

DOWNTOWN  
LONDON

# Annual General Meeting

*Downtown Reimagined.*



# WELCOME

## LDBA AGENDA

- 9:00** Land Acknowledgement
- 9:02** Call to Order
- 9:04** Approval of Minutes - AGM 2020
- 9:06** 2020 Financial Statements  
Auditor's Report
- 9:16** Presentation of Video
- 9:21** Presentation by Barbara Maly
- 9:31** Presentation by LDBA Staff  
Video Presentation

## LDBA AGENDA

- 9:46** Introduction to Strategic Plan
- 9:48** Reimagine Video
- 9:53** Strategic Plan - Goals
- 10:08** Thank You  
Strategic Plan Advisory Committee & Board Members
- 10:15** Operational Plan to 2025
- 10:27** Presentation of 2022 Budget
- 10:37** Motion to Adjourn,  
Introduction to Guest Speaker
- 10:39** Guest Speaker Presentation  
and Q&A

## *We acknowledge...*

that Downtown London is located on the traditional lands of the **Anishinaabek** (Ah-nish-in-a-bek), **Haudenosaunee** (Ho-den-no-show-nee), **Lūnaapéewak** (Len-ahpay- wuk) and **Attawandaron** (Add-a-won-da-run) **peoples**, on lands connected with the London Township and Sombra Treaties of 1796 and the Dish with One Spoon Covenant Wampum.

This land continues to be home to diverse Indigenous peoples (e.g. First Nations, Métis and Inuit) whom we recognize as contemporary stewards of the land and vital contributors of our society.

*Thank you.*

# Approval of the AGM Minutes



# ***REQUIRED***

## ***Motion to Approve***

### ***RULES OF ENGAGEMENT:***

**Each member of an improvement area has one vote regardless of the number of properties that the member may own or lease in the improvement area. 2001, c. 25, s. 204 (6).**

(Members of an improvement area consist of persons who are assessed, on the last returned assessment roll, with respect to rateable property in the area that is in a prescribed business property class and tenants of such property. 2001, c. 25, s. 204 (4).)

# **Audited Financials**



KPMG LLP  
140 Fullarton Street Suite 1400  
London ON N6A 5P2  
Canada  
Telephone 519 672-4880  
Fax 519 672-5684

## INDEPENDENT AUDITORS' REPORT

To the Board of Directors of London Downtown Business Association

### **Opinion**

We have audited the combined financial statements of London Downtown Business Association (the "Entity"), which comprise:

- the combined statement of financial position as at December 31, 2020
- the combined statement of operations and accumulated surplus for the year then ended
- the combined statement of change in net financial assets for the year then ended
- the combined statement of cash flows for the year then ended
- and notes to the combined financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the combined financial statements present fairly, in all material respects, the combined financial position of the Entity as at December 31, 2020, and its combined results of operations, its combined change in net financial assets and its combined cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### **Basis for Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *"Auditors' Responsibilities for the Audit of the Financial Statements"* section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the combined financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.



We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### **Auditors' Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.

# ***REQUIRED***

## ***Motion to Approve***

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**Barbara Maly**  
Executive Director, Downtown London





A stylized blue graphic consisting of a checkmark and a circle, positioned behind the text.

# 2021 Year in Review

# Leveraging Partnerships

Ryerson  
University



London  
Chamber  
of COMMERCE



techalliance  
of southwestern ontario



CFIB



TOURISM  
London  
CANADA



OBIAA™



ARGYLE  
THE ♥ OF EAST LONDON



DIGITAL  
MAIN ST.



