

## Report to Planning and Environment Committee

**To:** Chair and Members  
Planning & Environment Committee  
**From:** John M. Fleming  
Managing Director, Planning and City Planner  
**Subject:** Core Area Steering Committee Status Update  
**Meeting on:** May 28, 2018

## Recommendation

That, on the recommendation of the Managing Director, Planning and City Planner, the Information Report providing a status update on the Core Area Steering Committee BE RECEIVED.

## Executive Summary

This information report provides a status update on the Core Area Steering Committee approximately one-year after its establishment. A detailed list of current and future core area projects and the role of the Core Area Steering Committee in those projects is included in Appendix 'A'.

## Core Area Steering Committee Background

### Origin

At its session held on October 25, 2016 Municipal Council resolved that the following actions be taken in 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. (3/22/SPPC) (AS AMENDED)

In response to the October 25, 2016 Municipal Council resolution an information report entitled "Civic Administration's Approach for Addressing Council's Recent Directions Regarding London's Downtown" was presented at the March 1, 2017 Strategic Priorities and Policy Committee. This report informed Municipal Council that a Core Area Steering Committee (CASC) had been established. Previously, the City did not have a committee set up to discuss and coordinate core area projects across Service Areas of the Corporation.

### Purpose

The purpose of the CASC is to coordinate at the Senior Leadership Team (SLT) level, Administration's response to Municipal's Council's directions regarding the Downtown and Core Area and to implement the various plans and initiatives relating to these

areas. This is the first time that this level of core area coordination has been done at the SLT level.

The CASC develops strategies, processes, programs and projects to implement Downtown and Core Area plans and initiatives. They direct staff and financial resources within established budgets to do so. However, the CASC does not deal with day-to-day implementation of the work that it assigns and directions it makes.

The result of the March 1, 2017 report was 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, Downtown, and the broader urban core.

Originally, the CASC met quarterly and on an ad-hoc basis as needed. In 2017, the CASC met six times. Beginning in 2018, the CASC is now scheduling monthly meetings.

## **Composition**

The CASC is a subset of Managing Directors from the Service Areas whose responsibilities regularly involve addressing core area issues including:

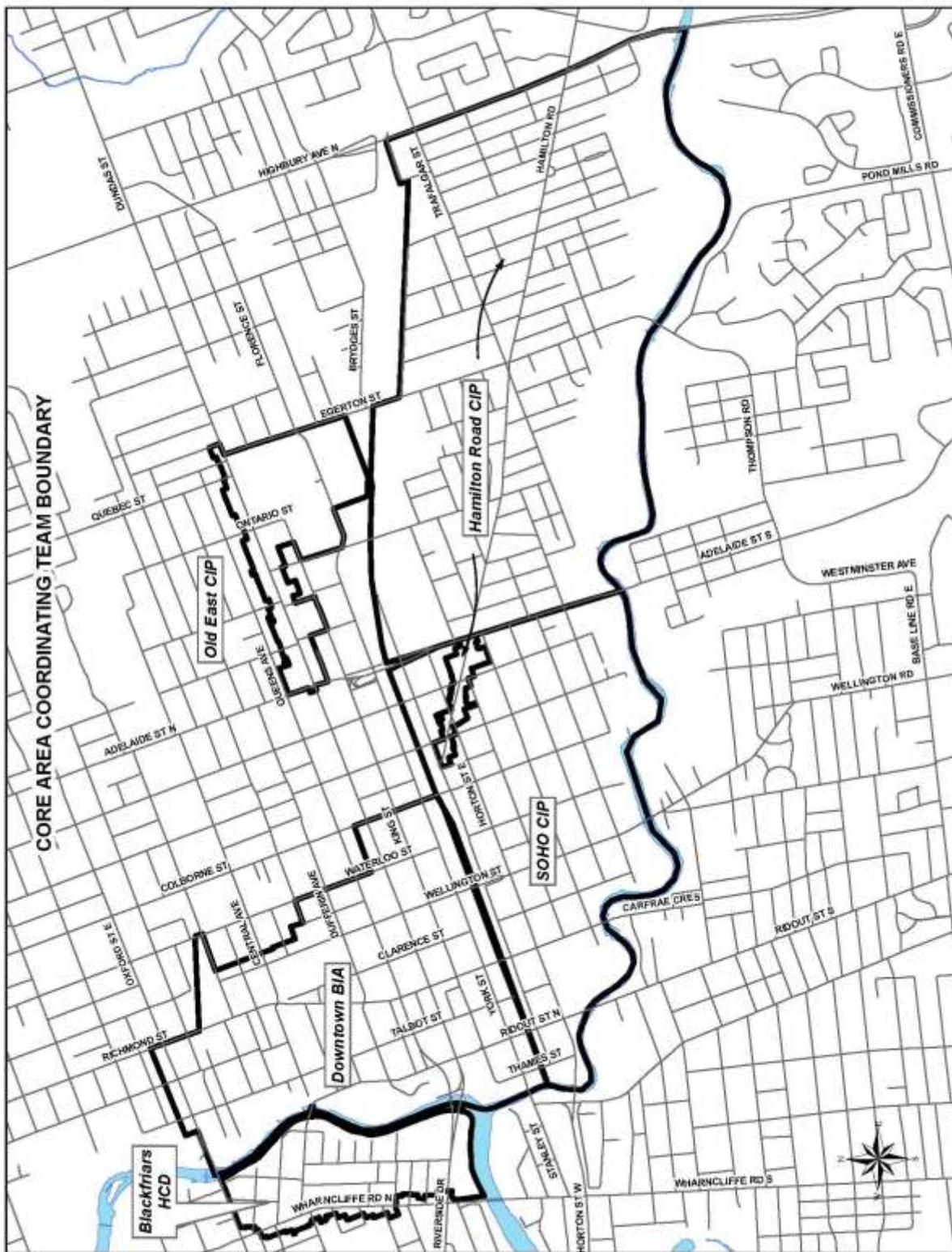
- Delegate from the City Manager's Office;
- Managing Director, Planning Services;
- Managing Director, Parks and Recreation;
- Managing Director, Environmental and Engineering Services;
- Managing Director, Development and Compliance Services;
- Managing Director, Neighbourhood, Children and Fire Services;
- Managing Director, Housing, Social Services and Dearness Home;
- Managing Director, Corporate Services and City Treasurer

The CASC is chaired by the Managing Director of Planning and City Planner.

