immigrants to start their own businesses in London.</i>			

¹⁰ The primary review of the proposal has been analysed in accordance with the answers provided in the checklist. Subsequently, the primary analysis will allow to appropriately classify the proposal based on the four proposed categories: Economic Development, Social Prosperity, Idea Bank, Other.

E11: London Wellness Village

Proposal Origin:	London Wellness Village	Proposal Type:	Entrepreneurial Support/Health/Education/Lodging (Land & Capital)
Primary Contact:	Mira Katyal	Proposal Cost:	\$1.525M Capital Cost \$725,000 Operating Costs
Date Received:	November 2, 2012	City Investment:	Not Specified

Note* The following review is based on responses that directly relate to specific elements listed within the Due Diligence Checklist as submitted by the delegation. This review does not serve to rank or recommend the proposals.

Proposal Overview:

To create an affordable residential centre to provide health and fitness which would be **situated between London, Waterloo and Stratford**. The new business idea suggests to create a yogic-eco health campground, where customers can experience a lifestyle change from 1-3 weeks (optional). The amenities will be a therapy pool, natural, organic diets, yoga, and alternative therapies within a scenic county setting.

In short, this would be a “High-end Live-in Therapeutic Spa”, that provides “Assisted Lifestyle Change” to increase physical, mental and emotional wellbeing. Targeted age group 35+, targeted gender females. This would also be a centre that has a secondary purpose to study, research, and implement effective alternative therapies into its programs.

Funding Request:

- \$1.525M Capital Costs
- \$725,000 Operating Costs

1. Initial Review

Item	Finding	Reference
Detailed request of what city is being asked to contribute	Required from Government: sustainable land + capital. (\$1.5 million towards capital costs, and \$725,000 towards operating costs.)	Pg. 1&9
Economic spinoffs summary	<ul style="list-style-type: none"> • Tourism, education, research and new development and wellness industry. 	Information retrieved from the original IEPC Proposal
Does it meet 25-75 funding criteria	Not Clear	Pg.9
Does not require “bonusing”	No Answer	
Proponent justifies investment risk of project	Competitors in the same industry.	Pg.6

2. Financial Due Diligence

Item	Finding	Reference
Receipt of bank reference letters for last 5 years	Information unavailable as this is an entrepreneurial idea	
Last 5 years of financial statements and management review letters	Information unavailable.	
Document support for how project to be financed	Information unavailable at this time	
Financial intermediation highly confident letters re: ability to finance	Information unavailable at this time	

Copies of letters patent (for private companies)	Not applicable	
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3. Managerial Due Diligence

Item	Finding	Reference
Proponents organization chart and key person bios	Information unavailable/Prediction of Proposed Key Employees of the Project	Pg. 8
List of previous projects developed and managed	Information unavailable	
Signed agreement for City to communicate with clients, suppliers and financial stakeholders	Information not applicable at this time	
Are proposed timelines reasonable?	Timelines not present	
Review of proponents internal due diligence procedures	Information unavailable at this time	

4. Evaluation of Economic Spinoffs

Item	Finding	Reference
Evaluation of direct economic benefits of project	Information unavailable at this time	
Analysis of multiplier effects	Outsource to contract companies: <ul style="list-style-type: none"> • General Cleaning • Spa maintenance and Services • Landscape maintenance and services 	Pg. 8
Is proponent funded “fairness report” required	Information not applicable at this time	
Preparation of terms of reference for “fairness report”	Information not applicable at this time	

5. Legal Review and Conditions

Item	Finding	Reference
Review of agreements by City Solicitor’s Office	Information not applicable at this time	
Development of written agreement of times for proponent to complete project	Information not applicable at this time	
Is performance bond required?	Information not applicable at this time	

Proposal Category¹¹:

Economic Development	Social Prosperity	Idea Bank	Other
			YES
Comments: <i>This proposal recommends that the project expand beyond the City of London boundaries, into Stratford and Waterloo, outside of the City limits. The estimated cost of the project is \$1.525M in Capital Investment, \$725/yr in Operating Costs. Based on the primary analysis the proposal does not fall within the City of London boundary and as a result will be placed in the “Other” category and it will not be considered at this time for further review.</i>			

¹¹ The primary review of the proposal has been analysed in accordance with the answers provided in the checklist. Subsequently, the primary analysis will allow to appropriately classify the proposal based on the four proposed categories: Economic Development, Social Prosperity, Idea Bank, Other.

E12: My Sister's Place Accessibility

Proposal Origin:	My Sisters' Place	Proposal Type:	Accessibility/Program Development (capital investment)
Primary Contact:	Kristy Cairns	Proposal Cost:	\$473,250
Date Received:	November 2, 2012	City Investment:	\$200,000

Note* The following review is based on responses that directly relate to specific elements listed within the Due Diligence Checklist as submitted by the delegation. This review does not serve to rank or recommend the proposals.

Proposal Overview:

The proposal is requesting for funding to create an accessible home for My Sisters' Place in order to increase the services provided to women who are homeless, at risk of homelessness or street involved.

MSP is a not for profit organisation that offers women (who are homeless, at risk of homelessness or street involved) a full spectrum of supports including access to basic needs (a hot meal, laundry, showers), counselling, health care, employment and housing supports, skill development and case management; roughly 80-110 women visit MSP on a daily basis.

City contribution to the capital project would be \$200,000.

1. Initial Review

Item	Finding	Reference
Detailed request of what city is being asked to contribute	\$200,000 towards the elevator portion of the capital campaign at MSP.	Pg. 4
Economic spinoffs summary	Job creation, reduced financial impact on emergency services, investment in the Core, transformative change for women that are homeless.	Pg.4
Does it meet 25-75 funding criteria	City contribution would be \$200,000 of \$473,250 which equates to 52.8% of total project cost; the ask exceeds the 25-75 funding criteria. However, the overall goal is to raise \$1M of which they have raised 40% than the request equates to 20-80 (20%), which is acceptable.	Pg.4
Does not require "bonusing"	Not answered	
Proponent justifies investment risk of project	Not answered	

2. Financial Due Diligence

Item	Finding	Reference
Receipt of bank reference letters for last 5 years	*Information not required at this time	
Last 5 years of financial statements and management review letters	*Information not required at this time	
Document support for how project to be financed	*Information not required at this time	
Financial intermediation highly confident letters re: ability to finance	*Information not required at this time	
Copies of letters patent (for private companies)	Not for Profit Organization	

3. Managerial Due Diligence

Item	Finding	Reference
Proponents organization chart and key person bios	*Information not required at this time	
List of previous projects developed and managed	*Information not required at this time	
Signed agreement for City to communicate with clients, suppliers and financial stakeholders	*Information not required at this time	
Are proposed timelines reasonable?	*Information not required at this time	
Review of proponents internal due diligence procedures	*Information not required at this time	

4. Evaluation of Economic Spinoffs

Item	Finding	Reference
Evaluation of direct economic benefits of project	<ul style="list-style-type: none"> • Job creation • Reduced financial impact on emergency services • Transformative change for women that are homeless 	Pg. 4
Analysis of multiplier effects	Elevator will create 135 person-months of work trades. Increased capacity of My Sisters' Place will hopefully create 2-3 full time jobs. Removing women off Social Assistance will reduce costly intervention emergency services.	Pg. 5
Is proponent funded "fairness report" required	*Information not required at this time	
Preparation of terms of reference for "fairness report"	*Information not required at this time	

5. Legal Review and Conditions

Item	Finding	Reference
Review of agreements by City Solicitor's Office	*Information not required at this time	
Development of written agreement of times for proponent to complete project	*Information not required at this time	
Is performance bond required?	No	Pg. 3

Proposal Category¹²:

Economic Development	Social Prosperity	Idea Bank	Other
	YES		
Comments: <i>Based on the primary analysis it was determined that this proposal most appropriately falls within the "Social Prosperity" category and as per Council direction will be recommended to be forwarded to the Strategic Funding Framework for funding and further consideration.</i>			

¹² The primary review of the proposal has been analysed in accordance with the answers provided in the checklist. Subsequently, the primary analysis will allow to appropriately classify the proposal based on the four proposed categories: Economic Development, Social Prosperity, Idea Bank, Other.

Appendix F: Secondary Analysis Tool: Prospect Ranking Tool- Score Card

The Scorecard

Prospect Ranking Tool

- Rationale

Proposal Analysis	
The proposals are ranked by using "Ranking Key" codes that uniquely defined per each analysis section, in order to assess the economic viability of the proposed business idea.	
Ranking Key for Business Profile, Key Sectors, Relationships and Partnerships)	
2 = Enter a 2 if your answer to the question is yes.	
1 = Enter a 1 if your answer to the question is conceivably.	
0= Enter a 0 if your answer to the question is no.	
1	Rationale for Measure
Business Profile	Rationale for Measure
Does the proposed idea fall within the City's High Level Strategy?	<p><u>To ensure potential projects are aligned with one or more of the identified 2011-2014 strategic results of Council:</u></p> <p><u>A Strong Economy;</u> Ensure a healthy financial position• Maintain affordable taxes• Invest in infrastructure• Maintain competitive utility rates• Invest strategically in public facilities• Establish a focused strategy for the downtown• Build on the industrial land strategy• Strengthen regional cooperation• Develop our skilled workforce• Build partnerships with key private, institutional and community partners. <u>A Vibrant and Diverse Community;</u> • 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• Welcome and support newcomers• Invest in neighbourhoods• Encourage volunteerism and community engagement. <u>A Green and Growing City;</u>• Protect our natural heritage and environment• Promote a “green culture” and the fundamentals of sustainability• Reduce carbon footprint through wise actions that benefit our local, regional and global environment• Develop walkable, connected communities with great public spaces• Facilitate, plan and manage growth for the greatest long-term benefit of all• Demonstrate environmental leadership in all municipal operations• Establish London as a leader in green technologies. <u>A Sustainable Infrastructure;</u> • Invest in strong, safe, modern and efficient infrastructure networks• Deliver safe and high quality drinking water• Increase the efficiency, capacity and connectivity of roads and transportation systems• Develop modern, accessible and reliable public transit• Invest in community infrastructure such as housing, parks, and recreation centres• Ensure affordability for users• Achieve effectiveness, economy and efficiency in operations. <u>A Caring Community;</u>• Increase the health and well-being of all citizens• Ensure affordability and accessibility in all areas• 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• Invest in efficient and effective public safety services• Engage businesses, residents and community groups in keeping our city safe• Promote safety in all neighbourhoods• Implement comprehensive public education programs• Promote public awareness through prevention programs.</p>
Is the proposed business idea located within the City of London boundary?	Projects are intended to maximize benefits to the taxpayers of the City of London; therefore, projects must fall within the boundaries of the City.
Does the proponent have experience in running a similar business to what is being proposed?	Relevant business experience acts as a key indicator to the probability of success. Also, as public money is involved, past experience relevant to the project proposed is an essential element of due diligence

Subtotal	
2	Key Sectors Rationale for Measure
<p>Will the proposed business idea support the key City of London sectors: Advanced Manufacturing, Life Sciences, Information Technologies, Education and Financial Services?</p>	<p>Related Investment and Economic Prosperity Objective: Build Beneficial Partnerships. High value is placed on projects that clearly benefit (help grow and expand) key sectors; as outlined in the IEPC "Establishing the Economic Baseline" report, May 8th, 2012.</p> <p>ADVANCED MANUFACTURING: • Food and Beverage Processing• Automotive Components• Defence Suppliers • Equipment Manufacturing</p> <p>LIFE SCIENCES: • Medical Devices• Imaging and Diagnostics• Research and Development Institutes• Pharmaceutical</p> <p>INFORMATION TECHNOLOGIES:• Digital Media• Game Development• Data Centres• Hi-Tech Comm. Office Center</p> <p>EDUCATION & FINANCIAL SERVICES.</p>
<p>Will the proposed business idea establish London in other sectors: Tourism and Hospitality, Arts and Culture, Clean Technology, Clean Energy, Materials, Transportation and Logistics, Construction, Land Development and Home Building?</p>	<p>Related Investment and Economic Prosperity Objective: Build Beneficial Partnerships. High value is placed on projects that will help London grow in emerging sectors, which are identified as "Other" sectors that are not part of the previously identified Key Sectors. These sectors have emerging business opportunities and the capacity to increase contributions to the local community which will help to diversify and strengthen the local economy as a whole.</p>
Subtotal	
3	Relationships Rationale for Measure
<p>Has the proponent done business with the City in the past?</p>	<p>Related Investment and Economic Prosperity Objective: Build Beneficial Partnerships. Having done business with the City of London in the past, speaks to a pre-existing relationship; knowledge of the local government environment and potential to build a further partnership.</p>
<p>Does the proponent have any existing relationships with other levels of government?</p>	<p>Related Investment and Economic Prosperity Objective: Build Beneficial Partnerships. An existing relationship with other levels of government speaks to the delegate's experiences in public partnerships; the potential for further relationship building and the possibility to leverage investment.</p>
Subtotal	
4	Partnerships Rationale for Measure
<p>Does the proponent's business idea leverage new partnerships?</p>	<p>Related Investment and Economic Prosperity Objective: Build Beneficial Partnerships. The potential opportunity to leverage new partnerships based on the proposed business idea creates further opportunities for relationship building and partnering.</p>
<p>Does the proponent's business idea have an existing commitment from the private sector?</p>	<p>Related Investment and Economic Prosperity Objective: Build Beneficial Partnerships. Evidence of a private public partnership serves to build partnerships and develop relationships with private entities which may foster additional projects and economic development.</p>

<p>Does the proponent's business idea establish a platform for additional investment in the long-term?</p>	<p>Related Investment and Economic Prosperity Objective: Build Beneficial Partnerships: Proposals that speak to the potential for a long term relationship are laying the ground work for further prosperity partnerships with the City of London and/or other local institutions.</p>
Subtotal	
5 Leverages Investment Rationale for Measure	
<p>Is the proponent's financial ask acceptable to what is being proposed: does it meet the 25:75 funding criteria?</p>	<p>Related Investment and Economic Prosperity Objective: Leverage Investment. This element serves to create a reasonable level of investment from the City of London while also ensuring the majority of the project financing is leveraged from other sources.</p>
<p>Does the proposed business idea leverage investment from more than one source?</p>	<p>Related Investment and Economic Prosperity Objective: Projects that leverage from more than one source of funding potentially increase the probability of leveraging additional dollars and broadening risk responsibilities across stakeholders.</p>
Subtotal	
6 Spin-off Benefits Rationale for Measure	
<p>Does the proposed business idea generate direct, indirect and/or induced economic spinoffs?</p>	<p>Related Investment and Economic Prosperity Objective: Stimulate Spin off Benefits. Indirect economic effects are defined as changes in employment, income or output associated with inter-industry spending. Induced economic effects are defined as an increase in the consumption of local goods and services by the impacted workers. Economic spinoffs play an essential role in strengthening and building the existing economy above and beyond the direct impact of the project.</p>
<p>Does the proposed business idea support existing local businesses by buying/using their goods and/or services?</p>	<p>Related Investment and Economic Prosperity Objective: Stimulate Spin off Benefits. Use of local goods and services serves to increase the overall generation of wealth, through economic multipliers associated with the business idea, in the local economy.</p>
<p>Will the proposed business idea generate assessment growth?</p>	<p>Related Investment and Economic Prosperity Objective: Stimulate Spin off Benefits. Assessment growth may speak to the health and desirability of a community and serves as an additional metric to address project spin-off benefits.</p>
Subtotal	
7 Job Creation Rationale for Measure	
Ranking Key	
<p>2 = Enter a 2 if your answer to the question is yes.</p>	
<p>1 = Enter a 1 if your answer to the question is conceivably.</p>	
<p>0 = Enter a 0 if your answer to the question is no.</p>	
<p>Does the proposed business idea generate direct employment in the City of London?</p>	<p>Related Investment and Economic Prosperity Objective: Job Creation. Direct Employment is defined as: Employment created to directly support the production/provision of the primary good/service. The measure addresses if the business idea will create direct jobs in the City of London.</p>

Ranking Key	
2 = Enter a 2 if your answer to the question is yes.	
1 = Enter a 1 if your answer to the question is conceivably.	
0 = Enter a 0 if your answer to the question is no.	
Does the proposed business idea generate indirect employment in the City of London?	Related Investment and Economic Prosperity Objective: Job Creation. Indirect employment is defined as: Employment that was created/increased as a result of the business idea, but is not directly related to the production/provision of the primary good/service. The measure addresses if the business idea will create indirect jobs in the City of London.
Ranking Key	
5 = Greater than 999 jobs	
4 = 500 - 999 jobs	
3 = 250 - 499 jobs	
2 = 100 - 249 jobs	
1 = 1 - 99 jobs	
0 = Enter a 0 if your answer to the question is no/unknown.	
Does the proposed business idea create long term jobs?	Related Investment and Economic Prosperity Objective: Job Creation. Long term jobs is defined as jobs that will succeed the initial development stages of the business idea. This measure scores proposals relative to the predicted job creation
Ranking Key	
5 = \$0.00	
4 = \$1 - \$49,999	
3 = \$50,000 - \$99,999	
2 = \$100,000 - \$149,999	
1 = \$150,000 and above	
0 = Enter a 0 if your answer to the question is no/unknown.	
What is the direct cost to the City relative to the number of long term jobs created?	Related Investment and Economic Prosperity Objective: Job Creation. The City of London cost of each long term job created, serves to address the return on the investment made by the City of London with respect to the creation of jobs objective.
Ranking Key	
5 = Greater than 999 jobs	
4 = 500 - 999 jobs	
3 = 250 - 499 jobs	
2 = 100 - 249 jobs	
1 = 1 - 99 jobs	
0 = Enter a 0 if your answer to the question is no/unknown.	
Does the proposed business idea create short term jobs?	Related Investment and Economic Prosperity Objective: Job Creation. Short term jobs is defined as jobs not associated with the ongoing operation of the business idea. This measure scores proposals relative to the predicted job creation.
Ranking Key	
5 = \$0.00	
4 = \$1 - \$49,999	
3 = \$50,000 - \$99,999	
2 = \$100,000 - \$149,999	
1 = \$150,000 and above	
0 = Enter a 0 if your answer to the question is no/unknown.	
What is the direct cost to the City relative to the number of short term jobs created?	Related Investment and Economic Prosperity Objective: Job Creation. The City of London cost of each short term job created, serves to address the return on the investment made by the City of London with respect to the creation of jobs objective.

Ranking Key (select all that apply)	
2 = Above City of London Median Income ¹ (>\$47,893)	
1 = Below City of London Median Income (<\$47,893)	
0 = Enter a 0 if your answer to the question is no/unknown.	
<p>Does the proposed business idea generate long term jobs (FT/PT) that pay above or below the City of London Median Income?</p>	<p>Related Investment and Economic Prosperity Objective: Job Creation. Long term jobs is defined as jobs that will succeed the initial development stages of the business idea. ¹ City of London Median Income is \$71,840 (based on 2010 data). Census families include couple families, with or without children, and lone-parent families. However, to represent the primary income earners yearly salary 2/3 of the total median income will be used: \$47,893. Seeking long term jobs that exceed the City of London's median income generates additional wealth in our community and improves economic prosperity.</p>
Ranking Key (select all that apply)	
2 = Above City of London Median Income ¹ (>\$47,893)	
1 = Below City of London Median Income (<\$47,893)	
0 = Enter a 0 if your answer to the question is no/unknown.	
<p>Does the proposed business idea generate short term jobs (FT/PT) that pay above or below the City of London Median Income?</p>	<p>Related Investment and Economic Prosperity Objective: Job Creation. Short term jobs is defined as jobs not associated with the ongoing operation of the business idea.¹ City of London Median Income is \$71,840 (based on 2010 data). Census families include couple families, with or without children, and lone-parent families. However, to represent the primary income earners yearly salary 2/3 of the total median income will be used: \$47,893. Seeking short term jobs that exceed the city of London's median income generates additional wealth in our community and improves economic prosperity.</p>

Total

¹ City of London Median Income is \$71,840 (based on 2010 data). Census families include couple families, with or without children, and lone-parent families. However, to represent the primary income earners yearly salary 2/3 of the total median income will be used: \$47,893. Data retrieved from: <http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/famil107a-eng.htm> Source: Statistics Canada, CANSIM, table 111-0009.

