

## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
Strategic Priorities and Policy Committee

**From:** Kelly Scherr, Deputy City Manager, Environment & Infrastructure  
Scott Mathers, Deputy City Manager, Planning & Economic Development  
Kevin Dickins, Deputy City Manager, Social & Health Development

**Subject:** Core Area Action Plan 2022 Review

**Date:** June 20, 2023

## Recommendation

That, on the recommendation of the Deputy City Manager, Environment & Infrastructure, the Deputy City Manager, Planning & Economic Development, and the Deputy City Manager, Social & Health Development:

- a) The staff report dated May 30, 2023 entitled “Core Area Action Plan 2022 Review”, including its appendices, **BE RECEIVED**;
- b) One-time funding of \$100,000 in support of the Holly Jolly Market and Downtown for the Holidays events **BE APPROVED** from the Operating Budget Contingency Reserve; and,
- c) A one-time funding increase of \$50,000 to support 2023 Summer, Fall and Winter Core Area events and activations **BE APPROVED** from the Operating Budget Contingency Reserve.

## Executive Summary

In 2019, the City of London set out to develop the Core Area Action Plan (CAAP), which focused on four Core Area Needs:

- People struggling with homelessness and health issues need help
- People need to feel safe and secure
- Businesses need an environment that allows them to be successful
- The Core Area needs to attract more people

At the heart of the CAAP were 71 actions that were intended to support one or more of the Core Area Needs, and funding to deliver 68 of 71 CAAP actions was either approved through the 2020-2023 Multi-Year Budget in late 2019 or was available in existing programs. Implementation of CAAP unfortunately coincided with the start of the COVID-19 pandemic, which saw disproportionate negative impacts on urban centres across Canada.

While progress has been made on the CAAP at this point midway through its final year, it is acknowledged that simply completing the actions in the plan has not always had the intended impact in the community. When the CAAP was developed, very few municipalities had implemented and evaluated similar plans for their own core areas where they were experiencing similar issues, so many of the CAAP actions were designed as pilots. Similarly, the delivery models anticipated when the plan was built and costed – direct delivery by City staff, delivery by a contractor, delivery by a community partner or other agency – needed to evolve as implementation occurred and, often, in the context of the pandemic. That said, decisions about how to deliver particular actions were made based on which model would provide the most timely, effective and financially responsible mechanism to address the Core Area need with which the action was aligned.

The effectiveness of the actions is being evaluated as the new strategies for the Core Area are being developed in alignment with Council's 2023 to 2027 Strategic Plan and new tactics to make meaningful change are included in that work that reflect lessons learned to date and best practices.

## **Linkage to the Corporate Strategic Plan**

This report advances Council's 2023 to 2027 Strategic Plan by supporting the following Strategic Area(s) of Focus and Outcomes:

- Reconciliation, Equity, Accessibility, and Inclusion
- Housing and Homelessness
- Wellbeing and Safety
- Safe London for Women, Girls, and Gender-Diverse and Trans People
- Economic Growth, Culture, and Prosperity
- Mobility and Transportation
- Well-Run City

## **Analysis**

### **1.0 Background Information**

#### **1.1 Previous Reports Related to this Matter**

The following reports are directly related to the Core Area Action Plan;

- May 30, 2023 - Strategic Priorities and Policy Committee – Core Area Land and Building Vacancy Reduction Strategy
- February 28, 2023 - Health and Homelessness Summits – Proposed Whole of Community System Response
- March 8, 2022 - Core Area Action Plan 2021 Review
- November 30, 2021 - Strategic Priorities and Policy Committee - Strategy to Reduce Core Area Vacancy
- May 18, 2021 - Strategic Priorities and Policy Committee - Comprehensive Report on Core Area Initiatives
- July 14, 2020 - Strategic Priorities and Policy Committee - Core Area Action Plan - 2020 Progress Update
- October 28, 2019 - Strategic Priorities and Policy Committee - Core Area Action Plan

Please note that the May 18, 2021 report included an extensive list of other reports related to this matter that are not repeated here.

#### **1.2 Development of the Core Area Action Plan**

Despite extensive investment in London's Core Area, in the Summer of 2019 issues persisted that threatened its long-term success. While many Canadian cities were seeing similar trends, most municipalities did not have specific plans to address them. Downtown plans were frequently focused on place-making and large capital projects, versus the services and supports for businesses, residents and visitors.

As a result of the need to build a new type of plan, City staff in Planning conducted interviews with property owners, business owners, employees, resident associations, agency leads, building operators, City managers, London Police Services, and other Londoners who frequent the Core Area. This process resulted in the identification of four interrelated Core Area Needs, as described below and shown in Figure 1:

- People struggling with homelessness and health issues need help
- People need to feel safe and secure
- Businesses need an environment that allows them to be successful
- The Core Area needs to attract more people

**Figure 1: Core Area Needs**



The Core Area Action Plan (CAAP), approved by Council on November 12, 2019 included 71 action items to address the Core Area Needs. 68 of the 71 actions included in the CAAP were either approved through the 2020-2023 Multi-Year Budget process or could be advanced through existing programs. Appendix A shows the specific alignment of each action to one or more of the Core Area Needs. Note that Actions 38 and 41 were not funded in the Multi-Year Budget, as they were eligible under existing programs. Actions 39, 40, 46 and 60 were not funded in the Multi-Year Budget.

The actions were designed based on the desire for the Core Area, shown in Figure 2, to be a place that:

- Signals the city's economic vibrancy and attraction
- Helps attract and retain talent and investment
- Tells the story of London as a city
- Serves as a canvas for culture, arts, music and entertainment
- Is safe, secure and welcoming for a broad diversity of people
- Offers strong local and tourist attractions
- Provides opportunity for business success
- Offers compassionate care for those who need it
- Is buzzing with activity at all times of the day and night
- People can proudly identify as their home and neighbourhood

**Figure 2: Core Area Action Plan Boundaries**



### 1.3 Impacts of the COVID-19 Pandemic

As work began to implement the CAAP in January of 2020, the COVID-19 pandemic struck. Staff agreed the CAAP needed to continue, although restrictions how the City could deliver service meant that some actions needed to be adjusted in order to meet the Core Area Needs in the context of the pandemic. Many of these restrictions persisted in various ways until May of 2022.

Further, COVID-19 created new disproportionate negative impacts on urban core areas and exacerbated existing concerns. Across Canada, the large number of office workers working remotely created a distinct reduction in activity in public spaces and businesses in central employment areas. Many employers are now exploring new ways of working, including hybrid and remote work. Reduced tourism and recreation opportunities, such as conventions, sporting events, concerts, live theatre, and festivals, added to the financial and social impacts on the Core, as did changing pandemic restrictions on individual business operations.

Vulnerable and marginalized communities also faced disproportionate effects as a result of the pandemic, resulting in a significant increase in the number of individuals experiencing homelessness.

### 1.4 Policy Context for the Core Area Action Plan

The CAAP exists in the context of many other programs, projects, policies and plans that have been created to foster the success of the Core area. At the highest level, direction for the Core is established in the London Plan (<https://london.ca/government/council-civic-administration/master-plans-strategies/london-plan-official-plan>), which established a unique Downtown Place Type with a specific vision and actions to achieve the vision, a defined role within the city overall, unique permitted uses, intensity targets and form requirements.

Our Move Forward: London's Downtown Plan (<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=17358>) also establishes the Downtown as a vibrant destination and a unique neighbourhood. Our Move Forward is organized into five sections: The Planning Framework, Strategic Directions, Transformational Projects, Tools, and Implementation/Targets. Progress on Our Move

Forward has been reported through the State of the Downtown Reports, which track the health and progress in the area using consistent metrics.

Through Council's 2023 - 2027 Strategic Plan and the upcoming Multi-Year Budget (MYB), staff and community partners will continue to deliver focused action in the Core. Most of the Strategic Areas of Focus either directly or indirectly reflect the need for continued focus and action in London's Core, with Economic Growth Culture, and Prosperity; Wellbeing and Safety; and Housing and Homelessness being of particular criticality to the area.

## **2.0 Discussion and Considerations**

### **2.1 Overall Core Area Action Plan Progress**

68 of the 71 actions included in the CAAP were either approved through the 2020-2023 Multi-Year Budget process or could be advanced through existing programs. In May 2021 and March 2022, the Strategic Priorities and Policy Committee received reports detailing plan progress and the impacts of the pandemic on its delivery. Staff have continued to carefully monitor the CAAP. The full CAAP status update can be found in Appendix B: Core Area Action Plan Implementation Status Update.

As of the end of 2022, all actions are either complete or on track for completion as scheduled with one exception. Action 21: Establish Core Area Stabilization Spaces reports as "caution". The land that was purchased for stabilization spaces was approved by Council to instead be used for the creation of affordable housing and contribute towards the City's goals to create more affordable housing stock.

Some completed actions were one-time efforts that are done, while others have now been integrated into ongoing operations. The following sections provide highlights of the work-to-date aligned with each of the four Core Area Needs.

### **2.2 Progress Highlights on Homelessness and Health Actions**

23 of the Actions in the CAAP support the Core Area Need that "people struggling with homelessness and health issues need help", noting that many actions are aligned to one or more of the Core Area Needs.

#### Supports for Vulnerable People

The transition out of the pandemic in 2022 continued to challenge the City team and its partners to find creative ways to support vulnerable people in light of increasing evictions and a significant increase in people experiencing homelessness, specifically unsheltered homelessness. The lack of permanent and predictable funding sources continued to challenge the ability to establish permanent responses and solutions beyond base budget measures. As a result, a small number of program enhancements were made, including increasing Coordinated Informed Response (CIR) coverage from five to six days a week, temporary increases to indoor resting space capacity for the summer and the continuation of the Holly's House supportive housing program for vulnerable women through the Canadian Mental Health Association.

#### Winter Response

The 2022/23 winter response was designed through a Community Action and Accountability working group that evolved from multiple community conversations and actions taken through the summer and fall of 2022 that identified the need for increased basic needs for those living unsheltered. These needs included the provision of essentials such as showers and washrooms; the provision of increased supports for daytime and overnight drop-in space to address individuals' immediate needs (including those associated with the winter months). Available temporary shelter options included spaces for couples and pets, for women and non-binary individuals, and for Indigenous community members. These spaces helped support over 400 people who were experiencing unsheltered homelessness over the winter of 2022/2023.

