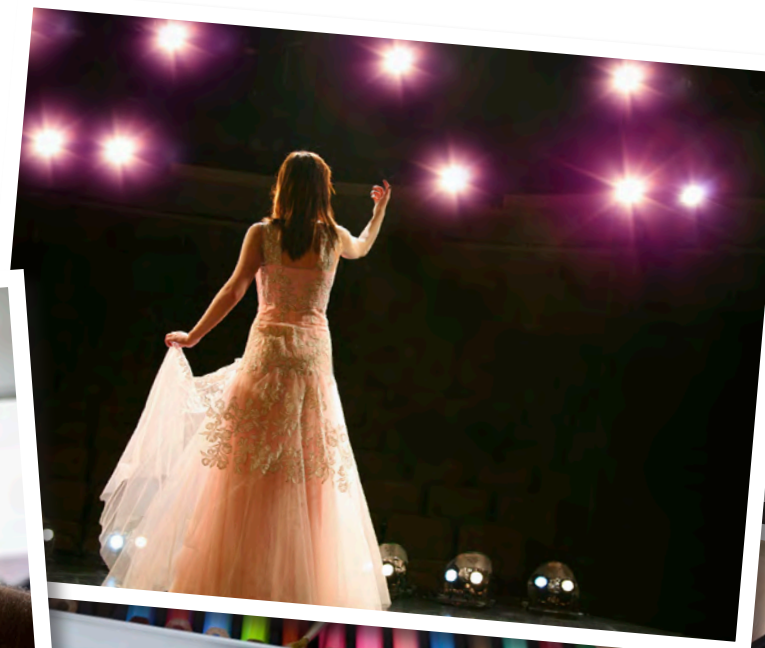


BUSINESS PLAN FOR
FANSHAWE SCHOOL
OF APPLIED AND
PERFORMANCE ARTS
2010-2020



THEATRE
STAGE DOOR





OFFICE OF THE PRESIDENT

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December 20, 2010

His Worship Joe Fontana
and Members of City Council
Corporation of the City of London
300 Dufferin Avenue, P.O. Box 5035
London, Ontario N6A 4L9

Dear Mayor Fontana and Members of City Council,

Fanshawe College representatives have been actively engaged with community stakeholders and partners, LEDC and City representatives in the development of concepts associated with the establishment of a College campus in downtown London. We are poised to move forward with this exciting initiative and look forward to Council's support for this project.

Consistent with Fanshawe College's Vision Statement "*Community Driven... Student Focused*", we consistently strive to meet the needs of our community while providing our students with high quality applied learning opportunities. The School for Applied and Performance Arts in downtown London will do just that!

Fanshawe College has limited capacity on our main campus to expand and we are anxious to introduce a number of new programs, including several in the theatre and performance arts, contemporary media, digital media, and hospitality disciplines. Created in a number of phases and developed over time, the School for Applied and Performance Arts project will create much needed capacity for the College to bring together existing, enhanced, new and expanded programming into one vibrant location. It will allow us to offer Technical Theatre Production and Costume Design programs which are a necessity for the theatre industry. Over time it can be anticipated that a number of other new programs will be developed for delivery at the School. Located in downtown London, as the vision for this project unfolds, the synergies created will have far reaching positive implications by creating many exciting opportunities for London's downtown - acting as a magnet, the School will bring students, college staff and others into the downtown to go to school, attend theatre productions, participate in community events held at the School, enjoy opportunities to take Continuing Education classes in various disciplines, shop, dine and socialize. Fanshawe College is a Community College - and through this project we will be able to more extensively engage the community and our partners in College activities through shared use of our facilities.

The College looks forward to working with the City to make the vision of a downtown campus a reality.

Sincerely,

A handwritten signature in black ink, appearing to read "Howard W. Rundle".

Howard W. Rundle
President

Community Driven ... Student Focused

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FANSHAWE COLLEGE SCHOOL OF APPLIED AND PERFORMANCE ARTS BUSINESS PLAN 2010-2020

Fanshawe College is moving forward with plans to establish a School for Applied and Performance Arts in the Education and Arts District in downtown London. To achieve this, Fanshawe College requires the support and assistance of the City of London. In February 2010, City Council approved a program to assist Fanshawe College with the renovation of heritage buildings in the Downtown. In June 2010, Council added further support to this project with a \$10 million allocation from the Economic Development Fund. This grant was subject to the development of a business plan to be submitted to LEDC and City Council for approval. The purpose of this report is to present the business plan for the School of Applied and Performance Arts.

PART A:

THE SCHOOL OF APPLIED AND PERFORMANCE ARTS

Fanshawe College, one of the largest of the 24 community colleges in Ontario, was established in 1967 as a College of Applied Arts and Technology located in the former Ontario vocational training centre that was previously opened in 1962 in London Ontario. In addition to its main campus in London, the College has regional campuses and satellite operations in Woodstock, St. Thomas, Simcoe, Tillsonburg and Strathroy. The College's annual enrolment in 2009/2010 has grown to approximately 16,500 full-time students (15,500 in London) and 38,000 part-time registrations (30,000 in London). Fanshawe College is a comprehensive college with over 150 full-time programs leading to certificates, diplomas, advanced diplomas and applied degrees offered in a broad range of disciplines including business, IT, hospitality, manufacturing, automotive, aviation, construction, liberal studies, design, communications and media, nursing, health sciences, and human services.

The College has invested approximately \$190 million in the past ten years to redevelop, renew and expand its facilities. In addition, significant investments occur every year to maintain equipment and invest in leading edge technology. Today it is a state-of-the-art institution with a vibrant and revitalized main campus. The main campus of Fanshawe College (approximately 100 acres) is almost fully developed. Fanshawe has been growing more recently through property acquisitions and development on lands close to the main campus.

The School for Applied and Performance Arts is to be located in downtown London. The School is a major initiative on the part of Fanshawe College to become increasingly more visible and further integrated into the economic and cultural success of the City of London. The School will also provide much needed space for academic programs that the College is unable to offer due to a lack of space.

CAPITAL PROGRAM FOR FANSHAWE COLLEGE

Fanshawe College has undergone extensive renovation and redevelopment over the last ten years.

One of the major expenditures is the **Centre for Applied Transportation Technologies** currently under construction at 1764 Oxford St. (former site of London's Small Business Centre). This \$31.8 million investment will be complete for the 2011/2012 academic year. The Centre is being funded through matching grants from the Province of Ontario and federal government of \$15.9 million each. The Centre will support 1,500 students in transportation trades and technology. The 100,000 sq. ft. Centre has been designed to include many sustainable "green initiatives" including a number of vegetated green roofs, skylights which use reflectors and GPS technology to track the position of the sun, energy efficient windows and mechanical systems, storm water collection and reuse for water closets and irrigation, and use of environmentally friendly building materials.

The College has also spent \$42 million on the construction of two residences in the past five years. This investment is in response to significant student demand for on campus housing and supports the College's efforts to respond to the concerns raised by the City over student rental housing in nearby neighbourhoods. The College has committed to housing more students on campus and in College operated residence facilities. In June 2009, the College purchased a property located on Cuddy Court to meet an immediate storage need and, more importantly, to provide longer-term capacity for future programming in aviation technologies.