F1:

Prospect Ranking Tool			
KILMER PROPOSAL			
Proposal Analysis			
The proposals are ranked by using "Ranking Key" codes that uniquely defined per each analysis section, in order to assess the economic viability of the proposed business idea.			
Ranking Key for Business Profile, Key Sectors, Relationships and Partnerships)			
2 = Enter a 2 if your answer to the question is yes.			
1 = Enter a 1 if your answer to the question is conceivably.			
0= Enter a 0 if your answer to the question is no.			
1	Business Profile	Kilmer Brownfield Management Ltd. ("Kilmer")	
	Does the proposed idea fall within the City's High Level Strategy?	2	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.
	Is the proposed business idea located within the City of London boundary?	2	Location of business idea: 111 Horton St. East, London, Ontario (Nov. 02/12 Proposal Covering letter)
	Does the proponent have experience in running a similar business to what is being proposed?	2	Kilmer has developed or is developing similar projects in Guelph, ON; Toronto, ON; Mississauga, ON; and Montreal, QC. (Nov. 02/12 Proposal, Tab 3, Project Summary)
	Subtotal	6	
2	Key Sectors		
	Will the proposed business idea support the key City of London sectors: Advanced Manufacturing, Life Sciences, Information Technologies, Education and Financial Services?	1	The business idea may indirectly support the financial services industry through the creation of new office/retail commercial space and the potential for financial services employment associated with construction undertaken by the end builder. (Nov. 02/12 Proposal, Tab 1, Pg. 2)
	Will the proposed business idea establish London in other sectors: Tourism and Hospitality, Arts and Culture, Clean Technology, Clean Energy, Materials, Transportation and Logistics, Construction, Land Development and Home Building?	2	The business idea serves to establish London in the following sectors: Land Development and Home building. (Nov. 02/12 Proposal, Tab 1, Pg. 1)
	Subtotal	3	
3	Relationships		
	Has the proponent done business with the City in the past?	0	To the best of the reviewer's knowledge, Kilmer and the City of London have not done business in the past.

	Does the proponent have any existing relationships with other levels of government?	2	Through the development of other brownfield projects, Kilmer has worked extensively with the Ontario Ministry of the Environment. (Nov. 02/12 proposal, Tab 3, Project Summary)
	Subtotal	2	
4	Partnerships		
	Does the proponent's business idea leverage new partnerships?	2	As the City of London has not done business with Kilmer in the past, a partnership with Kilmer will be created and further partnerships with other levels of government and the end builder are possible.
	Does the proponent's business idea have an existing commitment from the private sector?	2	The business idea has an existing commitment from Kilmer Brownfield Ltd. (Nov. 02/12 Proposal Covering letter)
	Does the proponent's business idea establish a platform for additional investment in the long-term?	2	As outlined in the Nov. 29 report to the Audit Committee entitled "Brownfields Update", a considerable will to address brownfields and contaminated sites is present. This project could serve as a platform for additional investment from Kilmer and/or potential end builders. (Nov. 02/12 Proposal, Tab 1, Pg. 4)
	Subtotal	6	
5	Leverages Investment		
	Is the proponent's financial ask acceptable to what is being proposed: does it meet the 25:75 funding criteria?	2	No financial capital is requested; environmental liabilities will be addressed and the City of London will share with Kilmer any financial upside created by the project. (Nov. 02/12 Proposal, Tab 1, Pg. 3)
	Does the proposed business idea leverage investment from others?	2	The proposed business idea leverages investment from the end builder; the residential development and the associated commercial development. (Nov. 02/12 Proposal, Tab 1, Pg. 2)
	Subtotal	4	
6	Spin-off Benefits		
	Does the proposed business idea generate direct, indirect and/or induced economic spinoffs?	2	The proposed business idea will create direct effects through the creation of jobs associated with site remediation, construction and post construction commercial ventures. It is expected that indirect effects will be experienced through subsequent rounds of inter industry re-spending. (Nov. 02/12 Proposal, Tab 4, Pg. 8)
	Does the proposed business idea support existing local businesses by buying/using their goods and/or services?	1	It is likely that through the remediation/rezoning process and/or the designing, construction and site layout completion phase that local business would supply goods and services; however, it should be noted that Kilmer is primarily based out Toronto, Ontario. (Nov. 02/12 Proposal, Tab 4, Pg. 8)
	Will the proposed business idea generate assessment growth?	2	Kilmer has estimated a property tax assessment increase of over \$200 million. (Nov. 02/12 Proposal, Tab 4, Pg. 8)
	Subtotal	5	

7 Job Creation		
Ranking Key		
2 = Enter a 2 if your answer to the question is yes.		
1 = Enter a 1 if your answer to the question is conceivably.		
0 = Enter a 0 if your answer to the question is no.		
	Does the proposed business idea generate direct employment? (<i>Employment created to directly support the business idea</i>).	2
		The proposed business idea is expected to generate direct employment through the creation of jobs associated with site remediation, engineering, environmental consultation, planning and design consultation (Nov. 02/12 Proposal, Tab 4, Pg. 8; Nov. 02/12 Proposal, Tab 1, Pg. 1)
Ranking Key		
2 = Enter a 2 if your answer to the question is yes.		
1 = Enter a 1 if your answer to the question is conceivably.		
0 = Enter a 0 if your answer to the question is no.		
	Does the proposed business idea generate indirect employment? (<i>Employment that was created/increased as a result of the business idea, but is not directly related to the production/provision of the primary good/service</i>).	2
		The proposed business idea is expected to generate indirect employment associated with the creation of jobs in architecture, construction, and post construction commercial development. (Nov. 02/12 Proposal, Tab 4, Pg. 8; Nov. 02/12 Proposal, Tab 1, Pg. 1)
Ranking Key		
5 = Greater than 999 jobs		
4 = 500 - 999 jobs		
3 = 250 - 499 jobs		
2 = 100 - 249 jobs		
1 = 1 - 99 jobs		
0 = Enter a 0 if your answer to the question is no/unknown.		
	Does the proposed business idea create long term jobs? (<i>Jobs that will succeed the initial development stages of the business idea</i>).	4
		The creation of over 500 long term jobs is expected. (Nov. 27/12 Kilmer Follow up Document)
Ranking Key (City Investment / # of long term jobs)		
5 = \$0.00		
4 = \$1 - \$49,999		
3 = \$50,000 - \$99,999		
2 = \$100,000- \$149,999		
1 = \$150,000 and above		
0 = Enter a 0 if your answer to the question is no/unknown.		
	What is the direct cost to the City relative to the number of long term jobs created?	5
		As no financial requirements are expected of the City of London; Kilmer intends to share the profits and a brownfield will be redeveloped, a cost of \$0.00 will be applied for the purposes of this assessment. However, it should be noted that a cost may be associated with the relocation of London Hydro, defining this cost is beyond the scope of this investigation. \$0.00 divided by 500 long term jobs = \$0.00 investment per long term job. (Nov. 27/12 Kilmer Follow up Document)
Ranking Key		
5 = Greater than 999 jobs		
4 = 500 - 999 jobs		
3 = 250 - 499 jobs		
2 = 100 - 249 jobs		
1 = 1 - 99 jobs		
0 = Enter a 0 if your answer to the question is no/unknown.		

	<p>Does the proposed business idea create short term jobs? (<i>Jobs not associated with the ongoing operation of the business idea</i>).</p>	3	<p>The creation of approximately 400 short term jobs is expected. (Nov. 27/12 Kilmer Follow up Document)</p>
Ranking Key (City Investment/# short term jobs)			
5 = \$0.00			
4 = \$1 - \$49,999			
3 = \$50,000 - \$99,999			
2 = \$100,000- \$149,999			
1 = \$150,000 and above			
0 = Enter a 0 if your answer to the question is no/unknown.			
	<p>What is the direct cost to the City relative to the number of short term jobs created?</p>	5	<p>As no financial requirements are expected of the City of London; Kilmer intends to share the profits and a brownfield will be redeveloped, a cost of \$0.00 will be applied for the purposes of this assessment. However, it should be noted that a cost may be associated with the relocation of London Hydro, defining this cost is beyond the scope of this investigation. \$0.00 divided by 400 short term jobs = \$0.00 investment per short term job. (Nov. 27/12 Kilmer Follow up Document)</p>
Ranking Key (select all that apply)			
2 = Above City of London Median Income ¹ (>\$47,893)			
1 = Below City of London Median Income (<\$47,893)			
0 = Enter a 0 if your answer to the question is no/unknown.			
	<p>Does the proposed business idea generate long term jobs (FT/PT) that pay above or below the City of London Median Income?</p>	2	<p>Above City of London median income. (Nov. 27/12 Kilmer Follow up Document)</p>
Ranking Key (select all that apply)			
2 = Above City of London Median Income ¹ (>\$47,893)			
1 = Below City of London Median Income (<\$47,893)			
0 = Enter a 0 if your answer to the question is no/unknown.			
	<p>Does the proposed business idea generate short term jobs (FT/PT) that pay above or below the City of London Median Income?</p>	2	<p>Above City of London median income. (Nov. 27/12 Kilmer Follow up Document)</p>
Sub-Total		25	
Total		51	

F2:

Prospect Ranking Tool THE GRAND THEATRE PROPOSAL			
Proposal Analysis			
The proposals are ranked by using "Ranking Key" codes that uniquely defined per each analysis section, in order to assess the economic viability of the proposed business idea.			
Ranking Key for Business Profile, Key Sectors, Relationships and Partnerships)			
2 = Enter a 2 if your answer to the question is yes.			
1 = Enter a 1 if your answer to the question is conceivably.			
0= Enter a 0 if your answer to the question is no.			
1	Business Profile	Grand	
	Does the proposed idea fall within the City's High Level Strategy?	2	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.
	Is the proposed business idea located within the City of London boundary?	2	Location of business idea: Downtown London (Nov.15/12 letter, Tab 2, Due Diligence Checklist pg.1, Tab 5).
	Does the proponent have experience in running a similar business to what is being proposed?	2	The proponent suggests an expansion to an already existing organisation. Proposed partners have experience in the construction industry (Nov 15/12 letter, Tab 2).
	Subtotal	6	
2	Key Sectors		
	Will the proposed business idea support the key City of London sectors: Advanced Manufacturing, Life Sciences, Information Technologies, Education and Financial Services?	2	The business idea supports the key City of London sectors; Fanshawe College's School of Performing Arts, UWO's theatre and music programs (Original proposal summary, Tab 1; Nov. 15/12 letter, Tab 2).
	Will the proposed business idea establish London in other sectors: Tourism and Hospitality, Arts and Culture, Clean Technology, Clean Energy, Materials, Transportation and Logistics, Construction, Land Development and Home Building?	2	The proposed business idea will establish London in the following sectors: Tourism and Hospitality, Arts and Culture, Land Development and Home Building (Original proposal summary, Tab 1; Nov.15/12 letter, Tab 2).
	Subtotal	4	
3	Relationships		
	Has the proponent done business with the City in the past?	2	The proponent receives an annual \$500,000 contribution from the City (Notes to Financial Statements, Tab 6).

	Does the proponent have any existing relationships with other levels of government?	2	The Grand has existing relationships with other levels of government as the proponent receives funding from various sources; Ontario Arts Council, Department of Canadian Heritage and Canada Council (Notes to Financial Statements, Tab 6).
	Subtotal	4	
4	Partnerships		
	Does the proponent's business idea leverage new partnerships?	2	The proposed business idea leverages partnerships from both the public and private sector; Government agencies and the local construction industry (Nov1/12 Auburn letter, Tab 3; Nov. 14/12 Sifton letter, Tab 4; Nov. 15/12 letter, Tab 2).
	Does the proponent's business idea have an existing commitment from the private sector?	2	The business idea has existing commitments from: Sifton Properties, Auburn Developments and Old Oak Properties (Nov1/12 Auburn letter, Tab 3; Nov. 14/12 Sifton letter, Tab 4; Nov. 15/12 letter, Tab 2 and Due Diligence Checklist pg.1, Tab 5).
	Does the proponent's business idea establish a platform for additional investment in the long-term?	1	The business idea may lead to additional investment in the long term; with the City, other government agencies and/or private investors (Nov1/12 Auburn letter, Tab 3; Nov. 14/12 Sifton letter, Tab 4; Nov. 15/12 letter, Tab 2).
	Subtotal	5	
5	Leverages Investment		
	Is the proponent's financial ask acceptable to what is being proposed: does it meet the 25:75 funding criteria?	2	The proponent's ask from the City is non financial; Parking Lot; at estimated market value of \$2M (12X \$167K Net income). Total project value \$100M (Due Diligence Checklist Pg.1, Tab 5).
	Does the proposed business idea leverage investment from others?	2	The business idea suggests leveraging investment from other government agencies and the private sector (June 9/12 Original proposal summary pg.1, Tab 1).
	Subtotal	4	
6	Spin-off Benefits		
	Does the proposed business idea generate direct, indirect and/or induced economic spinoffs?	2	The business idea will generate additional residential property taxes, parking and local retail business jobs (Due Diligence Checklist pg.1, Tab 5).
	Does the proposed business idea support existing local businesses by buying/using their goods and/or services?	2	It is assumed that the business idea will support local services by buying/using goods and services related to: materials required for: costume design, props and set design (Due Diligence Checklist pg.2, Tab 5).
	Will the proposed business idea generate assessment growth?	2	The grand theatre expansion and the new residential condominium complex will contribute to an increase in property value (Nov.15/12 letter, Tab 2).
	Subtotal	6	

7 Job Creation				
Ranking Key				
2 = Enter a 2 if your answer to the question is yes.				
1 = Enter a 1 if your answer to the question is conceivably.				
0 = Enter a 0 if your answer to the question is no.				
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%; padding: 5px;"> Does the proposed business idea generate direct employment? <i>(Employment created to directly support the business idea).</i> </td> <td style="width: 5%; text-align: center; vertical-align: middle;">2</td> <td style="width: 45%; padding: 5px;"> The mixed use development will generate construction jobs, jobs related to Arts and Culture, recreation and entertainment. The proponent estimated the 60 direct jobs will be created (June 9/12 Original proposal summary pg.1, Tab 1; Nov.27/12 follow-up document, Tab 7). </td> </tr> </table>	Does the proposed business idea generate direct employment? <i>(Employment created to directly support the business idea).</i>	2	The mixed use development will generate construction jobs, jobs related to Arts and Culture, recreation and entertainment. The proponent estimated the 60 direct jobs will be created (June 9/12 Original proposal summary pg.1, Tab 1; Nov.27/12 follow-up document, Tab 7).
Does the proposed business idea generate direct employment? <i>(Employment created to directly support the business idea).</i>	2	The mixed use development will generate construction jobs, jobs related to Arts and Culture, recreation and entertainment. The proponent estimated the 60 direct jobs will be created (June 9/12 Original proposal summary pg.1, Tab 1; Nov.27/12 follow-up document, Tab 7).		
Ranking Key				
2 = Enter a 2 if your answer to the question is yes.				
1 = Enter a 1 if your answer to the question is conceivably.				
0 = Enter a 0 if your answer to the question is no.				
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%; padding: 5px;"> Does the proposed business idea generate indirect employment? <i>(Employment that was created/increased as a result of the business idea, but is not directly related to the production/provision of the primary good/service).</i> </td> <td style="width: 5%; text-align: center; vertical-align: middle;">2</td> <td style="width: 45%; padding: 5px;"> The mixed use development will create/increase jobs in the restaurant, retail and accommodations business as more goods/services will be required. The proponent estimated that 50 indirect jobs will be created (Due Diligence Checklist pg.1-2; Tab 5; Nov. 27/12 follow-up document, Tab 7). </td> </tr> </table>	Does the proposed business idea generate indirect employment? <i>(Employment that was created/increased as a result of the business idea, but is not directly related to the production/provision of the primary good/service).</i>	2	The mixed use development will create/increase jobs in the restaurant, retail and accommodations business as more goods/services will be required. The proponent estimated that 50 indirect jobs will be created (Due Diligence Checklist pg.1-2; Tab 5; Nov. 27/12 follow-up document, Tab 7).
Does the proposed business idea generate indirect employment? <i>(Employment that was created/increased as a result of the business idea, but is not directly related to the production/provision of the primary good/service).</i>	2	The mixed use development will create/increase jobs in the restaurant, retail and accommodations business as more goods/services will be required. The proponent estimated that 50 indirect jobs will be created (Due Diligence Checklist pg.1-2; Tab 5; Nov. 27/12 follow-up document, Tab 7).		
Ranking Key				
5 = Greater than 999 jobs				
4 = 500 - 999 jobs				
3 = 250 - 499 jobs				
2 = 100 - 249 jobs				
1 = 1 - 99 jobs				
0 = Enter a 0 if your answer to the question is no/unknown.				
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%; padding: 5px;"> Does the proposed business idea create long term jobs? <i>(Jobs that will succeed the initial development stages of the business idea).</i> </td> <td style="width: 5%; text-align: center; vertical-align: middle;">1</td> <td style="width: 45%; padding: 5px;"> The proponent estimated that the business idea will create 60 long term jobs (number only related to the Grand Theatre expansion) (Nov. 27/12 follow-up document, Tab 7). </td> </tr> </table>	Does the proposed business idea create long term jobs? <i>(Jobs that will succeed the initial development stages of the business idea).</i>	1	The proponent estimated that the business idea will create 60 long term jobs (number only related to the Grand Theatre expansion) (Nov. 27/12 follow-up document, Tab 7).
Does the proposed business idea create long term jobs? <i>(Jobs that will succeed the initial development stages of the business idea).</i>	1	The proponent estimated that the business idea will create 60 long term jobs (number only related to the Grand Theatre expansion) (Nov. 27/12 follow-up document, Tab 7).		
Ranking Key (City Investment / # of long term jobs)				
5 = \$0.00				
4 = \$1 - \$49,999				
3 = \$50,000 - \$99,999				
2 = \$100,000- \$149,999				
1 = \$150,000 and above				
0 = Enter a 0 if your answer to the question is no/unknown.				
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%; padding: 5px;"> What is the direct cost to the City relative to the number of long term jobs created? </td> <td style="width: 5%; text-align: center; vertical-align: middle;">4</td> <td style="width: 45%; padding: 5px;"> The proponent's funding request is non financial, however, this would be a loss of an asset with a Market Value of about \$2 million. Therefore, if 60 long term jobs are created (The Grand Theatre expansion portion only), this would equate to a cost of \$33,400 per job. (Nov. 27/12 follow-up document, Tab 7). </td> </tr> </table>	What is the direct cost to the City relative to the number of long term jobs created?	4	The proponent's funding request is non financial, however, this would be a loss of an asset with a Market Value of about \$2 million. Therefore, if 60 long term jobs are created (The Grand Theatre expansion portion only), this would equate to a cost of \$33,400 per job. (Nov. 27/12 follow-up document, Tab 7).
What is the direct cost to the City relative to the number of long term jobs created?	4	The proponent's funding request is non financial, however, this would be a loss of an asset with a Market Value of about \$2 million. Therefore, if 60 long term jobs are created (The Grand Theatre expansion portion only), this would equate to a cost of \$33,400 per job. (Nov. 27/12 follow-up document, Tab 7).		
Ranking Key				
5 = Greater than 999 jobs				
4 = 500 - 999 jobs				
3 = 250 - 499 jobs				
2 = 100 - 249 jobs				
1 = 1 - 99 jobs				
0 = Enter a 0 if your answer to the question is no/unknown.				