### Head Lease Pilot Program

From December 2020 to July 2022, Housing Stability Services stewarded a municipally funded and administered Head Lease Program pilot, intended to facilitate the rapid delivery of affordable transitional housing for individuals and families experiencing homelessness. Through this innovative model, private market rental units were leased by the City of London and occupied by individuals and families experiencing homelessness. Over 19 months, a total of twenty individuals experiencing homelessness were transitionally housed in sixteen private market head lease units. Program participants were supported with life skills development to promote successful tenancy. By the end of the pilot program in July 2022, sixteen program participants had secured either permanent or transitional housing, representing an 80% success rate. In July 2022, Council approved a second one-year pilot of up to 25 units to test the model when operated through a third-party organization.

### Core Area Diversion Pilot Project

The Core Area Diversion pilot project also continued in 2022, representing a partnership between the London Police Service and the City of London's Social and Health Development team. The project was supported by Housing Stability Services through Coordinated Informed Response and Life Stabilization through the Ontario Works teams. The pilot aimed to reduce the number of individual interactions between individuals experiencing homelessness with LPS and the justice system. During 2022, there were 108 meaningful interactions with 53 individuals where resources and services were offered. The pilot wrapped up in early 2023, and the invaluable learnings will support partnerships at the newly formed "Community Reintegration Table" which takes a whole-of-system coordinated response to supporting the successful release of individuals from custody to the community.

### Permanent Housing

Through Council's Roadmap to 3,000, the City continues to work on developing programs and opportunities to increase the number of units. Programs to support the regulatory changes in Bill 23 that focus on Additional Dwelling Units and leveraging DC exemptions for affordable housing are a focus. Additionally, staff are developing office conversion programs to support the changing demographics in the Core.

### London's Health and Homelessness Whole of Community System Response

In March of 2023, Council endorsed the Health and Homelessness Whole of Community System Response, which will see the creation of a permanent and sustainable system to help people experiencing homelessness. Through that model, multiple locations will be distributed throughout the community that are "purpose-built for the most marginalized and highest acuity populations" and will provide integrated person-centred care and supports through multi-agency and interprofessional teams. At the last Council meeting a plan was endorsed to provide 44 of the 100 highly supportive housing with the Indwell Community Homes to provide the supportive housing services at a recently completed municipally constructed building at 403 Thompson Road. Further work is underway and will be foundational and transformative for the Core Area and the broader London community overall.

## **2.3 Progress Highlights on Safety and Security Actions**

30 of the Actions in the CAAP support the Core Area Need that "people need to feel safe and secure", noting that many actions are aligned to one or more of the Core Area Needs.

### Bylaw Enforcement

The dedicated Municipal Law Enforcement Officers (MLEOs) hired in 2021 continued to work exclusively in the Core area in 2022. The team works closely with the Coordinated Informed Response (CIR) team to address concerns. In 2022, the MLEOs addressed 299 issues of non-compliance in the Core, mostly related to property standards, yard and lot maintenance and vacant building management. 78% of those complaints were resolved at the time of this report. Efforts to address graffiti in the Core continued in 2022, with 10 areas identified as hot spots for action. In consultation with the BIAs,

municipal law enforcement staff also undertook improvements to building numbering to improve emergency response, resolving 219 of 316 violations of the bylaw voluntarily. The enforcement approach in the Core has been based on building collaborative relationships with property owners, the Project Clean Slate team, staff from other Service Areas, the Ambassadors and the BIAs.

#### Community Outreach and Support Team (COAST)

Since April 2021, the London Police Service has worked with St. Joseph's Health Care London, the Canadian Mental Health Association, Thames Valley Addiction and Mental Health Services and the Middlesex-London Paramedic Service as a partner agency in the Community Outreach and Support Team (COAST). In the Fall of 2022, researchers from the Police Research Laboratory at Carleton University presented an evaluation of the COAST system. The majority of the research findings were positive, especially as they related to improved outcomes and experiences for individuals who received assistance from COAST. Additional benefits resulting from COAST included a reduction in the number of individuals calling 9-1-1 for assistance, a reduced strain on frontline LPS resources and a reduction in the number of individuals visiting the hospital emergency department.

As COAST continues to develop and evolve, new strategies are being developed to proactively provide the most appropriate form of support to specific individuals. Two initiatives currently being utilized relate to the tracking of prolific users of the 9-1-1 system and the monitoring of the individuals who request the assistance of COAST most frequently. Both of these initiatives are evidence-based and look to provide proactive support to individuals before they are in a state of crisis. These types of proactive supports are proving to be beneficial for the individual involved and they are helping to reduce the reliance on frontline police and medical resources. In 2022, COAST interacted with over 500 individuals and was involved in over 900 LPS occurrences. Many of these occurrences involved issues relating to homelessness and addictions.

#### Bystander Training

Council's 2019-2023 Strategic Plan identifies Creating a Safe London for Women and Girls as one of its six Areas of Focus. Additionally, as a participating city in the United Nations Safe Cities and Safe Public Spaces Program, the 2021-2024 Safe Cities London Action Plan articulates a vision for London as a 'safe city where women, girls, nonbinary and trans individuals, and survivors access public spaces and freely participate in public life without fear or experience of sexual violence'.

As part of these commitments and the efforts to increase safety in the downtown core, Environment and Infrastructure, Planning and Economic Development and the City Manager's Office have collaborated to create foundational training for teams to recognize and address gender-based violence. Following a successful pilot in June 2021, the City partnered with Anova to establish a bystander training program. Bystander training is designed to equip employees with an understanding of their role in creating safe public spaces, the prevalence and impacts of gender-based violence, including how to recognize it and tools to take a survivor-centred approach to safely intervening to make the community safer. In 2022, nearly 100 people leaders from Environment and Infrastructure and Planning and Economic Development participated in bystander training. Training for operational teams is being developed for the Summer of 2023.

#### Spotlight Program

The Spotlight Program identifies businesses in the Core Area that have Closed Circuit Television systems through visual signage to act as a deterrent to negative behaviour. Since its initiation in 2021, 23 businesses have participated in the program. In 2022, a meeting between the BIAs, Corporate Communications and Security Services was held to promote the program. Since then, seven new businesses have joined the program.

In addition to the Spotlight Program, a forthcoming information report will be presented concerning the completion of the Downtown Camera program.

### Safety Audit

The Core Area Safety Audit was completed in January 2022. The implementation of the Security Audit recommendations on public property began in February 2022 and will be ongoing until recommendations are complete as funding is available.

Recommendations associated with private properties are the responsibility of the property owner for the completion of the work, with support from City staff and LPS where appropriate. As of December 2022, Safety Audit Grants have also been issued to six properties for implementation of eligible improvements using the Core Area Safety Audit Grant Program. Payment of the grant occurs after the gate or equipment has been installed.

## **2.4 Progress Highlights on Business Supportive Actions**

49 of the Actions in the CAAP support the Core Area Need that “businesses need an environment that allows them to be successful”, noting that many actions are aligned to one or more of the Core Area Needs.

### Grant Programs

Via the programs offered through the Core Area Community Improvement Plan (CIP), in 2022, 48 sign permit applicants were reimbursed \$12,288 in permit application fees. Thirty Core Area sidewalk café locations used CIP supports, amounting to \$27,796 in licensing and application fee reimbursements that would otherwise be the responsibility of the applicants.

These supports supplement the one-time 2022 funding made available through London Community Recovery Network (LCRN) which saw \$102,000 distributed to fifty-two different Core locations, in grants of up to \$2,000 each. Applicants could use the grants to invest in sidewalk patio equipment such as tables, chairs, perimeter fencing, and plantings to help sustain their businesses and contribute to the animation of the Core Area. In 2022, this program was further enhanced to allow patio operators to purchase equipment to stage live performances.

Eight Core Area businesses received a total of \$35,727 in 2022 under the LCRN Recovery Grant Program to make eligible interior and exterior business building upgrades. Also, six Core Area businesses received a total of \$18,722 in Core Area Safety Audit Grants to implement exterior improvements. Finally, using existing CIP programs, in 2022 two Core Area businesses participated in the Façade Improvement Loan program and three in the Upgrade to Building Code Loan Program.

### Project Clean Slate

Operated by Youth Opportunities Unlimited (YOU), Project Clean Slate helps to address the issue of garbage on private property, while at the same time providing flexible low-barrier employment opportunities for youth who are currently at-risk of experiencing homelessness. Following a successful pilot in 2021, Council funded the extension of the program for 2022 and again in 2023 as a budget amendment. City staff are working with YOU to develop a 4-year plan for the next MYB that includes both municipal and external funding sources. Clean Slate metrics for 2022 included:

- 41 participants engaged in programming
- 20 participants found employment after participation with Clean Slate
- 5 Participants enrolled in education after participation with Clean Slate
- 1,576 bags of garbage picked up in the Core
- 1,538 needles picked up in the Core



## 2.5 Progress Highlights on Attracting People Actions

33 of the Actions in the CAAP support the Core Area Need that “the Core Area needs to attract more people”, noting that many actions are aligned to one or more of the Core Area Needs.

Fundamental to attracting more people to the Core is the Activation and Animation program led by the Economic Services and Supports Division. 2022 was the first full year of operations and included a range of successes and meaningful metrics.

Dundas Place programming continued with daily small-scale activities in the summer and larger-scale events throughout the year. Highlights include local business-led street markets, Vintage on the Block, Witch’s Veil Night Market, and the Punk Rock Flea Market. 2022 also saw the return of Canada Day celebrations in the Downtown and the introduction of new events like the Sunfest Block Party, Poutine Feast, Seedy Saturday, Latin Community Festival, and many more. Smaller-scale programming included Friday Night Street Salsa, Sunday Afternoon Jazz, and Lunchtime Live Music. In 2022, Dundas Place hosted:

- 135 music performances
- 35 arts activities
- 13 events
- 15 fitness activities
- 9 street markets

In other parts of Downtown, the program supported DJ Skate nights at Rotary Square, DJ roller skating in Victoria Park, free yoga classes in Ivey Park, and the Richmond Row Concert Series in partnership with Downtown London BIA. In Old East Village, the Activation and Animation program supported the OEV BIA with the event series Only in OEV Fridays. This included six monthly events from June to November in support of local businesses, musicians and artists.

Working with funding from LCRN, the Activation and Animation program also supported Downtown for the Holidays and the Holly Jolly Market with the goal of creating a Downtown holiday destination. This campaign built on existing successful events including Lighting of the Lights and New Year’s Eve in the Park to create a month-long event series that the Downtown London BIA estimates drew over 100,000 people.

