

<b>TO:</b>	<b>CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON JULY 14, 2020</b>
<b>FROM:</b>	<b>GREGG BARRETT DIRECTOR, PLANNING AND CITY PLANNER</b>
<b>SUBJECT:</b>	<b>CORE AREA ACTION PLAN – 2020 PROGRESS UPDATE</b>

**RECOMMENDATION**

That, on the recommendation of the Director, City Planning and City Planner, the following actions be taken with respect to the Core Area Action Plan:

- (a) That this report **BE RECEIVED** for the purpose of providing Municipal Council with an update on the progress of the implementation of the Core Area Action Plan; and,
- (b) That the modified operating budget for 2020 components of the Core Area Action Plan 2020-2023 Additional Investment business case, as identified in this report, **BE APPROVED**.

**IT BEING NOTED** that the savings of \$875,000 will partially offset the City's financial pressures caused by the COVID-19 pandemic.

**PERTINENT REPORTS RELATED TO THIS MATTER**

October 28, 2019	Strategic Priorities and Policy Committee, Core Area Action Plan
June 23, 2020	Strategic Priorities and Policy Committee, COVID-19 Financial Impacts - Update

**BACKGROUND**

The *Core Area Action Plan* was received by Council on November 12, 2019. The Plan outlined almost 70 action items to address four key areas of need:

- 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; and,
- The Core Area needs to attract more people.

Civic Administration was directed to begin implementing the action items identified in the *Core Area Action Plan* that could be addressed through existing budgets. Civic Administration was also directed to submit business cases for action items requiring additional investment through the 2020-2023 Multi-Year Budget process. Funding for many of these action items has since been approved through the 2020-2023 Multi-Year Budget process.

In response to the COVID-19 pandemic, the City of London has focussed on providing essential services, which has resulted in the reallocation of resources and priorities. Many of the *Core Area Action Plan* action items will need to have their timelines re-evaluated, and their approach adapted for implementation in these new and changing conditions.

## IMPLEMENTATION STATUS UPDATE

A number of the *Core Area Action Plan* action items have been advanced within the existing budget as well as through the additional investment approved through the 2020-2023 Multi-Year Budget. Due to emergent issues, including the City's focus on providing essential services as well as the reallocation of staff and other resources to address the COVID-19 pandemic, some of these action items have been put on hold or delayed. Where possible, staff are continuing to do the background work required to implement action items that have been delayed.

An Implementation Status Update is attached as Appendix "A" to this report and provides a summary of the status of the *Core Area Action Plan* action items, key accomplishments, and variances where there has been an impact to the timelines of a project related to the COVID-19 pandemic or other circumstances.

The following five action items were not funded through the Multi-Year Budget and are excluded from the Implementation Status Update:

- Implement Core Area infrastructure monitoring program;
- Provide incentives for installing plumbing and hose connections on storefronts; through existing Community Improvement Plans;
- Encourage shipping container pop-up retail uses during construction;
- Provide incentives for installing awnings through existing Community Improvement Plans; and,
- Create a projection art program.

Of the remaining action items, 14 percent have been completed, 77 percent are on target, nine percent are marked as caution, and no action items are below target, as Figure 1 illustrates.

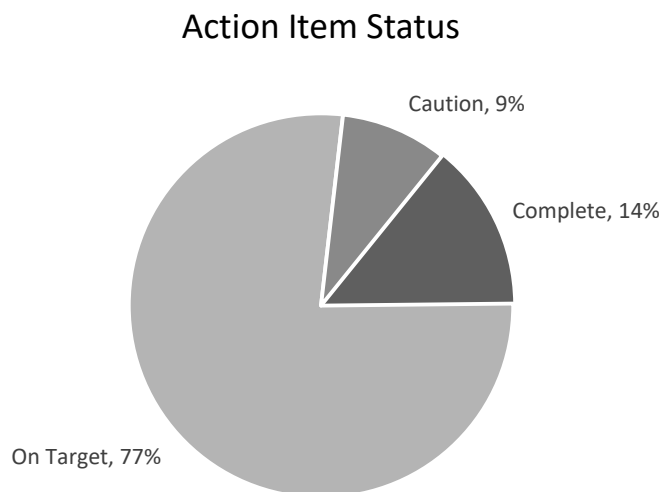


Figure 1: Action Item Status

## 2020-2023 ADDITIONAL INVESTMENT BUSINESS CASE – CORE AREA ACTION PLAN

The City's focus on providing essential services, as well as the reallocation of staff and other resources to address the COVID-19 pandemic, have impacted and will continue to impact the implementation of *Core Area Action Plan* action items in 2020. In some cases, the inability to hire new staff in combination with the redeployment of existing staff to cover essential and priority services has left fewer staff available to implement the planned action items.