	Does the proposed business idea create short term jobs? (<i>Jobs not associated with the ongoing operation of the business idea</i>).	2	The proponent estimated that the business idea will create 100 short term jobs (estimate related to the Grand Theatre expansion only) (Nov. 27/12 follow-up document, Tab 7).
Ranking Key (City Investment/# short term jobs)			
5 = \$0.00			
4 = \$1 - \$49,999			
3 = \$50,000 - \$99,999			
2 = \$100,000- \$149,999			
1 = \$150,000 and above			
0 = Enter a 0 if your answer to the question is no/unknown.			
	What is the direct cost to the City relative to the number of short term jobs created?	4	The proponent's funding request is non financial, however, this would be a loss of an asset with a Market Value of about \$2 million. Therefore, if 100 short term jobs (The Grand Theatre expansion portion only) are created, this would equate to a cost of \$20,040 per job. (Nov. 27/12 follow-up document, Tab 7).
Ranking Key (select all that apply)			
2 = Above City of London Median Income¹ (>\$47,893)			
1 = Below City of London Median Income (<\$47,893)			
0 = Enter a 0 if your answer to the question is no/unknown.			
	Does the proposed business idea generate long term jobs (FT/PT) that pay above or below the City of London Median Income?	3	The proponent estimated that the business idea will generate long term jobs that will pay both above/below the median (estimate related to the Grand Theatre expansion only) (Nov. 27/12 follow-up document, Tab 7).
Ranking Key (select all that apply)			
2 = Above City of London Median Income¹ (>\$47,893)			
1 = Below City of London Median Income (<\$47,893)			
0 = Enter a 0 if your answer to the question is no/unknown.			
	Does the proposed business idea generate short term jobs (FT/PT) that pay above or below the City of London Median Income?	3	The proponent estimated that the business idea will generate short term jobs that will pay both above/below the median (number only related to the Grand Theatre expansion) (Nov. 27/12 follow-up document, Tab 7).
	Sub-Total	21	
	Total	50	

F3:

Prospect Ranking Tool		MUSIC LONDON PROPOSAL	
Proposal Analysis			
The proposals are ranked by using "Ranking Key" codes that uniquely defined per each analysis section, in order to assess the economic viability of the proposed business idea.			
Ranking Key for Business Profile, Key Sectors, Relationships and Partnerships)			
2 = Enter a 2 if your answer to the question is yes.			
1 = Enter a 1 if your answer to the question is conceivably.			
0= Enter a 0 if your answer to the question is no.			
1	Business Profile	Music London	
	Does the proposed idea fall within the City's High Level Strategy?	2	<p>A Strong Economy; Invest strategically in public facilities• Establish a focused strategy for the downtown• Build partnerships with key private, institutional and community partners.</p> <p>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.</p>
	Is the proposed business idea located within the City of London boundary?	2	Potential Locations of business idea: Parking lot immediately North of the existing Centennial Hall; a parcel of land owned by St. Peter's Cathedral, and immediately North of the church facing Richmond St.; land owned by Middlesex County facing the forks of the Thames. (Nov. 8/12 Proposal, Case Statement Tab, Pg.3)
	Does the proponent have experience in running a similar business to what is being proposed?	2	The proponent, Music London, is a new organization; however, the identified Music London Community Action Team, Project Support Team and associated Orchestra London committee members and directors have significant experience in construction, project management and arts and culture. (Nov. 8/12 Proposal, Case Statement Tab, Pg. 9)
Subtotal		6	
2	Key Sectors		
	Will the proposed business idea support the key City of London sectors: Advanced Manufacturing, Life Sciences, Information Technologies, Education and Financial Services?	2	The business idea supports the educational sector through the provision of educational programming, the provision of music and entertainment education recruitment and the provision of student internships. (Nov. 8/12 Proposal, Case Statement Tab, Pg. 6)
	Will the proposed business idea establish London in other sectors: Tourism and Hospitality, Arts and Culture, Clean Technology, Clean Energy, Materials, Transportation and Logistics, Construction, Land Development and Home Building?	2	The Music London business idea will establish London in other sectors such as: Arts and Culture, Tourism and Hospitality, and Land development and home building through the proposed 234 unit condominium. (Nov. 8/12 Proposal, Case Statement Tab, Pg. 5; Nov. 8/12 Proposal, Case Statement Tab, Pg. 1)
Subtotal		4	

3	Relationships		
	Has the proponent done business with the City in the past?	2	As the proponent is a new organization, business has not been conducted with the City of London in the past. However, many members of the Music London Community Action Team, Project Support Team and associated Orchestra London committee members and directors have done business with the City of London in the past. (Nov. 8/12 Proposal, Case Statement Tab, Pg. 9)
	Does the proponent have any existing relationships with other levels of government?	1	Music London has identified the provincial and federal governments as potential investors; however, Music London has indicated they first need a commitment from the City of London to secure additional funding from higher levels of government. (Nov. 8/12 Proposal, Case Statement Tab, Pg. 15; Nov. 8/12 Proposal, Case Statement Tab, Pg. 3)
Subtotal		3	
4	Partnerships		
	Does the proponent's business idea leverage new partnerships?	2	The proposal references the potential to create a new private public partnership including Music London, Auburn Developments and the City of London. (Nov. 8/12 Proposal, Case Statement Tab, Pg. 3)
	Does the proponent's business idea have an existing commitment from the private sector?	2	The proponent's business idea includes a commitment from Auburn Developments to develop a 234 unit condominium. The business idea also intends to attract \$2.75 million in donations from the private sector and the community. (Nov. 8/12 Proposal, Case Statement Tab, Pg. 3, 12)
	Does the proponent's business idea establish a platform for additional investment in the long-term?	1	The proponent's business idea is primarily focused on the creation of an entertainment hall; however, opportunity may exist for additional longer term investment. (Nov. 8/12 Proposal, Case Statement Tab, Pg. 3)
Subtotal		5	
5	Leverages Investment		
	Is the proponent's financial ask acceptable to what is being proposed: does it meet the 25:75 funding criteria?	2	The total estimated cost of the proposed entertainment hall is \$40.75 million; the City of London is being asked to contribute \$10 million. The proposal meets the 25:75 funding criteria. (Nov. 8/12 Proposal, Case Statement Tab, Pg. 3)
	Does the proposed business idea leverage investment from others?	2	The Music London proposal intends to leverage investment from: Auburn Developments in the form of a residential development; financing from the provincial and federal governments; private business and the community through fund raising efforts. (Nov. 8/12 Proposal, Case Statement Tab, Pg. 15)
Subtotal		4	

6 Spin-off Benefits			
	Does the proposed business idea generate direct, indirect and/or induced economic spinoffs?	2	The proposed business idea will create direct effects through the creation of jobs associated with the construction and entertainment industries. Economic effects will also impact restaurants, hotels and other recreation businesses as the new entertainment centre expects to attract 100 000 annual visitors. (Nov. 8/12 Proposal, Case Statement Tab, Pg. 5)
	Does the proposed business idea support existing local businesses by buying/using their goods and/or services?	1	It is likely that through the construction and development phase of the Music London proposal that local business will be supported. Although the result of the proposal may not directly use associated recreation services; it is likely to create an anchor that will serve to support restaurants, hotels and similar service industry business. (Nov. 8/12 Proposal, Case Statement Tab, Pg. 5)
	Will the proposed business idea generate assessment growth?	2	The building of any of the proposed ideas associated with the Music London proposal is very likely to generate assessment growth. (Nov. 8/12 Proposal, Case Statement Tab, Pg. 3)
Subtotal		5	

7 Job Creation

Ranking Key
2 = Enter a 2 if your answer to the question is yes.
1 = Enter a 1 if your answer to the question is conceivably.
0 = Enter a 0 if your answer to the question is no.

	Does the proposed business idea generate direct employment? <i>(Employment created to directly support the business idea).</i>	2	The proposed business idea is expected to generate direct employment associated with the creation of jobs in the construction and the entertainment industries. (Nov. 8/12 Proposal, Case Statement Tab, Pg. 5)
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Ranking Key
2 = Enter a 2 if your answer to the question is yes.
1 = Enter a 1 if your answer to the question is conceivably.
0 = Enter a 0 if your answer to the question is no.

	Does the proposed business idea generate indirect employment? <i>(Employment that was created/increased as a result of the business idea, but is not directly related to the production/provision of the primary good/service).</i>	2	The proposed business idea is expected to generate indirect employment associated with the creation of jobs in restaurants, hotels and other entertainment services. (Nov. 8/12 Proposal, Case Statement Tab, Pg. 5)
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Ranking Key
5 = Greater than 999 jobs
4 = 500 - 999 jobs
3 = 250 - 499 jobs
2 = 100 - 249 jobs
1 = 1 - 99 jobs
0 = Enter a 0 if your answer to the question is no/unknown.

	Does the proposed business idea create long term jobs? (<i>Jobs that will succeed the initial development stages of the business idea</i>).	3	The proponent estimated that the business idea will generate 300 long term jobs (number only related to the construction of the performing arts centre) (Dec. 7/12 Music London follow-up document).
Ranking Key (City Investment / # of long term jobs)			
5 = \$0.00			
4 = \$1 - \$49,999			
3 = \$50,000 - \$99,999			
2 = \$100,000- \$149,999			
1 = \$150,000 and above			
0 = Enter a 0 if your answer to the question is no/unknown.			
	What is the direct cost to the City relative to the number of long term jobs created?	4	\$10 million project divided by 300 long term jobs = \$33,333 investment per long term job. (Dec. 07/12 Music London Follow up Document)
Ranking Key			
5 = Greater than 999 jobs			
4 = 500 - 999 jobs			
3 = 250 - 499 jobs			
2 = 100 - 249 jobs			
1 = 1 - 99 jobs			
0 = Enter a 0 if your answer to the question is no/unknown.			
	Does the proposed business idea create short term jobs? (<i>Jobs not associated with the ongoing operation of the business idea</i>).	3	The creation of approximately 360 short term jobs is expected. (Nov. 29/12 Music London Follow up Document)
Ranking Key (City Investment/# short term jobs)			
5 = \$0.00			
4 = \$1 - \$49,999			
3 = \$50,000 - \$99,999			
2 = \$100,000- \$149,999			
1 = \$150,000 and above			
0 = Enter a 0 if your answer to the question is no/unknown.			
	What is the direct cost to the City relative to the number of short term jobs created?	4	\$10 million project divided by 360 short term jobs = \$27,778 investment per short term job. (Dec. 07/12 LHSC Follow up Document)
Ranking Key (select all that apply)			
2 = Above City of London Median Income ¹ (>\$47,893)			
1 = Below City of London Median Income (<\$47,893)			
0 = Enter a 0 if your answer to the question is no/unknown.			
	Does the proposed business idea generate long term jobs (FT/PT) that pay above or below the City of London Median Income?	2	Above City of London median income. (Nov. 29/12 Music London Follow up Document)
Ranking Key (select all that apply)			
2 = Above City of London Median Income ¹ (>\$47,893)			
1 = Below City of London Median Income (<\$47,893)			
0 = Enter a 0 if your answer to the question is no/unknown.			
	Does the proposed business idea generate short term jobs (FT/PT) that pay above or below the City of London Median Income?	2	Above City of London median income. (Nov. 29/12 Music London Follow up Document)
Sub-Total		22	
Total		49	

F4:

Prospect Ranking Tool LHSC PROPOSAL		
Proposal Analysis		
The proposals are ranked by using "Ranking Key" codes that uniquely defined per each analysis section, in order to assess the economic viability of the proposed business idea.		
Ranking Key for Business Profile, Key Sectors, Relationships and Partnerships)		
2 = Enter a 2 if your answer to the question is yes.		
1 = Enter a 1 if your answer to the question is conceivably.		
0= Enter a 0 if your answer to the question is no.		
1	Business Profile	London Health Sciences Centre ('LHSC')
	Does the proposed idea fall within the City's High Level Strategy?	2 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
	Is the proposed business idea located within the City of London boundary?	2 Location of business idea: 339 Windmere Road, London Ontario; 800 Commissioners Road East, London, Ontario
	Does the proponent have experience in running a similar business to what is being proposed?	2 The proponent has significant experience in running similar businesses to what is being proposed, including: the building of new emergency departments; expanding and renovating operating rooms; and the development of Victoria Research Laboratories (Nov. 02/12 Proposal, Briefing Note Tab, pg. 7)
	Subtotal	6
2	Key Sectors	
	Will the proposed business idea support the key City of London sectors: Advanced Manufacturing, Life Sciences, Information Technologies, Education and Financial Services?	2 The business idea will directly support the Life Sciences, Education and Information Technology key sectors through the development of: Minimally invasive, computer-assisted surgical technologies; New operating rooms at Victoria Hospital; Simulation technology. (Nov. 02/12 Proposal, Briefing Note Tab, Pg. 1)
	Will the proposed business idea establish London in other sectors: Tourism and Hospitality, Arts and Culture, Clean Technology, Clean Energy, Materials, Transportation and Logistics, Construction, Land Development and Home Building?	2 The business idea will directly support the construction sector through the proposed renovation and construction of New Operating Rooms at Victoria Hospital. (Nov. 02/12 Proposal, Briefing Note Tab, Pg. 1)
	Subtotal	4
3	Relationships	
	Has the proponent done business with the City in the past?	2 Through a 1999 \$10.5 million commitment from the City of London, London Health Sciences Centre leveraged a \$2.3 billion investment which resulted in the creation of jobs, attraction of medical and research professionals and the ability to treat additional patients with improved therapies (Nov. 02/2012 Proposal, Original Proposal Tab, Pg. 4)

	Does the proponent have any existing relationships with other levels of government?	2	LHSC has a significant relationship with the Provincial Government through the Ministry of Health and Long-Term Care. (Nov. 02/12 Proposal, LHSC Financials Tab, Statement of Operations)
	Subtotal	4	
4	Partnerships		
	Does the proponent's business idea leverage new partnerships?	0	As a pre-existing relationship exists with LHSC; it is believed that this proposal will not leverage new partnerships. (Nov. 02/2012 Proposal, Original Proposal Tab, Pg. 4)
	Does the proponent's business idea have an existing commitment from the private sector?	1	The proponent has raised more than \$50 million of a \$200 million fundraising campaign; some of which has been donated by private organizations. However, it is not known if private dollars will be directly related to the specific projects for which funding has been requested of The City of London. (Nov. 02/12 Proposal, Briefing Note Tab, Pg. 5)
	Does the proponent's business idea establish a platform for additional investment in the long-term?	2	LHSC is London's largest single employer and plays a significant role in our community. The success of LHSC and the City of London are to some degree linked; therefore, a platform certainly exists for additional long-term investment. (Nov. 02/12 Proposal, Briefing Note Tab, Pg. 1-2)
	Subtotal	3	
5	Leverages Investment		
	Is the proponent's financial ask acceptable to what is being proposed: does it meet the 25:75 funding criteria?	1	The proponent has asked for \$35 million of a \$200 million fundraising campaign; however, it is not known if the costs of each project submitted to The City of London breakdown based on the 25:75 funding criteria. (Nov. 02/12 Proposal, Briefing Note Tab, Pg. 1)
	Does the proposed business idea leverage investment from others?	2	The business idea will leverage additional investment from local philanthropists and businesses. It is suggested that investment from the City of London will act as a catalyst for additional donations. (Nov. 02/12 Proposal, Briefing Note Tab, Pg. 5)
	Subtotal	3	
6	Spin-off Benefits		
	Does the proposed business idea generate direct, indirect and/or induced economic spinoffs?	2	The proposed business idea will create direct effects through the creation of research and development positions; attraction of additional graduate students; and construction positions. Based on LHSC's historical support of local suppliers (\$57 million annually), it is expected that indirect effects will be experienced through local supplier re-spending. (Nov. 02/12 Proposal, Briefing Note Tab, Pg. 2 and Pg. 3)

	Does the proposed business idea support existing local businesses by buying/using their goods and/or services?	1	It is likely based on LHSC's historical support for local suppliers (\$57 million annually) and the potential for spin-off companies associated with commercial research, that local businesses would supply some goods and services. (Nov. 02/12 Proposal, Briefing Note Tab, Pg. 2 and Pg. 3)
	Will the proposed business idea generate assessment growth?	0	It is believed that the business idea will not serve to generate assessment growth; however, some additional funds may be realized through a potential increase in the 'heads and beds payment' from the LHSC to The City of London.
Subtotal		3	

7 Job Creation

Ranking Key

2 = Enter a 2 if your answer to the question is yes.

1 = Enter a 1 if your answer to the question is conceivably.

0 = Enter a 0 if your answer to the question is no.

	Does the proposed business idea generate direct employment? <i>(Employment created to directly support the business idea).</i>	2	The proposed business idea is expected to create jobs associated with research and development; education and construction. (Nov. 02/12 Proposal, Briefing Note Tab, Pg. 3 and Pg. 4)
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Ranking Key

2 = Enter a 2 if your answer to the question is yes.

1 = Enter a 1 if your answer to the question is conceivably.

0 = Enter a 0 if your answer to the question is no.

	Does the proposed business idea generate indirect employment? <i>(Employment that was created/increased as a result of the business idea, but is not directly related to the production/provision of the primary good/service).</i>	2	The proposed business idea is expected to create indirect jobs associated with construction efforts; research and development and through the creation of spin-off companies. (Nov. 02/12 Proposal, Briefing Note Tab, Pg. 3)
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Ranking Key

5 = Greater than 999 jobs

4 = 500 - 999 jobs

3 = 250 - 499 jobs

2 = 100 - 249 jobs

1 = 1 - 99 jobs

0 = Enter a 0 if your answer to the question is no/unknown.

	Does the proposed business idea create long term jobs? <i>(Jobs that will succeed the initial development stages of the business idea).</i>	2	The creation of 200 long term jobs is expected. (Dec. 03/12 LHSC Follow up Document)
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Ranking Key (City Investment / # of long term jobs)

5 = \$0.00

4 = \$1 - \$49,999

3 = \$50,000 - \$99,999

2 = \$100,000- \$149,999

1 = \$150,000 and above

0 = Enter a 0 if your answer to the question is no/unknown.