To support awareness and attendance of the events and activations happening in the Core Area, a printed monthly event listing was produced and distributed to local businesses and community partners by the Core Area Ambassadors. This list includes events and activities happening Downtown and in OEV both indoors and outdoors.

In addition to activations, progress on the actions associated with the other three Core Area Needs, especially those related to safety and security and business supports, can assist in attracting more people to visit the Core.

## 2.6 Management and Communication of the CAAP

In addition to the actions associated with one or more of the four Core Area Needs, several actions pertained to all aspects of the plan, including:

- Enhance Service London Portal to allow for complaints, concerns, and enquiries on Core Area issues
- Create four-year Core Area Ambassador pilot program
- Explore partnership opportunities with educational institutions for immersive learning in Core Area
- Implement Core Area digital solutions

All four of these actions are either complete and have become part of the City’s ongoing business operations (i.e. the Service London Portal improvements) or are in progress.

Note that a separate review of the Ambassador program is currently underway and the results of that assessment will be subject to future reporting to Committee and Council.

Additionally, and although not identified as a specific action in the CAAP, a Core Area Communications Strategy was developed to support the entire plan and ensure continued engagement through the challenges of the pandemic. Several enhanced communications efforts were created in 2020 and remain in place to raise awareness and promote programs and initiatives in the Core Area.

In order to support collaboration and connection, a Core Area Strategy Team meets monthly and includes the Executive Directors of both BIAs and the members of the City's Core Area Steering Committee. This team is working to address strategic issues and opportunities. The Core Area Action Team meets bi-weekly and includes staff from the City, as well as the London Police Service, the Crisis Outreach and Support Team (COAST) and both BIAs. This is a tactical team focused on solving short-term concerns quickly.

### 3.0 Financial Impact/Considerations

Operating budgets associated with and closely related to the CAAP have been reviewed for 2022. Table 1 outlines the standard ongoing expenditures related to the various initiatives (\$1000s).

**Table 1: Operating Budgets and Expenditures for 2022 (\$000's)**

| <b>Program</b>   | <b>Revised 2022 Budget</b> | <b>Var-<br/>iance</b> | <b>2022 Variance Description</b>  | <b>Revised 2023 Budget</b> |
|--|----------------------------|-----------------------|---|----------------------------|
| Coordinated Informed Response (CIR)  | \$1,705                    | \$140                 | Personnel savings due to short term staffing vacancies  | \$1,751                    |
| Expand case management approach for helping vulnerable populations   | \$1,000                    | \$589                 | One-time provincial Social Services Relief Fund funding utilized for a significant portion of these expenditures in 2022. Spending expected to utilize full 2023 budget.  | \$1,000                    |
| Create four-year Core Area Ambassador pilot program  | \$815                      | (\$67)                | Hours extended to keep the Dundas Place Field House open during operating hours of the visitor washrooms. Ambassadors also performed Dundas Place Operations and distribution functions in addition to their core duties. | \$815                      |
| Proactive Compliance Program   | \$206                      | \$18                  | Variance due to short term staffing vacancies   | \$206                      |
| Establish, implement and regularly monitor a higher clean standard for Core Area; Implement new pressure wash program for sidewalks and civic spaces | \$655                      | (\$36)                | Additional cleaning resources deployed in the Core to support increased post-pandemic reopening, resumed special events, and higher levels of garbage and debris being left on public property.                           | \$660                      |

| <b>Program</b>   | <b>Revised<br/>2022<br/>Budget</b> | <b>Var-<br/>iance</b> | <b>2022 Variance<br/>Description</b>   | <b>Revised<br/>2023<br/>Budget</b> |
|--|------------------------------------|-----------------------|--|------------------------------------|
| Fund four-year Core Area "construction dollars" pilot program  | \$100                              | \$11                  | Program fully distributed, but the redemption rate by "construction dollars" recipients is lower.  | \$100                              |
| Experiment with temporary free municipal parking   | \$150                              | \$0                   |  | \$150                              |
| Increase range and intensity of programming in Core Area; Activate spaces and places with bistro chairs and tables; Invest in Dundas Place | \$450                              | \$22                  | Variance due to staff shortages and redistribution of work to Ambassadors.   | \$450                              |
| Establish new Core Area garbage and recycling collection program   | \$200                              | \$37                  | Variance due to the continued impacts of the pandemic and less activity downtown during the first quarter of 2022.   | \$200                              |
| Provide grants to implement safety audit recommendations on privately-owned property through Core Area Community Improvement Plan          | \$100                              | \$81                  | Six Safety Audit grants provided to private property owners to implement audit recommendations. An additional eight grants were initiated in 2022 and funding will be released in 2023 as the improvements finish. | \$100                              |
| Implement safety audit recommendations on public property  | \$200                              | \$200                 | Funds dedicated to the completion of the downtown camera program. Procurement process underway and funds will be spent in 2023.  | \$200                              |
| Eliminate encroachment fees for patios, signage, and awnings in the Core Area through Core Area Community Improvement Plan                 | \$30                               | \$0                   |  | \$30                               |
| <b>Total</b>   | <b>\$5,611</b>                     | <b>\$995</b>          | <b>82% Spent in 2022</b>   |                                    |

NOTE: Positive variance represents spending below budget; negative variance represents spending greater than budget.

As noted in the above table, the primary driver of the 2022 variance to budget was the availability of one-time provincial Social Services Relief Funding that was utilized to fund a portion of the costs that would normally be funded from the CAAP budget. These provincial dollars were time limited and one-time in nature. These funds are not available or assigned to these items in 2023.

Excluding the "Expand case management approach for helping vulnerable populations" initiative, spending totaled approximately 91% of budget, with many of the other variances due to timing of the planned spending stretching into 2023.

Table 2 outlines the spending on one-time program enhancements that were approved by Council in 2022 (\$1000s).

**Table 2: One-Time CAAP Enhancements for 2022 (\$000's)**

|   | <b>Enhancement</b>  | <b>2022 Budget</b> | <b>Var-<br/>iance</b> | <b>2022 Variance Description</b>   |
|---|---|--------------------|-----------------------|--|
| 1 | Pilot an expanded Coordinated Informed Response   | \$315              | \$134                 | A portion of funds were used to onboard the six-day a week program in 2022. As demand remains high for service into 2023, a report is being brought to the June Community and Protective Services Committee to continue the service into the fall of 2023. One-time funding will be requested from the SHD Social Services Reserve Fund. |
| 2 | Accelerate the implementation of the Safety Audit recommendations   | \$260              | \$260                 | Funds are being directed towards expansion of the Downtown Camera Program, which will be completed in 2023.  |
| 3 | Improve security gate program for private property by providing clear application instructions, preapproving certain types of gates and streamlining the review and approval process in Buildings and Heritage Planning | \$100              | \$100                 | Expenses are recognized after the security gates are installed. Projects proposed in Q4 of 2022 are now being installed based on building and heritage permitting timelines.   |
| 4 | Update contact cards, distribute directly to businesses and promote their availability and use  | \$5                | \$5                   | Designed and printed in house and distributed by Core Area Ambassadors. Therefore, funds were not required as anticipated.   |
| 5 | Engage major employers regarding their return to in-person work plans and schedules and support their transition with enhanced services, promotion of activations, and contact information for concerns                 | \$100              | \$36                  | Work began in Summer 2022 and continued into early 2023, with the remaining balance to be spent in 2023.   |
| 6 | Create a pilot London Lunches gift card program   | \$100              | \$85                  | The program launched in fall 2022 in collaboration with both Core Area BIAs. Expenses are recognized as the gift cards are redeemed. \$63,000 of the \$85,000 variance has been redeemed to date in 2023.  |
| 7 | Expand existing Core promotional work, such as the public art highlights, stories of people who work, live and patronize the Core, and promotion of events and activities   | \$0                | N/A                   | Throughout 2022, several promotional plans highlighting new art, key stakeholder and upcoming events in the Core area were implemented by Corporate Communications.  |

|    | <b>Enhancement</b>  | <b>2022 Budget</b> | <b>Var-<br/>iance</b> | <b>2022 Variance Description</b>  |
|----|---|--------------------|-----------------------|---|
| 8  | Provide public information on the work being done and how to report concerns  | \$0                | N/A                   | In 2022, the City hosted a Core Area Summer Forum to share updates on revitalization efforts with key stakeholders in the Core Area. In addition, several communications plans were created in 2022 to highlight revitalization efforts, including promotion of the Core Area Ambassador Program, the Core Area Strategy engagement efforts and events taking place in the Core Area. |
| 9  | Expand activation and programming to include activities at different times, in more locations outside Dundas Place and targeting different audiences (families during summer break, seniors, teams, cultural communities, etc.) | \$100              | \$0                   | Activation programming was expanded with the addition of morning yoga in Ivey Park, Roller Skating in Victoria Park, the Richmond Row lunch-time Concert Series, Only in OEV Fridays, and holiday activities in Downtown and OEV.   |
| 10 | Proactively create an inventory of major events (conferences, concerts, festivals, etc.) in the Core.<br><br>Continue to increase the presence of CIR, COAST, Diversion Pilot programming, and other programs and services      | \$75               | \$30                  | Monthly promotional materials were developed to inventory and promote the range of activations and events in the core area.<br><br>Funds were used to assist in the delivery of short-term pilot programs and support core area initiatives to respond to social concerns. Funds have been committed and remaining spending will occur in early 2023.                                 |
|    | <b>Total</b>  | <b>\$1,055</b>     | <b>\$650</b>          |   |

NOTE: Positive variance represents spending below budget; negative variance represents spending greater than budget.

Many of the variances related to the 2022 one-time enhancements were attributable to the ramp-up and timing of expenditures of these initiatives. In many cases, the costs will be incurred in 2023. As these 2022 one-time enhancements were funded through a Council-approved draw from the Operating Budget Contingency Reserve, the funds will remain available in 2023 to fund the completion of the initiatives, as required.

At this time, capital spending is anticipated to be on-track as per the approved budgets; while some projects may take longer to deliver in their entireties due to the impacts of the pandemic, those funds will carry forward to 2023 to allow their completion at that time.