Major redevelopments, renovations and expansions have occurred to almost all buildings on campus over the past ten years. The result is a modern campus, with a growing student base and expanding programs. Fanshawe now has to consider further expansion off the main campus in order to continue to grow.

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FANSHAWE COLLEGE'S GRADUATES TAKE ON THE WORLD

Approximately 85% percent of Fanshawe College graduates work in the London area after graduation. Some of the graduates go on to establish major businesses in London and others take their acquired skills and go on to lead major businesses and projects. A couple of examples include:

- **Ian Campbell**

Partner and Chief Operating Officer, iConnect Development, LLC

(Design Industrial, 1982)

Ian Campbell is a dynamic entrepreneur who built a multi-million dollar business from scratch. Starting up in London, Ontario, he entered the IT marketplace 12 years ago with a concept that was ahead of its time: electronic data management. Since then, his company has become a world leader in litigation support and collaboration software. Today, the company still has its head offices in London but now has 58 employees across North America and branch offices in Los Angeles, CA; Washington, DC; and San Antonio, TX.

The customized software products designed by iConnect allow legal firms and other large companies to replace the need for paper files by scanning millions of pages of documents that can then be shared by professionals in different locations anywhere in the world via the web. Many justice departments across North America have bought into this technology, as have corporate legal departments, Fortune 500 companies, government agencies and car companies.

Two high profile projects in recent years include managing the extensive files involved in the Toyota litigation and the oil spill disaster in the Gulf of Mexico.

Ian's passion for technology is surpassed only by his passion for soccer. As a community volunteer, he led one of the largest minor soccer associations in Ontario for six years, fielding about 1,500 young players a year. In 2008, Ian became a major shareholder in bringing a Premier Development League franchise of the United Soccer League to London, Ontario. With two great seasons under their belts, FC London is proud to provide a venue for developing new, young talent looking for a future in professional soccer.

- **Randy Zupanski**

General Manager, Fairmont Pacific Rim

(Hotel and Restaurant Management, 1982)

Whenever Randy Zupanski shows up at a new workplace, they better be ready for a change. Within the hospitality industry, he is known as a change agent -- a mover and shaker who comes in either to refresh and relaunch older properties so they meet current market needs or to oversee a fabulous new hotel from the ground up and position it within the marketplace for success. Either way, Randy loves to take on challenges.

Randy knows this work can take him anywhere in the world and often has. He has worked in several large cities across North America, as well as Hong Kong and Shanghai, China. Regardless

of locale, as an experienced General Manager, Randy has an uncanny knack for knowing how to wrestle budgets to the ground. He is also a master at motivating his teams to constantly improve performance, develop efficiencies and maximize customer satisfaction.

With an amazing track record of leading 15 properties, including six complete transformations, it is a thrill to note that Randy just did it again for a seventh time! The Fairmont Pacific Rim – his current gem – is a 377-room luxury hotel in downtown Vancouver which threw open its doors just in time for the 2010 Olympic Games.

While Randy loved the hype and the adrenalin rush of opening month, which went exceptionally well, he knew from experience that the proof would come six to eight months later. Could the property sustain itself? The answer is yes! The well-appointed Fairmont Pacific Rim quickly became a market leader in Vancouver and the hotel is currently in 4th place (among 61 Fairmont hotels worldwide) in customer satisfaction year-to-date.



THE SCHOOL OF APPLIED AND PERFORMANCE ARTS

VISION FOR THE NEW SCHOOL

Fanshawe's School of Applied and Performance Arts is based on a vision of encouraging creativity and excellence, and preparing students for leadership careers in the arts, design, theatre, digital media, and culinary and hospitality industries. The downtown location in some historically renovated buildings puts Fanshawe at the centre of an Education and Arts District in Canada's tenth largest City. Synergies are possible with existing theatres, private dance and theatre studios, graphic and visual arts studios, restaurants and the hospitality industry. It is anticipated that this new energy will strengthen London's downtown and create opportunities for Fanshawe College to broaden its reach and reputation.

Over time it is a goal to see Fanshawe's School of Applied and Performance Arts as a centre for excellence attracting not only the best and the brightest students, but also integrating with the local and provincial arts and culture community. It is fully intended that the School will evolve into a major attractor for students from around the world, and will encourage arts and culture tourism.

STRATEGIC GOALS FOR THE NEW SCHOOL

1. To develop a degree program that supports and enhances opportunities for access to advanced learning.
2. To offer a variety of certificate (one year), diploma (two year), advanced diploma (three year) and graduate certificate (one year) programs in applied and performance arts in such disciplines as theatre arts, design, digital media, culinary, and hospitality starting by 2012.
3. To acquire approximately 110,000 sq. ft. of existing built space in or near the Education and Arts District in downtown London (subject to funding confirmation) in 2011-2012.
4. To undertake renovations to 40,000- 50,000 sq. ft. of space and move existing programming into this space from 2012-2015.
5. To undertake renovations to 60,000-70,000 sq. ft. of space for programming and service between 2015-2020.
6. Over the longer term, to explore the possibility of establishing a boutique hotel and restaurant to support the culinary and hospitality programs.

7. To develop a leadership role in applied and performance arts in Ontario and to cultivate a national reputation for excellence.
8. To form partnerships with theatres, dance academies, orchestras and other arts and culture stakeholders in London; to provide opportunities for applied education for students; and to create a base to grow the Education and Arts District as major draw for learning and competition in performance arts.
9. To develop partnerships with digital media companies to share facilities and create economic growth and employment opportunities in London and to provide the necessary skill training to allow these companies to grow.

PROGRAMS

Fanshawe College currently offers a range of programs in digital media, theatre arts, design, tourism, and hospitality and culinary. The proposal is to relocate some elements of these existing programs, along with a number of exciting new programs, to the School for Applied and Performance Arts in downtown London. Program transfers would occur in a multi-year phased-in approach over the next five to ten years.

Cluster	Programming Area	Approximate Space Required (square feet)
A	Theatre Arts	25,000
B	Digital Media	15,000
C	Culinary	10,000
D	Teaching Hotel	Future -TBD
E	Broadcast	10,000
F	Other (General Purpose Classrooms, Student Support Services, etc.)	50,000

PHASE 1: 2012/13 – 2016/17

Cluster A Programs	Cluster B Programs	Cluster E Programs
Theatre Arts - Performance	2D Gaming	Radio Broadcast
Theatre Arts - Technical Production	3D Gaming and Character Design	Broadcast Journalism
Theatre Arts - Costume Design	Game Development - Advanced Programming	
Theatre Arts - Props	Mobile Platform Game Development	
	Information Security Management	
	Computer Analyst	

PHASE 2: 2017/18 – 2021/22

Cluster C Programs	Cluster D Programs	Cluster F (Services)
Cook II	Hospitality Management - Food and Beverage	Student Support Services
Culinary Management	Hospitality Management - Hotel	
Culinary Management - Apprentice	Concierge Services - Guest Relations Specialist	
Culinary Skills - Chef Training		

THEATRE ARTS PROGRAMS

- **Theatre Arts - Performance:** This program prepares students to work in theatre and cinema. This program provides training in acting, business, and play analysis leading to careers on stage and in the film industry. Under the School of Applied and Performance Arts, this program would be expanded into new facilities in downtown London. This program is supported by Fanshawe College's widely recognized School of Contemporary Media.
- **Theatre Production:** This is a program that is not being offered currently because of a shortage of space. The new program will train students in theatre management and production.