	What is the direct cost to the City relative to the number of long term jobs created?	1	\$35 million project divided by 200 long term jobs = \$175 000 investment per long term job. (Dec. 03/12 LHSC Follow up Document)
Ranking Key			
5 = Greater than 999 jobs			
4 = 500 - 999 jobs			
3 = 250 - 499 jobs			
2 = 100 - 249 jobs			
1 = 1 - 99 jobs			
0 = Enter a 0 if your answer to the question is no/unknown.			
	Does the proposed business idea create short term jobs? (<i>Jobs not associated with the ongoing operation of the business idea</i>).	2	Expected: 160 short term jobs. (Dec. 03/12 LHSC Follow up Document)
Ranking Key (City Investment/# short term jobs)			
5 = \$0.00			
4 = \$1 - \$49,999			
3 = \$50,000 - \$99,999			
2 = \$100,000- \$149,999			
1 = \$150,000 and above			
0 = Enter a 0 if your answer to the question is no/unknown.			
	What is the direct cost to the City relative to the number of short term jobs created?	1	\$35 million project divided by 160 short term jobs = \$218 750 per job (Dec. 03/12 LHSC Follow up Document)
Ranking Key (select all that apply)			
2 = Above City of London Median Income ¹ (>\$47,893)			
1 = Below City of London Median Income (<\$47,893)			
0 = Enter a 0 if your answer to the question is no/unknown.			
	Does the proposed business idea generate long term jobs (FT/PT) that pay above or below the City of London Median Income?	2	Above City of London median income. (Dec. 03/12 LHSC Follow up Document)
Ranking Key (select all that apply)			
2 = Above City of London Median Income ¹ (>\$47,893)			
1 = Below City of London Median Income (<\$47,893)			
0 = Enter a 0 if your answer to the question is no/unknown.			
	Does the proposed business idea generate short term jobs (FT/PT) that pay above or below the City of London Median Income?	3	Short term jobs above and below median. (Dec. 03/12 LHSC Follow up Document)
Sub-Total		15	
Total		38	

F5:

Prospect Ranking Tool ST. JOSEPH'S PROPOSAL		
Proposal Analysis		
The proposals are ranked by using "Ranking Key" codes that uniquely defined per each analysis section, in order to assess the economic viability of the proposed business idea.		
Ranking Key for Business Profile, Key Sectors, Relationships and Partnerships)		
2 = Enter a 2 if your answer to the question is yes.		
1 = Enter a 1 if your answer to the question is conceivably.		
0= Enter a 0 if your answer to the question is no.		
1	Business Profile	St. Joseph's Health Care London ('St. Joseph's')
	Does the proposed idea fall within the City's High Level Strategy?	2 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.
	Is the proposed business idea located within the City of London boundary?	2 Location of Business Idea: 268 Grosvenor, London, Ontario
	Does the proponent have experience in running a similar business to what is being proposed?	2 St. Joseph's has considerable experience managing businesses similar to what is proposed. St. Joseph's began providing healthcare in 1869 and played a role in leveraging The City of London's 1999 contribution of \$4.5 million into more than \$1.0B invested in London Hospitals. (Nov. 02/12 Proposal, Covering Letter)
Subtotal		6
2	Key Sectors	
	Will the proposed business idea support the key City of London sectors: Advanced Manufacturing, Life Sciences, Information Technologies, Education and Financial Services?	2 The business idea will directly support the Life Sciences, Education and Information Technology key sectors through the development of: a clinical research centre; molecular imaging; mental health care redevelopment; surgical mechatronics and ophthalmology testing (Nov. 02/12 Proposal, Initial Review Tab, Pg. 3-9)
	Will the proposed business idea establish London in other sectors: Tourism and Hospitality, Arts and Culture, Clean Technology, Clean Energy, Materials, Transportation and Logistics, Construction, Land Development and Home Building?	2 The business idea will directly support the construction sector through the redevelopment of mental health care facilities and creation of a clinical research centre. (Nov. 02/12 Proposal, Initial Overview Tab,)
Subtotal		4

3	Relationships		
	Has the proponent done business with the City in the past?	2	In 1999, The City of London committed \$4.5 million to St. Joseph's in support of Hospital restructuring. In the subsequent years, the initial \$330 million for restructuring was leveraged into a \$1.3 billion investment in London health care. (Nov. 02/12 Proposal, Covering Letter; Jun. 09/12 The Next Step... in Healthcare Innovation for our Community Presentation, Pg. 3)
	Does the proponent have any existing relationships with other levels of government?	2	St. Joseph's has a significant relationship with the Provincial Government. (Nov. 02/12 Proposal, Economic Spinoffs Tab, Facts and Stats Subheading)
Subtotal		4	
4	Partnerships		
	Does the proponent's business idea leverage new partnerships?	0	St. Joseph's and The City of London have a pre-existing relationship; it is not believed that this proposal will leverage new partnerships. (Nov. 02/12 Proposal, Covering Letter)
	Does the proponent's business idea have an existing commitment from the private sector?	1	St. Joseph's the Next Step campaign is seeking to secure \$41 million in support of St. Joseph's Health Care and Lawson Research Institute. A portion of the \$41 million will be acquired through private sector donation; However, it is not known if private dollars will be directly related to the specific projects for which funding has been requested of The City of London. (Nov. 02/12 Proposal, Financial Due Diligence Tab; Nov. 02/12 proposal, Managerial Due Diligence Tab; EllisDon letter of support)
	Does the proponent's business idea establish a platform for additional investment in the long-term?	2	St. Joseph's has been providing health care services to London for over 125 years. St. Joseph's employs 4 400 individuals across five major sites. As St. Joseph's plays a strong role in employment and health care in our community, a platform for additional long-term investment exists. (Nov. 2/12 proposal, Initial Review Tab, Pg. 1 and 2)
Subtotal		3	
5	Leverages Investment		
	Is the proponent's financial ask acceptable to what is being proposed: does it meet the 25:75 funding criteria?	1	The proponent has asked for \$10.4 million of a \$41 million fund raising campaign; however, it is not known if the costs of each project submitted to The City of London breakdown based on the 25:75 funding criteria. (Nov. 2/12 Proposal, Initial Overview Tab, Pg. 2; Nov. 02/12 Proposal, Financial Due Diligence Tab)
	Does the proposed business idea leverage investment from others?	2	St. Joseph's the Next Step fund raising campaign will leverage investment from local philanthropists and businesses. (St. Joseph's Health Care, the Next Step document)
Subtotal		3	

6 Spin-off Benefits		
	Does the proposed business idea generate direct, indirect and/or induced economic spinoffs?	2 The proposed business idea will create direct effects through the creation of high knowledge positions and through construction employment. It is expected that the proposed business idea will create indirect effects based on the existing practices of St. Joseph's, which result in an estimated \$15.5 million in direct local purchasing and \$8 million in indirect purchasing annually. (Jun. 09/12 Initial Idea Submission, Pg. 2; Nov 02/12 Proposal, Economic Spinoffs, Economic Impact Summary)
	Does the proposed business idea support existing local businesses by buying/using their goods and/or services?	1 Given the current estimated economic impact of St. Joseph's direct local purchasing (\$15.5 million) and indirect purchasing (\$8 million) and the practices that result in these impacts, it is likely local businesses would provide some goods and services. (Nov 02/12 Proposal, Economic Spinoffs, Economic Impact Summary)
	Will the proposed business idea generate assessment growth?	0 It is believed that the business idea will not serve to generate assessment growth; however, some additional funds may be realized through a potential increase in the 'heads and beds payment' from the LHSC to The City of London.
Subtotal		3

7 Job Creation

Ranking Key
2 = Enter a 2 if your answer to the question is yes.
1 = Enter a 1 if your answer to the question is conceivably.
0 = Enter a 0 if your answer to the question is no.

	Does the proposed business idea generate direct employment? <i>(Employment created to directly support the business idea).</i>	2 The St. Joseph's proposal is expected to create direct employment in high knowledge jobs, mid-level jobs and construction jobs. (Jun. 09/12 Initial Idea Submission, Pg. 2)
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Ranking Key
2 = Enter a 2 if your answer to the question is yes.
1 = Enter a 1 if your answer to the question is conceivably.
0 = Enter a 0 if your answer to the question is no.

	Does the proposed business idea generate indirect employment? <i>(Employment that was created/increased as a result of the business idea, but is not directly related to the production/provision of the primary good/service).</i>	2 The St. Joseph's proposal is expected to create indirect jobs associated with construction efforts; high knowledge positions and potential commercialization. (Jun. 09/12 Initial Idea Submission, Pg. 2; Nov. 02/12 Proposal, Initial Review Tab, Pg. 2-9)
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Ranking Key
5 = Greater than 999 jobs
4 = 500 - 999 jobs
3 = 250 - 499 jobs
2 = 100 - 249 jobs
1 = 1 - 99 jobs
0 = Enter a 0 if your answer to the question is no/unknown.

	Does the proposed business idea create long term jobs? (<i>Jobs that will succeed the initial development stages of the business idea</i>).	2	The creation of 195 long term jobs is expected. (Nov. 27/12 St. Joseph's Follow up Document)
Ranking Key (City Investment / # of long term jobs)			
5 = \$0.00			
4 = \$1 - \$49,999			
3 = \$50,000 - \$99,999			
2 = \$100,000- \$149,999			
1 = \$150,000 and above			
0 = Enter a 0 if your answer to the question is no/unknown.			
	What is the direct cost to the City relative to the number of long term jobs created?	3	\$10.3 million project divided by 195 long term jobs = \$52 820.51 investment per long term job
Ranking Key			
5 = Greater than 999 jobs			
4 = 500 - 999 jobs			
3 = 250 - 499 jobs			
2 = 100 - 249 jobs			
1 = 1 - 99 jobs			
0 = Enter a 0 if your answer to the question is no/unknown.			
	Does the proposed business idea create short term jobs? (<i>Jobs not associated with the ongoing operation of the business idea</i>).	4	The creation of 600 short term jobs is expected. (Nov. 27/12 St. Joseph's Follow up Document)
Ranking Key (City Investment/# short term jobs)			
5 = \$0.00			
4 = \$1 - \$49,999			
3 = \$50,000 - \$99,999			
2 = \$100,000- \$149,999			
1 = \$150,000 and above			
0 = Enter a 0 if your answer to the question is no/unknown.			
	What is the direct cost to the City relative to the number of short term jobs created?	4	\$10.3 million project divided by 600 short term jobs = \$17 166.67 investment per short term job. (Nov. 27/12 St. Joseph's Follow up Document)
Ranking Key (select all that apply)			
2 = Above City of London Median Income ¹ (>\$47,893)			
1 = Below City of London Median Income (<\$47,893)			
0 = Enter a 0 if your answer to the question is no/unknown.			
	Does the proposed business idea generate long term jobs (FT/PT) that pay above or below the City of London Median Income?	2	Above City of London median income. (Nov. 27/12 St Joseph's Follow up Document)
Ranking Key (select all that apply)			
2 = Above City of London Median Income ¹ (>\$47,893)			
1 = Below City of London Median Income (<\$47,893)			
0 = Enter a 0 if your answer to the question is no/unknown.			
	Does the proposed business idea generate short term jobs (FT/PT) that pay above or below the City of London Median Income?	2	Above City of London median income. (Nov. 27/12 St Joseph's Follow up Document)
Sub-Total		21	
Total		44	

F6:

Prospect Ranking Tool WESTERN PROPOSAL		
Proposal Analysis		
The proposals are ranked by using "Ranking Key" codes that uniquely defined per each analysis section, in order to assess the economic viability of the proposed business idea.		
Ranking Key for Business Profile, Key Sectors, Relationships and Partnerships)		
2 = Enter a 2 if your answer to the question is yes.		
1 = Enter a 1 if your answer to the question is conceivably.		
0= Enter a 0 if your answer to the question is no.		
1	Business Profile	Western
	Does the proposed idea fall within the City's High Level Strategy?	2 A Strong Economy; Establish a focused strategy for the downtown• Develop our skilled workforce• Build partnerships with key private, institutional and community partners. A Vibrant and Diverse Community; Build the vibrancy of the downtown including special events.
	Is the proposed business idea located within the City of London boundary?	2 Location of Business Idea: City Hall, 300 Dufferin, London, Ontario; Reg Cooper Square, Centennial Hall (Nov. 12/12 Proposal, City Investments, Pg. 13)
	Does the proponent have experience in running a similar business to what is being proposed?	2 Since 1878 Western University has provided post secondary education in the City of London. Western University is committed to teaching, research and service missions and has extensive experience in all identified areas. Western is home to 4 000 faculty and staff and 35 000 students. (Nov. 12/12 Proposal, Introduction, Pg. 5)
	Subtotal	6
2	Key Sectors	
	Will the proposed business idea support the key City of London sectors: Advanced Manufacturing, Life Sciences, Information Technologies, Education and Financial Services?	2 Western University's proposal to create an 'Education Centre' in the heart of downtown London will serve to support the Education sector. This sector is further supported as the location would house the Faculty of Education. (Nov. 12/12 Proposal, Introduction, Pg. 5)
	Will the proposed business idea establish London in other sectors: Tourism and Hospitality, Arts and Culture, Clean Technology, Clean Energy, Materials, Transportation and Logistics, Construction, Land Development and Home Building?	2 The creation of construction jobs associated with the \$30 million in renovations needed to accommodate programming will serve to support the construction sector.(Nov. 12/12 Proposal, City Investments, Pg. 13)
	Subtotal	4

3		Relationships	
	Has the proponent done business with the City in the past?	2	Western University and the City of London have shared a business relationship for many years. Recent highlights include: The Fraunhofer Project Centre at the Advanced Manufacturing Park and The Stiller Centre for Technology Commercialization. (Nov. 12/12 Proposal, Due Diligence Checklist, Pg. 2)
	Does the proponent have any existing relationships with other levels of government?	2	Western University has significant relationships with higher levels of government. Government grants, restricted government grants and other government grants accounted for more than \$470 million in revenue for the fiscal year ending April 30, 2012. (Nov. 12/12 Proposal, Financial Statement Highlights April 30, 2012, Pg. 2)
		Subtotal	4
4		Partnerships	
	Does the proponent's business idea leverage new partnerships?	0	Western University and The City of London have a pre-existing relationship; it is not believed that this proposal will leverage new partnerships. (Nov. 12/12 Proposal, Introduction, Pg. 5)
	Does the proponent's business idea have an existing commitment from the private sector?	0	It is not believed that the proposal as submitted contains an existing commitment from the private sector.
	Does the proponent's business idea establish a platform for additional investment in the long-term?	2	Based on the relationship the City of London and Western University have enjoyed since the late 1800s and in light of the opportunity to create a downtown education centre, a platform for additional longer term investment is likely to be created. (Nov. 12/12 Executive Summary, Pg. 2)
		Subtotal	2
5		Leverages Investment	
	Is the proponent's financial ask acceptable to what is being proposed: does it meet the 25:75 funding criteria?	0	Western University has requested the ownership of City Hall; Centennial Hall; Reg Cooper Square; all associated parking; the cost to present facilities in a clean and usable condition; and \$10 million to support renovations and upgrades. Western University will commit \$10 million to support upgrades and renovations. Based on the above it is not believed that this meets the 25:75 funding criteria. (Nov. 12/12 Proposal, City Investments, Pg. 13)
	Does the proposed business idea leverage investment from others?	1	The Business idea intends to leverage an additional \$10 million for renovations and upgrades from the provincial government. (Nov. 12/12 Proposal, City Investments, Pg. 13)
		Subtotal	1

6 Spin-off Benefits		
	Does the proposed business idea generate direct, indirect and/or induced economic spinoffs?	2 The Western University business idea will create direct effects through the addition of 20 new faculty and staff positions in addition to the construction employment that would be created through the renovation/upgrade of the facilities. Potential indirect effects to the downtown core would be considerable as the project estimates an additional \$150-\$170 million impact over five years. (Nov. 12/12 Proposal, Executive Summary, Pg. 3)
	Does the proposed business idea support existing local businesses by buying/using their goods and/or services?	1 It is likely given the potential 300-375 person years of employment and \$55 million project investment specific to the renovation and upgrade activity, that local businesses would be supported through the purchasing of goods and services by the construction industry. (Nov. 12/12 Proposal, Tallying the Economic Impact, Pg. 23)
	Will the proposed business idea generate assessment growth?	0 Under the income tax act, Universities are, in most cases, exempt from paying property taxes. Therefore, it is unlikely this business idea would generate assessment growth.
Subtotal		3

7	Job Creation
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Ranking Key
2 = Enter a 2 if your answer to the question is yes.
1 = Enter a 1 if your answer to the question is conceivably.
0 = Enter a 0 if your answer to the question is no.

	Does the proposed business idea generate direct employment? (<i>Employment created to directly support the business idea</i>).	2 The Western University proposal will create direct employment through the addition of 20 staff and faculty and construction employment associated with the facility renovations. (Nov. 12/12 Proposal, Tallying the Economic Impact, Pg. 23-24)
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Ranking Key
2 = Enter a 2 if your answer to the question is yes.
1 = Enter a 1 if your answer to the question is conceivably.
0 = Enter a 0 if your answer to the question is no.

	Does the proposed business idea generate indirect employment? (<i>Employment that was created/increased as a result of the business idea, but is not directly related to the production/provision of the primary good/service</i>).	2 The proposed business idea is expected to create indirect jobs associated with construction efforts and positions to support the estimated 180 new Western students. (Nov. 12/12 Proposal, Tallying the Economic Impact, Pg. 23-24)
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Ranking Key
5 = Greater than 999 jobs
4 = 500 - 999 jobs
3 = 250 - 499 jobs
2 = 100 - 249 jobs
1 = 1 - 99 jobs
0 = Enter a 0 if your answer to the question is no/unknown.

	<p>Does the proposed business idea create long term jobs? <i>(Jobs that will succeed the initial development stages of the business idea).</i></p>	1	<p>The creation of 20 long term jobs is expected. (Nov. 28/12 Western Follow-up Document)</p>
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Ranking Key (City Investment / # of long term jobs)		
5 = \$0.00		
4 = \$1 - \$49,999		
3 = \$50,000 - \$99,999		
2 = \$100,000- \$149,999		
1 = \$150,000 and above		
0 = Enter a 0 if your answer to the question is no/unknown.		

	<p>What is the direct cost to the City relative to the number of long term jobs created?</p>	1	<p>A detailed costing of the Western proposal is beyond the scope of this review. At the very least, a very high level overview would break down as follows: \$25 million to meet code requirements (Nov. 12/12 Proposal, Executive Summary, Pg. 3); \$10 million requested from Western for renovations (Nov. 12/12 Proposal, City Investments, Pg. 13); \$35.8 million premium based on the 20-year NPV cost associated with the recommended Option should the City of London wish to pursue discussions with Western (Sep. 2011, Options Analysis for City Hall - CBRE). Estimated Total: 70.8 million. \$70.8 million project divided by 20 long term jobs = \$3.54 million investment per long term job created.</p>
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Ranking Key		
5 = Greater than 999 jobs		
4 = 500 - 999 jobs		
3 = 250 - 499 jobs		
2 = 100 - 249 jobs		
1 = 1 - 99 jobs		
0 = Enter a 0 if your answer to the question is no/unknown.		

	<p>Does the proposed business idea create short term jobs? <i>(Jobs not associated with the ongoing operation of the business idea).</i></p>	2	<p>The creation of 100+ construction jobs is expected. (Nov. 28/12 Western Follow-up Document)</p>
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Ranking Key (City Investment/# short term jobs)		
5 = \$0.00		
4 = \$1 - \$49,999		
3 = \$50,000 - \$99,999		
2 = \$100,000- \$149,999		
1 = \$150,000 and above		
0 = Enter a 0 if your answer to the question is no/unknown.		

