

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE
FROM:	JOHN M. FLEMING MANAGING DIRECTOR, PLANNING AND CITY PLANNER
SUBJECT:	INFORMATION REPORT ON CIVIC ADMINISTRATION'S APPROACH FOR ADDRESSING COUNCIL'S RECENT DIRECTIONS REGARDING LONDON'S DOWNTOWN  MEETING ON MARCH 1, 2017

<b>RECOMMENDATION</b>
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That, on the recommendation of the Managing Director, Planning & City Planner, with the concurrence of the Director, Community & Economic Innovation; Managing Director, Parks and Recreation; Managing Director, Environmental and Engineering Services; Managing Director, Development and Compliance Services; Managing Director, Neighbourhood, Children and Fire Services; and the Managing Director, Housing, Social Services and Dearness Home, the Information Report on Civic Administration's Approach for Addressing Council's Recent Directions Regarding London's Downtown **BE RECEIVED**.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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- December 12, 2016 Civic Works Committee, filing of Notice of Completion for Dundas Place Environmental Assessment
- October 24, 2016 Strategic Priorities & Policy Committee, presentation by LiveWorkLearnPlay of its *Reconnaissance & Strategic Assessment, Evaluation & Recommendations to Advance London's Downtown*
- August 29, 2016 Strategic Priorities & Policy Committee, presentation by Downtown London of its 2020 Strategic Plan *People, Places & Inspiring Things*
- April 7, 2015 Planning and Environment Committee, adoption of *Our Move Forward: London's Downtown Plan*
- January 16, 2012 Planning and Environment Committee, Market Lane Design Competition Winning Design Announcement

<b>BACKGROUND</b>
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**Setting London's Downtown In Recent Context**  
Downtown has featured prominently in the following strategic policy and directional documents for the City of London. The following excerpts and paraphrases provide relevant key messages from these documents:

Strategic Plan for the City of London (2015-2019)  
"Invest in London's downtown as the heart of our city" is a strategy contributing to Growing Our Economy, one of the 4 areas of focus this plan is based on. "Implement London's Downtown Plan" and "Create a Downtown Management organization" are 2 specified methods indicating *how* the investment in downtown is to be fulfilled.

### The London Plan

London's Downtown of 2035 will be our calling card to the world. It will embody and communicate our vision that London is Exciting, Exceptional and Connected. Its policies call for investing strategically in the development and maintenance of the Downtown's public realm, recognizing the important role that its appearance and condition plays in establishing London's identity and economic vibrancy.

### Our Move Forward: London's Downtown Plan

The purpose of this Plan is to set the context for future public and private sector investment in our Downtown, enhance the Downtown image and encourage people to live and invest in our City. The Plan serves as the "go to" guideline document for decision-making on both public and private projects in the Downtown for the next 20 years.

Downtowns that can best protect and increase the value of original capital investment often have organizations serving focused purposes, and/or see coalitions cooperate to achieve common interests and avoid duplicating tasks or working at cross-purposes. London's downtown may be at a stage in its evolution where a Downtown Management Organization (DMO) could expand the traditional Business Improvement Area (BIA) model to take the lead on program delivery and potentially some aspects of operations management for the downtown. There are models elsewhere in which private financing and management of public places can supplement what the public sector can deliver in the features and experiences found downtown.

### Flex Street Business Case (2016-2019 Budget)

As acknowledged in its project terms of reference, and developed through the recently completed Environmental Assessment, the Dundas Place "Flex Street" is expected to serve multiple functions to a high order of physical and experiential performance standards. Thus a congruent high standard for day-to-day and life cycle project maintenance and programming is essential to this project's success, higher than what is typical for the current Dundas Street. To achieve this, following its construction, estimated operating allocations of \$150,000 annually will fund extra materials and specialized equipment to effectively and efficiently clean the space, remove snow, transition it from vehicle to non-vehicle use, provide shade/shelter, demarcate spaces for certain uses, etc. The project requires consideration for establishing an entity dedicated to its ongoing comprehensive management function to ensure coordination of matters such as maintenance, security, seasonal decorations, event programming and scheduling, revenue generation, and vehicular access.

### London's Community Economic Road Map

"An exceptional and Downtown and a vibrant urban environment" is one of five economic priorities for London. The Road Map regards quality of place as the cornerstone of London's value proposition to attract new residents and businesses alike, so that it is enabled to sustain a rich variety of cultural, sporting, and entertainment events and activities in the Downtown and surrounding urban neighbourhoods.