- **Theatre Costume Design:** This is part of the Design program offered by Fanshawe College. Design is made up of a wide range of programs from fashion design and merchandising to interior design, urban design and planning, and landscape design and horticulture. Components of Interior Design and Decorating, along with Fashion Design and Merchandising, would be moved into the School of Applied and Performance Arts. Interior Design prepares students for a wide range of occupations in commercial, industrial, institutional and residential interior design. Fashion Design and Merchandising gives students skills in design, technical designing, pattern making, textile research, retail management, visual merchandising and marketing.
- **Digital Media:** Digital Media applies to careers for graduates who create video games, animation and special effects, movie credits, commercials, interactive web sites or any aspect of media created by technology. Training includes design theory, programming, character design and training in key software and hardware platforms. This is a fast changing and growing field in the London area, which opens up major opportunities for Fanshawe College to expand programming to support local employers. This would be an expanded and enhanced program cluster for Fanshawe College utilizing the strong foundation established by the growing number of related programs in the Contemporary Media and Information Technology Programs.
- **Culinary/Teaching Hotel:** Educational programs from the School of Tourism and Hospitality could be offered as part of a later phase component of the School of Applied and Performance Arts. The School of Tourism and Hospitality offers programs in culinary preparation and management, food and nutrition management, several options in hospitality management and tourism and travel. As part of locating activity associated with this School in downtown London, it is proposed that consideration be given to a boutique teaching hotel and associated restaurant being incorporated within/ near the District. This would serve as an excellent training ground for Fanshawe College students and as a way that Londoners and visitors could fully appreciate the quality of service offered by Fanshawe College students. Having a teaching hotel would be a unique offering in Ontario that could draw students interested in developing skills for careers in high-service hotels to London from all over the world. Fanshawe College will more fully develop the programming details for the School for Applied and Performance Arts once the space and core programs are in place. The College intends to use the downtown location to showcase the talents of its students to the London community. This could include displays and exhibitions, and specific community outreach programs.
- **Broadcasting:** The Broadcast programs represent one of the Centres of Excellence at Fanshawe College. Components of this cluster of programs would be run at the downtown campus to enhance the learning experience of students. The downtown site would provide a location for students to use their skills through practical experiences at off-site locales that mirror what the students would experience in the industry. In addition, this would create opportunities for students to highlight initiatives at the School and also events in the City's downtown to the London community, raising the profile of both within the region.

PART B:

THE BENEFITS OF A DOWNTOWN SCHOOL OF APPLIED AND PERFORMANCE ARTS

The Fanshawe School of Applied and Performance Arts has the potential to be a major catalyst for further revitalization and growth in downtown London. Fanshawe College intends to build this School over time into a provincially and nationally recognized Centre. The major limiting factor in the success of downtown renewal and revitalization strategies is finding viable uses for heritage buildings and existing vacant space. The School for Applied and Performance Arts is a perfect use to bridge this gap because it attracts students into the downtown core and integrates well with the existing arts and culture facilities and businesses in downtown London. It has the potential to attract similar activities into the area . It is one use where existing buildings and vacant space is an asset in developing the unique character of the School.

ARTS CENTRES AND DISTRICTS IN CANADA

Many downtown revitalization and economic growth strategies utilize arts and culture investment as a catalyst for change. The following examples provide a context to the benefits expected from Fanshawe's School of Applied and Performance Arts.

The Banff Centre in Banff Alberta has become a nationally recognized School for advanced Arts training. Although many of its programs are geared towards post graduate studies, it also provides a showcase for youth competitions and performances. The School offers over a dozen programs and has developed its reputation by showcasing talent. The Centre has over 400 performances, concerts and exhibitions per year. The Banff Summer Arts Festival attracts over 35,000 visitors. The Banff Mountain Festival attracts close to 15,000 visitors. Ongoing competitions in dance, music and theatre are weekly features at the School, filling hotels and restaurants.

The Distillery District in Toronto was created by the private sector, supported by strategic public investments. The Gooderham and Worts Distillery closed its doors in Toronto in 1990. The 13 acre site is comprised of more than 40 heritage buildings and is designated a national historic site. The site was purchased by Cityscape Holdings and Dundee Realty Corporation in 2001 for the purposes of restoring the buildings and transforming the area into a pedestrian village dedicated to art, culture and entertainment.

The Distillery Historic District opened in 2003 and has become a major tourist attraction. It has also attracted a number of theatres, studios and galleries. Soulpepper Theatre opened in the District in 2006. Soulpepper is a joint venture between the George Brown College Theatre Program (Young Centre for the Performing Arts) and the Soulpepper Theatre Company. Both use the theatre under different names and for different functions. There are 17 performing arts companies and 22 art galleries located in the District. Also located in the area are the Alumnae Theatre, The Opera House rehearsal studio and theatre, and the Lorraine Kismet Theatre for Young People. The area hosts numerous events, including a new event this year called the Toronto Christmas Market which was expected to attract 40,000 people.

The Ontario College of Art and Design is located in the heart of Toronto's Downtown in the Queen, McCaul/Dundas Street area. Founded in 1876 it has a current enrolment of about 2500 students. The College started to grant degrees in the year 2000. It is comprised of eight buildings which have been acquired and renovated over a number of years. In the last three years the College has added over 200,000 sq ft of new space. A major part of the additional space is to be used to establish a Digital Futures Centre. With the increase of investment at the College, the area around the College has started to transform itself with new housing and studios.

Niagara on the Lake attracts thousands of visitors annually. The attraction has been built on the presence of the Shaw Festival Theatre, historic preservation and wine and culinary tourism. Niagara College has opened a satellite campus for hospitality, tourism and business in Niagara on the Lake. The School has also established the Canadian Food and Wine Institute and Niagara Winery Teaching College. Numerous inns, bed and breakfasts and restaurants have developed to support tourism in Niagara on the Lake.

The City of Stratford has built a base for tourism and downtown revitalization around the Stratford Festival Theatre. The Downtown is populated with restaurants and craft shops. Much of Stratford's economy has been built around arts and culture tourism.

There is no specific formula for revitalization and renewal. Each project has its own unique circumstances and conditions which determine its success. The project has to match the scale of the problem. If the project can spark a change, resulting in increased investment and activity to the area it can make a difference. The City of London has shown how such projects can make a difference. The John Labatt Centre, the Covent Garden Market, the new Central Library and the Forks of the Thames Renewal project have all caused that spark. Fanshawe College's School for Applied and Performance Arts also has that potential.

The Fanshawe School of Applied and Performance Arts has the potential to be a major catalyst for further revitalization and growth in downtown London.