## **4.0 Key Issues and Considerations**

### **4.1 Continue CIR 6 Day Coverage**

In 2022, there was an identified need to expand the Coordinated Informed Response (CIR) to both a longer day (10 hours/day) and a longer week (6 days/week) due to the increased challenges and activities experienced directly related to the volume of unsheltered homelessness in the Core. This expansion allowed CIR to provide better response times to service requests from businesses and residents. The early morning starts permitted CIR to attend the Core, especially its business store fronts, prior to regular business hours to engage with vulnerable Londoners.

The increased presence in the community enhanced the team's ability to establish relationships with individuals and helped build regular communication and enhance familiarity with those sleeping unsheltered. This engagement assisted with the reduction of problematic behaviours shown toward the team and increased the trust necessary for individuals to accept support.

In 2023, as a way to maintain a level of responsiveness in relation to the number of individuals sleeping unsheltered and in conjunction with other community efforts, Civic Administration will be bringing forward a report through the Community and Protective Services Committee which will seek to secure resources to continue increased CIR coverage for support to all Londoners through the summer months and into the fall.

### **4.2 Increase 2023 Event Funding**

In 2022, the Core Area Activation program received an additional \$100,000 to enhance that year's events and activations. This funding supported the Only in OEV Friday event series, in particular holiday festivities in Queens Park, and the Downtown for the Holidays initiative, allowing the addition of a festive carousel on Dundas Place.

In 2022, the London Community Recovery Network also funded a one-time \$100,000 investment in the creation of a Downtown holiday market. This funding was allocated to the Covent Garden Market to support the expansion of the Holly Jolly Market, which attracted 77,191 people during the three weekends it operated. Additional one-time funding of \$100,000 in 2023 would allow the Holly Jolly Market and Downtown for the Holidays initiatives to continue to grow this year, with permanent funding to be considered as part of the 2024-2027 Multi-Year Budget.

Staff are also recommending an additional \$50,000 be made available to support extra summer and fall activations in the Core, such as:

- Supporting the expansion of TD Sunfest to other parts of Downtown including Dundas Place
- Free outdoor UNESCO City of Music activations during the AMO Conference in August and when students return to the city in September
- Free outdoor movie nights in partnership with Film London

These events would offer diverse and inclusive experiences in the Core to support year-round arts, cultural, and music events to encourage people to visit the Core Area.

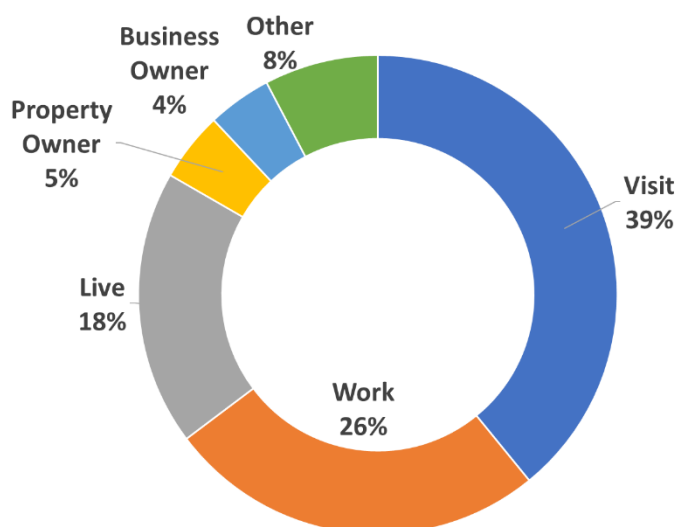
### **4.3 Engagement for the Core Area Strategies**

In October and November of 2022, the City of London requested input on the opportunities and challenges experienced in London's Core Area to assist in developing new strategies to build upon the CAAP when it concludes at the end of 2023. Input was received from Core Area visitors, business owners, residents, workers, and property owners. The goal of the engagement was to receive feedback and give an opportunity for Londoner's to share their perspectives on where they would like to see the City focus future strategies related to Core Area.

Input includes comments on economic growth, safety and security, residential development, accessibility, and arts and culture, as well as social and health issues, homelessness prevention and housing. Londoners shared their perspectives and provided input on where they would like to see the City focus future strategies related to Core Area improvements.

The engagement received approximately 1,200 survey responses. Receiving 875 responses to the online survey and 323 responses from personal interviews.

**Figure 3: Survey respondent’s connection to the Core Area**



The following table highlights the most common topics highlighted by the community for each of the core area communities.

**Table 3: Common Concerns by Area**

| Downtown London              | Old East Village             | Midtown  |
|------------------------------|------------------------------|--|
| Homelessness                 | Homelessness                 | Homelessness                                   |
| Mental Health and Addictions | Mental Health and Addictions | Mental Health and Addictions                   |
| Safety and Security          | Safety and Security          | Safety and Security                            |
| Parking                      | Violence and Crime           | Violence and Crime                             |
| Violence and Crime           | Vacant Buildings             | Lack of Destinations (Shopping and Businesses) |
| Construction Projects        | Parking                      | Parking  |
| Garbage and Waste            | Garbage and Waste            | Construction Projects                          |
| Traffic                      | Police                       | Garbage and Waste                              |
| Vacant Buildings             | Traffic                      | Traffic  |
| Public Transit               | Construction Projects        | Lack of Affordable Housing                     |

The engagement results were shared with Council as part of the 2023-2027 Strategic Plan deliberations. This input informed Council’s development of the plan and is highlighted most specifically in Outcome 4 “London’s Core Area (Downtown, Midtown, Old East Village) is a vibrant neighbourhood and attractive destination.” A future report will be submitted to committee highlighting the implementation of these strategies to inform the Multi-Year Budget process.

**4.4 Next Steps: City of London’s 2023-2027 Strategic Plan: Core Area**

The importance of supporting the Core Area was highlighted by Council as part of the development of the 2023-2027 Strategic Plan. Outcome 4 of the plan “London’s Core Area (Downtown, Midtown, Old East Village) is a vibrant neighbourhood and attractive destination” includes a series of expected results and strategies to support the Core. A future report will be submitted to committee to include a draft implementation plan for Council’s strategies that will help inform the Multi-Year Budget deliberations.

## 4.5 Downtown Recovery Research Study

In June 2022, researchers from the Institute of Governmental Studies at the University of California Berkley and the University of Toronto published, "[The Death of Downtown? Pandemic Recovery Trajectories across 62 North American Cities](#)" research study that examined downtown areas using aggregated mobile phone data to determine the number of people in downtown areas. The study compared recent activity in downtown areas against pre-pandemic levels in 2019. Updated results published in January 2023 compared downtown activity across 62 North American cities between January 2019 to November 2022.

The findings of this research concluded that the number of people in London's downtown has recovered to 79% of pre-pandemic levels, while the next closest large city in Canada was Toronto at 53%, and the next closest mid-sized Canadian city was Halifax at 65%. These results ranked London as tenth amongst the 62 North American cities studied and first amongst Canadian mid-sized cities. When considering all aggregated data (mid and large-sized cities), London had the best recovery rate of any sized city in Canada and the fourteenth best recovery rate in North America.

The recovery experienced to date is the result of the hard work of the businesses, institutions, and people that call the Downtown London home. While the findings of this research are encouraging, significant work remains to not only restore pre-pandemic levels of activity, but to surpass pre-COVID-19 benchmarks.

### Conclusion

Significant efforts have been directed to the Core by the City of London, the London Police Service and other agencies and organizations since the approval of the Core Area Action Plan efforts in the 2020-2023 Multi-Year Budget process. With one exception that was transformed with the approval of Council, all actions are either complete or on track for completion in 2023.

The challenges facing London's Core area related to homelessness and mental health, safety and security, fostering a thriving environment for businesses, attracting people to the Core, and commercial vacancies are occurring across Canada. Council's 2023 to 2027 Strategic Plan recognizes these challenges and opportunities and staff will continue to work on an enterprise-wide and whole-of-community basis to ensure this important work continue to be focused, aligned and collaboratively managed.

**Recommended by:** **Kelly Scherr, Deputy City Manager, Environment & Infrastructure**

**Scott Mathers, Deputy City Manager, Planning & Economic Development**

**Kevin Dickins, Deputy City Manager, Social & Health Development**

Attach:

Appendix A: Core Area Actions Aligned with Four Core Area Needs  
Appendix B: Core Area Action Plan Implementation Status Update

Cc: Lynne Livingstone, City Manager  
Anna Lisa Barbon, Deputy City Manager, Finance Supports  
Barry Card, Deputy City Manager, Legal Services  
Cheryl Smith, Deputy City Manager, Neighbourhood and Community-Wide Services  
Eliza Bennett, Director, Strategic Communications and Government Relations  
Rosanna Wilcox, Director, Strategy and Innovation  
Paul Ladouceur, Director, Emergency Management and Security  
Stephen Thompson, Director, Economic Services and Supports  
Barbara Maly, Executive Director, Downtown London Business Improvement Area  
Jen Pastorius, Old East Village Business Improvement Area



**Appendix A**  
Core Area Actions Aligned with Four Core Area Needs

| CAAP # | Action   | Core Area Need        |                   |                     |                   |
|--------|--|-----------------------|-------------------|---------------------|-------------------|
|        |  | Health & Homelessness | Safety & Security | Business Supportive | Attracting People |
| 1      | Strengthen delivery of Coordinated Informed Response Program                                       | X                     | X                 |                     |                   |
| 2      | Implement Housing Stability Week pilot project   | X                     | X                 |                     |                   |
| 3      | Implement early-morning Coordinated Informed Response Program                                      | X                     | X                 |                     |                   |
| 4      | Implement breakfast Coordinated Informed Response Program  | X                     | X                 |                     |                   |
| 5      | Establish Headlease Program  | X                     | X                 |                     |                   |
| 6      | Double foot patrol officers in Core Area for a discrete period of time                             |                       | X                 | X                   | X                 |
| 7      | Create new Spotlight Program   |                       | X                 | X                   | X                 |
| 8      | Enhance Service London Portal to allow for complaints, concerns, and enquiries on Core Area issues | X                     | X                 | X                   |                   |
| 9      | Install kindness meters to directly support Core Area social service agencies                      | X                     |                   |                     |                   |
| 10     | Stage police command vehicle in strategic locations  |                       | X                 | X                   |                   |
| 11     | Issue request for proposals on Queens Avenue parking lot   |                       |                   | X                   | X                 |
| 12     | Explore new ways to support Core Area property owners to dispose of found syringes                 |                       | X                 | X                   |                   |
| 13     | Conduct three-week Core Area By-law Enforcement blitz  |                       | X                 | X                   |                   |
| 14     | Prioritize Core Area building and sign permits   |                       |                   | X                   |                   |
| 15     | Streamline event processes   |                       |                   | X                   | X                 |
| 16     | Provide incentives for installing uplighting on privately-owned buildings                          |                       |                   | X                   | X                 |