## **Geographical Area**

The work of the CASC generally relates to the Downtown, Old East Village, SoHo, Blackfriars, and Hamilton Road areas as identified on Figure 1. Areas adjacent to the identified areas are not excluded if a project, initiative, or issue warrants the attention of the CASC.

Figure 1 - Geographical Area of the Core Area Steering Committee



### Core Area Coordinating Team and Community Services Coordinating Team

The CASC established a Core Area Coordinating Team (CACT) to execute the day-to-day implementation of the work directed by the CASC. The Urban Regeneration Manager from Planning Services has been appointed to fulfill the role of Core Area Coordinator and is the lead manager responsible for coordinating the implementation of the work of the CASC.

The CASC also set up a Community Services Coordinating Team (CSCT) to set a coordinated schedule to visit community hot spots or gathering places for street involved individuals, initiate an active communication practice, and identify known hot spots.

The CACT and CSCT both have a Terms of Reference that dictates why the team exists, who makes up the team, what the team does, what resources are required to be effective, and how often the teams meet.

If a core area project or issue falls within the Terms of Reference of the CASC and requires coordination across the Service Areas it is assigned to the CACT or CSCT for implementation and coordination efforts.

The CACT meets bi-weekly and on an ad-hoc basis as needed beyond the bi-weekly schedule. In 2017, the CACT met 15 times.

During the Market Lane pilot project, the CSCT was meeting bi-weekly, but has since changed to meeting as needed. In 2017, the CSCT met 10 times.

The CACT maintains a Register of Actions to track the work directed to it by the CASC, as well as other core area projects and issues that require the CACT's input and coordination. Each Action is ranked as an A (highest) to C (lowest) priority. To date, the CACT has assigned 30 Actions to the Register, of which 24 have been completed. New Actions are assigned as needed to the Register on an ongoing basis.

The formation of the CASC, CACT, and CSCT have provided a regular forum to troubleshoot and coordinate on projects and issues better than the previous ad hoc approach.

## **Core Area Initiatives**

The work of the CASC is based on a variety of City plans, reports, and strategies including but not limited to:

- The London Plan;
- Our Move Forward: London's Downtown Plan;
- Downtown Community Improvement Plan;
- Old East Village Community Improvement Plan;
- SoHo Community Improvement Plan;
- Hamilton Road Area Community Improvement Plan;
- Live Work Lean Play recommendations and reports;
- Heritage Conversation District Plans;
- Homeless Prevention Implementation Plan – Housing First approach.

The CASC helps to implement the aforementioned plans, reports, and strategies and make them come to fruition. This is achieved by the support of SLT who can mobilize resources to make Municipal Council's recommendations and decisions happen.

In addition to the plans, reports and strategies, the work of the CASC relies on numerous stakeholders and partners including but not limited to:

- Downtown London BIA;
- Mainstreet London;
- Old East Village BIA;
- London Music Office;
- London Arts Council;

- London Heritage Council;
- Covent Garden Market;
- Fanshawe College;
- London Police Services;
- London Cares.

Working closely with these important stakeholders and partners helps to ensure Municipal Council's plan for the City's core areas are implemented successfully.

The CASC, CACT, and CSCT have been involved with many core area projects in 2017 and 2018 resulting in improved coordination and facilitation between the Service Areas of the Corporation. Throughout 2017, the bulk of CASC's work focused on the Market Lane Stewardship Pilot Project and Dundas Place (design, maintenance standards, and the Dundas Place Manager). Where coordination on a project or initiative was not required, the Teams continued to monitor these projects to "stay in the loop".

Appendix 'A' outlines in more detail the variety of initiatives that the CASC has been involved with to date and will be involved with in the near future. Appendix 'A' is divided into numerous tables under the following strategic directions inspired by Our Move Forward: London's Downtown Plan:

- Make Dundas Street the Most Exciting Place in London;
- Reconnect with the Thames River;
- Forge Connections with Core Area Neighbourhoods;
- Green the Core Area;
- Build a Great Neighbourhood;
- Create the Buzz.

## **Conclusion**

Coordination has resulted in helping to avoid silos that can often form between Service Areas in large corporations. Further, communication, facilitation, and troubleshooting on core area issues has improved since the creation of the Core Area Steering Committee, Core Area Coordinating Team, and Community Services Coordinating Team. This was especially notable during the Market Lane Stewardship Pilot Project where communication and coordination was improved between Service Areas, but also with external partners and agencies.

Appendix 'A' of this report provides a list of initiatives where the CASC has a current or future role in either monitoring, coordinating, or facilitating.

The first year of the CASC, CACT, and CSCT has proven to be valuable and the efforts are continuing in 2018.

**File: Core Area Steering Committee Status Update  
Planner: G. Bailey**

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May 18, 2018  
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**Appendix 'A'**

See attached.