Original research and independent analysis of London's Downtown is also being undertaken by the consulting firm LiveWorkLearnPlay [LWLP] under contract to the Downtown London organization. At the October 24, 2016 meeting of the Strategic Priorities & Policy Committee, the firm presented a Reconnaissance & Strategic Assessment including an evaluation and recommendations to advance London's Downtown. Key among the latter are steps intended to address perceptions that shape the downtown image, and the hiring an "urban co-ordinator" for the core to "manage transformative projects with a holistic view of the whole downtown".

### **Recent Council Direction Regarding London's Downtown**

This report addresses 2 recent Council resolutions addressing the Downtown. In response to a communication dated August 22, 2016, from Councillor T. Park and a communication dated September 1, 2016, from J. MacDonald, CEO and General Manager, Downtown London, Municipal Council, at its meeting held on September 13, 2016 resolved:

18. That the Civic Administration BE DIRECTED to report back at a future meeting of the appropriate Standing Committee with respect to the Dundas Street Flex Programming to be considered concurrently with:

- a) the report on the Environmental Assessment is brought forward with draft Terms of Reference;
- b) a Business Plan; and,
- c) a pilot project being undertaken during the study period to study Market Lane to assist in establishing the “Dundas Flex Street Programming Authority” that would have the authority to establish programming for the Dundas Flex Street and would include the following individuals in the formulation of the draft Terms of Reference and Business Plan including, but not limited to, the following organizations:
  - Budweiser Gardens;
  - London Convention Centre;
  - Downtown London Business Association;
  - Tourism London;
  - Fanshawe College;
  - City of London Staff;
  - London Arts Council;
  - London Music Hall; and,
  - the London Fringe Festival

Municipal Council, at its session held on October 25, 2016 resolved that the following actions be taken respect to the Live Work Learn Play Update:

- a) the delegation and attached presentation from J. MacDonald and J. Milos BE RECEIVED;
- b) the presentation noted in a) above BE REFERRED to the Civic Administration in order to report back with a recommendation on ways that the City of London could create an Urban Core Coordinator; it being noted that this Coordinator’s proposed purview could be within the City’s Core Areas, which would include the Downtown and Rapid Transit and Urban Corridors within neighbourhoods such as Old East Village, Midtown, SoHo, and Blackfriars; and,
- c) the Civic Administration BE DIRECTED to move forward with the coordination of addressing issues in downtown London, including the necessary supports with regard to care (health, mental health and the pertinent forms of care deemed necessary on an individual basis), enforcement and programming, with Market Lane being put forward as a pilot project in this matter.

<b>ANALYSIS</b>
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The policy background outlined above demonstrates a consistent intent to improve the Downtown and core areas, where investments occur that return to Londoners generally the economic benefits of urban core regeneration. Capital investments in public spaces are expected to be of a quality that is distinct from the standard held generally in the city, with value secured through a correspondingly higher service-level standard of ongoing post-construction maintenance. Complementing this “bricks and mortar” physical development is the effort to create and sustain the multi-dimensional social vibrancy that earns London its reputation as a go-to choice in the competition it faces in attracting residential and business growth and top-tier visitor events.

The links between physical and social dimensions of growth, capital and operating funding, and public/private/non-profit participants, are recognized as the rationale for pursuing greater coordination of efforts. Amplifying the benefits of *permitting* special events and uses to be held in public spaces, policies identify the role that more deliberate *programming* of these spaces contributes to urban regeneration policy aims. The concept of a Downtown Management Organization is put forth as a method of more comprehensively bringing together actions and responsibilities of the builders, maintainers, and users of public spaces in the heart of the city, especially the most-frequented spaces among them.

Drawing upon the policies and directions summarized above, and the public conversations and recommendations resulting from recent Council and Committee meetings, the Council Resolutions cited above refer to specific entities: a Dundas Flex Street Programming Authority and a Core Area Coordinator. These entities would be established to achieve the higher degree of coordination that is desired to be focused in the core area from among the various existing participants that tend to have mandates distributed more broadly in scope and/or territory.

Before the effort at multidimensional coordination is applied to the more widely described core area, Market Lane is being put forward as a pilot project area. This offers the opportunity to apply existing resources to test consolidated management approaches which address identified maintenance, beautification, and public space programming issues, and measure results, in a manageable area for a defined period of time. Experiences gained through the Market Lane pilot project can contribute important insights to inform the other specific deliverables requested in the Council Resolutions, namely a Report on Dundas Flex Street Programming Authority Terms of Reference and a Dundas Flex Street Programming Authority Business Case.