THE CITY OF LONDON'S APPROACH TO DOWNTOWN REVITALIZATION

In the 1980s and 1990s the City of London's downtown began to lose its importance as a centre of retailing. Vacancies in the downtown were increasing, and property values were declining. The City introduced numerous initiatives to reverse this trend by investing in street improvements and encouraging new commercial development in the form of a new downtown mall and office buildings. In the mid-1990s the City changed its approach by developing a number of programs to provide incentives to private investors. The main focus of the programs was to build new residential development and undertake renovations to existing buildings. These incentives slowly began to have

an impact with the start of a few residential projects. Towards the end of the 1990s and into the early 2000s, the City undertook a number of major capital investments in the downtown to attract people back to the core. The Covent Garden Market, John Labatt Centre, new Central Library and Forks of the Thames projects had a major impact on increasing the number of people coming into the downtown and on private investors wanting to invest in the area.

Investment and incentives by the City have been surpassed by private investment by a ratio of almost 3 to 1

Over the past five years property values have started to rise in downtown London. The capital investment and incentives offered by the City have been surpassed by private investment by a ratio of almost 3 to 1 over the last ten years. Since the opening of the John Labatt Centre, the private sector has invested \$150 million in the downtown. Over 1,500 new residential units have been built and new projects are pending. Property assessment in the downtown has risen from \$568

million in 2001 to more than \$700 million in 2010. The properties along King Street have seen the highest increase in value largely because of private sector investment. While property values rose along Dundas Street, this was almost entirely related to public investment. Through the wise use of incentives and investment, London's downtown has made a remarkable comeback. Amongst Ontario municipalities it is one of the success stories of downtown revitalization.

The one major remaining problem area in downtown London remains the health of Dundas Street and parts of the historic areas along King and Richmond Streets. The City sees its stock of heritage buildings as one of its strengths in developing a unique downtown community. There are close to 100 priority heritage buildings and buildings of architectural significance in downtown London. The problem is that very few uses are suited to occupying these buildings and there are considerable costs to renovating these buildings to meet current building codes. A February 2010 report to City Council highlighted the costs of renovation of historical buildings over building new or renovating a newer building. These costs were estimated at about 50% higher than new construction. It is not surprising therefore that very little investment has occurred in these older buildings and that there are significant vacancies.

The problem is principally about finding the right uses that can support the renovation and use of heritage structures, to attract people onto downtown streets.

A DOWNTOWN LOCATION FOR THE SCHOOL OF APPLIED AND PERFORMANCE ARTS

The concept of a Fanshawe College presence in downtown London has been widely discussed for a number of years. Downtown London, which is enjoying a “renaissance” with increased building activity and community interest, provides an excellent location for Fanshawe College to consider in developing a School for Applied and Performance Arts. It should be recognized that Fanshawe College has several options to expand and grow without considering an investment in downtown London. In many ways, a location that is a considerable distance away from the main campus presents significant problems in co-ordinating classes, providing on-site student services and accommodating the movement of students. Downtown London, however, provides a base for Fanshawe College to expand and develop around existing facilities, thereby creating an attractive and significant destination in downtown London.

The existing arts and culture infrastructure in downtown London provides a unique opportunity for Fanshawe College to grow and integrate into the community. Downtown London is also the home to the historic Grand Theatre, one of Canada’s most successful stage theatres. Orchestra London performs at Centennial Hall in downtown London. Original Kids Theatre Company operates out of Covent Garden Market. In addition there are several private dance and music schools in and around downtown London and the surrounding area. All of this is supported by several first class restaurants and a successful hotel and hospitality industry. Downtown London lends itself to creating an Education and Arts District with Fanshawe College as one of its centrepieces.

Fanshawe College will represent another major attractor in the downtown area. Fanshawe College’s requires about 110,000 sq ft to be developed and utilized over the next ten years. It is expected that enrolment in the School for Applied and Performance Arts in the downtown location will reach 1,000 students in ten years. Fanshawe College will utilize existing vacant buildings and space rather than creating new structures. Like the Bowles Building and Capital Theatre renovations along Dundas Street, this development will retain the historical character of the Downtown.

Similar to the Distillery District in Toronto, which has emerged as an Arts and Culture District utilizing heritage buildings, Fanshawe College’s proposal offers significant potential for revitalization in downtown London. Fanshawe’s investment should attract other uses, multiplying the benefits of the public investment several times over. Uses such as dance, art, and music studios, restaurants and cafes are likely to emerge around the School of Applied and Performance Arts.

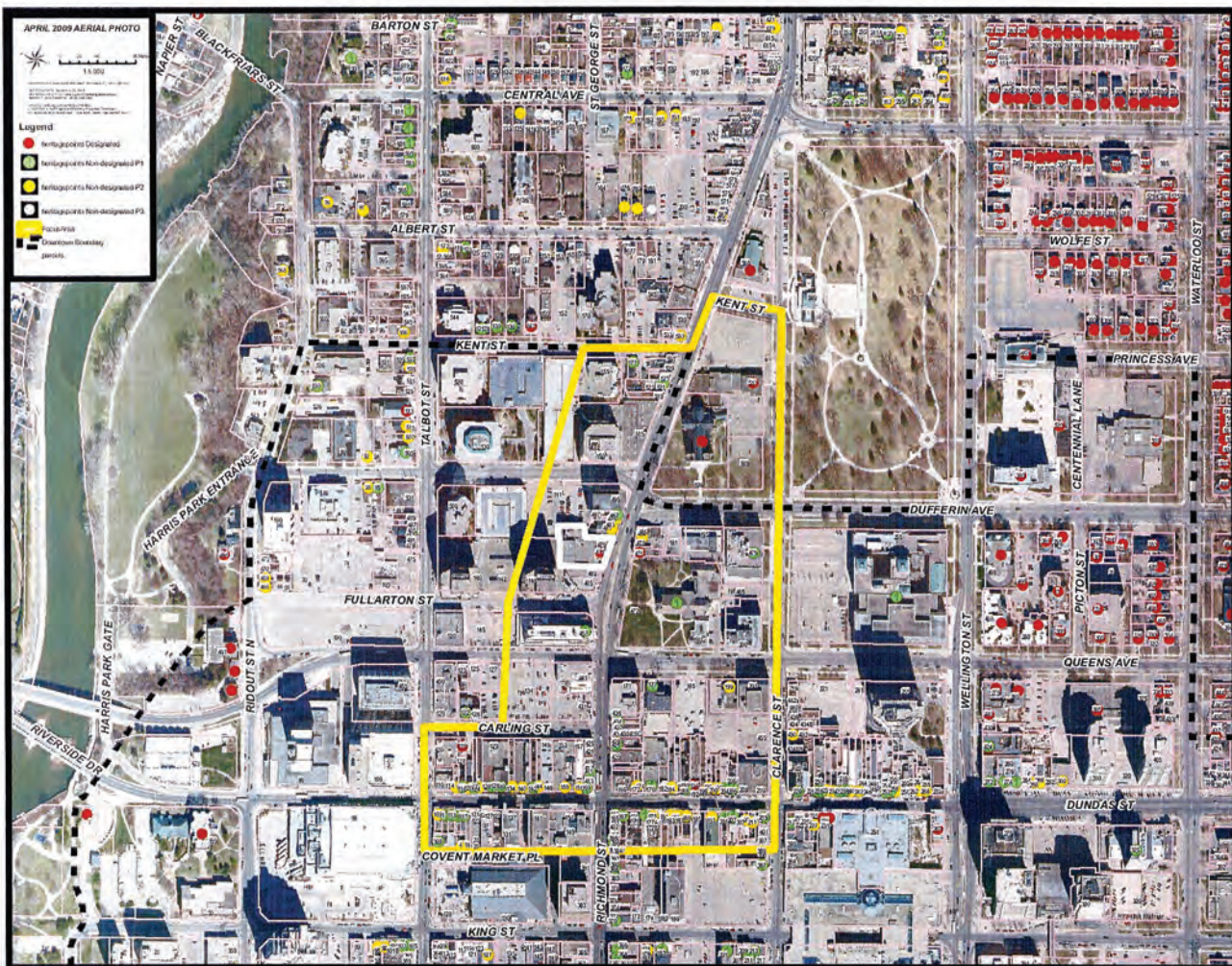
Fanshawe College has been working collaboratively for many months with the City and other internal/ external stakeholders and supporters to develop a vision for facilities that will address much needed capacity for the College to bring together existing, enhanced, new and expanded programming (e.g. hospitality, design, culinary, performance, theatre, art, digital media, etc.) into one vibrant location/ district. Space shortage on the main campus of Fanshawe College has limited the growth in these programs. Of the 16,000 sq. ft. currently leased by Fanshawe College downtown at Citi Plaza, approximately 9,000 sq. ft. has been allocated to accommodate existing Theatre Arts programming. This lease expires in February 2015.