In addition, guidelines and regulations enacted by the Provincial government to reduce the spread of COVID-19 through business closures and physical distancing has lessened the need for and the perceived efficacy of a number of action items. This has resulted in the implementation of a

number of action items being delayed until such time as businesses are permitted to reopen, thus delaying spending associated with these action items by as much as six months.

With the abovementioned considerations in mind, as well as with a renewed focus on prioritizing action items that will assist with economic recovery, Civic Administration has reviewed the 2020 additional investments associated with the Core Area Action Plan business case approved during the 2020-2023 Multi-Year Budget, with particular attention to the additional investments that were intended to proceed in 2020. The results of this review are noted in Table 1 and include a modified budget and operating budget savings. The 2020 capital components of the Core Area Action Plan business case were also reviewed; however, no reductions of planned capital spending were identified during the review.

The modified budget is based on the current circumstances and will be monitored closely; this modified budget may be revised further as a result of future changes in Provincial guidelines and regulations.

The total amount of operating budget savings is \$875,000.

**Table 1: 2020 Modified Operating Budget (\$000's)**

#	Action	Approved 2020 Budget	Modified 2020 Budget	2020 Savings
23	Expand case management approach for helping vulnerable populations	\$1,000	\$1,000	\$0
25	Create four-year Core Area Ambassador pilot program	\$400	\$200	\$200
29	Enforce loitering regulations	\$150	\$0	\$150
36	Establish, implement and regularly monitor a higher clean standard for the Core Area	\$450	\$200	\$250
37	Implement new pressure wash program for sidewalks and civic spaces	\$200	\$150	\$50
42	Fund four-year Core Area "construction dollars" pilot program	\$100	\$100	\$0
43	Experiment with temporary free municipal parking	\$150	\$125	\$25
44	Increase range and intensity of programming in Core Area	\$100	\$50	\$50
45	Activate spaces and places with bistro chairs and tables	\$50	\$0	\$50
62	Eliminate encroachment fees for patios, signage and awnings in the Core Area through <i>Core Area Community Improvement Plan</i>	\$30	\$30	\$0
-	Invest in Dundas Place	\$300	\$200	\$100
	<b>TOTAL:</b>	<b>\$2,930</b>	<b>\$2,055</b>	<b>\$875</b>

**NEXT STEPS**

**CONTINUE COMMUNITY CONSULTATION:**

Due to the urgent nature and need for the *Core Area Action Plan*, Civic Administration interviewed more than 75 stakeholders including various property owners, business owners, employees, residents, agency leads, building operators, London Police Services staff, social service providers, and municipal service providers over the course of a few weeks. As there was limited opportunity for community input, it was previously identified that it is Civic Administration's intention to continue to engage the community through the implementation stage of the *Core Area Action Plan*. This will allow Civic Administration to monitor the progress of the Plan and adjust the strategy based on experience and feedback.

**CORE AREA COMMUNITY IMPROVEMENT PLAN:**

A number of the action items identified in the *Core Area Action Plan* require that a Community Improvement Plan (CIP) be in place to facilitate their implementation, including programs to provide grants to implement safety audit recommendations on privately-owned property, as well as the elimination of encroachment fees for patios, signage and awnings. Using the boundary established through the *Core Area Action Plan* and the groundwork done through individual interviews, Civic Administration is preparing the Core Area CIP, and public consultation will be required to complete the CIP. As part of the Core Area CIP, metrics will be developed to monitor the progress and impact of these incentives.