**Congratulations on  
your retirement, Lisa!**





# Meet the Downtown London Team







mellor murray  
CONSULTING

Aileen Murray & David Campbell



# DOWNTOWN LONDON RE-IMAGINED

Downtown London Strategy  
2021-2025



**BUILDING**  
FOR SUCCESS  
MOVING FORWARD



# Goals of Strategy

## Objectives

- Build on previous efforts & successes
- Recover and rebuild from impacts of COVID-19
- 5 year plan
- Evolution of LDBA and MainStreet London mandates, priorities and actions



# Strategic Planning Process



# Key Findings





# A Key City Asset

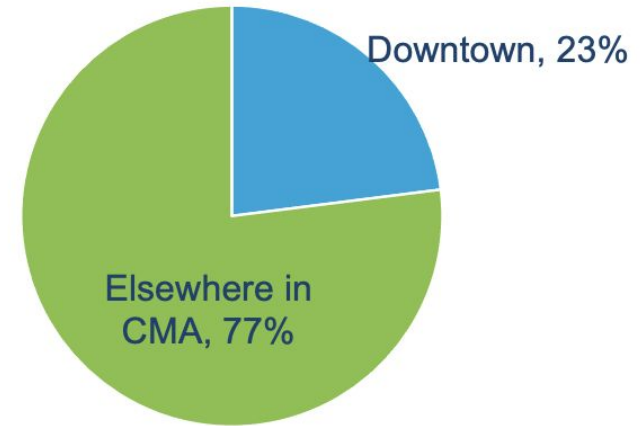
- A critical contributor to the overall health and wellbeing of the city
- Heart of city's economy
- Centre of cultural, recreational and social life



# The Downtown Economy

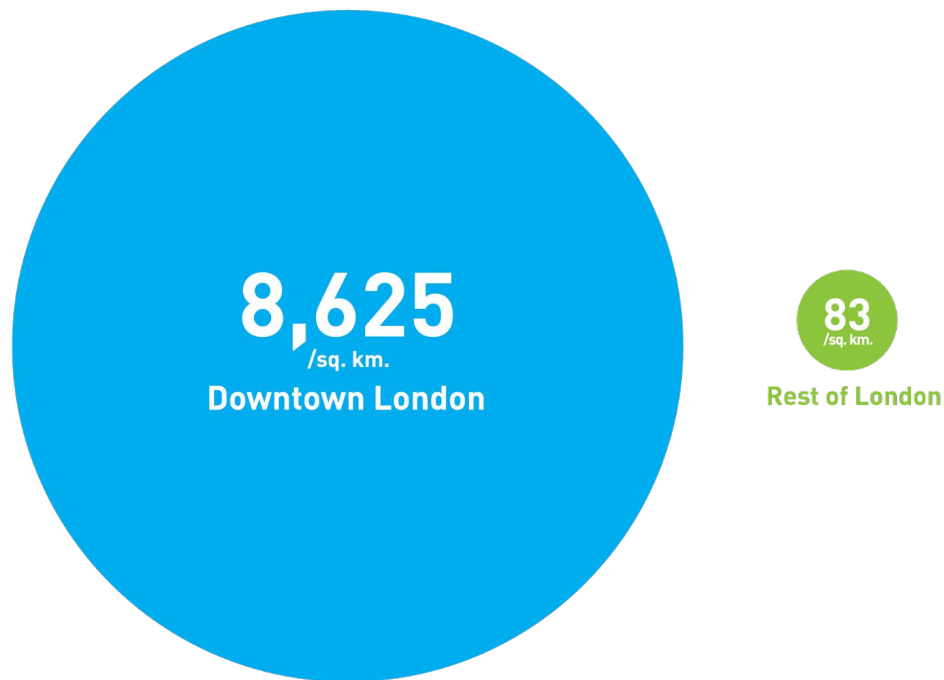
**1,485** employer businesses  
in three Census Tracts (June 2020)