Fanshawe
College will
represent
another major
attractor in the
downtown area

The City of London has recognized the importance of Fanshawe College and is encouraging the location of the School for Applied and Performance Arts in downtown London. In February 2010, the City announced the development of a new incentive program to encourage Fanshawe College to anchor the development of an Education and Arts District in downtown London. The City will provide a Heritage Renewal Grant to Fanshawe College equivalent to \$100 psf. to offset the additional costs incurred for the restoration and renovation of existing heritage buildings. The total grant is capped at \$10 million and 100,000 sq ft of space.

Schedule “A” attached shows the location (subject to the Downtown Master Plan) of the Education and Arts District in Downtown London.

In addition, the City of London through the London Economic Development Corporation (LEDC) and City Council approved in principle an additional \$10 million in funding for the School for Applied and Performance Arts (Economic Renewal Grant). Fanshawe College is required to develop a business plan for the School and submit it through LEDC to City Council.



Schedule “A” shows the location (subject to the Downtown Master Plan) of the Education and Arts District in Downtown.

MUNICIPAL GRANTS AND INCENTIVES TO COLLEGES AND UNIVERSITIES

In 2004 the **City of London** provided a **\$5 million grant** (to be paid out at a rate of \$500,000 per year) to **Fanshawe College** to assist with capital and building improvements. This grant has been used to leverage approximately \$190 million in capital investment from senior levels of government and from the College's capital campaign. Larger multi-year grants were made to the London Health Science Centre and the University of Western Ontario.

Throughout Ontario, municipalities have been investing in colleges and universities. Often these grants are associated with City priorities such as downtown revitalization and economic growth.

The City of Cambridge provided the **University of Waterloo** with a grant of \$6.25 million to locate the School of Architecture in an 85,000 sq ft abandoned industrial building in the historic district in downtown Cambridge (Galt). Similarly the City of Kitchener provided a \$30 million incentive to locate Waterloo's School of Pharmacy on the edge of its downtown core in the conversion of an old industrial building. The City of Brantford has made multiple contributions to a total of about \$14 million to locate satellite campuses for Mohawk College, Wilfrid Laurier University and Nipissing College in its Downtown. All three municipalities saw this as an incentive necessary to encourage downtown revitalization.

The Town of Orangeville made a donation to **Humber College** of 28 acres (valued at \$3.5 million) to locate a satellite campus in the town. The City of Stratford has donated land and made a \$10 million financial commitment to locate the University of Waterloo's Digital Media Campus in that city. This investment has leveraged a further \$20 million in investments from senior levels of government. The campus will accommodate 500 students.

The Town of Milton has donated 150 acres of land to **Wilfrid Laurier University** to establish a satellite campus in Milton.

The City of Barrie and surrounding municipalities provided **Georgian College** with close to \$3 million for a campus building campaign.

The City of Windsor in 2009 donated a building to **St. Clair College** to house a college media training centre.

Many municipalities have seen the need to invest in colleges and universities to spur on downtown revitalization and economic development.

THE ECONOMIC BENEFITS OF FANSHAWE COLLEGE TO THE CITY OF LONDON

Fanshawe College's total operating budget in the 2009/2010 academic year was \$182.1 million. The total staffing level was 1,048 full-time plus a significant number of part-time positions and enrolment for 2009/2010 in London was close to 15,500 full-time and 30,000 part-time students. Enrolment at the College has grown by an average of about 3% per year since the year 2000. The College will receive approximately \$96 million in Provincial operating grants in 2010/2011.

The capital expenditures for the College vary substantially from year to year. In the last ten years the College has invested \$190 million in capital, or on average approximately \$20 million per year. Approximately \$90 million has come from senior levels of government, including approximately \$80 million from the Province of Ontario.

In 2004 a review of the socio-economic benefits of Fanshawe College was undertaken by CCbenefits Inc. It was estimated that the total dollar benefit of Fanshawe College to the local economy on an annual basis was \$833 million. This was estimated to account for 23,300 jobs in the local economy. Updating this number to account for a higher enrolment and staffing level in 2009/2010, this impact is currently estimated at \$1.25 billion and about 34,000 jobs. The College is estimated to account for 6.0% of all earnings in the local London economy.

Approximately 60% of Fanshawe College students come to London from other communities. After graduation, 85 % of these student graduates continue to live in the London area significantly contributing to the local economy.

JOBS CREATED BY PROJECT

Fanshawe College provides long term sustainable jobs in London. Not only are their direct jobs related to the growth in staff to support the School of Applied and Performing Arts, it is intended that this School will become a centre for tourism and growth in the arts and culture industry. History has shown that Fanshawe College graduates come to London and end up staying in this community. These graduates are the labour force that allows London businesses to grow.

The School for Applied and Performance Arts will add about 75 full-time staff at the College when it is fully developed. There will be 35 construction jobs created for the ten years as the project is developed. The College intends to pursue partnerships and opportunities which will increase this number. London has a significant opportunity through this School to develop significant arts and culture tourism. Like Stratford, the Distillery District in Toronto and Niagara on the Lake, arts and culture tourism can be a driving force in economic growth and job creation. Fanshawe College is committed to building on the School of Applied and Performance Arts and being a major contributor to arts and culture tourism.

WHAT ARE THE ECONOMIC BENEFITS OF A SCHOOL FOR APPLIED AND PERFORMANCE ARTS IN DOWNTOWN LONDON?

The Banff Centre attracts young students from all across western Canada for competitions and education. The Centre has become a major tourist draw, often filling Banff hotels and restaurants. The Distillery District in Toronto with all of its performance arts schools and studios, has also become a tourist destination. It has resulted in new investment coming into the District and considerable new housing development. Niagara on the Lake has rebuilt itself on the basis of tourism.