**COVID-19 PANDEMIC:**

As mentioned, many of the *Core Area Action Plan* action items will need to be postponed and/or adapted to accommodate the new circumstances created by the COVID-19 pandemic. However, the *Core Area Action Plan* also presents an opportunity for addressing some new emerging issues resulting from the preventative measures put in place to slow the spread of COVID-19. Civic Administration is currently looking at both adapting the current action items and using the *Core Area Action Plan* to lessen some impacts of the COVID-19 pandemic on small businesses.

**CORE AREA ACTION PLAN REPORTING**

The status of the *Core Area Action Plan* action items as outlined in this report and in Appendix ‘A’ reflects the progress made as of June 30, 2020. The implementation progress of the action items will be monitored regularly and an implementation progress update will be provided to Municipal Council on an annual basis.

<b>CONCLUSION</b>
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Implementation of the *Core Area Action Plan* action items continues; however, due to the reallocation of resources and priorities as a result of the COVID-19 pandemic, timelines and approaches to these action items will be required to adapt to the changing circumstances.

<b>PREPARED BY:</b>	<b>REVIEWED &amp; SUBMITTED BY:</b>
<b>KERRI KILLEN, MCIP, RPP SENIOR PLANNER, CITY BUILDING AND DESIGN</b>	<b>BRITT O’HAGAN, MCIP, RPP MANAGER, CITY BUILDING AND DESIGN</b>
<b>RECOMMENDED BY:</b>	
<b>GREGG BARRETT, AICP DIRECTOR, PLANNING AND CITY PLANNER</b>	

## **APPENDIX A: IMPLEMENTATION STATUS UPDATE**





# Core Area Action Plan

Implementation Status Update  
July 2020

## Introduction

The 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 June 30, 2020. It also identifies the planned date of implementation for those action items not yet completed. The action item numbers in Table 2 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 delayed by one quarter. Or, the action is in progress or not yet started, and is flagged as possibly not being completed by target end date.



Below Plan: Action is delayed by two quarters or more.

## Target End Date







A target completion date has been set for each action, expressed as the last day of each 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 December 31, 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.











**Table 2: Implementation Status Update**








No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
1	Strengthen delivery of Coordinated Informed Response Program	Q4 2023		The number of representatives at the management level supporting the Coordinated Informed Response Program was increased and an increase in staffing levels is anticipated in the spring/summer of 2020. Programs to support vulnerable populations through the Coordinated Informed Response Outreach Team have been implemented. Customer Relations Management (CRM) software and the Homeless Individuals and Families Information System (HIFIS) are used as daily tools to strengthen individual and site tracking, system reporting and data collection.	
2	Implement Housing Stability Week pilot project	Q4 2020		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.	
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.	
4	Implement breakfast Coordinated Informed Response Program	Q4 2020		Community engagement meetings took place in early 2020. A workshop was created to establish both a mobile and a stationary option for providing breakfast to those in need.	Implementation delayed due to COVID-19 pandemic impacts. New target date: Q4 2021, subject to Provincial guidelines and regulations.
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.	
6	Double foot patrol officers in Core Area for a discrete period of time	Q4 2020		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.	


















No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
7	Create new Spotlight Program	Q4 2020			Implementation delayed due to COVID-19 pandemic impacts. New target date: Q4 2021, subject to Provincial guidelines and regulations.
8	Enhance Service London Portal to allow for complaints, concerns, and enquiries on Core Area issues	Q4 2020		A small team has been assembled to identify and implement service improvements.	
9	Install kindness meters to directly support core area social service agencies	Q4 2020			Implementation delayed due to COVID-19 pandemic impacts. New target date: Q4 2021, subject to Provincial guidelines and regulations.
10	Stage police command vehicle in strategic locations	Q4 2020		The CCV has been deployed 49 times, in strategic locations, since October 28, 2019.	
11	Issue request for proposals on Queens Avenue parking lot	Q4 2020			Postponed pending review of next steps in light of COVID-19 impacts and the City's current financial situation.
12	Explore new ways to support Core Area property owners to dispose of found syringes	Q4 2020			
13	Conduct three-week Core Area By-law Enforcement blitz	Q4 2020			
14	Prioritize Core Area building and sign permits	Q4 2023			