## Location of Large Employers in London CMA



Nearly 1 out of 4 large employers in the CMA (200+ employees) is downtown

# Concentration of firms and employment per sq. km., 2020



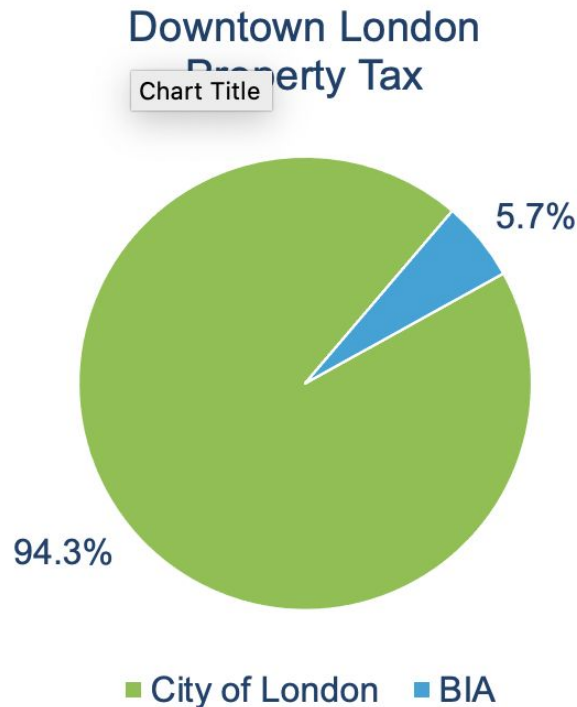
Source: Statistics Canada Business Location Counts, June 2020.

# Downtown assessment

**\$887M** Downtown BIA area  
assessment (2020)

**5.7%** of a downtown businesses'  
property tax bill goes to the BIA.

**94.3%** goes to the City of London  
to fund public services.



# Growing Population



**7,900** residents and **5,300** households (est.)

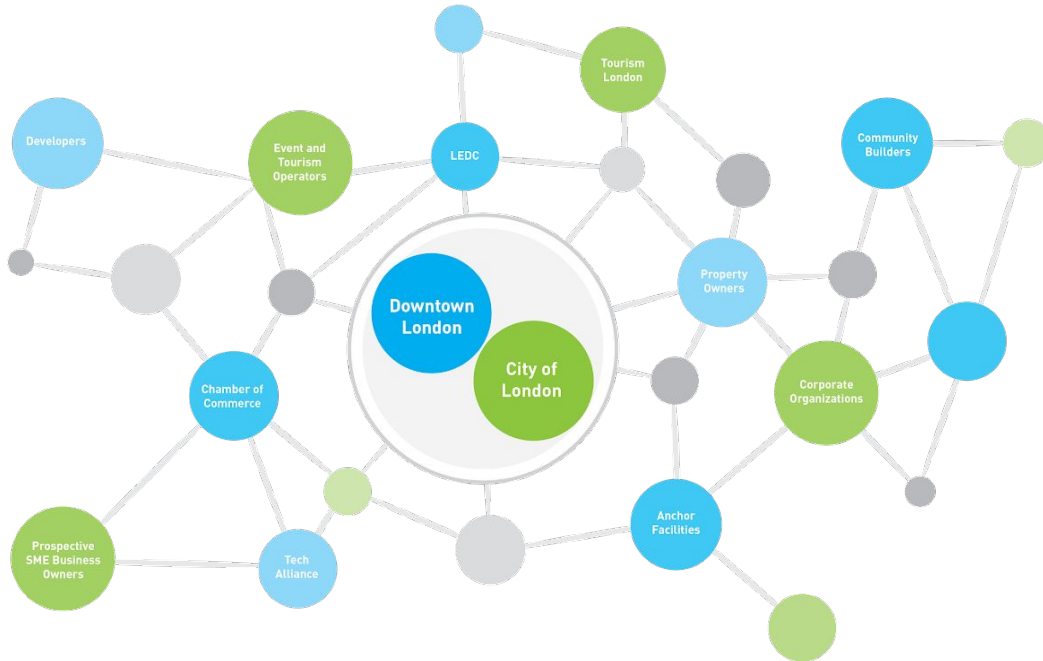


**55%** forecast population growth (2016 to 2039).

**One of the fastest growing cities and  
urban centres in Canada**



# The Downtown Ecosystem



- **City of London**
- **Anchors**
- **Community Builders**
- **Post Secondary Education**
- **Arts & Culture Sector**
- **Corporate Offices**
- **Developers, Real Estate Professionals**
- **Event Organizers**
- **Other BIAs**