London has had similar successes with sports tourism. In London, the Western Fair Sports Complex hosts 28 hockey tournaments per year, attracting people from all over Canada, the United States and even Europe. Hotels are full on weekends, and restaurant business increases significantly because of the thousands of people that come to London for these tournaments. The City is playing host to the World Figure Skating Championships in 2013, and has hosted Skate Canada twice. In 2011 the Brier will be held in London. The new Optimists Soccer Dome at Rectory also has the potential to attract a significant number of tournaments and visitors. Sports tourism has shown how significant an impact these facilities can have on London.

Over time it is anticipated that the Fanshawe School of Applied and Performance Arts will develop synergies with existing theatre, dance and music studios and be able to offer space and training to extend the reach of the School. Like in Banff, Niagara on the Lake and Stratford, this offers significant opportunity for increased tourism and further investment in the downtown. A vision for the future could anticipate other significant investments in arts and culture in the downtown in partnership with other groups, organizations and stakeholders.

Fanshawe College's School for Applied and Performance Arts has the potential to anchor the renaissance of Dundas Street and Richmond. Like other public sector projects in the Downtown, it can serve as a catalyst for other investment. By attracting 1,000 students into the core and serving as a base to support other arts and culture investment, it has the potential to see the revitalization of several heritage buildings in the area. Combine this with expected increases in visitors from outside of London who are attracted to the Education and Arts District, and the School has the potential to be the last major public initiative required to complete the repositioning of downtown London.

As seen with other public investments in the downtown core, the School for Applied and Performance Arts should result in further investment in new residential development. The 24/7 nature of the School and the visitors it draws into the area should increase retail and restaurant activity, and increase the potential for downtown grocery store, one of the strategic priorities established in the City's Downtown Plan.

A vision for the future could anticipate other significant investments in arts and culture in the downtown

PART C:

FUNDING AND DEVELOPMENT

This Business Plan is based upon the School of Applied and Performing Arts being located in downtown London and focused in the Education and Arts District. Like all new programs the School will grow and strengthen over time. It is the intention of Fanshawe College to develop a provincially and nationally recognized series of program offerings. Current plans are for the School to grow to accommodate 1,000 students within the next ten years

THE CAPITAL PLAN

Fanshawe College requires assistance from the City of London for both property acquisition and the renovation of heritage structures. In February 2010 City Council approved a grant to assist Fanshawe with the renovation of heritage structures in the downtown. That grant would provide assistance of up to \$100 per sq ft to offset the additional cost for the restoration of heritage properties. A maximum of 100,000 sq ft was established as the scale criteria to the program in the first ten years. To qualify, buildings would have to be located in the Education and Arts District and have been built prior to 1950. This grant cannot be applied to property acquisition and can only be used for actual renovations.

In June 2010, LEDC presented an update of the Economic Development Fund to City Council's Committee of the Whole. The Fund had been established by Council to provide a stimulus and investment source for high priority capital projects. Amongst the list of priority projects was Fanshawe's School for Applied and Performance Arts. Council approved moving forward with this project calling it "A City Core Winning Project". In June 2010 City Council approved an additional \$10 million to support the project subject to a business plan being prepared. This report serves as that business plan. The funding from the Economic Development Fund can be used to assist with property acquisition and other capital improvement beyond renovation costs.

Fanshawe College is proposing to move aggressively on establishing a downtown School for Applied and Performance Arts. Subject to funding approvals Fanshawe College intends to begin property acquisition in 2011 and 2012. It is anticipated that the College will have assembled up to 110,000 sq ft of space in existing buildings focused in the Education and Arts District. This will require the acquisitions of several buildings. A search of possible properties and the required due diligence leading to acquisition is already underway. The ability to move forward to close on these acquisitions and the commencement of renovations is predicated upon confirmation of the City's funding.

Following acquisition Fanshawe College will begin the process of renovation. It is anticipated that this would begin in 2012 and continue until 2020, in a multi-phased approach with earlier phases of the project becoming operational as renovations are completed.

The table below sets out the capital plan for this project. In total the College anticipates investing \$40 million in the downtown School over the next ten years. This includes the full \$10 million from the Economic Development Fund and a further \$7 million to assist with the renovation costs of existing heritage structure. The City's contribution would be spread out over several years, allowing the City to allocate an annual contribution to this project.

FINANCIAL OUTCOMES

	Total Phases I, II, & III	Phase I 2011-2012	Phase II 2013-2015	Phase III 2016-2020
PROJECT EXPENDITURES				
Property Acquisitions	\$8,000,000	\$8,000,000		
Property Reno/Redevelopment	\$32,000,000	\$1,000,000	\$16,000,000	\$15,000,000
TOTAL EXPENDITURES	\$40,000,000	\$9,000,000	\$16,000,000	\$15,000,000
SOURCES OF FINANCING				
City of London Heritage Grant	\$7,000,000		\$1,000,000	\$6,000,000
LEDC/City Economic Renewal Fund	\$10,000,000	\$3,000,000	\$3,500,000	\$3,500,000
Digital Media Funding	\$2,000,000		\$1,000,000	\$1,000,000
College Capital Plan Allocation	\$7,500,000	\$6,000,000	\$1,500,000	
Other Fundraising/Donations	\$7,500,000		\$4,500,000	\$3,000,000
Government Funding	\$6,000,000			\$6,000,000
TOTAL SOURCES OF FINANCING	\$40,000,000	\$9,000,000	\$11,500,000	\$19,500,000
APPROXIMATE ADDITIONAL SQUARE FEET		+110,000 sf	+50,000 sf available for use	+60,000 sf available for use

BUILDING PARTNERSHIPS AND OPPORTUNITIES

Fanshawe College has received considerable support and encouragement in locating the School for Applied and Performing Arts in downtown London. When the concept was first discussed publicly in February 2010, the response was overwhelmingly in favour. Many saw this as the key for revitalizing the Dundas and Richmond Street corridor.

Fanshawe College intends to use its downtown location to build community arts and culture...will attract visitors and talent to London

Fanshawe College intends to build a School which supports community arts and culture. Whether it is through the use of College space to support community education and competitions, or by joint sponsorship of events or collaboration with existing organizations, Fanshawe College intends to use its downtown location to build community arts and culture. Similar to other arts centres, it is intended that the School through its collaborative efforts will attract visitors and talent to London.

Fanshawe College has set an ambitious community fundraising goal as part of the capital program for the School of Applied and Performing Arts. It is expected that \$7.5 million will be raised from the community. Fanshawe College is anxious to demonstrate to the community and the City of London that this investment will result in significant revitalization and benefit in the downtown core.

Some of the opportunities that are expected to develop through the location of the School of Applied and Performance Arts in the downtown include:

- A core of five to six historic buildings to be renovated and maintained in the Education and Arts District in downtown London for the School of Applied and Performing Arts.
- A clustering of other private and not-for-profit art schools and studios around the School of Applied and Performing Arts.
- Joint use and cooperation in use of existing and newly created space to support arts and culture in London.
- An increase in festivals, competitions and events related to arts and culture in downtown London.
- An increase of people on the street along Dundas and Richmond as a result of increase student traffic and increased tourism.
- Additional investment by the private sector in buildings around the School to take advantage of the increase in activity in the Downtown.
- Provincial and national recognition for the School of Applied and Performing Arts, and the Education and Arts District in Downtown London.