| CAAP # | Action   | Core Area Need        |                   |                     |                   |
|--------|--|-----------------------|-------------------|---------------------|-------------------|
|        |  | Health & Homelessness | Safety & Security | Business Supportive | Attracting People |
| 17     | Proactively recruit food trucks in dedicated area along Dundas Place   |                       |                   | X                   | X                 |
| 18     | Identify opportunities for new parking spaces in the Core Area   |                       |                   | X                   | X                 |
| 19     | Establish permanent Coordinated Informed Response Program  | X                     | X                 |                     |                   |
| 20     | Establish more daytime resting spaces  | X                     | X                 |                     |                   |
| 21     | Establish Core Area stabilization spaces   | X                     | X                 |                     |                   |
| 22     | Create new housing units with supportive living arrangements   | X                     | X                 |                     |                   |
| 23     | Expand case management approach for helping vulnerable populations   | X                     | X                 |                     |                   |
| 24     | Complete and implement Affordable Housing Community Improvement Plan   | X                     | X                 |                     |                   |
| 25     | Create four-year Core Area Ambassador pilot program  | X                     | X                 | X                   | X                 |
| 26     | Undertake Core Area safety audit   |                       | X                 | X                   |                   |
| 27     | Establish new storefront space for foot patrol, By-law Enforcement Officers and public washrooms                         |                       | X                 | X                   |                   |
| 28     | Increase London Police Services foot patrol  |                       | X                 | X                   |                   |
| 29     | Proactive Compliance Program   |                       | X                 | X                   |                   |
| 30     | Develop and deliver safety training for business owners, employees and residents   |                       | X                 | X                   |                   |
| 31     | Utilize existing Façade Improvement Loan Program to incent decorative gates through existing Community Improvement Plans |                       | X                 | X                   |                   |
| 32     | Undertake safety blitz for aggressive driving in the Core Area   |                       | X                 | X                   |                   |
| 33     | Proactive enforcement of Property Standards By-law   |                       | X                 | X                   |                   |

| CAAP # | Action   | Core Area Need        |                   |                     |                   |
|--------|--|-----------------------|-------------------|---------------------|-------------------|
|        |  | Health & Homelessness | Safety & Security | Business Supportive | Attracting People |
| 34     | Package Core Area patio, signage, licensing and other regular business processes   |                       |                   | X                   |                   |
| 35     | Brand uniforms and equipment for all City staff providing service in the Core Area   |                       |                   | X                   | X                 |
| 36     | Establish, implement and regularly monitor a higher clean standard for the Core Area                                       |                       |                   | X                   | X                 |
| 37     | Implement new pressure wash program for sidewalks and civic spaces   |                       |                   | X                   | X                 |
| 38     | Provide incentives for installing plumbing and hose connections on storefront through existing Community Improvement Plans |                       |                   | X                   | X                 |
| 39     | Implement Core Area infrastructure monitoring program  |                       |                   | X                   | X                 |
| 40     | Encourage shipping container pop-up retail uses during construction  |                       |                   | X                   | X                 |
| 41     | Provide incentives for installing awnings through existing Community Improvement Plans                                     |                       |                   | X                   | X                 |
| 42     | Fund four-year Core Area "construction dollars" pilot program  |                       |                   | X                   | X                 |
| 43     | Experiment with temporary free municipal parking   |                       |                   | X                   | X                 |
| 44     | Increase range and intensity of programming in Core Area   |                       |                   | X                   | X                 |
| 45     | Activate spaces and places with bistro chairs and tables   |                       |                   | X                   | X                 |
| 46     | Create a projection art program  |                       |                   |                     | X                 |
| 47     | Create an infrastructure art and beautification program  |                       |                   |                     | X                 |

| CAAP # | Action  | Core Area Need        |                   |                     |                   |
|--------|---|-----------------------|-------------------|---------------------|-------------------|
|        |   | Health & Homelessness | Safety & Security | Business Supportive | Attracting People |
| 48     | Engage Core Area businesses to lead, volunteer or fund initiatives  |                       |                   | X                   |                   |
| 49     | Explore partnership opportunities with educational institutions for immersive learning in Core Area                               | X                     | X                 | X                   |                   |
| 50     | Establish new Core Area garbage and recycling collection program  |                       |                   | X                   |                   |
| 51     | Regenerate London and Middlesex Housing Corporation housing stock   | X                     |                   |                     |                   |
| 52     | Complete and implement the Housing Stability Plan   | X                     |                   |                     |                   |
| 53     | Open permanent supervised consumption facility in appropriate location and close existing temporary facility                      | X                     |                   |                     |                   |
| 54     | Provide grants to implement safety audit recommendations on privately-owned property through Core Area Community Improvement Plan |                       | X                 | X                   |                   |
| 55     | Implement safety audit recommendations on public property   |                       | X                 | X                   | X                 |
| 56     | Implement Core Area digital solutions   | X                     | X                 | X                   | X                 |
| 57     | Use City Studio to explore innovative approaches to addressing Core Area social issues  | X                     |                   |                     |                   |
| 58     | Work with surrounding communities to establish a regional strategy for addressing vulnerable populations                          | X                     |                   |                     |                   |
| 59     | Explore opportunities to partner with agencies to provide a Core Area Resource Centre   | X                     |                   |                     |                   |
| 60     | Prioritize Core Area for public art   |                       |                   |                     | X                 |

| CAAP # | Action  | Core Area Need        |                   |                     |                   |
|--------|---|-----------------------|-------------------|---------------------|-------------------|
|        |   | Health & Homelessness | Safety & Security | Business Supportive | Attracting People |
| 61     | Explore opportunities for additional public washrooms   |                       |                   |                     | X                 |
| 62     | Eliminate encroachment fees for patios, signage and awnings in the Core Area through Core Area Community Improvement Plan       |                       |                   | X                   | X                 |
| 63     | Eliminate application fees for encroachments, signage and patios in the Core Area through Core Area Community Improvement Plan  |                       |                   | X                   | X                 |
| 64     | Eliminate fees for use of on-street parking spaces for temporary restaurant patios through Core Area Community Improvement Plan |                       |                   | X                   | X                 |
| 65     | Discourage perpetual extension of temporary surface parking lots in Core Area   |                       |                   | X                   | X                 |
| 66     | Continue to enhance transit service to the Core Area  |                       |                   | X                   | X                 |
| 67     | Continue to improve cycling infrastructure in the Core Area   |                       |                   | X                   | X                 |
| 68     | Plan and save funds for a public parking garage   |                       |                   | X                   | X                 |
| 69     | Inventory social services in the Core Area  | X                     |                   |                     |                   |
| 70     | Provide a deferral of payment for businesses holding City-issued CIP loans for the duration of construction projects            |                       |                   | X                   |                   |
| 71     | Invest in Dundas Place  |                       |                   | X                   | X                 |



# Core Area Action Plan

Implementation Status Update

May 2023

## Introduction

This Implementation Status Update provides a high-level overview of the progress made on each of the action items identified in the Core Area Action Plan as of December 2022. It also identifies the planned date of implementation for those action items not yet completed. The action item numbers in this table correspond to the action item numbers in the Core Area Action Plan. For more detailed information on the action items, please refer to the Plan.

It is important to note that due to necessary resource re-allocation due to the COVID-19 pandemic, target dates have been adjusted based on best estimates and may not reflect the initial time-frames set out in the Core Area Action Plan.

# Glossary

## Accomplishments

High-level achievements such as key performance indicators from Business Plans, etc., have been included in this report.

## Action

The steps that are required to deliver on the strategies and corresponding metrics identified in the Core Area Action Plan.

## Status

Each action has been assigned a status indicator to help define progress towards implementation. There are four status indicators:



Complete: The action is done.



On Target: The action is ongoing or is completed annually. Or, the action is in progress and is on target to be complete by the target end date. Or, the action is not yet started, but is on target to be complete by target end date.



Caution: The action is in progress or not yet started, and is flagged as possibly not being completed by target end date.



Cancelled: This action has been recommended to not move forward.



## Target End Date

A target completion date has been set for each action, expressed as the quarter and year. When the action is ongoing throughout the life of the Plan or completed on an annual basis, the target end date is Q4 2023 (the Strategic Plan end date).







## Variance




In cases where actions have been delayed due to shifting priorities or emerging circumstances, an explanation is included.




## Implementation Status Update Table

| No. | Action   | Target End Date | Progress  | Action Accomplishments  | Action Variance |
|-----|--|-----------------|---|---|-----------------|
| 1   | Strengthen delivery of Coordinated Informed Response Program | Q4 2023         |    | <p>Community Outreach Teams will attend many encampments first and will engage and support individuals to the best of their ability. At times, where there are safety issues, the outreach team may request support of Municipal Law Enforcement Officers (MLEO) as part of the Community Informed Response Team (CIR). CIR is currently attending any reported challenging locations on City property and for pre-authorized private properties.</p> <p>Action Continued - CIR/MLEO has increased its service delivery and support from a 5 day work week to a 6 day work week. Work continues on a whole of community response as part of the Health and Homelessness summit work. This will include a central access point, more robust outreach team and linkages to health related services for individuals experiencing homelessness. A governance table and planning are underway. CIR program will align with its community decision outcomes.</p> <p>The Diversion Pilot wrapped up in January 2023. During 2022, there were 108 meaningful interactions across 53 individuals where resources and services were offered. Success of the pilot included: establishing stronger relationships and information sharing between LPS, HSS, Outreach and Life Stabilization; a new shared consent was created allowing multiple services to collectively support, including Atlohsa and CMHA; learnings informed the development of the Life Stabilization Core 1 Team pilot which integrates elements of HSS Coordinated Access and stronger connections with Housing Access Centre. Challenges continued to be a lack of affordable housing; high incarceration rates (36-68% at any time) which made connections difficult; many individuals were very high acuity with complex barriers making it difficult to have meaningful connections; participants were often not ready, able or wanting to engage with Outreach supports. To align with community efforts related to the Health &amp; Homelessness Summit, a new "Community Reintegration Table" has been created by SOLGEN which includes HSS, LS, LPS, mental health partners, etc. This table provides a coordinated response to achieve a support and successful release of an individual from custody to the community.</p> |                 |
| 2   | Implement Housing Stability Week pilot project               | Q4 2020         |  | <p>Action Completed - Housing Stability Week took place between October 28th and November 1st, 2019. Over 800 people came through the doors looking to obtain information on housing. This event housed 118 individuals, which included finding short-, medium- and long-term housing accommodations for 84 adults and 34 children. Intakes were completed by 362 unique individuals, Social Housing Applications were completed by 132 people, and 101 individuals applied for ID.</p>   |                 |