	<p>What is the direct cost to the City relative to the number of short term jobs created?</p>	1	<p>A detailed costing of the Western proposal is beyond the scope of this review. At the very least, a very high level overview would break down as follows: \$25 million to meet code requirements (Nov. 12/12 Proposal, Executive Summary, Pg. 3); \$10 million requested from Western for renovations (Nov. 12/12 Proposal, City Investments, Pg. 13); \$35.8 million premium based on the 20-year NPV cost associated with the recommended Option should the City of London wish to pursue discussions with Western (Sep. 2011, Options Analysis for City Hall - CBRE). Estimated Total: 70.8 million. \$70.8 million project divided by 150 short term jobs = \$472 000 investment per short term job created.</p>
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Ranking Key (select all that apply)			
2 = Above City of London Median Income¹ (>\$47,893)			
1 = Below City of London Median Income (<\$47,893)			
0 = Enter a 0 if your answer to the question is no/unknown.			
	Does the proposed business idea generate long term jobs (FT/PT) that pay above or below the City of London Median Income?	2	Above City of London median income. (Nov. 28/12 Western Follow-up Document)
Ranking Key (select all that apply)			
2 = Above City of London Median Income¹ (>\$47,893)			
1 = Below City of London Median Income (<\$47,893)			
0 = Enter a 0 if your answer to the question is no/unknown.			
	Does the proposed business idea generate short term jobs (FT/PT) that pay above or below the City of London Median Income?	1	Likely below the City of London median income. (Nov. 28/12 Western Follow-up Document)
Sub-Total		12	
Total		32	

E7:

Prospect Ranking Tool CONVENTION CENTRE PROPOSAL		
Proposal Analysis		
The proposals are ranked by using "Ranking Key" codes that uniquely defined per each analysis section, in order to assess the economic viability of the proposed business idea.		
Ranking Key for Business Profile, Key Sectors, Relationships and Partnerships)		
2 = Enter a 2 if your answer to the question is yes.		
1 = Enter a 1 if your answer to the question is conceivably.		
0= Enter a 0 if your answer to the question is no.		
1	Business Profile	London Convention Centre ('LCC')
	Does the proposed idea fall within the City's High Level Strategy?	2 A Strong Economy; Invest in infrastructure• 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; • Build the vibrancy of the downtown including special events• Welcome and support newcomers.
	Is the proposed business idea located within the City of London boundary?	2 Location of business idea: 300 York St. London, Ontario
	Does the proponent have experience in running a similar business to what is being proposed?	2 The London Convention Centre opened in 1993; hosted 353 events and played host to a total of 137 056 delegate days in 2011. The LCC has considerable experience in the convention industry and the in the delivery of conventions, conferences and multi-day meetings. (Nov. 2/12 Proposal, London Convention Centre Reconfiguration/Renovation Plan, Pg.1)
	Subtotal	6
2	Key Sectors	
	Will the proposed business idea support the key City of London sectors: Advanced Manufacturing, Life Sciences, Information Technologies, Education and Financial Services?	1 Although it is unlikely the LCC will directly support the identified key City of London sectors, the hosting of conferences, conventions and multi-day meetings related these sectors could have an indirect impact. In 2009, the LCC hosted Sunlife Financial and a Digital gaming conference. (Nov. 22/12 Addendum, Synovate Study, Pg. 4)
	Will the proposed business idea establish London in other sectors: Tourism and Hospitality, Arts and Culture, Clean Technology, Clean Energy, Materials, Transportation and Logistics, Construction, Land Development and Home Building?	2 The LCC business idea will serve to further establish London in the Tourism and Hospitality industry and the Construction industry. (Nov. 2/12 Proposal, London Convention Centre Reconfiguration/Renovation Plan, Pg.3)
	Subtotal	3

3 Relationships			
	Has the proponent done business with the City in the past?	2	The London Convention Centre is managed by the London Convention Centre Corporation; is owned by the City of London and is governed by a Board of Directors appointed by the Council of the City of London. (Nov. 22/12 Addendum, Due Diligence Checklist, Pg. 1)
	Does the proponent have any existing relationships with other levels of government?	1	It is not believed that the LCC has an ongoing relationship with a higher level of government; however, it should be noted that the creation of the LCC was funded through equal contributions from all levels of government (Nov. 2/12 Proposal, London Convention Centre Reconfiguration/Renovation Plan, Pg.1)
Subtotal		3	
4 Partnerships			
	Does the proponent's business idea leverage new partnerships?	0	LCC and The City of London have a pre-existing relationship; it is not believed that this proposal will leverage new partnerships. (Nov. 22/12 Addendum, Due Diligence Checklist, Pg. 1)
	Does the proponent's business idea have an existing commitment from the private sector?	0	The LCC is seeking the full \$6.6 million in financing from The City of London; therefore, it is believed there is no existing commitment from the private sector. A opportunity does exist to sell the naming rights to the LCC (Nov. 2/12 Proposal, London Convention Centre Reconfiguration/Renovation Plan, Pg.4)
	Does the proponent's business idea establish a platform for additional investment in the long-term?	1	The \$6.6 million reconfiguration of the LCC serves to ensure the LCC continues to generate the existing \$15-\$20 million in economic impact realized by London; therefore, this would not be considered additional investment. However, the Business idea also contains the possibility to expand the LCC and increase annual economic impact to \$20-\$25 million. (Nov. 22/12 Addendum, Due Diligence Checklist, Pg. 1)
Subtotal		1	
5 Leverages Investment			
	Is the proponent's financial ask acceptable to what is being proposed: does it meet the 25:75 funding criteria?	0	As the City of London is the Owner of the LCC and other sources have not been identified in the documentation; it is likely that the LCC business idea does not meet the 25:75 funding criteria. (Nov. 2/12 Proposal, London Convention Centre Reconfiguration/Renovation Plan, Pg.4)
	Does the proposed business idea leverage investment from others?	1	The LCC has indicated that it will seek Provincial and Federal funding and that the City of London must make the first commitment as the building owner. (Nov. 22/12 Addendum, Due Diligence Checklist, Pg. 1)
Subtotal		1	

6		Spin-off Benefits	
	Does the proposed business idea generate direct, indirect and/or induced economic spinoffs?	2	Direct effects will be created by the LCC business idea through 55 new jobs associated with the reconfiguration. Potential indirect effects will impact local providers of accommodation, entertainment and recreation. (Nov. 22/12 Addendum, The Economic Impact of an Enhancement and Expansion of the London Convention Centre in London in 2016, Pg. 1; Nov. 27/12 Follow up Document)
	Does the proposed business idea support existing local businesses by buying/using their goods and/or services?	1	It is likely given the 15-20 new jobs associated with construction and the identified \$6.6 million reconfiguration, that local businesses would be involved in the supplying of some goods and services. (London Convention Centre in London in 2016, Pg. 1; Nov. 27/12 Follow up Document)
	Will the proposed business idea generate assessment growth?	0	As the LCC is owned by the City of London; it is not expected that additional assessment growth will be generated.
	Subtotal	3	
7		Job Creation	
Ranking Key			
2 = Enter a 2 if your answer to the question is yes.			
1 = Enter a 1 if your answer to the question is conceivably.			
0 = Enter a 0 if your answer to the question is no.			
	Does the proposed business idea generate direct employment? (<i>Employment created to directly support the business idea</i>).	2	The LCC proposal expects to create 43 jobs directly associated with the business idea. (Nov. 27/12 LCC Follow up Document)
Ranking Key			
2 = Enter a 2 if your answer to the question is yes.			
1 = Enter a 1 if your answer to the question is conceivably.			
0 = Enter a 0 if your answer to the question is no.			
	Does the proposed business idea generate indirect employment? (<i>Employment that was created/increased as a result of the business idea, but is not directly related to the production/provision of the primary good/service</i>).	2	The LCC proposal expects to create 12 indirect jobs associated with the business idea. (Nov. 27/12 LCC Follow up Document)
Ranking Key			
5 = Greater than 999 jobs			
4 = 500 - 999 jobs			
3 = 250 - 499 jobs			
2 = 100 - 249 jobs			
1 = 1 - 99 jobs			
0 = Enter a 0 if your answer to the question is no/unknown.			
	Does the proposed business idea create long term jobs? (<i>Jobs that will succeed the initial development stages of the business idea</i>).	1	The creation of 55 long term jobs is expected. (Nov. 27/12 LCC Follow up Document)

Ranking Key (City Investment / # of long term jobs)			
5 = \$0.00			
4 = \$1 - \$49,999			
3 = \$50,000 - \$99,999			
2 = \$100,000- \$149,999			
1 = \$150,000 and above			
0 = Enter a 0 if your answer to the question is no/unknown.			
	What is the direct cost to the City relative to the number of long term jobs created?	2	Assuming the LCC is able to leverage financing from the federal and provincial governments at the same ratio as when the LCC was created. \$6.6 million reconfiguration costs divided by three levels of government = \$2.2 million Cost to the City of London. Therefore: \$2.2 million divided by 55 long term jobs = \$40 000.00 investment per long term job. Should financing not be available from higher levels of government, the direct cost per job to the City of London would be \$120,000 (Nov. 27/12 LCC Follow up Document)
Ranking Key			
5 = Greater than 999 jobs			
4 = 500 - 999 jobs			
3 = 250 - 499 jobs			
2 = 100 - 249 jobs			
1 = 1 - 99 jobs			
0 = Enter a 0 if your answer to the question is no/unknown.			
	Does the proposed business idea create short term jobs? (Jobs not associated with the ongoing operation of the business idea).	1	The creation of 15-20 short term jobs is expected. (Nov. 27/12 LCC Follow up Document)
Ranking Key (City Investment/# short term jobs)			
5 = \$0.00			
4 = \$1 - \$49,999			
3 = \$50,000 - \$99,999			
2 = \$100,000- \$149,999			
1 = \$150,000 and above			
0 = Enter a 0 if your answer to the question is no/unknown.			
	What is the direct cost to the City relative to the number of short term jobs created?	1	Assuming the LCC is able to leverage financing from the federal and provincial governments at the same ratio as when the LCC was created. \$6.6 million reconfiguration costs divided by three levels of government = \$2.2 million Cost to the City of London. Therefore: \$2.2 million divided by 20 = \$110 000.00 investment per short term job. Should financing not be available from higher levels of government, the direct cost per job to the City of London would be \$330 000.00 (London Convention Centre in London in 2016, Pg. 1; Nov. 27/12 LCC Follow up Document)
Ranking Key (select all that apply)			
2 = Above City of London Median Income¹ (>\$47,893)			
1 = Below City of London Median Income (<\$47,893)			
0 = Enter a 0 if your answer to the question is no/unknown.			
	Does the proposed business idea generate long term jobs (FT/PT) that pay above or below the City of London Median Income?	1	Below City of London median income. (Nov. 27/12 LCC Follow up Document)
Ranking Key (select all that apply)			
2 = Above City of London Median Income¹ (>\$47,893)			
1 = Below City of London Median Income (<\$47,893)			

0 = Enter a 0 if your answer to the question is no/unknown.		
Does the proposed business idea generate short term jobs (FT/PT) that pay above or below the City of London Median Income?	2	Above City of London median income. (Nov. 27/12 LCC Follow up Document)
Sub-Total	12	
Total	29	

F8:

Prospect Ranking Tool LMIEC PROPOSAL		
Proposal Analysis		
The proposals are ranked by using "Ranking Key" codes that uniquely defined per each analysis section, in order to assess the economic viability of the proposed business idea.		
Ranking Key for Business Profile, Key Sectors, Relationships and Partnerships)		
2 = Enter a 2 if your answer to the question is yes.		
1 = Enter a 1 if your answer to the question is conceivably.		
0= Enter a 0 if your answer to the question is no.		
1	Business Profile	LMIEC
	Does the proposed idea fall within the City's High Level Strategy?	2 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.
	Is the proposed business idea located within the City of London boundary?	2 Location of business idea: the existing offices of LMIEC and ESCLM are both located downtown London, 141 Dundas Street, 4th floor (as per information received describing each organization and as may be located on their websites, www.LMIEC.ca and www.esclm.ca, Tab 1).
	Does the proponent have experience in running a similar business to what is being proposed?	2 The LMIEC is an already existing Network Organization and the request is to help support the services offered by the Job Match Network (Business Case pg.2, 4, Tab 3).
	Subtotal	6
2	Key Sectors	
	Will the proposed business idea support the key City of London sectors: Advanced Manufacturing, Life Sciences, Information Technologies, Education and Financial Services?	1 The business idea indirectly supports the key City of London sectors; as the focus is on finding skilled immigrant talent to satisfy unfilled jobs; which could fall in either one of the key sector categories; ultimately the idea will help fill skill demands in various sectors (Business Case pg.10, Tab 3; Jul.19/12 Original proposal pg.5, Tab 2).
	Will the proposed business idea establish London in other sectors: Tourism and Hospitality, Arts and Culture, Clean Technology, Clean Energy, Materials, Transportation and Logistics, Construction, Land Development and Home Building?	1 The proposed business idea has the potential to establish the City of London in any of the other outlined sectors; depending on availability of jobs and skill requirements; the idea will help fill skill demands in various sectors (Business Case pg.10, Tab 3; Jul.19/12 Original proposal pg. 5, Tab 2).
	Subtotal	2

3 Relationships		
	Has the proponent done business with the City in the past?	1 Not directly, but the Network offers services that help enhance the economic prosperity of the City as a whole. The City benefits from the Network's approach to job matching, the initiative is complimentary to the City's Hire One Strategy (Business Case pg.2, Tab 3).
	Does the proponent have any existing relationships with other levels of government?	2 LMIEC received funding for the initiative from the Ontario Ministry of Citizenship and Immigration in 2011; Top Honours from Economic Developer Council of Ontario (Business Case pg. 2-3, Tab 3).
Subtotal		3
4 Partnerships		
	Does the proponent's business idea leverage new partnerships?	2 The proposal leverages partnerships from various organizations i.e. Access Centre for Regulated Employment, Fanshawe College, Skills International WIL etc. (Business Case pg. 9, Tab 3; Jul.19/12 Original proposal pg.3, Tab 2).
	Does the proponent's business idea have an existing commitment from the private sector?	1 The proponent works with various employers around the local community to help match the unfilled jobs due to lack of appropriately skilled/qualified employees. (Business Case pg. 3, Tab 3).
	Does the proponent's business idea establish a platform for additional investment in the long-term?	1 The proponent's business idea may lead to additional investment in the long term as the need for related services will increase (Business Case pg. 5-7, Tab 3).
Subtotal		4
5 Leverages Investment		
	Is the proponent's financial ask acceptable to what is being proposed: does it meet the 25:75 funding criteria?	1 The City is asked to support the Job Match Network by way of funding a Sales and Marketing Advisor Position: \$105,775: Yr 1. \$51,788, Yr2. \$53,987. It is not clear whether the 25:75 funding criteria is satisfied. (Business Case pg. 4, Tab 3; Jul.19/12 Original proposal pg.4, Tab 2).
	Does the proposed business idea leverage investment from others?	2 The Ontario Ministry of Citizenship and Immigration has already invested \$150,000/ year in the Job Match Network over a 2yr funding agreement, plus other federal and provincial investments have been leveraged (Business Case pg. 6-7, Tab 3).
Subtotal		3
6 Spin-off Benefits		
	Does the proposed business idea generate direct, indirect and/or induced economic spinoffs?	2 The proponent's idea will retain and attract talent; business retention, growth and attraction; community economic development; develop labour force (Business Case pg. 8-9, Tab 3).

	Does the proposed business idea support existing local businesses by buying/using their goods and/or services?	2	The proposed business idea provides a Job Match Network service and does not directly buy other local goods but it does use other local services as part of its everyday business (Business Case pg.7, Tab 3).
	Will the proposed business idea generate assessment growth?	0	The proposed idea does not have a direct impact on assessment growth (Business Case pg. 8, Tab 3).
	Subtotal	4	
7	Job Creation		
Ranking Key			
2 = Enter a 2 if your answer to the question is yes.			
1 = Enter a 1 if your answer to the question is conceivably.			
0 = Enter a 0 if your answer to the question is no.			
	Does the proposed business idea generate direct employment? <i>(Employment created to directly support the business idea).</i>	2	The proposed business idea will generate one direct job (Sales and Marketing Advisor) to support the Job Matching Network. (Business Case pg. 2, Tab 3; Jul. 19/12 Original proposal pg. 1, Tab 2; Nov.27/12 follow-up document, Tab 5).
Ranking Key			
2 = Enter a 2 if your answer to the question is yes.			
1 = Enter a 1 if your answer to the question is conceivably.			
0 = Enter a 0 if your answer to the question is no.			
	Does the proposed business idea generate indirect employment? <i>(Employment that was created/increased as a result of the business idea, but is not directly related to the production/provision of the primary good/service).</i>	2	There is a potential for the Job Match Network to increase indirect employment, as unfilled jobs are filled with appropriately skilled people (estimated 250 jobs annually (500 over the 2- yrs)); which is what fuels job growth; other jobs may be created/increased as a result (Business Case pg. 8, Tab 3 Jul.19/12 Original proposal pg. 1, Tab 2, Nov. 27/12 follow-up document, Tab 5).
Ranking Key			
5 = Greater than 999 jobs			
4 = 500 - 999 jobs			
3 = 250 - 499 jobs			
2 = 100 - 249 jobs			
1 = 1 - 99 jobs			
0 = Enter a 0 if your answer to the question is no/unknown.			
	Does the proposed business idea create long term jobs? <i>(Jobs that will succeed the initial development stages of the business idea).</i>	1	The proposed business idea will create one direct long term job. However, the proponent is suggesting that based on Statistics Canada data, London employs 1.44% of the employed Canadian workforce, therefore connecting newcomers with commensurate employment will yield at least 5,760 jobs over the longer term (1.44% x 400,000 extra workers as predicted by the RBC Economics Study). (Nov. 27/12 follow-up document, Tab 5).
Ranking Key (City Investment / # of long term jobs)			
5 = \$0.00			
4 = \$1 - \$49,999			
3 = \$50,000 - \$99,999			
2 = \$100,000- \$149,999			
1 = \$150,000 and above			
0 = Enter a 0 if your answer to the question is no/unknown.			