KEY MILESTONES

The location of the School of Applied and Performing Arts in Downtown London is a co-operative effort between Fanshawe College and the City of London. A number of key milestones have to be met to succeed in this venture:

1. Approval of a plan in principle to locate and develop a School for Applied and Performing Arts in the Education and Arts District in downtown London. This was approved by the Fanshawe College Board of Directors in October 2010.
2. Approval in principle of the financing plan set out on page 17 of this report. Fanshawe College Board of Governors approved this plan in October 2010.
3. Approval of a Heritage Restoration Grant to assist Fanshawe College with the renovation of heritage structures in the Education and Arts District in Downtown London. Approved by the City of London in February 2010. Approval of the Business Plan for the School of Applied and Performing Arts by the City of London. Pending, expected in February 2011.
4. Confirmation of Funding from the Economic Development Fund for \$10 million to support property acquisition and development for the School of Applied and Performing Arts. Pending, expected in March 2011.
5. Property acquisition. Subject to the funding from the Economic Development Fund proceeding in 2011 and 2012.
6. First classes in the School for Applied and Performing Arts expected in 2012.



PART D:

HOW THIS PROJECT BENEFITS THE CITY OF LONDON

Fanshawe College has a large economic impact on the City of London. The addition of 1000 students and 75 staff using the same multipliers developed by Ccbenefits for Fanshawe in 2004 could add \$80 million to the local economy annually. While 60 percent of Fanshawe College students come from outside of London, 85 percent of graduates stay in the London area. These graduates provide the skills that allow our industries and businesses to grow.

Fanshawe College has grown through partnerships. John Deere and General Motors are longstanding partners, and are important components of the new Centre for Applied and Transportation Technology. Fanshawe has partnerships with 3M Canada, London Hydro, the Bank of Montreal, and the A Channel and Corus. The School of Applied and Performance Arts will be built around new partnerships. It is the College's full intention to see this School serve as a catalyst for an arts and culture district in downtown London.

Arts and culture tourism is big business. Niagara on the Lake, Stratford, and the Distillery District in Toronto add millions of dollars to their local economies each year. At the centre of each of these tourist attractors is a theatre and spinoff businesses utilizing heritage buildings. Tourism in Ontario (2007) accounted for 17 percent of all businesses, over 300,000 jobs and \$22 billion in annual revenues. The School of Applied and Performance Arts will become a new tourism attraction, adding local jobs and helping to create new businesses and strengthen existing ones.

The London Economic Development Corporation's 2009 Economic Summit identified a downtown campus tied to Fanshawe College's digital and technical arts programs as an economic priority and a key recommendation. Key stakeholders from industry, advanced technology, life sciences, education and institutions participated in the Summit and concluded that a healthy and vibrant downtown was an important pillar for advancing London's economy.

Digital Media is a major component of the School of Applied and Performance Arts. This is a high growth industry, and Fanshawe College is well positioned to build a strong program around digital media. Fanshawe College has already started discussions with private sector partners in this industry, and will continue to pursue funding from senior levels of government.

The School of Applied and Performance Arts will serve as a catalyst in revitalizing Dundas and Richmond Streets. While downtown London has made a comeback, there are very few businesses that can adapt and take on the expense of renovating heritage buildings. These buildings are for a large part now vacant or host marginal businesses which are slowing down the revitalization of downtown London. As a result these buildings have lower market values and produce considerably less municipal tax revenue than they are capable of doing. The School of Applied and Performance Arts will take heritage buildings and bring new life into downtown. The School will serve as a catalyst for new businesses that will take vacant space and increase market values and add to municipal tax revenues.

London's Economic Development Fund was created to develop new economic opportunities and create new jobs. A strong downtown, anchored by a new School of Applied and Performance Arts will do just that. Businesses want to locate in cities that provide arts and culture and strong and vibrant cores. Arts and culture is big business, and the new School will open up new economic opportunities and jobs. Many municipalities in Ontario have provided financial incentives to Colleges and Universities to develop downtown campuses in their communities. The Fanshawe College proposal takes the concept of a downtown campus to a higher level, by providing the potential for partnerships and spinoffs not seen in these other investments.

The Economic Development Fund was made possible by provincial and federal stimulus funding. While the City of London uses the majority of this funding to advance infrastructure, City Council wanted to use this increased fiscal ability to leverage new investment. Fanshawe College is bringing \$20 million to this project. This will in turn produce private investment, adding many more millions of dollars to the total investment leveraged. Combining this with meeting the City's priority for a strong downtown, the School of Applied and Performance Arts in downtown London provides a great opportunity for the City to produce a strong return on investment.

The addition of 1000 students and 75 staff...could add \$80 million to the local economy annually

Fanshawe has a strong history of delivering on its commitments, and is poised to move forward with this project once the City's funding contribution is confirmed.

APPENDICES (LETTERS OF SUPPORT)

12/22/2010 WED 9:21 FAX 519 663 9966 Main Street London

002/002



December 21, 2010

Re: The Fanshawe College School for the Arts

Downtown London is the organization that represents both the London Downtown Business Association and MainStreet London Revitalization Organization. Both non-profit organizations work towards one key goal - making downtown London better.

We are pleased to submit a letter of endorsement for a proposal by Fanshawe College to develop a Centre for the Arts in downtown London in partnership with the City of London. We see significant potential for adding programming in the areas of theatrical, technical, digital and culinary arts to complement current and future offerings in our downtown area.

Fanshawe College has a long history of excellence in programming and delivering on long term commitments. Over the forty year history, many graduates of the arts program have gone on to personally successful and rewarding careers.

The new facility would greatly enhance downtown London, contributing to its vibrancy and attractiveness to current and future residents, while adding to our customer base for downtown businesses.

We look forward to the development of this project and offer our complete support for a Fanshawe Centre for the Arts located within our downtown boundaries.

Sincerely,

A handwritten signature in black ink, appearing to read "J. MacDonald".

Janette MacDonald
Executive Director

167 Dundas St., London ON N6A 1G4 | 519.432.8389 | www.downtownlondon.ca
RECEIVED 12-22-'10 09:21 FROM- 5196639966 TO- FANSHAWE COLLEGE P002/002



December 22, 2010

Mayor Joe Fontana and Members of City Council
 City of London
 300 Dufferin Avenue,
 London, Ontario
 N6A 4L9

Re: The Fanshawe College School for the Arts

Please accept this letter of support for Fanshawe College's proposal to develop a Centre for the Arts in downtown London in partnership with the City of London.

/A\ London (CFPL-TV) has had a long and fruitful relationship with Fanshawe College, most notably through their provision of trained professionals for our industry. I am an alumnus of Fanshawe, as are over half our employees. However, more than simply being a recipient of graduates, our association has been one of more direct involvement. Since Fanshawe's inception, many instructors have been past employees, and current employees have regularly taught in related faculties. Now, as then, /A\ managers frequently sit on program advisory committees to ensure standards of excellence and creativity are maintained, and that the skills being learned are relevant.