This report responds to Council direction to create an “Urban Core Coordinator”, as the initial step in developing the roles and responsibilities for the other entities mentioned above. The intention is to provide coordination of City services immediately, focused in the Market Lane pilot area, while connecting with partnering agencies and organizations to arrive at a consensus on how coordination is best achieved for Dundas Place (Flex Street), Downtown, and the broader urban core.

ACTION

A Core Area Steering Committee [CASC] has been established. The CASC is a subset of Managing Directors from the Service Areas of the Corporation whose responsibilities regularly involve addressing the kinds of core area issues identified in the above Council Resolutions [specifically: Community & Economic Innovation, Parks and Recreation, Environmental and Engineering Services, Development and Compliance Services, Neighbourhood, Children and Fire Services, and Housing & Social Services]. Their cooperation in this Committee ensures that core area issues have a standing forum for identification and resolution at the Senior Leadership Team level of the Corporation. The CASC will allow for clear staff direction for moving forward on core area initiatives and will ensure service areas dedicate appropriate resources to makes these initiatives successful. The CASC is chaired by the Managing Director of Planning & City Planner.



- The CASC has:
- set up a Core Area Coordinating Team to execute day-to-day implementation of the work directed by the CASC;
  - appointed the Urban Regeneration Manager from Planning Services to fulfill the role of Core Area Coordinator, to be the lead manager responsible for coordinating the implementation of the work of the Core Area Steering Committee ;
  - assigned staff from various Services Areas to serve on the Core Area Coordinating Team.

Moving forward the Core Area Coordinating Team will:

- inventory key core area projects and issues requiring coordination across service areas [e.g. Transformational Projects in the Downtown Plan; addressing LWLP recommendations; key core area infrastructure projects; etc.]
- prioritize activities [including the Market Lane pilot project] necessary to address them
- set milestone dates and/or performance targets for each of them
- establish its operating protocols with the CASC, the Community Services Coordinating Team, and Dundas Flex Street “Place Manager”

The other 2 groups reporting through the CASC are depicted in broken line in the above diagram to signify that each has a role more specific in territory or responsibility than the Core Area Coordinating Team, and that their purviews are still evolving:

- Community Services Coordinating Team
- Dundas Flex Street “Place Manager”

In the near term, each will be involved in implementing the Council Resolutions above, but their longer-term function and membership is expected to change to some degree, based on discussions with the Core Area Coordinating Team and CASC. For example, the “Dundas Flex Street Place Manager” may be an individual, organization, or partnership, developed via Core Area Coordinating Team discussions with the slate of organizations cited in the Council Resolution to develop terms of reference for a “Dundas Flex Street Programming Authority”.

<b>CONCLUSION</b>
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In response to Council Resolutions cited above, the coordinated approach outlined in this report is intended to ensure that core area issues which affect several Service Areas in the corporation are recognized and dealt with at the top tier of the Administration. Deploying existing staff resources, personnel will be organizing and prioritizing core area work differently, remaining within budgets confirmed in the Multi-Year Budget. Staff anticipate that any recommended additional resources would be presented as a Business Case in submissions made through the next 4-year budget cycle.

PREPARED AND SUBMITTED BY:	RECOMMENDED BY:
JIM YANCHULA, MCIP, RPP MANAGER, URBAN REGENERATION	JOHN M. FLEMING, MCIP, RPP MANAGING DIRECTOR, PLANNING AND CITY PLANNER
CONCURRED BY:	CONCURRED BY:
WILLIAM C. COXHEAD MANAGING DIRECTOR PARKS AND RECREATION	SANDRA DATARS BERE, MANAGING DIRECTOR HOUSING, SOCIAL SERVICES AND DEARNESS HOME

<b>CONCURRED BY:</b>	<b>CONCURRED BY:</b>
<b>KATE GRAHAM DIRECTOR COMMUNITY AND ECONOMIC INNOVATION</b>	<b>GEORGE KOTSIFAS, MANAGING DIRECTOR, DEVELOPMENT AND COMPLIANCE SERVICES AND CHIEF BUILDING OFFICIAL</b>
<b>CONCURRED BY:</b>	<b>CONCURRED BY:</b>
<b>LYNNE LIVINGSTONE MANAGING DIRECTOR NEIGHBOURHOOD, CHILDREN &amp; FIRE SERVICES</b>	<b>KELLY SCHERR, P.ENG., MBA, FEC MANAGING DIRECTOR, ENVIRONMENTAL AND ENGINEERING SERVICES &amp; CITY ENGINEER</b>

February 17, 2017  
JY/jy