	<p>What is the direct cost to the City relative to the number of long term jobs created?</p>	3	<p>The proponents funding request is in the amount of \$105,775 (2-yrs): Yr 1. \$51,788, Yr2. \$53,987. It is certain that one direct long term job will be created to support the Network, with the potential of up to 5,760 job matches. Therefore the direct cost relative to the long term job that will be created is \$51,788 for the first year of program delivery. (Nov. 27/12 follow-up document, Tab 5, Business Case, pg. 4, Tab 3).</p>
Ranking Key			
5 = Greater than 999 jobs			
4 = 500 - 999 jobs			
3 = 250 - 499 jobs			
2 = 100 - 249 jobs			
1 = 1 - 99 jobs			
0 = Enter a 0 if your answer to the question is no/unknown.			
	<p>Does the proposed business idea create short term jobs? (<i>Jobs not associated with the ongoing operation of the business idea</i>).</p>	0	<p>The proponent had indicated that the focus of the Job Match Network is on long term job matching, and that the idea does not focus on short-term job creation (Nov. 27/12 follow-up document, Tab 5).</p>
Ranking Key (City Investment/# short term jobs)			
5 = \$0.00			
4 = \$1 - \$49,999			
3 = \$50,000 - \$99,999			
2 = \$100,000- \$149,999			
1 = \$150,000 and above			
0 = Enter a 0 if your answer to the question is no/unknown.			
	<p>What is the direct cost to the City relative to the number of short term jobs created?</p>	0	<p>The proponents funding request is in the amount of \$105,775 (2-yrs). It is difficult to estimate the direct cost relative to the number of short term jobs as the proponent indicated that the focus is not on short term job creation but rather job matching. (Nov. 27/12 follow-up document, Tab 5, Business Case, pg. 4, Tab 3).</p>
Ranking Key (select all that apply)			
2 = Above City of London Median Income ¹ (>\$47,893)			
1 = Below City of London Median Income (<\$47,893)			
0 = Enter a 0 if your answer to the question is no/unknown.			
	<p>Does the proposed business idea generate long term jobs (FT/PT) that pay above or below the City of London Median Income?</p>	3	<p>The proponent has indicated that matches made through the LMIEC Job Match Network are already demonstrating long term job outcomes with average salaries of approximately \$47,940, just above the City of London Median Income level (Nov. 27/12 follow-up document, Tab 5).</p>
Ranking Key (select all that apply)			
2 = Above City of London Median Income ¹ (>\$47,893)			
1 = Below City of London Median Income (<\$47,893)			
0 = Enter a 0 if your answer to the question is no/unknown.			
	<p>Does the proposed business idea generate short term jobs (FT/PT) that pay above or below the City of London Median Income?</p>	3	<p>The proponent has indicated that matches made through the LMIEC Job Match Network are already demonstrating long term job outcomes with average salaries of approximately \$47,940, just above the City of London Median Income level (Nov. 27/12 follow-up document, Tab 5).</p>
Sub-Total		14	
Total		36	

F9:

Prospect Ranking Tool ESCLM PROPOSAL		
Proposal Analysis		
The proposals are ranked by using "Ranking Key" codes that uniquely defined per each analysis section, in order to assess the economic viability of the proposed business idea.		
Ranking Key for Business Profile, Key Sectors, Relationships and Partnerships)		
2 = Enter a 2 if your answer to the question is yes.		
1 = Enter a 1 if your answer to the question is conceivably.		
0= Enter a 0 if your answer to the question is no.		
1	Business Profile	ESCLM
	Does the proposed idea fall within the City's High Level Strategy?	2 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.
	Is the proposed business idea located within the City of London boundary?	2 Location of business idea: the existing offices of LMIEC and ESCLM are both located downtown London, 141 Dundas Street, 4th floor (as per information received describing each organization and as may be located on their websites, www.LMIEC.ca and www.esclm.ca Tab 1).
	Does the proponent have experience in running a similar business to what is being proposed?	2 The ESCLM is an already existing Network Organisation and the request is to help support the services offered by the Job Development Network (Business Case pg.2, Tab 2).
Subtotal		6
2	Key Sectors	
	Will the proposed business idea support the key City of London sectors: Advanced Manufacturing, Life Sciences, Information Technologies, Education and Financial Services?	1 The business idea indirectly supports the key City of London sectors; as the focus is on job placement and matching - which could fall in either one of the key sectors; related to the skills of the unemployed and the current job vacancies in any one of the various key sectors (Business Case pg 7, Tab 2; Jul.19/12 Original proposal pg.6, Tab 4).
	Will the proposed business idea establish London in other sectors: Tourism and Hospitality, Arts and Culture, Clean Technology, Clean Energy, Materials, Transportation and Logistics, Construction, Land Development and Home Building?	1 The proposed business idea has the potential to establish the City of London in any one of the other outlined sectors; depending on availability of jobs in various sectors and skill requirements (Business Case pg.7, Tab 2 Nov.19/12 Original proposal pg.6, Tab 4).
Subtotal		2

3		Relationships	
	Has the proponent done business with the City in the past?	1	Not directly, but the Network offers services that help enhance the economic prosperity of the City as a whole. The City benefits from the Network's approach to employment and training (Business Case pg.1, 3, Tab 2).
	Does the proponent have any existing relationships with other levels of government?	2	ESCLM Members are funded by all levels of government; Ontario Works, Employment Ontario, Ontario Secondary Career (Business Case pg. 3, Tab 2).
		Subtotal	3
4		Partnerships	
	Does the proponent's business idea leverage new partnerships?	2	The proposal leverages partnerships from ESCLM members, community members and government partners, Hire One London, Labour Market, Information Knowledge System etc. (Business Case pg. 7, Tab 2; Jul.19/12 Original proposal pg.6, Tab 4).
	Does the proponent's business idea have an existing commitment from the private sector?	1	The proponent works with various employers around the local community to help match the unemployed workers with the proper job that suits their skills (Business Case pg. 3, Tab 2).
	Does the proponent's business idea establish a platform for additional investment in the long-term?	1	The proponent's business idea may lead to additional investment in the long term as the need for related services will increase (Business Case pg. 2-4, Tab 2).
		Subtotal	4
5		Leverages Investment	
	Is the proponent's financial ask acceptable to what is being proposed: does it meet the 25:75 funding criteria?	1	The City is asked to support the Job Development Network by way of funding an Employment Marketing Advisor Position \$101,883: Yr 1. \$50,192, Yr2. \$51,691. It is not clear whether the 25:75 funding criteria is satisfied. (Business Case pg. 2, 6, Tab 2).
	Does the proposed business idea leverage investment from others?	2	ESCLM staff has contributed thousands of volunteer hours in-kind, Ontario works, Employment Ontario, Ontario Second and Career etc. (Business Case pg. 2-3, Tab 2).
		Subtotal	3
6		Spin-off Benefits	
	Does the proposed business idea generate direct, indirect and/or induced economic spinoffs?	2	The proponent's idea will help job seekers to be matched with the right employer and job, this will ensure the best possible fit between the employer and worker, leading to business retention, growth and attraction. The Network will provide information about and access to employer services and supports, which will help develop the labour force (Business Case pg. 3-4, Tab 2; Jul.19/12 Original proposal pg.5, Tab 4).

	Does the proposed business idea support existing local businesses by buying/using their goods and/or services?	2	The proposed business idea provides a Job Development Network service and does not directly buy other local goods, however it does use other local services as part of its everyday business (Business Case pg. 4-5, Tab 4).
	Will the proposed business idea generate assessment growth?	0	The proposed idea does not have a direct impact on assessment growth (Business Case pg. 4-5, Tab 2).
Subtotal		4	

7 Job Creation

Ranking Key
2 = Enter a 2 if your answer to the question is yes.
1 = Enter a 1 if your answer to the question is conceivably.
0 = Enter a 0 if your answer to the question is no.

	Does the proposed business idea generate direct employment? (<i>Employment created to directly support the business idea</i>).	2	The proposed business idea will generate one direct job (Sales and Marketing Advisor) to support the Job Developers Network. (Business Case pg. 2, Tab 2; Original proposal Jul 19/12 pg. 1, Tab 4).
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Ranking Key
2 = Enter a 2 if your answer to the question is yes.
1 = Enter a 1 if your answer to the question is conceivably.
0 = Enter a 0 if your answer to the question is no.

	Does the proposed business idea generate indirect employment? (<i>Employment that was created/increased as a result of the business idea, but is not directly related to the production/provision of the primary good/service</i>).	2	There is a potential for the Job Development Network to increase indirect employment, as the unemployed are better matched to available jobs (estimated 2,200 job matches), the economy will start to grow; and as a result demand for other jobs may be created/increased (Business Case pg. 1-4, Tab 2; Jul. 19/12 Original proposal pg. 1, Tab 4).
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Ranking Key
5 = Greater than 999 jobs
4 = 500 - 999 jobs
3 = 250 - 499 jobs
2 = 100 - 249 jobs
1 = 1 - 99 jobs
0 = Enter a 0 if your answer to the question is no/unknown.

	Does the proposed business idea create long term jobs? (<i>Jobs that will succeed the initial development stages of the business idea</i>).	1	The business idea creates one direct long term job. The Network itself does not 'create' jobs. It establishes a supportive workforce climate wherein existing employer demands are met by qualified, skilled job seeker supplies. The proponent identified that up to 2,200 job matches may result from the Job Developers Network Nov. 27/12 follow-up document, Tab 5).
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Ranking Key (City Investment / # of long term jobs)
5 = \$0.00
4 = \$1 - \$49,999
3 = \$50,000 - \$99,999
2 = \$100,000- \$149,999
1 = \$150,000 and above
0 = Enter a 0 if your answer to the question is no/unknown.

	<p>What is the direct cost to the City relative to the number of long term jobs created?</p>	<p>3</p>	<p>The proponents funding request is in the amount of \$101,883 (2-yrs) Yr 1. \$50,192, Yr2. \$51,691. It is certain that one direct long term job will be created to support the Network, with the potential of up to 2,200 job matches. Therefore, the direct cost relative to the long term job that will be created is \$50,192 for the first year of program funding. (Nov. 27/12 follow-up document, Tab 5, Business Case, pg. 6, Tab 2).</p>
Ranking Key			
5 = Greater than 999 jobs			
4 = 500 - 999 jobs			
3 = 250 - 499 jobs			
2 = 100 - 249 jobs			
1 = 1 - 99 jobs			
0 = Enter a 0 if your answer to the question is no/unknown.			
	<p>Does the proposed business idea create short term jobs? (<i>Jobs not associated with the ongoing operation of the business idea</i>).</p>	<p>0</p>	<p>This project does not 'create' jobs. It establishes a supportive workforce climate wherein existing employer demands are met by qualified, skilled job seeker supplies (Nov. 27/12 follow-up document, Tab 5).</p>
Ranking Key (City Investment/# short term jobs)			
5 = \$0.00			
4 = \$1 - \$49,999			
3 = \$50,000 - \$99,999			
2 = \$100,000- \$149,999			
1 = \$150,000 and above			
0 = Enter a 0 if your answer to the question is no/unknown.			
	<p>What is the direct cost to the City relative to the number of short term jobs created?</p>	<p>0</p>	<p>The proponents funding request is in the amount of \$101,883 (2-yrs) Yr 1. \$50,192, Yr2. \$51,691. It is difficult to estimate the direct cost relative to the number of short term jobs as the proponent indicated that the focus is not on short term job creation but rather job matching. (Nov. 27/12 follow-up document, Tab 5, Business Case, pg. 6, Tab 2).</p>
Ranking Key (select all that apply)			
2 = Above City of London Median Income¹ (>\$47,893)			
1 = Below City of London Median Income (<\$47,893)			
0 = Enter a 0 if your answer to the question is no/unknown.			
	<p>Does the proposed business idea generate long term jobs (FT/PT) that pay above or below the City of London Median Income?</p>	<p>3</p>	<p>The Job Developers Network will be in a position to match the unemployed with long term jobs that are either above or below the median, the matches will depend on the type of jobs available (Nov. 27/12 follow-up document, Tab 5).</p>
Ranking Key (select all that apply)			
2 = Above City of London Median Income¹ (>\$47,893)			
1 = Below City of London Median Income (<\$47,893)			
0 = Enter a 0 if your answer to the question is no/unknown.			
	<p>Does the proposed business idea generate short term jobs (FT/PT) that pay above or below the City of London Median Income?</p>	<p>3</p>	<p>The Job Developers Network will be in a position to match the unemployed with short term jobs that are either above or below the median, the matches will depend on the type of jobs available (Nov. 27/12 follow-up document, Tab 5).</p>
Sub-Total		14	
Total		36	

F10:

Prospect Ranking Tool LIBEAC PROPOSAL		
Proposal Analysis		
The proposals are ranked by using "Ranking Key" codes that uniquely defined per each analysis section, in order to assess the economic viability of the proposed business idea.		
Ranking Key for Business Profile, Key Sectors, Relationships and Partnerships)		
2 = Enter a 2 if your answer to the question is yes.		
1 = Enter a 1 if your answer to the question is conceivably.		
0= Enter a 0 if your answer to the question is no.		
1	Business Profile	LIBAC
	Does the proposed idea fall within the City's High Level Strategy?	2 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.
	Is the proposed business idea located within the City of London boundary?	2 Location of business idea: the proposal does not identify a specific area within the City; a feasibility study will determine the need for additional space for the development of the program (June 9/12 Original proposal pg. 1, Tab 1).
	Does the proponent have experience in running a similar business to what is being proposed?	1 The proponent has experience in managing various projects; real estate development, international marketing and business development, sales, Co-Founder "London Multicultural Community Association" indirect relationship to the proposed business idea (Resume pg. 1-4, Tab 2).
Subtotal		5
2	Key Sectors	
	Will the proposed business idea support the key City of London sectors: Advanced Manufacturing, Life Sciences, Information Technologies, Education and Financial Services?	1 The business idea indirectly supports the key City of London sectors; the sectors that would be supported would depend on new businesses created within the City, which is unknown at this time (June 9/12 Original proposal pg. 2, Tab 1).
	Will the proposed business idea establish London in other sectors: Tourism and Hospitality, Arts and Culture, Clean Technology, Clean Energy, Materials, Transportation and Logistics, Construction, Land Development and Home Building?	1 The proposed business idea has the potential to establish the City of London in any one of the other outlined sectors; depending what sector the newly created businesses will support (Due Diligence Checklist pg.3, Tab 1; June 9/12 Original proposal pg.2, Tab 3).
Subtotal		2

3 Relationships			
	Has the proponent done business with the City in the past?	1	The proponent has not done business with the City of London in the past. However, the proponent was a Steering Committee member for the Downtown Heritage Conservation District, and the Cultural Prosperity Plan (Resume pg.4, Tab 2).
	Does the proponent have any existing relationships with other levels of government?	2	The proponent will be receiving funding from the Ontario Trillium Foundation (Meeting Nov. 21/12).
	Subtotal	3	
4 Partnerships			
	Does the proponent's business idea leverage new partnerships?	1	The proposed idea may leverage new partnerships from Federal and Provincial Governments, private and public foundations, corporate sponsorships and angel investors (June 9/12 Original proposal pg. 1, Tab 3).
	Does the proponent's business idea have an existing commitment from the private sector?	0	The proposed idea does not have an existing commitment from the private sector, the idea is in the preliminary stages of discussions with prospective stakeholders (Due Diligence Checklist pg.1, Tab 1).
	Does the proponent's business idea establish a platform for additional investment in the long-term?	1	The proponent's business idea may lead to additional investment in the long term; however this will be based on the results of the feasibility study and the need for the proposed service (June 9/12 Original proposal pg.2, Tab 3).
	Subtotal	2	
5 Leverages Investment			
	Is the proponent's financial ask acceptable to what is being proposed: does it meet the 25:75 funding criteria?	1	The City is asked to contribute up to \$50,000 for a feasibility study, up to \$125,000/yr towards operating expenses and if feasibility study substantiates the need for a shared space, up to \$ 500,000 towards a capital investment. It is not clear whether the 25:75 funding criteria is satisfied (Due Diligence Checklist pg.1, Tab 1).
	Does the proposed business idea leverage investment from others?	1	At this time, there is no clear indication that the idea will leverage investment from others. However, the Ontario Trillium Foundation is said to contribute \$25,000 towards the feasibility study (Meeting Nov. 21/12).
	Subtotal	2	
6 Spin-off Benefits			
	Does the proposed business idea generate direct, indirect and/or induced economic spinoffs?	2	The proponent's idea may generate various economic spinoffs; potential new businesses may spend money in the local community increasing profits for other businesses leading them to spend more in the community. Additional goods and services may be required to operate the new businesses. As the potential business grows more staff resources may be required. Attracting/retaining talent (Due Diligence Checklist pg. 3-4, Tab 1; June 9/12 Original proposal pg.1, Tab 3).

	Does the proposed business idea support existing local businesses by buying/using their goods and/or services?	1	The proposed business idea may support local businesses, however this will depend on the need of the proposed program and the types of potential new businesses that will be created and their corresponding needs (Due Diligence Checklist pg. 3, Tab 1; June 9/12 Original proposal pg.1-2, Tab 3).
	Will the proposed business idea generate assessment growth?	1	The proposed business idea may have an impact on assessment growth provided that a new business space is created for the development of the proposed program (Due Diligence Checklist pg. 1, Tab 1; June 9/12 Original proposal pg. 2, Tab 3).
Subtotal		4	
7 Job Creation			
Ranking Key			
2 = Enter a 2 if your answer to the question is yes.			
1 = Enter a 1 if your answer to the question is conceivably.			
0 = Enter a 0 if your answer to the question is no.			
	Does the proposed business idea generate direct employment? <i>(Employment created to directly support the business idea).</i>	1	The proposed business idea may generate a number of direct jobs as they relate to running the proposed entrepreneurial support program. The proponent indicated direct jobs will be created by entrepreneurs starting their own businesses within the City, however direct job creation related to program delivery were not addressed. (Due Diligence Checklist pg.4, Tab 1; June 9/12 Original proposal pg.1, Tab 3; Nov 27, follow-up document, Tab 4).
Ranking Key			
2 = Enter a 2 if your answer to the question is yes.			
1 = Enter a 1 if your answer to the question is conceivably.			
0 = Enter a 0 if your answer to the question is no.			
	Does the proposed business idea generate indirect employment? <i>(Employment that was created/increased as a result of the business idea, but is not directly related to the production/provision of the primary good/service).</i>	2	There is a potential for the proposed entrepreneurial program to increase employment within the local community by encouraging entrepreneurs to start their own businesses, and subsequently hiring staff as needed to operate the business (Due Diligence Checklist pg.4, Tab 1, Nov. 27/12 follow-up document, Tab 4).
Ranking Key			
5 = Greater than 999 jobs			
4 = 500 - 999 jobs			
3 = 250 - 499 jobs			
2 = 100 - 249 jobs			
1 = 1 - 99 jobs			
0 = Enter a 0 if your answer to the question is no/unknown.			
	Does the proposed business idea create long term jobs? <i>(Jobs that will succeed the initial development stages of the business idea).</i>	1	This proposal does not "create jobs" as the intent is to create a support program to help entrepreneurs start their own business. There may be some long term jobs created to run the proposed support program. Further, the proponent is suggesting that 660 long term jobs over 10 yrs will be created, but those jobs will be the direct result of entrepreneurial business development (Nov. 27/12 follow-up document).

Ranking Key (City Investment / # of long term jobs)			
5 = \$0.00			
4 = \$1 - \$49,999			
3 = \$50,000 - \$99,999			
2 = \$100,000- \$149,999			
1 = \$150,000 and above			
0 = Enter a 0 if your answer to the question is no/unknown.			
	What is the direct cost to the City relative to the number of long term jobs created?	0	As the cost to the City has not been clearly identified, and will be based on the results of the feasibility study, this is hard to estimate as the proponent is requesting up to \$50K for feasibility study, up to \$125K/yr (or \$1.25M for operating expenses over ten yrs.), and up to \$500K for capital expenditure. In addition the numbers of long term jobs in relation to program delivery have not been identified. Therefore, the estimated cost relative to the amount of long term jobs cannot be determined at this time. (Due Diligence Checklist pg.1, Tab 1; Nov. 27/12 follow-up document).
Ranking Key			
5 = Greater than 999 jobs			
4 = 500 - 999 jobs			
3 = 250 - 499 jobs			
2 = 100 - 249 jobs			
1 = 1 - 99 jobs			
0 = Enter a 0 if your answer to the question is no/unknown.			
	Does the proposed business idea create short term jobs? (<i>Jobs not associated with the ongoing operation of the business idea</i>).	1	The proponent estimated 7 short term construction jobs, if the feasibility study suggests that additional space will be required (Nov. 27/12 follow-up document, Tab 4).
Ranking Key (City Investment/# short term jobs)			
5 = \$0.00			
4 = \$1 - \$49,999			
3 = \$50,000 - \$99,999			
2 = \$100,000- \$149,999			
1 = \$150,000 and above			
0 = Enter a 0 if your answer to the question is no/unknown.			
	What is the direct cost to the City relative to the number of short term jobs created?	0	As the cost to the City has not been clearly identified, and will be based on the results of the feasibility study, this is hard to estimate as the proponent is requesting up to \$50K for feasibility study, up to \$125K/yr or \$1.25M for operating expenses over ten yrs., and up to \$500K for capital expenditure. Therefore, the estimated cost relative to the amount of short term jobs cannot be determined at this time. (Due Diligence Checklist pg.1, Tab 1; Nov. 27/12 follow-up document, Tab 4).
Ranking Key (select all that apply)			
2 = Above City of London Median Income¹ (>\$47,893)			
1 = Below City of London Median Income (<\$47,893)			
0 = Enter a 0 if your answer to the question is no/unknown.			
	Does the proposed business idea generate long term jobs (FT/PT) that pay above or below the City of London Median Income?	2	The proponent has suggested that the business idea will generate long term jobs that are above the median (Nov.27/12 follow-up document, Tab 4).