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
15	Streamline event processes	Q4 2020			Implementation delayed due to COVID-19 pandemic impacts. New target date: Q4 2021, subject to Provincial guidelines and regulations.
16	Provide incentives for installing uplighting on privately-owned buildings	Q4 2020		On July 30, 2019, a by-law amendment was brought before Municipal Council to introduce the Downtown Façade Uplighting Grant Program and to establish this additional financial incentive for the Downtown Community Improvement Project Areas.	
17	Proactively recruit food trucks in dedicated area along Dundas Place	Q4 2020			Implementation delayed due to COVID-19 pandemic impacts. New target date: Q4 2021, subject to Provincial guidelines and regulations.
18	Identify opportunities for new parking spaces in the Core Area	Q4 2020		Initial identification of opportunities complete. The study identified opportunity to create over 100 potential new on-street parking spots through the reallocation of existing road space, while protecting existing on-street loading zones and necessary lanes of travel. Some of these spaces would be time restricted. Prior to implementation, individual parking opportunities will require further review to assess impacts on traffic and transit operations as well as public safety.	
19	Establish permanent Coordinated Informed Response Program	Q2 2021			
20	Establish more daytime resting spaces	Q4 2021		An additional 15 Day Resting spaces were added at the Men's Mission operationalized by London Cares.	
21	Establish Core Area stabilization spaces	Q4 2021		Property has been purchased for stabilization space.	
22	Create new housing units with supportive living arrangements	Q4 2021		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.	







No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
23	Expand case management approach for helping vulnerable populations	Q4 2023		A public Requests for Proposals process has been undertaken to increase case management supports to include supports for individuals with low- to medium-acuity.	
24	Complete and implement <i>Affordable Housing Community Improvement Plan</i>	Q4 2023		The Affordable Housing Community Improvement Plan was adopted by Municipal Council in January 2020. Incentives are currently available.	
25	Create four-year Core Area Ambassador pilot program	Q4 2023		An inter-departmental working group has been established to begin development of a Terms of Reference for the program.	Implementation for 2020 delayed due to COVID-19 pandemic impacts. Target end date remains.
26	Undertake Core Area safety audit	Q4 2021			
27	Establish new storefront space for foot patrol, By-law Enforcement Officers and public washrooms	Q4 2021		The Dundas Place Fieldhouse space has been secured and is under construction.	
28	Increase London Police Services foot patrol	Q2 2021		In 2020, the Foot Patrol Unit was increased by 3 Constables and 1 Sergeant.	
29	Enforce loitering regulations	Q4 2023			Implementation for 2020 delayed due to COVID-19 pandemic impacts. Target end date remains.
30	Develop and deliver safety training for business owners, employees and residents	Q2 2021			








No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
31	Utilize existing Façade Improvement Loan Program to incent decorative gates through existing Community Improvement Plans	Q2 2021		Decorative gates are eligible for the existing Façade Improvement incentive program.	
32	Undertake safety blitz for aggressive driving in the Core Area	Q2 2021		The Traffic Management Unit ran a project targeting aggressive driving, during Canada Road Safety week, May 12-18, 2020.	
33	Proactive enforcement of Property Standards By-law	Q4 2023			Implementation for 2020 delayed due to COVID-19 pandemic impacts. Target end date remains.
34	Package Core Area patio, signage, licensing and other regular business processes	Q2 2021		Short-term COVID-19-specific Back to Business supports are being organized.	
35	Brand uniforms and equipment for all City staff providing service in the Core Area	Q2 2021			
36	Establish, implement and regularly monitor a higher clean standard for the Core Area	Q4 2023			Implementation for 2020 delayed due to COVID-19 pandemic impacts. Target end date remains.
37	Implement new pressure wash program for sidewalks and civic spaces	Q4 2023		A request for tender was released on May 12, 2020 to implement the new pressure washing program.	