| No. | Action   | Target End Date | Progress  | Action Accomplishments  | Action Variance  |
|-----|--|-----------------|---|---|--|
| 3   | Implement early-morning Coordinated Informed Response Program                                      | Q4 2020         |    | Outreach now occurs 24 hours a day, seven days a week. Early morning curbside clean-up has been implemented. Action completed - The entire CIR team starts in the community at 7am Monday through Saturday with the Outreach team continuing to support 24/7.   |  |
| 4   | Implement breakfast Coordinated Informed Response Program  | Q4 2023         |    | Action continued - Various programs were supported through the community led Action and Accountability table which was founded by the City for Winter Response. These services included over night rest and early morning breakfast for all individuals seeking these services. The daytime supports and meal programs were approved to continue into Q3 2023.  |  |
| 5   | Establish Headlease Program  | Q4 2020         |    | On March 31, 2020, a report was brought forward seeking approval of Standard Draft Occupancy Agreements for supportive transitional housing with supports aimed at life skills development. City led pilot program completed.   | Currently work is ongoing to Pilot a community led Head Lease program for 1 year. Program expected to begin in Q3 of 2023. |
| 6   | Double foot patrol officers in Core Area for a discrete period of time                             | Q1 2021         |    | Foot Patrol in the Core Area was doubled during the periods of: October 20, 2019 - December 1, 2019 and April 1, 2020 - June 14, 2020. Additional officers were patrolling the Core from February 1, 2021 - March 1, 2021.  |  |
| 7   | Create new Spotlight Program   | Q4 2021         |   | Project start date was delayed due to COVID-19 impacts and business closures. The program was implemented in December 2021. As of December 31, 2022 sixteen (16) Business's have signed onto the program. Program promotion continues.  |  |
| 8   | Enhance Service London Portal to allow for complaints, concerns, and enquiries on Core Area issues | Q4 2023         |  | In addition to accessing City services by calling 311 / 661-CITY, residents and businesses can submit service requests and report issues online 24/7 by using the Service London portal. Residents and businesses can access more than 60 popular service request types such as garbage and recycling, road and sidewalk issues, flooding, sewers, trees, etc. The portal is integrated with the City's customer relationship management (CRM) system, which manages workflow and prioritization for many operational areas. Coordinated Informed Response (CIR) was recently added to CRM and work is underway to add CIR-related services to the portal. The Core Area Steering Committee Chair and Communications will continue to work with Service London and ITS to enhance the portal to address more Core Area concerns, and will increase awareness and understanding of the services available. | The Target End Date has been updated to reflect that this is an on-going initiative  |





| No. | Action  | Target End Date | Progress  | Action Accomplishments   | Action Variance   |
|-----|---|-----------------|---|--|---|
| 9   | Install kindness meters to directly support core area social service agencies | Q4 2021         |    | <p>Four City Of London parking meters were sold to a private person, prior to the development of this Action Plan, who collects the funds to give to charity.</p> <p>Kindness Meters as a mechanism for the City to solicit and manage donations will not be going forward, however the City can provide out of service meters to interested charitable organizations to use as a means to collect and manage donations. Staff were also directed to explore digital options, but Legal and ITS security concerns recommend against further advancement of that work.</p> <p>NCWS promoted "Kindness Meters" in their October 2021 newsletter to community partners. Organizations interested in collecting/distributing donations to support community members can request a surplus meter from the City. There are a number of meters available.</p> | <p>Staff recommend that, when parking meters are taken out of service, they could be made available to community groups for repurposing into kindness meters, it being noted that staff are also exploring options for digital donations. Meters are available for community groups. The digital option has been explored but Legal and IT security concerns recommend against pursuing it further.</p> |
| 10  | Stage police command vehicle in strategic locations                           | Q4 2020         |    | <p>The Community Command Vehicle (CCV) has been deployed 49 times, in strategic locations, since October 28, 2019.</p>   |   |
| 11  | Issue request for proposals on Queens Avenue parking lot                      | Q2 2023         |  | <p>In December 2021, Municipal Council approved the Terms of Reference for a workplan intended to prepare a more comprehensive review on vacancies in the Core Area. Included in this workplan is the integration of CAAP #11 into a broader study that reports on the status of the geographic distribution of parking demand, parking revenue and any recommended modifications or alternatives. The Core Area Vacancy Reduction Strategy is on track for a mid-2023 completion.</p>   |   |






| No. | Action   | Target End Date | Progress  | Action Accomplishments  | Action Variance  |
|-----|--|-----------------|---|---|--|
| 12  | Explore new ways to support Core Area property owners to dispose of found syringes | Q4 2023         |    | <p>Needle bins are placed strategically based on usage/numbers and returned each year. Middlesex London Health Unit (MLHU) funds Regional HIV/AIDS Connection (RHAC) to pick up needles and is accountable monthly. There is also a Community Informed Response Program for clean-up on public and some private properties. Staff work with MLHU and other agencies to determine and re-evaluate hot spots.</p> <p>October 2020-July 2021: 57 locations in the Core Area were supported by peer or employees of RHAC for needle pick-up or education on how to dispose of syringes safely. A total of 86 hours was spent by staff responding and attending locations for improperly disposed sharps. A total of 609 syringes were collected.</p> <p>"Working together to remove sharps and needles" was an article included in the August 2021 Core Area Newsletter. Currently working on targeted mail-out to private property owners and businesses in the Core to provide information about sharps disposal.</p> <p>150 Sharp Disposal Kits with Tongs were purchased and will be housed at the Fieldhouse for distribution. Communications is working on promotional materials - searching out postal codes for the Core Area to have Canada Post deliver targeted mailing.</p> <p>October 2022 - Many people using the safe consumption site have moved closer to the new location and the volume using this site is going up.</p> <p>June 2022 - Core Area Summer Newsletter included a promotion of Sharps Disposal Kits available to Core Area residents and businesses, as well as information on how to safely pick up a sharp. The "How to Pick Up Sharps" video on london.ca was viewed 735 times in 2022 by members of the community. A minimum of 1,344,073 syringes were collected from needle bins, needle exchange, and pick up across the City.</p> | The Target End Date has been updated to reflect that this is an on-going initiative. |
| 13  | Conduct three-week Core Area By-law Enforcement blitz                              | Q4 2023         |  | Two dedicated Municipal Law Enforcement Officers have been recruited and will be proactively enforcing in the Core on an ongoing basis, as an alternative to a short-term blitz approach.   | Ongoing initiative   |
| 14  | Prioritize Core Area building and sign permits                                     | Q4 2023         |  | The team is working on education and information packages to address Core Area Building & Sign Permits. Applications are being prioritized and processed as they are received.  |  |

| No. | Action  | Target End Date | Progress  | Action Accomplishments   | Action Variance   |
|-----|---|-----------------|---|--|---|
| 15  | Streamline event processes  | Q4 2023         |    | The development of user friendly promotional material will be created to educate event organizers on the City's role related to hosting special events in the Core Area.<br><br>Communications plan developed, implemented website edits, newsletter stories and social media posts.   |   |
| 16  | Provide incentives for installing uplighting on privately-owned buildings | Q4 2020         |    | The two-year Pilot Program for Uplighting Grants will end in July 2021. Five Uplighting Grants were issued at a total of \$24, 410.  |   |
| 17  | Proactively recruit food trucks in dedicated area along Dundas Place      | Q4 2023         |    | The London Food Truck Association was invited to hold a weekly Food Truck night on Dundas Place in the summer of 2021. Food Trucks continue to participate in Dundas Place programming throughout the warm months of the year.   | COVID-19 has impacted Dundas Place activation options. The Target End Date has been updated to reflect that this is an on-going initiative. |
| 18  | Identify opportunities for new parking spaces in the Core Area            | Q4 2020         |    | An initial identification of new public parking opportunities was completed and identified opportunities to create new on-street parking spots through the reallocation of existing road space. Implementation is occurring within existing budgets with required detailed analysis, consultation internally and externally, and through routine administrative amendments to the Traffic and Parking By-Law. New on-street parking spots were recently added to Waterloo Street and additional parking and loading spots have been identified for Richmond Street near Central Avenue for implementation in 2023.<br><br>Additional information on Core Area parking will be provided in a Q2 CWC report as well and updating the Downtown Parking Strategy is part of Council's 2023 to 2027 Strategic Plan. |   |
| 19  | Establish permanent Coordinated Informed Response Program                 | Q2 2021         |  | Initiative fully implemented and operating. Full time initiative that has been approved in the Multi-Year-Budget.  |   |
| 20  | Establish more daytime resting spaces                                     | Q4 2023         |  | Currently 15 daytime and overnight resting spaces being operated by London Cares. The 10 Women's only resting spaces were not opened as the agency that was approved to operate could not continue the program. 10 Indigenous specific resting spaces are being administered by Atlohsa as part of their broader Giwetashkad homeless strategy and the supports are indigenous led for indigenous.   | Ongoing initiative  |