# Strategic Priorities



# Downtown London Strategy



# The Strategy

- **4** goals and related objectives
- **16** strategic directions



# Vision & Mission



## Vision

Downtown London represents a **thriving**, **progressive**, and **welcoming** district in the heart of the city. The **people** that own businesses, visit, work, learn and live in the district are the essence of its **vibrancy** and **diversity**.



## Mission Statement

Downtown London **represents** and **supports** its **members**, fostering a strong, thriving downtown in the **economic and cultural heart** of the city of London.



# Downtown London's Values



**Member  
Support**



**Leadership**



**Collaboration**

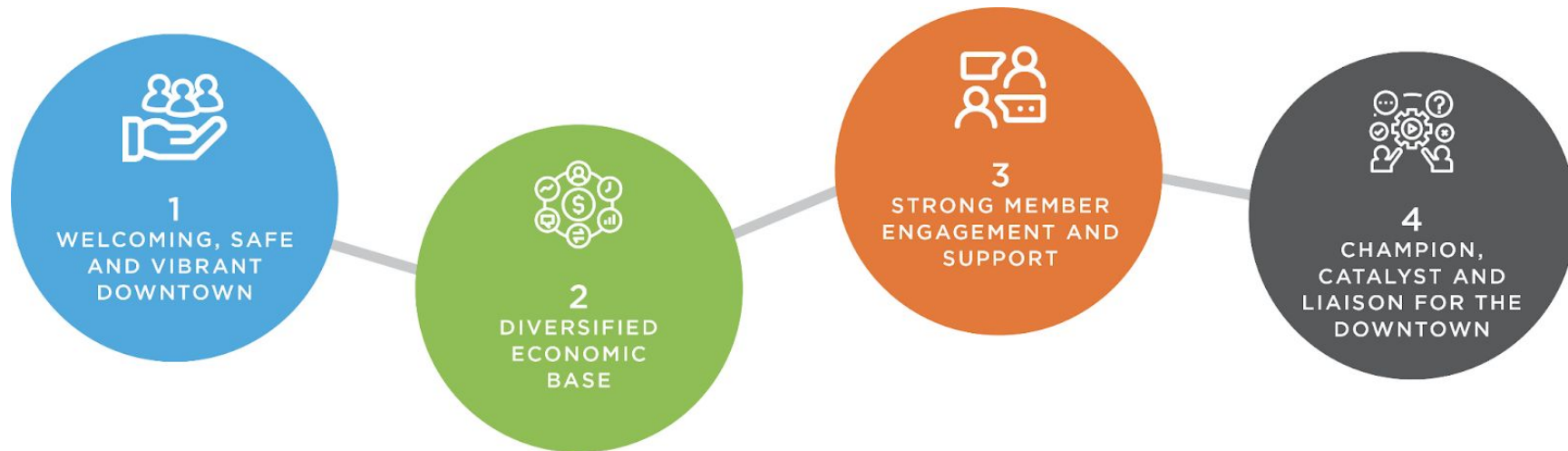


**Diversity**



**Prosperity**

# Downtown London's Goals





## Goal 1: Welcoming, safe and vibrant downtown

### Objective

Plan and program efforts that provide an atmosphere that **attracts** and **welcomes visitors** and encourages **new** and **continued business investment** in the downtown.

- Culturally diverse events and activations
- Core Area Action Plan implementation
- Sharing best practices
- Better utilizing vacant storefronts



## Goal 2: Diversified economic base

**Objective** Grow and diversify the businesses, residents, services, and activities that contribute to the economic vitality of the district.