Ranking Key (select all that apply)		
2 = Above City of London Median Income¹ (>\$47,893)		
1 = Below City of London Median Income (<\$47,893)		
0 = Enter a 0 if your answer to the question is no/unknown.		
	Does the proposed business idea generate short term jobs (FT/PT) that pay above or below the City of London Median Income?	3
		The proponent has suggested that the business idea will generate short term jobs that are mostly above the median as they relate to construction, however the new businesses may create jobs that may fall below the median (Nov.27/12 follow-up document, Tab 4).
Sub-Total		10
Total		28

APPENDIX G: IEPC Proposals: Due Diligence Checklist Listing

Req #	Organization	Request	Total Cost of Project	City Contribution Request	Number of New Jobs Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status
CHECKLIST								
1	Kilmer Brownfield Management Limited; Redevelopment of 111 Horton St. East (Pamela Kraft)	Land Development: Redevelopment of old PUC land at 111 Horton Street East as a 750 unit multi-use residential and commercial development. Partner with City under Brownfield CIP, City of London to provide land.	N/A	Land at 111 Horton St.	101-500	Extend the downtown to the river; 750 additional residential units; revenue via DC and property tax	6/12/2012.BE NOTED that the Investment and Economic Prosperity Committee received the attached presentation from Pamela Kraft, Kilmer Brownfield Management Limited, with respect to a proposed partnership with the City of London to remediate and develop the London Hydro lands; it being understood that the proposal will be evaluated in accordance with the established criteria.	Proposal falls within the economic development criteria. Classification: Economic Development. Rating 51. Recommendation: Short List- further investigation needed.
2	The Grand Theatre London; The Grand Theatre Expansion (Deb Harvey)	Land Development/Arts: Mixed use development: Grand Theatre expansion into the parking lot of Dufferin, residential condominium and a parking lot.	\$100 million	Parking Lot (Estimated Market Value \$2M)	60 long-term and 100 short-term (related to theatre expansion only)	Residential property taxes, parking, local retail business jobs. Spinoffs in restaurants, hotels and other service industries.	6/9/2012.BE NOTED that the Investment and Economic Prosperity Committee received the attached presentation from Ron Koudys, Grand Theatre, with respect to a request for funding to support the proposed expansion to the current facility to accommodate a 400-seat and a 1200-seat performance hall; it being understood that the proposal will be evaluated in accordance with the established criteria.	Proposal falls within the economic development criteria. Classification: Economic Development. Rating 50. Recommendation: Short List- to move forward to community consultation.

APPENDIX G: IEPC Proposals: Due Diligence Checklist Listing

Req #	Organization	Request	Total Cost of Project	City Contribution Request	Number of New Jobs Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status
CHECKLIST								
3	Music London; Music Hall (David Canton)	Land Development/ Arts: Development of new 1200 - 1400 seat musical hall with adjoining residential development. Also possibilities for commercial development and office tower development	\$40 million	\$10 million	300 long-term and 360 short-term (related to performing arts centre)	Rejuvenate downtown; attract and retain young professionals	7/24/2012: BE REFERRED to the Civic Administration to evaluate and report back on the proposed governance structure of Centennial Hall and for evaluation in accordance with the established criteria;	Proposal falls within the economic development criteria. As per direction by the Director of Investments and Partnerships, the proposed governance structure review is beyond the scope of this review. Classification: Economic Development. Rating 49. Recommendation: Short List- to move forward to community consultation.
4	LHSC; CSTAR (Chris Boucher)	Health: Establish LHSC as the global leader in surgical technology. Acquire next generation surgical systems; expand business development in the global medical devices sector	N/A	\$35 million over 5 years	101-500	Leverage \$115M in additional investments; Additional research grants; \$34.6M to the local economy through additional visits	8/28/2012.BE REFERRED to the Civic Administration for evaluation in accordance with the established criteria;	Proposal falls within the economic development criteria. Classification: Economic Development. Rating 38 .Recommendation: Short List- joint research fund recommended.

APPENDIX G: IEPC Proposals: Due Diligence Checklist Listing

Req #	Organization	Request	Total Cost of Project	City Contribution Request	Number of New Jobs Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status
CHECKLIST								
5	St. Joseph's Health Care; Fuelling Care Innovation and Research Innovation (Michelle Campbell)	Health: Invest in two Innovation streams: Care Innovation for Healthier Communities (\$8.7 million) and Medical Device Innovation (\$1.6 million)	N/A	\$10.3 million	101-500	\$20 million annually	6/12/2012.BE NOTED that the IEPC received the attached presentation from Jeff Macoun and Dr. Gillian Kernaghan, St. Joseph's Health Care Foundation, entitled "The Next Step in Healthcare Innovation for our Community" requesting funding for additional research initiatives; it being understood that the proposal will be evaluated in accordance with the established criteria.	Proposal falls within the economic development criteria. Classification: Economic Development. Rating 44. Recommendation: Short List – joint research fund recommended.
6	London Convention Centre ; LCC Space Enhancement (Lori DaSilva)	Tourism: Build new conference space that offers greater flexibility to accommodate conference planners' demands.	\$5-25 million	\$5-25 million	21-50	Supports: audio/visual companies; décor companies; food; bars and hotels	7/24/2012: BE REFERRED to the Civic Administration for evaluation in accordance with the established criteria, subject to the submission of a financial plan in support of the proposal;	Proposal falls within the economic development criteria. Classification: Idea Bank. Rating 29. Recommendation: Economic Development Idea Bank.

APPENDIX G: IEPC Proposals: Due Diligence Checklist Listing

Req. #	Organization	Request	Total Cost of Project	City Contribution Request	Number of New Jobs Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status
CHECKLIST								
7	Western; Downtown Campus (Janice Deakin)	Land Development: Transfer of City Hall, Centennial Hall and all parking to Western at no cost. In a clean, useable and asbestos free condition (\$25 million). Additional \$10 million from City to renovate to Western's needs.	Transfer of City Hall; Centennial Hall; associated parking; estimated \$25 million clean-up and asbestos abatement; \$10 million for Western's renovation	Transfer of City Hall; Centennial Hall; associated parking; estimated \$25 million clean-up and asbestos abatement; \$10 million for Western's renovation	N/A	\$150 - 170 million impact to local economy over 5 years	6/12/2012.BE NOTED the Investment and Economic Prosperity Committee received the attached presentation from Amit Chakma, President, Western University and Janice Deakin, Vice-President, Western University entitled "Western's Proposal For a Downtown Campus in the City of London's Civic Square Facilities" and the attached document entitled "Western's Proposal for a Downtown Campus", providing an overview of Western University's proposal to create a downtown campus through the acquisition City lands and funding in support of this initiative; it being understood that the proposal will be evaluated in accordance with the established criteria.	Proposal falls within the economic development criteria. Classification: Idea Bank. Rating 32. Recommendation: Economic Development Idea Bank.

APPENDIX G: IEPC Proposals: Due Diligence Checklist Listing

Req. #	Organization	Request	Total Cost of Project	City Contribution Request	Number of New Jobs Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status
8	Employment Sector Council London-Middlesex; ESCLM Proposal (Carol Stewart)	Employment/Network Support: Funding support from the City of London to hire an Employment Marketing Advisor, JDN marketing initiatives, and overhead expenses for 2 years, 2013-2014, to officially establish Job Developers Network as a key London resource for connecting area employers with JDN's pool of talent.	\$50,192 yr.-1 and \$51,691 yr.-2	\$101,883	Estimated 2,200 job matches over 2-yrs	JDN will ensure more job seekers are matched with employers and jobs. Ensure the best possible fit between employer and worker. Standards of service delivery will improve. Community economic development.	July 19, 2012.BE SUPPORTED AND REFERRED to the Civic Administration for evaluation in accordance with the established criteria and to provide a potential source of financing for the initiative;	WIL Counselling and Training for Employment will be acting as Administrative Sponsor for both proposals: ESCLM and LMIEC. The Civic Administration recommends that the joint proposal receive City funding in the amount of \$101,980 for the 1 st year of program delivery, by way of salary support. The success rate of the program/s will need to be closely monitored and reported back on in the 4 th quarter of its delivery (cont. on next pg.)

CHECKLIST

APPENDIX G: IEPC Proposals: Due Diligence Checklist Listing

Req. #	Organization	Request	Total Cost of Project	City Contribution Request	Number of New Jobs Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status
CHECKLIST								
9	London Middlesex Immigrant Employment Council; LMIEC Job Match Network (Jennifer Hollis)	Employment: To support the salary of a full-time Sales and Marketing Advisor. The Network matches qualified talent to unfiled job orders. Marketing qualified candidates to employers is a labour intensive process, and as a result requires an additional staff member to compliment the team.	\$51,788 in yr.1 and \$53,987 yr.2	\$105,775	Estimated 500 job matches over 2-yrs	Retain and attract talent, Business retention, growth and attraction, Community economic development, Develop labour force	July 19, 2012.BE SUPPORTED AND BE REFERRED to the Civic Administration for evaluation in accordance with the established criteria and to provide a potential source of financing for the initiative;	in order to be re-evaluated for a potential 2nd yr of funding in the amount of \$105,669. Classification: Social Prosperity. Rating 36. Recommendation: Short List-Council to approve funding for the Network.

APPENDIX G: IEPC Proposals: Due Diligence Checklist Listing

Req #	Organization	Request	Total Cost of Project	City Contribution Request	Number of New Jobs Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status
10	London Multicultural Community Association; London Immigrant Business Entrepreneur Accelerator Centre (Jack Malkin)	Entrepreneur Support/Program Development/Employment: To create a program that will assist immigrants to start their own businesses in London.	\$50K Feasibility, \$125K/yr Operating \$500K Capital	up to \$50K Feasibility, up to \$125K/yr Operating up to \$500K Capital	Estimated seven short term jobs. Proponent estimates program may help establish 660 new businesses over 10 years	Employment, new business, assessment growth.	June 9, 2012. BE NOTED that the Investment and Economic Prosperity Committee received the attached presentation from Jack Malkin, The London Multicultural Community Association, entitled “London Immigrant Business Entrepreneur Accelerator Centre”, with respect to a request for funding to establish the Accelerator Centre; it being understood that the proposal will be evaluated in accordance with the established criteria.	The primary step with regards to the proposed idea is a feasibility study which will determine if there is a need in the local community for the suggested service. The proponent has indicated that the Ontario Trillium Foundation has contributed \$25,000 towards a feasibility study. The proposed business idea will be re-evaluated at a later date, after a feasibility study has been performed, for potential City funding, if requested by Council. Classification: Social Prosperity. Rating 28. Recommendation: Social Prosperity Idea Bank.

CHECKLIST

APPENDIX G: IEPC Proposals: Due Diligence Checklist Listing

Req. #	Organization	Request	Total Cost of Project	City Contribution Request	Number of New Jobs Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status
CHECKLIST								
11	My Sister's Place; Accessibility (Susan MacPhail)	Prosperity/Social Services: Create an accessible home for My Sister's Place in London to increase the services provided to women who are homeless, at risk of homelessness or street involved.	\$1 million	\$200,000	21-50	Supporting marginalized groups, create new partnerships with local businesses and community groups.	July 19, 2012. BE REFERRED to the Strategic Funding Process. (This initiative in the past would've been eligible to apply for funding through the City's Capital Grant Program which is now being incorporated in to the Strategic Funding Framework).	As per Council direction the project has been referred to the Strategic Funding Framework. Nov. 26/12 (Lisa Karlovcec) It qualified under the Capital Grant Program so it is included as part of the Strategic Funding Framework process and the 2013 budget. Classification: Social Prosperity. Rating N/A. Recommendation: Other- to seek funding through the Strategic Funding Framework.

APPENDIX G: IEPC Proposals: Due Diligence Checklist Listing

Req. #	Organization	Request	Total Cost of Project	City Contribution Request	Number of New Jobs Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status
CHECKLIST								
12	Creation of a Wellness Village or City (Mira Katyal)	Entrepreneur Support/Health/Education/Logging: Create a Wellness Village or City; Residential centre to provide health and fitness through: diet, yoga, therapy, and meditation.	\$1.5M Capital \$725K Operating	N/A	101-500	Tourism, education, recreation, research and development, wellness industry.	July 18, 2012. BE REFERRED to the Civic Administration for evaluation in accordance with the established criteria.	Based on the primary analysis tool it has been identified that the proposed business idea is in the very conception stage of a new business, and evidently falls outside of the City of London boundaries, and will not be evaluated any further as it is outside of the scope of the initiative. Classification: Economic Development. Rating N/A. Recommendation: Other- the proposal will not be evaluated any further as it falls outside of the City boundary.

APPENDIX H: IEPC Proposals - Idea Bank Listings

Req #	Organization	Request	Total Cost of Project	City Contribution Request	Number of New of Jobs Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status
IDEA BANK								
1	BizInc.; Student Business Incubator (John Pollock)	Entrepreneur Support: Support and encourage student entrepreneurs with a view towards improving youth employment and retention in London.	N/A	\$500,000 and \$150,000 annually	101-500	Numerous. No specifics supplied in submission	6/12/2012. BE NOTED that the Investment and Economic Prosperity Committee received the attached presentation from John Pollock, BizInc., with respect to a request for funding to continue to support a student-focused business incubator at Western University and Fanshawe College; it being understood that the proposal will be evaluated in accordance with the established criteria.	As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at a future date. Classification: Economic Development
2	London and District Labour Council; Greening and Revitalizing the City (Patti Dalton)	Greening & Revitalization/Employment: Publish Infrastructure, Economic and Social Equity, Greening Interventions and mitigation of climate change.	N/A	N/A	500+	Numerous benefits from social and environmental renewal and economic revitalization.	8/14/2012. BE REFERRED to the Civic Administration for evaluation in accordance with the established criteria.	As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at a future date. Classification: Social Prosperity

APPENDIX H: IEPC Proposals - Idea Bank Listings

Req. #	Organization	Request	Total Cost of Project	City Contribution Request	Number of New of Jobs Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status
IDEA BANK								
3	London Fuse; Thread Community (Ryan Craven)	Arts: Creation of thread community to promote and support arts and culture.	\$250,000	\$125,000	5-10	Form unique identity for London, Ontario. Retain and attract talent	7/24/2012: BE REFERRED to the Civic Administration for evaluation in accordance with the established criteria, subject to the submission of a business plan that demonstrates financial sustainability;	As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at a future date. Classification: Economic Development
4	London Small Business Centre; Micro Loan Program for Entrepreneurs (Steve Pellarin)	Entrepreneur Support: Microloan program (up to \$15,000) targeted at start-ups. Expected applicant: laid off, unable to obtain traditional financing.	N/A	\$150,000	21-50	Supports economic diversity	6/12/2012. BE NOTED that the Investment and Economic Prosperity Committee received the attached presentation from Steve Pellarin, London Small Business Centre, requesting financial support for micro loans for small businesses; it being understood that the proposal will be evaluated in accordance with the established criteria.	As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at a future date. Classification: Economic Development

APPENDIX H: IEPC Proposals - Idea Bank Listings

Req. #	Organization	Request	Total Cost of Project	City Contribution Request	Number of New of Jobs Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status
IDEA BANK								
5	Museum London; Past Future Forks (Patrick Mahon)	Arts: To consolidate: culture, heritage and family- create one institution.	\$40 million	\$10 million	1-5	N/A	6/9/2012. BE NOTED that the Investment and Economic Prosperity Committee received the attached presentation from Patrick Mahon, Museum London, entitled "The Past, The Future, The Forks", with respect to a request for funding to support the proposed consolidation of Museum London and the Children's Museum; it being understood that the proposal will be evaluated in accordance with the established criteria.	11/23/2012. The original Museum London proposal is being updated; the proponents have advised that an update as it relates to the progress of the proposal will be provided when it's warranted and that this project continue to be part of the mix of projects that the City is looking at as part of its 10-year plan. As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at a future date. Classification: Economic Development

APPENDIX H: IEPC Proposals - Idea Bank Listings

Req. #	Organization	Request	Total Cost of Project	City Contribution Request	Number of New of Jobs Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status
IDEA BANK								
6	Old East Village BIA; Accelerating Economic Prosperity (Sarah Merritt)	Community Economic Development: Revitalization of London's Old East Village: create a neighbourhood and local economic development plan.	\$5 million in first three years	\$500,000 annually for 10 years	51-100	Grow the neighbourhood economy from the grass roots; connect regionally; create jobs and leverage resources; incubate new business	7/24/2012: BE REFERRED to the Civic Administration for evaluation in accordance with the established criteria, subject to the provision of additional information with respect to the financing of the initiative;	11/12/2012. Letter received from Sarah Merritt indicating: "Due to staffing and time constraints, I am requesting that the proposal that was submitted by Old East Village BIA is considered in a subsequent phase of the Investment and Economic Prosperity initiative." As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at a future date. Classification: Economic Development

APPENDIX H: IEPC Proposals - Idea Bank Listings

Req #	Organization	Request	Total Cost of Project	City Contribution Request	Number of New of Jobs Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status
IDEA BANK								
7	Tourism London; Tourism as an Economic Generator (John Winston)	Tourism & Entertainment - Various Ideas: Community Attraction, Budweiser Gardens Expansion, Heritage Museum, Destination Casino, Amphitheatre, Permanent Sound and Light Show.	N/A	N/A	N/A	More business for local restaurants, shops and lodging.	7/19/2012. Tourism London BE REQUESTED to convene a meeting with London's hospitality industry to discuss the possible establishment of a Community Attraction/Event Development Fund and provide an update with respect to this matter to the (IEPC) in the Fall of 2012; BE REFERRED to the Civic Administration for evaluation in accordance with the established criteria;	The original Budweiser Gardens Expansion proposal is being updated and more time has been requested to put together an updated business case. As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at a future date. Classification: Economic Development
8	Eco Parking Lot; Derek Stevens	Parking: Parking lot with specific discounts based on how many people are car pooling in the vehicle.	\$25,000	\$20,000	11-20	Less pollutants.	7/18/2012. BE REFERRED to the Civic Administration for consideration as part of the Transportation Master Plan and for evaluation in accordance with the established criteria.	Oct 30/12: The proposal was forwarded to the Director of Transportation for consideration & determining where it would fit in the Transportation Master Plan. As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at a future date. Classification: Social Prosperity

APPENDIX H: IEPC Proposals - Idea Bank Listings

Req. #	Organization	Request	Total Cost of Project	City Contribution Request	Number of New of Jobs Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status
IDEA BANK								
9	Parking Vouchers; Frank Galera	Parking: Parking enforcement officers would have vouchers for sale while still enforcing parking.	N/A	N/A	1-5	Retail sales, food consumption etc.	7/18/2012. BE REFERRED to the Civic Administration for evaluation in accordance with the established criteria.	As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at a future date. Classification: Social Prosperity
10	New Facilities for Transportation Industry; Jose Quezada	Logistics/ Transportation: Improved logistics.	N/A	N/A	N/A	N/A	7/18/2012. BE REFERRED to the London Economic Development Corporation and the London Chamber of Commerce for consideration and to the Civic Administration for evaluation in accordance with the established criteria;	Oct 30/12: The proposal was forwarded to LEDC and LCC for consideration. As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at a future date. Classification: Social Prosperity