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
42	Fund four-year Core Area "construction dollars" pilot program	Q4 2023		In partnership with the Old East Village BIA and Downtown BIA, staff have developed a Memorandum of Understanding for the operations of the construction dollar program. The program is set to begin in 2020, aligned with the re-opening of businesses.	
43	Experiment with temporary free municipal parking	Q4 2023		The 2020 Core Construction contracts were approved by Municipal Council on April 7, 2020. Periods of 2-hour free parking in on-street parking spaces and municipal parking lots will begin in July 2020 in the Core Area.	
44	Increase range and intensity of programming in Core Area	Q4 2023			
45	Activate spaces and places with bistro chairs and tables	Q4 2023			
47	Create an infrastructure art and beautification program	Q2 2021		The London Arts Council recently held a call to Visual Artists and Student Artists to submit artwork to be used on traffic light boxes.	
48	Engage Core Area businesses to lead, volunteer or fund initiatives	Q2 2021			
49	Explore partnership opportunities with educational institutions for immersive learning in Core Area	Q4 2023			
50	Establish new Core Area garbage and recycling collection program	Q4 2023		Advanced pilot project for enhanced collection is starting in 2020.	

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
51	Regenerate London and Middlesex Housing Corporation housing stock	Q4 2023			
52	Complete and implement the <i>Housing Stability Plan</i>	Q4 2023		Municipal Council approved the Housing Stability Plan in December 2019. This Plan has been submitted to the Provincial and Federal governments.	
53	Open permanent supervised consumption facility in appropriate location and close existing temporary facility	Q4 2023		Council enacted a zoning by-law amendment to permit a supervised consumption facility at 446 York St. The LPAT approved Council's by-law by way of decision dated November 28, 2019. A motion for leave to appeal the LPAT's decision to the Divisional Court was heard on June 11, 2020 and a decision is pending. If leave is granted, an appeal of the decision will be heard by a panel of the Divisional Court. If leave is denied, the LPAT's decision stands and the facility can be advanced at 446 York St.	
54	Provide grants to implement safety audit recommendations on privately-owned property through Core Area Community Improvement Plan	Q4 2023		The development of a Core Area CIP has begun.	Implementation for 2020 delayed due to COVID-19 pandemic impacts. Target end date remains.
55	Implement safety audit recommendations on public property	Q4 2023			
56	Implement Core Area digital solutions	Q4 2022			
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.	



No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
58	Work with surrounding communities to establish a regional strategy for addressing vulnerable populations	Q4 2023			
59	Explore opportunities to partner with agencies to provide a Core Area Resource Centre	Q4 2023			
60	Prioritize Core Area for public art	Q4 2023			
61	Explore opportunities for additional public washrooms	Q4 2023			
62	Eliminate encroachment fees for patios, signage and awnings in the Core Area through Core Area Community Improvement Plan	Q4 2023		On June 29 2020, Council approved a Boulevard Café Grant Program within the Downtown to eliminate application, licence and sound permit fees for sidewalk patios. Once a Core Area CIP is adopted, the program will be extended to Midtown and the Old East Village.	
63	Eliminate application fees for encroachments, signage and patios in the Core Area through Core Area Community Improvement Plan	Q4 2023		On June 29 2020, Council approved a Boulevard Café Grant Program within the Downtown to eliminate application, licence and sound permit fees for sidewalk patios. Once a Core Area CIP is adopted, the program will be extended to Midtown and the Old East Village.	

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
64	Eliminate fees for use of on-street parking spaces for temporary restaurant patios through Core Area Community Improvement Plan	Q4 2023		On June 29 2020, Council approved a Boulevard Café Grant Program within the Downtown to eliminate application, licence and sound permit fees for sidewalk patios. Once a Core Area CIP is adopted, the program will be extended to Midtown and the Old East Village.	
65	Discourage perpetual extension of temporary surface parking lots in Core Area	Q4 2023			
66	Continue to enhance transit service to the Core Area	Q4 2023		Detailed design is underway for the Downtown Loop. Detailed design will begin on Wellington Gateway and East London Link which will serve downtown.	
67	Continue to improve cycling infrastructure in the Core Area	Q4 2023		Design work, consultation and construction is progressing on Dundas Cycletrack, TVP–Dundas Place Connection and Colborne Cycletrack.	
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 and will begin in 2021, sustained by increased parking meter fees.	
69	Inventory social services in the Core Area	Q4 2022		As part of the Mayor's Economic Recovery taskforce, existing social service agencies were inventoried, providing a good basis to continue this work.	
NEW	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.	
NEW	Invest in Dundas Place	Q4 2023	