- Downtown population
- Business mix and investment
- Business incubation & entrepreneurship: students, BIPOC, startups



# Downtown Economic Diversification Targets



Residential



Health care



Retail



Restaurants



Education



Personal services



Arts, culture &  
entertainment



Accommodations





## Goal 3: Strong Member Engagement and Support

### Objective

Align **marketing** and **business assistance** to amplify **member success**

- Promotional support
- Tracking/ responding to issues and opportunities
- Member services, networking and information sharing



## Goal 4: Champion, catalyst and liaison for the downtown

**Objective** Initiate and leverage **collaborative efforts** to **advocate and achieve** shared goals with organizations contributing to Downtown London's success.

- Strategic partnerships
- Authority on downtown information and trends
- Distinguishing Downtown London from the downtown district
- Positive, professional brand
- Advocacy plan



## Other Considerations: Governance

- Establish MainStreet London and London Downtown Business Association as separate entities
- Separate boards, mandates and meetings
- Different but complementary organizations



# Thank you!



**Aileen Murray B.Comm, Ec.D. (F)**

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Curtis Planning Inc.  
kevin@curtisplanning.ca 519-500-9655



**Tracy John**

Amplify Marketing and Communications  
tracy@amplifycommunications.ca 613-540-2125

# Thank You

- Allan Drewlo - Drewlo Holdings
- Andrea Hibbert - London Arts Council
- Arielle Kayabaga - Former Councillor
- Asaad Naeeli - Dos Tacos
- Bonnie Wludyka - Citi Plaza
- Carmelia Tang - Main Street London
- Cheryl Finn - Tourism London
- Christina Fox - Tech Alliance
- D/Chief Trish McIntyre - London Police Services
- David Kirwin - Kirwin Fryday Medcalf Lawyers
- Don McCallum - Main Street London
- Graham Henderson – London Chamber of Commerce
- Jason Dickson - Brown & Dickson
- Jerry Pribil - Marienbad Restaurant & Chaucer's Pub
- Jesse Helmer - Councillor
- Jim Bujouves - Farhi Holdings Corporation
- Jim Yanchula - City of London
- John Fleming - Western University
- John Fyfe Millar - on behalf of Two Wheels
- Jordan Detmers - on behalf of David E White
- Kapil Lakhotia - London Economic Development Centre
- Kathy Navackas - Main Street London
- Kelly Scherr - City of London
- Lori Da Silva - RBC Place London
- Michelle Giroux - Fanshawe College
- Nick Vander Gulik - Shoppers Drug Mart
- Scott Collyer - Empyrean LLC
- Steve Cordes - Youth Opportunities Unlimited
- Steve Pellarin - London Small Business Centre



**Looking Ahead  
to 2022**

The graphic consists of a white rectangular border enclosing a light blue area. Within this area, there are two abstract blue shapes: a thick, curved line resembling a checkmark or a stylized 'V' in the upper right, and a thick, curved line resembling a stylized 'U' or a partial circle in the lower right. The text 'Operational Plan Highlights' is centered in the white space.

# Operational Plan Highlights

# DOWNTOWN LONDON

## **Vision:**

Downtown London represents a thriving, progressive, and welcoming district in the heart of the city. The people that own businesses, visit, work, learn, and live in the district are the essence of its vibrancy and diversity.