APPENDIX H: IEPC Proposals - Idea Bank Listings

Req. #	Organization	Request	Total Cost of Project	City Contribution Request	Number of New of Jobs Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status
IDEA BANK								
11	Hosting Festivals Year round - more television and movie production; Somia Ditor	Special Events and Various: Host festivals year round, more television and movie production.	N/A	N/A	N/A	N/A	7/18/2012. BE REFERRED to the Civic Administration for evaluation in accordance with the established criteria.	No address, no email. The proposals main intent was to present an idea for future consideration. No due diligence checklist was sent due to lack of contact information, and as a result this idea has been placed into the idea bank. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at a future date. Classification: Social Prosperity
12	Connecting Youth; Sonja Fernades	Entrepreneur Support / Not for Profit: Connecting Youth Non-profit organization to help 12-18 year olds to connect with professionals.	N/A	N/A	N/A	Retention and creation of knowledgeable individuals will help enrich the City.	7/18/2012. BE REFERRED to the Civic Administration for evaluation in accordance with the established criteria;	No address, no email. The proposal presented an idea for a non-profit organisation. No due diligence checklist was sent due to lack of contact information, and as a result this idea has been placed into the idea bank. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at a future date. Classification: Social Prosperity

APPENDIX H: IEPC Proposals - Idea Bank Listings

Req. #	Organization	Request	Total Cost of Project	City Contribution Request	Number of New of Jobs Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status
IDEA BANK								
13	Promoting Local Companies; V. Bauer Intini	Tourism/ Marketing: Promote the "buy-local" movement, highlight various London manufacturers.	N/A	N/A	21-50	N/A	7/24/2012. BE REFERRED to the Civic Administration for evaluation in accordance with the established criteria.	As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at a future date. Classification: Social Prosperity
14	Small Business Grants; Jaime Q	Entrepreneur Support: Provide small business grants to young people (18-35) to start businesses in a similar manner as what has been done in Montreal	N/A	N/A	N/A	N/A	7/24/2012. BE REFERRED to the Civic Administration for evaluation in accordance with the established criteria.	As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at a future date. Classification: Economic Development

APPENDIX H: IEPC Proposals - Idea Bank Listings

Req. #	Organization	Request	Total Cost of Project	City Contribution Request	Number of New of Jobs Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status
IDEA BANK								
15	Various; Elizabeth Efthymiadis	Various: Tax breaks for façade improvement on Dundas St from Talbot to Wellington; Make London a centre for rowing and sailing competitions; Annual Beauty pageant	N/A	N/A	N/A	N/A	7/24/2012: BE REFERRED to the Director, Land Use Planning and City Planner for evaluation in accordance with the established criteria; BE REFERRED to Chief Technology Officer for consideration; and, BE REFERRED to the Community Services Department for consideration;	30 Oct: Façade contest suggestion forwarded to John Fleming, City Planner; Step by Step business establishment forwarded to Joseph Edward, Chief Technology Officer; Contest of Excellence forwarded to Bill Coxhead, Managing Director Parks and Recreation. Elizabeth was contacted on November 08, Elizabeth indicated she did not wish submit a checklist; however, she wishes to stay informed about the state of her other suggestions that lie with other elements of the City of London administration. As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the “Idea Bank” may be revisited by the Civic Administration at a future date. Classification: Social Prosperity

APPENDIX H: IEPC Proposals - Idea Bank Listings

# Req.	Organization	Request	Total Cost of Project	City Contribution Request	Number of New of Jobs Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status
IDEA BANK								
16	Removal of Buses from Dundas St.; Lorraine Fay	Transportation and Social Housing: Remove buses from Dundas St. using Queens Ave, Wellington St. and Richmond St. as alternatives; ideas relating to social housing.	N/A	N/A	N/A	N/A	7/24/2012: BE REFERRED to the Civic Administration for evaluation in accordance with the established criteria; and; BE REFERRED to the London & Middlesex Housing Corporation for consideration;	As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at a future date. No address was provided with submission. Emails were returned not deliverable. 10/30/2012. Email sent to Derek Grater of LMHC outlining council direction and including the written proposal from Lorraine Fay. Classification: Social Prosperity
17	Modern Transportation; A. Stolarski	Transportation: High speed rail from Windsor to Quebec City	N/A	N/A	500+	N/A	7/24/2012. BE REFERRED to the Civic Administration for evaluation in accordance with the established criteria.	As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at a future date. Classification: Economic Development

APPENDIX H: IEPC Proposals - Idea Bank Listings

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IDEA BANK								
18	401 Interchange; J. Hawlik	Transportation: 401 Interchange; extension of Wilton Grove Rd.	N/A	N/A	101-500	Yes, service industry jobs	7/24/2012. BE REFERRED to the Civic Administration for evaluation in accordance with the established criteria.	As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at a future date. Classification: Economic Development
19	Original Method to Produce Free Green Energy; Ismail Khalil	Technology: Scientific project to produce renewable green energy based upon a physics principle	\$70,000	\$70,000	51-100	Free energy for consumers and industry	7/24/2012:BE REFERRED to Western University Research Park for consideration and to the Civic Administration for evaluation in accordance with the established criteria;	11/01/2012. Ismail Khalil connected with Paul Paolatto of Western Research Park for consideration of Proposal. As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at a future date. Classification: Economic Development

APPENDIX H: IEPC Proposals - Idea Bank Listings

Req. #	Organization	Request	Total Cost of Project	City Contribution Request	Number of New of Jobs Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status
IDEA BANK								
20	Economic Ideas; R. Morley	Various Ideas: Youth Advisory Council sanctioned advisory committee to council; redevelop City Hall Block; Eco-tourism; Re-locate Railway yards	N/A	N/A	N/A	N/A	7/24/2012. BE REFERRED to the Civic Administration for evaluation in accordance with the established criteria.	As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at a future date. Classification: Economic Development
21	Encouraging Entrepreneurship; W. Beldman	Entrepreneur Support: Support new and young start-up businesses	N/A	N/A	500+	N/A	7/24/2012. BE REFERRED to the Civic Administration for evaluation in accordance with the established criteria.	As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at a future date. Classification: Social Prosperity
22	London's Neighbourhoods; M. Rickard	Land Development: Develop a neighbourhood catering to young professionals	N/A	N/A	101-500	N/A	7/24/2012. BE REFERRED to the Civic Administration for evaluation in accordance with the established criteria.	As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at a future date. Classification: Economic Development

APPENDIX H: IEPC Proposals - Idea Bank Listings

Req. #	Organization	Request	Total Cost of Project	City Contribution Request	Number of New of Jobs Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status
IDEA BANK								
23	Public Bike Lanes; E Paraskevas	Transportation: Create more dedicated Bike lanes	N/A	N/A	N/A	N/A	7/24/2012. BE REFERRED to the Civic Administration for evaluation in accordance with the established criteria.	As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at a future date. Classification: Social Prosperity
24	Increased Police Presence Downtown; Shane Avdovich	Miscellaneous: Increased police patrol downtown during prime entertainment/bar hours	N/A	N/A	N/A	N/A	7/24/2012. BE REFERRED to the Civic Administration for evaluation in accordance with the established criteria.	As no due diligence checklist was received, this idea has been placed into the idea bank. Proposals placed in the "Idea Bank" may be revisited by the Civic Administration at a future date. Classification: Social Prosperity

APPENDIX H: IEPC Proposals - Idea Bank Listings

Req. #	Organization	Request	Total Cost of Project	City Contribution Request	Number of New of Jobs Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status
IDEA BANK								
25	Pillar; Social Innovation Shared Space (Michelle Baldwin)	Entrepreneur Support/Non-profit Network: Seeking partnership with the City to develop a shared space to spark social innovation.	N/A	N/A	21-50	Yes	6/9/2012. BE NOTED that the Investment and Economic Prosperity Committee received the attached presentation from Michelle Baldwin, Pillar Non-profit Network, entitled “Where Change Happens”, with respect to a request for funding in support of the creation of a shared space to spark social innovation among nonprofits, social enterprises, social purpose businesses and entrepreneurs; it being understood that the proposal will be evaluated in accordance with the established criteria.	Pillar Non-profit Network and Emerging Leaders were successful in securing the London Community Foundation Grant for \$73,222 to undergo the feasibility and business plan for the Social Innovation Shared Space. This idea has been placed into the idea bank. Proposals placed in the “Idea Bank” may be revisited by the Civic Administration at a future date. Classification: Social Prosperity

APPENDIX I: IEPC Proposals - Other Listing

Req. #	Organization	Request	Total Cost of Project	City Contribution Request	Number of New Jobs of Jobs Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status/ Classification
OTHER								
1	Auburn Developments; 560 - 562 Wellington St. (Steve Stapleton)	Land Development: Develop a 25 storey residential building at 560-562 Wellington St.	N/A	N/A	N/A	N/A	7/24/2012. That the proposal entitled "Auburn Developments Inc. - 560, 562 Wellington Street, London Residential Condominium Project", submitted by Stephen Stapleton, Vice President, Auburn Development Inc., BE RECEIVED; it being noted that the Investment and Economic Prosperity Committee received the attached presentation from Steve Stapleton and Hugh Handy, Auburn Developments.	Presentation received, no further analysis completed as per council direction. Classification: Other.

APPENDIX I: IEPC Proposals - Other Listing

Req. #	Organization	Request	Total Cost of Project	City Contribution Request	Number of New Jobs of Jobs Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status/ Classification
OTHER								
2	Canadian Federation of Business and Professional Women; Women's Empowerment Principles (Doris Hall)	Workplace Equality: Seeking partnership to join and support gender equality and showcase London as a family friendly place to live.	N/A	N/A	101-500	Spinoff benefits for arts and recreation.	6/9/2012. BE DIRECTED to make the necessary arrangements for The Corporation of the City of London to be a signatory to the Women's Empowerment Program; the Association of Municipalities of Ontario (AMO) BE REQUESTED to support this Program; and, the Civic Administration BE DIRECTED to meet with representatives of the Canadian Federation of Business & Professional Women to determine how the City of London can create measurements to determine its success in meeting the principles outlined in the Women's Empowerment Program;	June 12, 2012: Direction was given that HR was the appropriate department to work with on this idea. File has been forwarded to Aidan Prince, a Specialist from the Human Resource Department (Nov. 26/12): Aidan has had a brief initial meeting with Doris. An additional meeting took place on Dec.4 th , 2012 where the HR Specialist and Councillor White reviewed the reading material Doris Hall had provided regarding measurement and reporting on progress on the Women's Empowerment Principles. The Specialist is to provide a summary of the request and recommendations to the Director of HR by December 21 for review. It is anticipated that the Director of HR will provide a response which is to be communicated back to Doris Hall and Councillor White by end of January 2013. Classification: Other.

APPENDIX I: IEPC Proposals - Other Listing

Req. #	Organization	Request	Total Cost of Project	City Contribution Request	Number of New Jobs of Jobs Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status/ Classification
OTHER								
3	Fanshawe; Fuelling Care Innovation and Research Innovation (Howard Rundle)	Education: Growth of College: attraction, research and innovation, training, new programs, downtown campus.	N/A	N/A	N/A	N/A	6/9/2012. Receive as update. BE NOTED that the Investment and Economic Prosperity Committee received the attached presentation from Howard Rundle, Fanshawe College and Britta Winther providing an update with respect to Fanshawe College's activities regarding a downtown campus.	Noted as an update; update-letter from President addressed to Joe Swan- intent was to update the City on the status. The City has already dedicated funds to Economic Development. College is in the process of finding the appropriate building to suit their needs to expand the growth of the college. Classification: Other.
4	Fincore Canada; SoHo Medical Lifestyle Development (Loredana Onesan Bowler)	Land Development: Develop a \$250 million, 200 000 sq/f residential-medical complex in the old South Street hospital lands	\$250 million	Left Blank	500+	More tourism, influx of \$, people drawn to downtown	6/12/2012: BE NOTED that the Investment and Economic Prosperity Committee received the attached presentation from Bob Robinson, Fincore Canada, entitled "SoHo Wellington Centre" with respect to a SoHo Medical Lifestyle Development on lands located at South Street and Wellington Road, it being understood that the proposal will be evaluated; in accordance with the established criteria; and, the Civic Administration BE DIRECTED to ensure that the planning processes related to this proposal are undertaken in a timely manner, in accordance with provincial legislation.	10/30/2012: Direction received from Director of Corporate Investments that this proposal was outside of the scope of this review as the Planning Department was working on this file. 10/31/2012. Communication forwarded outlining planning elements of council direction sent to John Fleming, City Planner referencing the council resolution. Classification: Other.

APPENDIX I: IEPC Proposals - Other Listing

Req. #	Organization	Request	Total Cost of Project	City Contribution Request	Number of New Jobs of Jobs Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status/ Classification
OTHER								
5	German Solar Corporation; Solar Panels (Dennis German)	The City of London provide access to selected municipal rooftops for the purpose of solar arrays development	Unknown	None: German Solar Corporation would lease rooftop space from The City of London or a Private Public Partnership could be created	663 direct; 1200 indirect	N/A	7/24/2012. BE SUPPORTED IN PRINCIPLE AND BE REFERRED to the Civic Administration for evaluation in accordance with the established criteria and the City of London's Procurement of Goods and Services Policy with a report back to the Investment and Economic Prosperity Committee (IEPC) in September 2012.	10/30/2012: Direction received from Director of Corporate Investments and Partnerships and Division Manager - Facilities that this proposal was outside of the scope of this review as it is related to the forthcoming Solar Strategy Request for Proposal currently being prepared by Ameresco Inc. and the Facilities Division. Classification: Other.
6	Keeping London Growing Coalition; Maximizing our potential (Jim MacKinnon)	Employment: For Information Only	N/A	N/A	N/A	N/A	8/14/2012. BE RECEIVED AND BE REFERRED to the Civic Administration for consideration.	Presentation received, evaluation not completed as presentation is not associated with the IEPC prosperity project process. Classification: Other.

APPENDIX I: IEPC Proposals - Other Listing

Req. #	Organization	Request	Total Cost of Project	City Contribution Request	Number of New Jobs of Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status/ Classification
OTHER								
7	Region of Waterloo; Maintain VIA rail passenger Service (Ken Seiling)	Transportation: For Information Only	N/A	N/A	N/A	N/A	7/24/2012: VIA Rail and the Federal Government BE REQUESTED to maintain the existing rail passenger service; and the Association of Municipalities of Ontario and the Southwest Economic Alliance BE REQUESTED to support this resolution.	Presentation received, evaluation not completed as presentation is not associated with the IEPC prosperity project process. Classification: Other.
8	Research Fanshawe Magazine; Data Technology Adoption Pilot Program (S.L. McIntosh)	Technology: Update/For Information Only	N/A	N/A	N/A	N/A	9/11/2012. That the Digital Technology Adoption Pilot Program correspondence from S. L. McIntosh, Senior Project Developer, Editor, Research Fanshawe Magazine, Applied Research and Innovation BE RECEIVED.	Presentation received, evaluation not completed as presentation is not associated with the IEPC prosperity project process. Classification: Other.

APPENDIX I: IEPC Proposals - Other Listing

Req. #	Organization	Request	Total Cost of Project	City Contribution Request	Number of New Jobs of Jobs Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status/ Classification
OTHER								
9	Western Fair; Modernizing Land Based Gaming in Ontario (Hugh Mitchell)	Zoning/ Gaming: That the IEPC endorse the WFD as a potential site for gov't to deliver on its expanded gaming initiative in zone SW4. Increase customer focus, expand regulated private sector delivery of lottery and gaming, renew OLG's role in oversight of lottery and gaming.	N/A	N/A	N/A	N/A	6/9/2012: The Ontario Lottery Gaming Commission and the Provincial Government BE ADVISED that The Corporation of the City of London acknowledges the continuation of the Western Fair District (WFD) as a gaming site and as a potential site for an expanded gaming program; the WFD BE REQUESTED to report back at a future investment and Economic Prosperity Committee (IEPC) meeting on the potential impacts that an expanded gaming program at the WFD would have on the community; and, the Civic Administration BE DIRECTED to make the necessary arrangements to hold a Public Participation Meeting before the IEPC, at an appropriate time, to receive public input regarding an expanded gaming program;	10/29/2012: Seeking for the IEPC to endorse the WFD as a potential site for the gov't to deliver on its expanded gaming initiative. OLG leasing space form Western Fair- agreement that was set to expire on April 2013 has been extended until such time as a new proponent (operator) is selected. Council supports slots staying at Western Fair; June 12/2012, the City is a willing host community and supports the continuation of the WFD as a gaming site for an expanded gaming program. At the present time all proponents are invited to submit proposals which may lead to an RFP; after which point necessary arrangements will be made to hold a Public Participation Meeting that may be required to advance the development of an expanded gaming facility. Classification: Other.

APPENDIX I: IEPC Proposals - Other Listing

Req. #	Organization	Request	Total Cost of Project	City Contribution Request	Number of New Jobs of Jobs Created	Spinoff Benefits	Council Resolution: Recommended to Evaluate or Otherwise as Stated	Status/ Classification
OTHER								
10	Getting People to Job Opportunities; Shawn Lewis	Transportation: New/altered transit routes/schedule.	N/A	N/A	1-5	Reduction in reliance on single passenger vehicle use; better quality of life & infrastructure support.	8/14/2012. BE REFERRED to the London Transit Commission for consideration;	Nov. 23/12: as per Council direction the proposal was referred to the London Transit Commission (John Ford) for consideration. Classification: Other.
11	Various ; Mohamed Soliman	Community Improvement: The Thames River enhancements, Downtown reshuffle, City of London website, SMS Gateway, Mobile Street Side Speed Board, Lower taxes for new companies, London recognition awards, Encourage visitors, waste management improvement.	N/A	N/A	N/A	N/A	7/18/2012. BE REFERRED to the London Transit Commission; Main Street London and London Hydro for consideration and to the Civic Administration for evaluation. Civic Administration BE REQUESTED to undertake the necessary actions to initiate the removal of debris from the Thames River;	Oct 30/12: Proposal was referred to the LTC, MSL and LH for consideration. Action has been taken with regards to removal of debris from the Thames Re: from Jay Stanford, Director - Environmental Programs & Solid Waste: additional work was undertaken in August 2012 beyond what is normally done. This was undertaken with existing funds by re-allocating expenditures. The Council Resolution has been addressed. Further community action occurred in September 2012. As far as future work, this will be a function of available funding and prioritization of work. The Thames River Clean-up go under "London Clean & Green (City of London is a co-lead). Others involved: Community Services, Environmental Programs, the Upper Thames River Conservation Authority. Classification: Other.

APPENDIX I: IEPC Proposals - Other Listing

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OTHER								
12	Destination Arts; Clark Bryan	Arts: Promote the City as a destination point for arts education for youth.	\$100,000	\$60,000	51-100	Re-brand the City.	8/14/2012. BE SUPPORTED AND BE REFERRED to the Civic Administration to convene a meeting with the appropriate parties to prepare a marketing and implementation plan and provide an update with respect to this matter to the Investment and Economic Prosperity Committee (IEPC);	10/31/2012. Request forwarded to Manager of Culture and Municipal Policy. Culture Division is actively working with Mr. Clark and is in the process of scheduling a meeting for further discussions. The proposed idea is part of Culture's strategic plan. Classification: Other.