Another similarity between Fanshawe and /A\ London is our presence within the city of London. While no one would dispute the significant impact our organizations have on the community, geographically we are somewhat isolated; Fanshawe in the northeast and we in the southwest. /A\'s desire to play a more visible and vital role in the community led to our partnering with the City of London in 2000 by creating a satellite studio in the Covent Garden Market. This location not only provides a physical profile indicative of our position in the community, but allows us to endorse the importance of the downtown core area, and participate daily in its revitalization. In many ways, I see Fanshawe College's Centre for the Arts working towards similar goals.

Fanshawe College has a long history of excellence in programming and delivering on long term commitments. Over the forty year history, many graduates of the arts program have gone on to successful and rewarding careers in media and a wide array of other creative endeavors.

The new facility would greatly enhance downtown London, its vibrancy and attractiveness to current and future residents.

We would welcome Fanshawe College as neighbours and look forward to the development of this project.

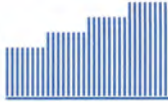
Sincerely,


 Don Mumford
 Vice-President and General Manager,
 /A\ Southwestern Ontario & 102.3 BOB FM

1 Communications Road
 London ON Canada N6J 4Z1
 T | 519.686.8910
 F | 519.686.0597
 Atvca

CTVglobemedia

APPENDICES (LETTERS OF SUPPORT)



December 22, 2010

His Worship Mayor Joe Fontana
Members of City Council
The Corporation of the City of London
LONDON, ON

Dear Sirs and Mesdames:

Re: The Fanshawe College School for the Arts

I am pleased to submit a letter of endorsement for a proposal by Fanshawe College to develop a Centre for the Arts in downtown London in partnership with the City of London.

Fanshawe College has a long history of excellence in programming and delivering on long term commitments. Over the forty year history many graduates of the arts program have gone on to personally successful and rewarding careers.

The new facility would greatly enhance downtown London, adding vibrancy and attractiveness to current and future residents.

I look forward to the development of this project and offer my support.

Yours very truly,

Robert G. Siskind, LL.B., Q.C., LL.D

RGS/bh

London:
233 Hyman St., London, ON N6A 1N6
Ph: 519-672-1585 Fax: 519-433-6982

Toronto:
547 St. Germain Ave., Toronto, ON M5M 1X3
Ph: 416-781-0623 Fax: 416-352-7484



December, 20 2010

To whom it may concern:

Re: The Fanshawe College School for the Arts

The London Chamber of Commerce is pleased to submit a letter of endorsement for a proposal by Fanshawe College to develop a Centre for the Arts in downtown London in partnership with the City of London.

We believe this proposal compliments the Chamber's position of a more strategically balanced downtown core and sees it as an integral part of overall economic development for the City of London and region.

Fanshawe College has a long history of excellence in programming and delivering on long term commitments. Over the forty year history many graduates of the arts program have gone on to personally successful and rewarding careers.

The new facility would greatly enhance downtown London, its vibrancy and its attractiveness to current and future residents.

We look forward to the development of this project and offer our support of the College's efforts.

Sincerely,

A handwritten signature in black ink that reads "Gerry Macartney". The signature is written in a cursive style with a large, sweeping flourish at the end.

Gerry Macartney, CEO
London Chamber of Commerce

APPENDICES (LETTERS OF SUPPORT)

Mayor Joe Fontana and Members of the London City Council
City of London
300 Dufferin Avenue
London, ON N6A 5M6

Re: The Fanshawe College School for the Arts

I am pleased to submit a letter of endorsement for a proposal by Fanshawe College to develop a Centre for the Arts in downtown London in partnership with the City of London.

London would greatly benefit from a new college campus in its urban center. A successful urban core is one with a variety of businesses, residences, schools, museums, cultural institutions, organizations, shops and cafes. The students would bring a new cohort of people into the core area, add to the population mix, and provide a steady stream of people who could take part in many of these endeavors. Successful urban core areas benefit from the mix of places to go and things to do.

As a long time resident of London, a downtown business owner for many years, and presently as the Chair of the Museum London Board of Directors, I would welcome a Fanshawe Centre for the Arts in London's downtown area. The new facility would greatly enhance downtown London, its vibrancy and attractiveness to current and future residents. It would help reinvigorate London's reputation as a city which offers its residents a good quality of life environment.

Sincerely,

Phyllis Cohen

81 Victoria Street, London,
Ontario, N6A 2B1



December 22, 2010

Re: The Fanshawe College School for the Arts

On behalf of TD Bank Group I am pleased to submit a letter of support for a proposal by Fanshawe College to develop a Centre for the Arts in downtown London in partnership with the City of London.

As the largest private sector employer in London, TD is acutely aware of the importance of developing our community into a creative and vibrant City that both develops and attracts talent. We in London are fortunate to have both a College and a University that serve the post secondary needs of students in and outside of London. Yet there is still demand, especially in the downtown core, for arts programming and services that are not currently being met.

At TD our business is customer focused and growth oriented. We are committed to deliver excellence in customer service and to be responsive to evolving customer needs. It's how we run our business, and is a significant part of how we evaluate our success.

Similarly, Fanshawe College is student focused and job oriented. Its long history of excellence in programming has enabled many graduates from programs like the arts program to go on to personally successful and rewarding careers.

There are likely many more student candidates who are poised to excel in our community if facilities were in place here in downtown London. In addition, a new Centre for the Arts would greatly enhance downtown London, its vibrancy and attractiveness to current and future residents.

I look forward to the development of this project and offer TD's endorsement of it.

Sincerely,

A handwritten signature in black ink, appearing to read 'C. Stamper'.

Chris Stamper
Senior Vice President
TD Canada Trust
Western Ontario Region

APPENDICES (LETTERS OF SUPPORT)



December 31, 2010

Howard Rundle
President Fanshawe College
1001 Fanshawe College Blvd
London On
N5Y 5R6

Dear Howard,

The Grand Theatre wishes to express our support for Fanshawe College's expansion in the Downtown.

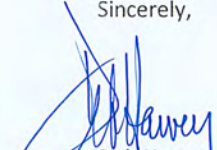
This is an exciting and visionary shift that will dramatically change the cultural and social landscape of downtown London. It will give a stronger presence of culture, youth and learning. This, and the possibility of partnerships, will contribute to the establishment of London as a nationally recognized creative city.

The Grand Theatre is eager to explore partnership opportunities and participate in the planning and implementation stages of this exciting evolution. We feel that our commitment to the nurturing of talent and creativity and our expertise in the performing arts sector can offer a valuable contribution to the planning of both spaces and programming.

Working together we can be stronger, wiser and create the revitalized downtown we all envision.

These are exciting times and the possibility of working with Fanshawe to invigorate our city and make culture an indisputable part of our city's infrastructure is something The Grand Theatre wholeheartedly supports.

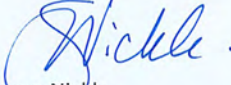
Sincerely,




Deb Harvey
Executive Director



Susan Ferley
Artistic Director



Susan Nickle
President, Operating Board



Gerald Slemko
President, Foundation Board

471 Richmond Street, London, Ontario, Canada N6A 3E4

Administration: (519) 672-9030 Fax: (519) 672-2620 Box Office: (519) 672-8800 or 1-800-265-1593 www.grandtheatre.com

Charitable Registration Number: 11921 4278 RR0001



fanshawec.ca