## **Main Street London**

- **Business Recruitment & Attraction Entrepreneurship**
- **Creating a strong and supportive business & investment environment**
- **Creating the right business mix & economic diversity**
- **Marketing & Promotions as an ideal investment location for new businesses**

## **London Downtown Business Association**

- **Member Services & Business Retention**
- **Beautification**
- **Marketing & Promotions as the shopping, dining, cultural & business hub**
- **Events & Activations**
- **Advocacy**
- **Downtown information data, trends, and statistics**

**GOAL 1:**  
**A Welcoming, Safe and  
Vibrant Downtown**



- 1.1 Deliver/sponsor a variety of culturally diverse events and activations that attract people and creates inclusion and vibrancy downtown.
- 1.2 Continue to advise and help implement the City's Core Area Action Plan and other strategies and initiatives aimed to create a safe, clean, and vibrant core.
- 1.3 Seek out best practices and projects from other BIA's that could be successfully implemented in downtown London.
- 1.4 Work with commercial landlords to find ways to better utilize vacant storefronts for short-term uses.

**GOAL 2:**  
**Create a Diversified  
Economic Base**



**2.1** Support and help diversify the downtown residential population and help advance live, work, and play opportunities for the downtown.

**2.2** Help diversify business mix and investment in downtown working with community and economic development partners.

**2.3** Support entrepreneurship and attract new start-up main street businesses to grow and stay downtown



### **GOAL 3: Strong Member Engagement & Support**



- 3.1** Create compelling marketing campaigns and continue to promote the downtown as a business, shopping ,dining, and cultural district.
- 3.2** Respond, track, and deploy appropriate resources to address members' issues and opportunities
- 3.3** Provide member networking and information sharing tools/tactics, highlighting member topics and merchant best practices
- 3.4** Expand staff and board member engagement and visitations with LDBA businesses

**GOAL 4:  
Champion, Catalyst &  
Liaison for Downtown and  
our Members**



**4.1** Identify and leverage strong relationships with key strategic partners, community, and business organizations for joint program development, economic development, advocacy, research, procurement of products/services, etc.

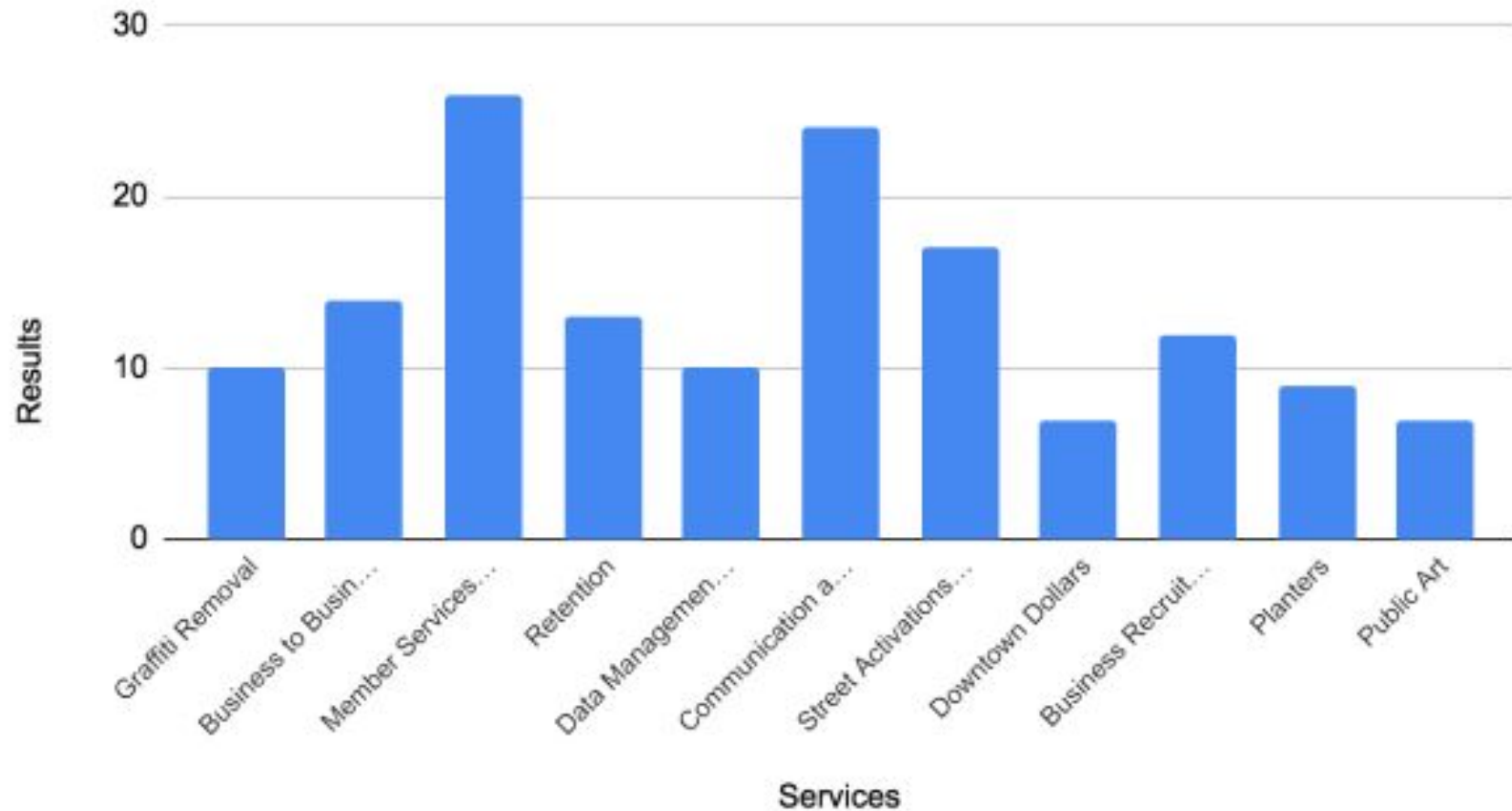
**4.2** Establish Downtown London as the authority for current and up to date downtown information and trends to reinforce the social and economic value of the downtown district

