

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

From: Kelly Scherr, Deputy City Manager, Environment & Infrastructure
George Kotsifas, Deputy City Manager, Planning & Economic Development
Kevin Dickins, Deputy City Manager, Social & Health Development

Subject: Comprehensive Report on Core Area Initiatives

Date: May 18, 2021

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 18, 2021 entitled “Comprehensive Report on Core Area Initiatives” **BE RECEIVED**;
- b) The changes to target dates for action items under the Core Area Action Plan described in this report and summarized in Appendix B: Core Area Action Plan Implementation Status Update, May 2021 **BE APPROVED** and used as the new basis for future progress reporting;
- c) Staff **BE DIRECTED** to revise the Core Area Action Plan Item #9 (Install kindness meters to directly support Core Area social service agencies) from a City-administered program to a program that provides access for community groups to meters that have been removed from active use, it being noted staff continue to explore digital options for a City kindness meter program;
- d) The cancellation of Core Area Action Plan Item #11 (Issue request for proposals on Queens Avenue parking lot) **BE APPROVED**, it being noted future structure parking opportunities will be explored as the post-pandemic parking demand and corresponding parking revenues is better understood;
- e) The Core Area Ambassador Pilot Program **BE APPROVED** as described in this report;
- f) The Dundas Place Animation and Activation 2021 plan **BE RECEIVED**;
- g) Project Clean Slate **BE APPROVED** as a pilot in 2021 and that the reallocation of \$37,500 in one-time funding resulting from COVID-19 impacts on other Core Area Action Plan efforts **BE APPROVED** to fund it;
- h) Staff **BE AUTHORIZED** to reallocate the remaining \$100,000 in one-time funding that cannot be spent in 2021 due to COVID-19 impacts to other emergent opportunities aligned with the Core Area Action Plan in 2021;
- i) Staff **BE DIRECTED** to work with Business Improvement Areas and other stakeholders to develop a comprehensive engagement strategy to work with other levels of government to ensure supports are in place for mental health and addictions, homelessness and housing, business supports and law enforcement, it being noted government relations work is already underway on many of these issues;

- j) Staff **BE DIRECTED** to develop an “Eyes on the Street” program for City operations and engage with other agencies and organizations that routinely work in the Core about integrating such a program into their operations; and,
- k) Staff **BE DIRECTED** to develop a performance measurement plan to assess the outcomes and impacts of various Core Area initiatives and report back to Committee and Council at year-end with an update on the information contained in this report.

Executive Summary

In 2019, despite extensive investment in London’s Core Area, issues persisted that threatened its long-term success. The health of the Core Area was recognized as vital to London’s prosperity as a whole. To create a healthy and resilient Core Area, the City of London set out to develop an action plan. The Core Area Action Plan (CAAP) was received by Council in late 2019 and funding to deliver 65 of 71 actions was approved through the 2020-2023 Multi-Year Budget process. A further three actions are advancing in full or in part through other funded programs.

As work began on the CAAP, the COVID-19 pandemic struck, creating disproportionate negative impacts on urban core areas. Across Canada, the large number of office workers currently working remotely has created a more distinct reduction in social activity in downtown employment areas. Reduced tourism and recreation opportunities, such as conventions, sporting events, concerts, live theatre, and festivals, have added to the financial and social impacts on the Core, as have changing pandemic restrictions on business operations. The City of London also recognizes that vulnerable and marginalized communities have faced disproportionate effects as a result of the pandemic.

Through existing CAAP efforts and new initiatives like the London Community Recovery Network, City staff and partner agencies have been working to reduce these disproportionate negative impacts. In addition to focusing on supporting community recovery, work has continued on the CAAP; those efforts are interrelated and require the involvement of enterprise-wide coordinated efforts at the City. It is also acknowledged that the impacts being seen so acutely in the Core are also being experienced to varying degrees in other parts of the city. In some instances, the work being done in the Core Area already informs and reflects services being offered throughout the community, as is the case with 24/7 Coordinated Informed Response. In other cases, it provides a policy basis to inform future programs throughout London.