| No. | Action   | Target End Date | Progress  | Action Accomplishments  | Action Variance   |
|-----|--|-----------------|---|---|---|
| 21  | Establish Core Area stabilization spaces                             | Q1 2024         |    | <p>Property had been purchased for a stabilization space, and Council has endorsed the repurposing of the land for permanent housing.</p> <p>Revised business case has been endorsed by Western Ontario Health Team and revised ask has been submitted to the Ministry of Health.</p> <p>Program is still on pause as no formalized funding has been received. The Whole of community health and homelessness response strategy will implement a number of principles of this work.</p>   | Implementation may be delayed based on availability of funding from the Ministry of Health. New Target End Date is Q1 2024. |
| 22  | Create new housing units with supportive living arrangements         | Q4 2023         |    | <p>A partnership was made with Indwell for supportive housing for lower-mid range homeless acuity individuals, located at 744 Dundas Street. The project will include a total of 70 affordable units, with 34 of those dedicated to individuals identified through Homeless Prevention's coordinated access system. Completion is anticipated for December 2022.</p> <p>Property has been constructed and 74 units of supportive housing have been completed and occupied.</p>  |   |
| 23  | Expand case management approach for helping vulnerable populations   | Q4 2023         |   | <p>A public Requests for Proposals process was completed to increase case management supports to include supports for individuals with low- to medium-acuity.</p> <p>Public and agency requests were made to operationalize WISH sites ensuring supports are in place for vulnerable individuals as part of Winter Response. Additional resources were added for the operationalizing of the community resting spaces, this led to creation of 40 spaces. Funded to start work in April/May 2021.</p> <p>Enhanced case management has been provided to the community through operation of the resting spaces.</p> <p>The Diversion Pilot (launched in July 2021) between LPS, Outreach and Life Stabilization (OW) is providing an innovative case management approach for supporting vulnerable populations. The pilot has been extended to early 2022.</p> <p>2022 - Program is operating and staffing is being used to support the ongoing staffing associated with the Resting space responses.</p> | Ongoing initiative  |
| 24  | Complete and implement Affordable Housing Community Improvement Plan | Q4 2023         |  | <p>The Affordable Housing Community Improvement Plan was adopted by Municipal Council in January 2020. Incentives are currently available.</p>  | Ongoing initiative  |





| No. | Action   | Target End Date | Progress  | Action Accomplishments  | Action Variance  |
|-----|--|-----------------|---|---|--|
| 25  | Create four-year Core Area Ambassador pilot program  | Q4 2023         |    | Due to pandemic restrictions, the pilot program began on November 1, 2021 starting with nine personnel. Eleven Core Area Ambassadors (9FT/2PT) have been in place throughout Fall 2022 and Winter 2022/23. The program continues to the end of 2023. Program Evaluation has begun, with internal/external engagement for feedback, along with review of all procedures and roles. Program Review to be completed in late May 2023.  | This program will be going until the end of 2023.  |
| 26  | Undertake Core Area safety audit   | Q4 2021         |    | Safety Audit has been completed. Implementing the recommendations began in February 2022 and continues.   |  |
| 27  | Establish new storefront space for foot patrol, By-law Enforcement Officers and public washrooms | Q4 2021         |    | The Dundas Place Field House opened in June 2021 at 179 Dundas Street. This facility includes public washrooms open every day of the year. The front counter in this storefront space is regularly staffed by a Core Area Ambassador. Municipal Law Enforcement Officers thereafter moved to 206 Dundas Street. In March, 2023 the London Police Service opened their Community Foot Patrol Office in a nearby storefront space at 183 Dundas Street.   |  |
| 28  | Increase London Police Services foot patrol  | Q2 2021         |   | In 2020, the Foot Patrol Unit was increased by 3 Constables and 1 Sergeant.   |  |
| 29  | Proactive Compliance Program   | Q4 2023         |  | <p>Two dedicated Municipal Law Enforcement Officers have been recruited and will be proactively monitoring bylaw compliance in the Core.</p> <p>October 2022 - Municipal Compliance By-Law has been made aware of groups of people who are congregating on Dundas Place - this can be very challenging to enforce at times but addressed through the S-1 Streets By-Law.</p> <p>Please note that the number of MLEOs dedicated to this team was increased to four. In addition to Core activities, these MLEOs are assigned to Special Projects involving proactive compliance initiatives.</p> | Action has been renamed to 'Proactive Compliance Program' to better represent the intent of the program. |






| No. | Action   | Target End Date | Progress  | Action Accomplishments   | Action Variance |
|-----|--|-----------------|---|--|-----------------|
| 30  | Develop and deliver safety training for business owners, employees and residents   | Q4 2023         |    | <p>Over 160 presentations/training and Crime Prevention Through Environmental Design (CPTED) reviews have been completed in the Core Area. This work will continue indefinitely with partnerships between the City of London and London Police Service.</p> <p>Corporate Security continues to maintain relationships with all stakeholders in the Core to address immediate needs.</p> <p>Work is being done to provide intersectional training for business owners in the Core (combination of LPS and Anova training)<br/>In 2022 a total of 22 presentations/training events that include CPTEDs (Crime Prevention Through Environmental Design) were completed in the Core.</p>   |                 |
| 31  | Utilize existing Façade Improvement Loan Program to incent decorative gates through existing Community Improvement Plans | Q2 2021         |    | <p>Decorative gates are eligible for the existing Façade Improvement incentive program. No Façade Improvement Loans were requested. In 2021 LCRN Recovery Grants assisted the funding of gates at 4 locations. In 2022 LCRN Recovery Grants assisted the funding of gates at 2 locations and the Core Area Safety Audit Grant assisted the funding of gates at 1 location.</p>   |                 |
| 32  | Undertake safety blitz for aggressive driving in the Core Area   | Q2 2021         |   | <p>The London Police Services Traffic Management Unit ran projects targeting aggressive driving, during Canada Road Safety week (May 12-18, 2020), during Operation Impact 2020 (October 9-12, 2020), and during the Loud Vehicle/Improper Muffler campaign (September 28-October 11, 2020)</p>  |                 |
| 33  | Proactive enforcement of <i>Property Standards By-law</i>  | Q4 2023         |  | <p>In 2022, 299 files recorded vacant building breaches, exterior property standards, untidy matters, and graffiti matters. 78% of open files have been resolved. 33 of the 53 (62%) property standards matters have reached compliance. 50 City-initiated measures to reach compliance have been conducted. The Municipal Street Numbering Initiative produced 316 violations, of which 219 were able to reach compliance. 97 did not comply and required enforcement. Bike Path Graffiti Removal in 10 areas were identified as hotspots. Combined efforts with the Community Informed Response (CIR) team on sleeping rough and disruptive activities on Dundas Place is reporting progress. Relationships built with property owners, the Clean Slate team, Roads crews, the Ambassadors, and BIA groups have been paramount to realizing achieved results. MLEOs also cite collaborations with stakeholders to keep the former supervised consumption facility kempt.</p> |                 |






| No. | Action   | Target End Date | Progress  | Action Accomplishments   | Action Variance   |
|-----|--|-----------------|---|--|---|
| 34  | Package Core Area patio, signage, licensing and other regular business processes     | Q4 2023         |    | Information packages continue to be completed through the Business Hub in Development and Compliance Services.   | Ongoing initiative  |
| 35  | Brand uniforms and equipment for all City staff providing service in the Core Area   | Q4 2021         |    | Branding was developed for the Core Area Ambassadors who started working in the Core Area in late November, 2021.  | Core Area Ambassadors were hired in 2021. These individuals were provided with branded uniforms that reflected not only their connection to the City of London, but the fact that they are a valuable source of information about the Core. On reviewing this action, it's been determined that no additional branding will be applied to uniforms of vehicles in the Core. While the level of service within the Core is planned and stable, the exact personnel, equipment and vehicles used to deliver those services vary depending on staffing levels, activity levels, fleet maintenance and other factors. Keeping those resources under the City brand increases flexibility and responsiveness and reduces the cost of service delivery. |
| 36  | Establish, implement and regularly monitor a higher clean standard for the Core Area | Q4 2023         |   | Implementation and monitoring of the higher level of service is in place for 2021 and will be ongoing. Dedicated core area operational resources remain in place and the higher standard of cleaning continues. Evaluation of the effectiveness of the increased standard, along with any recommended changes, will occur in preparation for the new Core Area Strategy and the 2024-2027 Multi-Year Budget. | Ongoing initiative  |
| 37  | Implement new pressure wash program for sidewalks and civic spaces                   | Q4 2023         |  | A service contract for pressure washing was established, with implementation starting in 2020 and the program continuing over the life of the CAAP.  |   |
| 42  | Fund four-year Core Area "construction dollars" pilot program                        | Q4 2023         |  | The 2022 Construction Dollar program launched in June 2022. \$92,000 Construction Dollar certificates were distributed by BIAs to the public to encourage patronage at local businesses in the Core Area during construction activities. \$79,760 (86.70%) was redeemed. The 2023 Construction Dollars program launched on April 18, 2023.   | The Targeted End Date has been updated to reflect that this is an on-going initiative until December 31, 2023.  |










| No. | Action  | Target End Date | Progress  | Action Accomplishments  | Action Variance  |
|-----|---|-----------------|---|---|--|
| 43  | Experiment with temporary free municipal parking  | Q4 2023         |    | Please note that the matter of the continuation of temporary free parking will be addressed in a separate Core Area Parking report.   |  |
| 44  | Increase range and intensity of programming in Core Area  | Q4 2023         |    | The Core Area was filled with activations programming throughout 2022. The London Arts Council, OEV BIA, Covent Garden Market, Museum London and other partners worked together to increase the range and intensity of programming, including using one-time supplemental funding directed by Council in mid-2022. Locations included Dundas Place, Victoria Park, Market Square, Queens Park, Talbot Street, and more. In 2022 a coordinated calendar of events was launched in paper form and on-line to help promote the activations to the community. |  |
| 45  | Activate spaces and places with bistro chairs and tables  | Q4 2023         |    | Bistro Tables and Chairs were installed on Dundas Place throughout summer and fall 2022 for visitors to enjoy. The program continues through the end of 2023. In 2022 a small electric vehicle was obtained, enabling Core Area Ambassadors to move the bistro tables and chairs to other parts of the Core Area.   |  |
| 47  | Create an infrastructure art and beautification program   | Q4 2023         |    | In partnership with the London Arts Council, the City of London increased the number of traffic signal box art wraps installed in 2020, adding an additional ten wraps in the Core Area. Art Murals were included in 2021 and 2022 Core beautification. Additional horticultural displays in containers were introduced 2021 and 2022.  | Ongoing initiative   |
| 48  | Engage Core Area businesses to lead, volunteer or fund initiatives                                  | Q4 2023         |  | LEDC, OEV, and MainStreet London/Downtown leveraged \$122,000 in grant funding to attract businesses and build prospects lists. MainStreet London launched the UpStart Accelerator pilot project. The Join OEV campaign featured two intakes of submissions for entrepreneurs to receive grant funding for selected vacant properties in OEV.   | The Target End Date has been updated to reflect that this is an on-going initiative until December 31, 2023. |
| 49  | Explore partnership opportunities with educational institutions for immersive learning in Core Area | Q4 2023         |  | A number of City Studio projects undertaken in 2022/2023 explored ideas related to enhancing London as a Music City, and thereby bolstering the Core Area Music, Entertainment and Culture District. Economic Partnerships will provide updates for the planned downtown University of Western Ontario Community Engaged Learning Hub, located at 450 Talbot.   | Completed for 2022/2023 academic year of City Studio.  |