**4.3** Distinguish Downtown London (the organization) from downtown London (the geography) and clearly communicate the roles the organization plays or does not play to support the downtown

**4.4** Establish an advocacy plan for key strategic issues/opportunities that support LDBA membership as a whole and help to influence political policy through evidence-based business cases

# Budget Presentation

## Budget Survey Results



# 2021 Budget Presentation

London Downtown Business Association							
2022 Proposed Budget							
with Comparators							
Revenue Overview							
LDBA Revenue Detail:	2019 Actuals	2020 Actuals	2021 Approved Budget	2021 forecast	2021 Variance	2022 Proposed Budget	Increase / (Decrease) over 2021
Total City of London	1,915,390	1,915,390	1,877,082	1,877,082	1,179,024	1,905,238	28,156
Tax Write offs	-112,939	-68,207	-130,000	-100,000	-139,700	-90,000	40,000
<b>of London Levy</b>			1,747,082	<b>1,777,082</b>	<b>1,039,324</b>	<b>1,815,238</b>	68,156
Carryover from	3,917	6,254	224,000		-474,058	29,000	-195,000
Interest Income	3,440	2,745	1,200	2,200	-8,500	1,600	400
<b>Total LDBA Revenue</b>	<b>1,809,808</b>	<b>1,972,282</b>	<b>1,972,282</b>	<b>1,779,282</b>	<b>1,274,224</b>	<b>1,845,838</b>	<b>-126,444</b>
Expenditure Overview							
LDBA Expenditure Detail:	2019 Actuals	2020 Actuals	2021 Approved Budget	2021 Forecast	2021 Variance	2022 Proposed Budget	Increase / (Decrease) over 2021
<b>ADMINISTRATION</b>							
Wages and Benefits	610,546	490,548	641,200	698,058	-56,858	570,000	-71,200
Telephone	10,762	10,331	12,000	9,700	2,300	10,000	-2,000
Stationery and	3,388	3,376	4,000	4,000	0	4,000	0
Insurance	7,388	7,637	7,600	7,650	-50	7,700	100
Training / Conference	5,252	4,800	18,000	12,900	5,100	18,000	0
Meetings and	0	369	4,000	1,500	2,500	4,000	0
Subscriptions /	3,481	3,975	3,600	3,762	-162	3,800	200
Legal & Audit &	66,981	20,570	8,500	20,464	-11,964	12,000	3,500
Board Development	3,722	384	3,000	600	2,400	3,000	0
Miscellaneous	2,000	332	1,000	1,000	0	1,000	0
<b>Administration</b>	<b>713,520</b>	<b>542,320</b>	<b>702,900</b>	<b>759,634</b>	<b>(56,734.00)</b>	<b>633,500</b>	<b>-69,400</b>
<b>OFFICE/RENT</b>							

# 2021 Budget Presentation

Rent and Hydr	78,541	79,538	83,000	81,800	1,200	83,000	0
Office Cleaning	8,231	5,482	7,700	4,200	3,500	7,700	0
Purchase and L	15,315	14,858	15,000	15,000	0	15,000	0
<b>Total Rent</b>	<b>102,087</b>	<b>99,878</b>	<b>105,700</b>	<b>101,000</b>	<b>4,700</b>	<b>105,700</b>	<b>0</b>
<b>MEMBER SERVICES</b>							
Graffiti Remova	52,200	52,200	53,000	52,200	800	53,000	0
Business to Bu	0	15,000	5,000	4,500	500	21,500	16,500
Member Services and Retention	0	0	75,000	25,000	50,000	75,000	0
Annual Genera	7,530	7,500	3,900	8,900	-5,000	8,000	4,100
Data Managem	0		0	0	0	65,000	65,000
<b>Member Services</b>	<b>59,730</b>	<b>74,700</b>	<b>136,900</b>	<b>90,600</b>	<b>46,300</b>	<b>222,500</b>	<b>85,600</b>
<b>BUSINESS DEVELOPMENT</b>							
Communication	213,802	194,963	218,000	249,000	-31,000	238,500	20,500
Street Activatio	0	22,514	52,000	79,000	-27,000	104,000	52,000
Event Sponsors	0	13,850	33,850	36,000	-2,150	30,000	-3,850
Downtown Doll	60,000	62,091	60,000	60,000	0	60,000	0
COVID Respon	0	201,580	80,000	0	80,000		-80,000
MainStreet Ope	134062		0		0		0
Grant Program	192,165	141,924	200,000	100,000	100,000	100,000	-100,000
Business Recru	0		140,000	72,000	68,000	120,000	-20,000
Planters	25,764	14,124	28,000	30,000	-2,000	33,000	5,000
Public Art	2250	0	0	0	0	21,000	21,000
Cleaning and M	146,623	144,250	195,000	150,000	45,000	162,000	-33,000
Miscellaneous	680	175	1,932	1,000	932	1,838	-94
<b>Development</b>	<b>775,345</b>	<b>795,471</b>	<b>1,008,782</b>	<b>777,000</b>	<b>231,782</b>	<b>870,338</b>	<b>-138,444</b>
HST	9,629	12,186	18,000	11,500	6,500	13,800	-4,200
<b>Total LDBA Ex</b>	<b>1,660,311</b>	<b>1,524,555</b>	<b>1,972,282</b>	<b>1,739,734</b>	<b>232,548</b>	<b>1,845,838</b>	<b>-126,444</b>
Net Surplus / (L	<b>149,497</b>	<b>447,727</b>	<b>0</b>	<b>39,548</b>	<b>-39,548</b>	<b>0</b>	

# 2021 Budget Presentation

Draw from / (Contribution to) Operating Fund	149,497	447,727	0	39,548	-39,548	0	
Net			-		-	-	
All figures subject to audit.							
All figures subject to rounding.							



# ***REQUIRED***

## ***Motion to Adjourn***

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# Iain De Jong

President & CEO at OrgCode Consulting, Inc.





**Thank You**