| No. | Action   | Target End Date | Progress  | Action Accomplishments   | Action Variance    |
|-----|--|-----------------|---|--|--------------------|
| 50  | Establish new Core Area garbage and recycling collection program   | Q4 2023         |    | <p>Several pilot projects are underway including night collection services for garbage pickup (e.g., to remove bags before they are ripped). This requires the ability to implement a permanent storage area for the returning loaded night packer at EROC, which is going seeking final approvals with the Ministry of the Environment, Conservation &amp; Parks.</p> <p>Recycling services are being examined, along with the use of larger carts and receptacles for various types of waste. New Provincial recycling regulations will be in place starting July 1, 2023. Current recycling services are being transitioned in the Core Area and will be funded by industry (producers). New services, however, will not be funded by industry. These are referred to as ineligible sources.</p> <p>Discussion with Downtown London and Old East Village BIA will occur in fall 2023 after Blue Box Transition of current services has occurred. Committee and Council will be updated on potential next steps in May 2023.</p> |                    |
| 51  | Regenerate London and Middlesex Housing Corporation housing stock  | Q4 2023         |    | Currently on track with regeneration of London and Middlesex Housing Corporation housing stock. First building is currently under renovations in London South.   |                    |
| 52  | Complete and implement the <i>Housing Stability Plan</i>   | Q4 2023         |   | <p>Municipal Council approved the Housing Stability Plan in December 2019. This Plan has been submitted to the Provincial and Federal governments.</p> <p>Council updated in 2021. Quarterly report to Council in September 2022.</p> <p>Effective 2022 reports will be annually.</p> <p>Plan continues to be implemented with 81(69%) of the 118 actions completed and ongoing, 19 (16%) actions in progress and 18 (15%) actions yet to be started. An update to the plan as per the HSA legislation is set to begin in late 2023.</p>   | Ongoing initiative |
| 53  | Open permanent supervised consumption facility in appropriate location and close existing temporary facility | Q4 2023         |  | The permanent supervised consumption facility at 446 York Street was open for use in September 2022. The temporary facility at 131 King Street ceased operations at that address.  |                    |

| No. | Action  | Target End Date | Progress  | Action Accomplishments  | Action Variance  |
|-----|---|-----------------|---|---|--|
| 54  | Provide grants to implement safety audit recommendations on privately-owned property through Core Area Community Improvement Plan | Q4 2023         |    | The Core Area Community Improvement Plan was approved by Council on March 23, 2021. The Core Area Safety Audit is complete. Safety Audit Grants have been issued to 7-properties for identified eligible improvements.  |  |
| 55  | Implement safety audit recommendations on public property   | Q4 2023         |    | A Request for Proposal was issued in May 2021 and the safety audit is complete. The implementation of the Security Audit recommendations began in February 2022 and will be ongoing until recommendations are complete and/or funding is available.   | Currently creating budget for implementation of additional cameras to Downtown Program in core area as recommended in audit. Start spring 2023 due to winter months. |
| 56  | Implement Core Area digital solutions   | Q4 2023         |    | The Corporation continues to evaluate digital solutions that may support the Core Area Action Plan. Improvements were made in 2022 to monitoring of the email CoreArea@london.ca to ensure more timely replies can be provided.   | Ongoing initiative until December 31, 2023   |
| 57  | Use CityStudio to explore innovative approaches to addressing Core Area social issues   | Q4 2023         |   | A number of City Studio projects in Fall 2019 and Winter 2020 dealt with Core Area issues ranging from surveys on social housing, facade condition assessments, retrofitting buildings on Richmond Row and public safety on streets and parks.<br>A number of City Studio projects in 2021 addressed Core area issues such as Housing and Homelessness Crisis; Recycling in London Parks; Choose Your Winter - exploring winter event opportunities for the downtown; and Re-Occupying Downtown London - post-pandemic exodus.<br>In 2022, the City continued to partner with our educational partners through City Studio in projects to support innovative approaches to addressing social issues. Two examples were the Safe Cities Toolbox for Community Partners to support organizations and businesses in creating their spaces safer; and the Central Bathroom Use and Monitoring Survey to explore what can be done to improve the quality of this municipal service, and reduce the complexity of the monitoring of these spaces. |  |
| 58  | Work with surrounding communities to establish a regional strategy for addressing vulnerable populations                          | Q4 2023         |  | A regional working group has been established to discuss strategies for addressing vulnerable populations. Participating Service Managers include St. Thomas/Elgin, Oxford County, Huron County.  | Ongoing initiative   |

| No. | Action  | Target End Date | Progress  | Action Accomplishments  | Action Variance   |
|-----|---|-----------------|---|---|---|
| 59  | Explore opportunities to partner with agencies to provide a Core Area Resource Centre   | Q4 2023         |    | Temporary daytime resource spaces were operationalized as part of a Winter Response at Talbot Street Church and Hamilton Road Senior's Centre. The transition of the Dundas Place Fieldhouse to the Dundas Hub will fulfill some of the intended functionality and additional discussions are underway regarding other permanent sites and services.  |   |
| 61  | Explore opportunities for additional public washrooms   | Q4 2023         |    | Dundas Place public washrooms remained open since initial launch. Hours of operation have reflected hours of operation of Dundas Place and the Core Area Ambassador Program. Currently, public washrooms have been open for 86 hours/week. One-time funding was approved by Council in February 2023 to maintain this Dundas Place operation through the rest of 2023 and also in Victoria Park. As schedule shifts for summer months, Dundas Place washrooms will be open for 92 hours/week. |   |
| 62  | Eliminate encroachment fees for patios, signage and awnings in the Core Area through Core Area Community Improvement Plan       | Q4 2023         |    | The Core Area Community Improvement Plan (CIP) was approved by Council on March 23, 2021 (O-9257). The Core Area Patio Fees and Core Area Signage Fees programs are now available.  | Encroachment fees for patios, signage and awnings have been eliminated or refunded and will continue until December 31, 2023. |
| 63  | Eliminate application fees for encroachments, signage and patios in the Core Area through Core Area Community Improvement Plan  | Q4 2023         |   | The Core Area Community Improvement Plan (CIP) was approved by Council on March 23, 2021 (O-9257). The Core Area Patio Fees and Core Area Signage Fees programs are now available.  | Fees for encroachments, signage and patio applications will continue to be eliminated or refunded until December 31, 2023.    |
| 64  | Eliminate fees for use of on-street parking spaces for temporary restaurant patios through Core Area Community Improvement Plan | Q4 2023         |  | The Core Area Community Improvement Plan (CIP) was approved by Council on March 23, 2021 (O-9257). The Core Area Patio Fees program is now available.   |   |

| No. | Action  | Target End Date | Progress  | Action Accomplishments  | Action Variance |
|-----|---|-----------------|---|---|-----------------|
| 65  | Discourage perpetual extension of temporary surface parking lots in Core Area | Q4 2023         |    | This is an ongoing item that is evaluated with each request for a temporary use through the Zoning By-law amendment application process. Applications to extend existing temporary surface parking in the downtown are discouraged and intended to be gradually discontinued in areas where parking utilization is low to promote re-development.   |                 |
| 66  | Continue to enhance transit service to the Core Area                          | Q4 2023         |    | <p>Construction is progressing on all three corridors of London's rapid transit system in 2023: the Downtown Loop, East London Link and Wellington Gateway.</p> <p>Downtown Loop: The first phase of the Downtown Loop on King Street was substantially completed, the second phase on Queens Avenue and Ridout Street was significantly progressed in 2022 with 2023 carry-over work on Queens from Wellington to Richmond. Phase 3 will be constructed this year on Wellington in coordination with Phase 1 of the Wellington Gateway.</p> <p>East London Link: The first phase of the East London Link east of Wellington Street was completed. Construction has started for Phase 2 in 2023.</p> <p>Wellington Gateway: Phase 1 Construction has begun spanning from York Street south to the Thames River. Design and property acquisition is progressing for the remainder of the East London Link and Wellington Gateway projects.</p> |                 |
| 67  | Continue to improve cycling infrastructure in the Core Area                   | Q4 2023         |  | <p>2022 construction included a protected bike lane on the Queens Avenue portion of the one-way couplet in the area of the Old East Village. Design of future bike lanes on Central Avenue was started, with construction planned for later in 2023.</p> <p>Previous years' capital projects include completion of Dundas Street protected cycle lanes, extension of the Colborne cycle track and an improved connection between the Thames Valley Parkway and Dundas Place. 2022 cycling counts are recording growth in cycling volumes along these corridors.</p>   |                 |

| No. | Action  | Target End Date | Progress  | Action Accomplishments   | Action Variance  |
|-----|---|-----------------|---|--|--|
| 68  | Plan and save funds for a public parking garage   | Q4 2023         |    | Planned contributions to the parking reserve fund in support of a downtown parking strategy were approved through the Multi-Year Budget, sustained by increased parking meter fees.  | An annual contribution funded by parking fees was introduced in 2020 to start to build a source of financing for the Downtown Parking Strategy, however, given the significant reduction of parking revenues it will be a very long term strategy to accumulate a reasonably significant balance that would support the capital costs. |
| 69  | Inventory social services in the Core Area  | Q4 2022         |    | <p>“Help Yourself Through Hard Times” is published by the City of London which inventories all services for vulnerable populations and provided at all Social Services offices.</p> <p>We have an inventory of Social Services in the Core Area</p>  |  |
| 70  | Provide a deferral of payment for businesses holding City-issued CIP loans for the duration of construction projects. | Q4 2020         |   | On March 2, 2020, Municipal Council endorsed an amendment to update the guidelines for financial incentive programs permitted to allow for the deferral of loan repayments during road construction. Road construction deferrals continue to be available to Core Area properties that have Community Improvement Plan loans; however, the deferral of loan repayments due to the COVID-19 pandemic ended in December 2022 |  |
| 71  | Invest in Dundas Place  | Q4 2023         |  | Investment in Dundas Place includes equipping the Field House as a supply and personnel base for operations in activations, to facilitate programming, provide washrooms for general public use, and maintain a high standard of cleanliness.  |  |