This report provides an overview of the efforts to date and the next steps to ensure the City creates a healthy and resilient Core Area.

Structural Alignment

The recent restructuring of the organization included the creation of a new work unit in Planning & Economic Development that brings together responsibility for several key functions in the Core including Urban Regeneration, the Ambassador Program, and the Dundas Place Manager. The staff working in these new areas will work closely with the Core Area Steering Committee and its People, Places and Economy Teams.

Core Area Action Plan Progress

Of the funded actions in the CAAP, 34% are complete and 63% are on target. Two actions, or 3% of the Plan, are currently reporting as caution. Action #21 ‘Establish Core Area Stabilization Spaces’ is categorized as caution because, while property was purchased for the space and Council has endorsed its repurposing, a funding commitment from the Ministry of Health is required for any ongoing sustainable operations. Action #9 ‘Install Kindness Meters’ is categorized as caution as staff have determined there are operational concerns with a City-led program as originally planned. Staff are working to rescope this action to include a combination of supports to

community organizations who wish to install Kindness Meters, along with a digital donation option. An additional action, #11 'Issue request for proposals on Queens Avenue Parking Lot', cannot be advanced under the CAAP timeframe, which concludes at the end of 2023. Uncertainty about post-pandemic parking demand and the loss of parking revenues as part of pandemic business support precludes municipal participation in a structured parking project at this time.

Ambassador Program

The Core Area Ambassador Pilot Program is ready to launch shortly after this report is considered by Council. The City of London and partners are actively addressing social and health issues, cleanliness, safety and security, economic development, and communication and coordination. There remains, however, more work to be done in these areas and Core Area Ambassadors would play a role in supporting these efforts in a hands-on and visible way. Other areas such as "on the sidewalk" customer service and short-term activations do not currently have dedicated City staff. Core Area Ambassadors would also take on these functions as part of their role. The Core Area Ambassador Pilot Program is expected to be operational between the hours of 7:00 am and 11:00 pm. Hiring and training are expected to be complete in July of 2021. As part of the Safe Cities London Action Plan, all Core Area Ambassadors will be provided with bystander intervention training. This work will be undertaken with the newly formed Anti-Racism and Anti-Oppression Division to administer and evaluate training opportunities for Core Area Ambassadors.

Dundas Place Update

After the conclusion of a contracted management pilot project with Mainstreet London last year, Dundas Place management is now with the City in a permanent position within Planning & Economic Development. While pandemic restrictions will continue to limit the size and scale of activities on Dundas Place, staff have developed a plan to make the space as vibrant as possible, while still observing all COVID-19 requirements. Planned activities include live performances, movable street furniture, murals, street vendors, pop-up art shows, giant games, recreation classes, movie nights, and art/history tours. Collaboration with the Business Improvement Areas and other community partners is already underway for 2021 events and activities. The Dundas Place Field House is also currently in the final stages of completion with a target opening date of June 1, 2021.

Summer Vulnerable Support Approach

Lessons learned from the temporary Winter Response program operated by the W.I.S.H. Coalition will be applied going forward to best support individuals, where possible, in maintaining any housing stability they were successful in achieving. Redirecting Community Homeless Prevention Initiative (CHPI) funding in 2020 and 2021 gradually from the traditional shelter system to a more robust housing with supports system aligns with the Council endorsed Housing Stability Action Plan and is showing early signs of effectiveness which will assist more individuals to become prepared for the pursuit of housing and more successful in their housing retention. The City of London Housing Stability Action Plan remains a guide which directs the priorities of the municipal housing system and charters the focus of community consultation regarding transforming the housing and homelessness system. The plan operates with a 'Housing First' philosophy and a commitment to ensuring all Londoners have access to safe and affordable housing that meets their level of acuity and care needed.

Supports for Private Property Owners

The recently approved Recovery Grant Program provides funding for graffiti removal projects on private property. Staff are also recommending \$37,500 in one-time CAAP operating funding be used to fund a new pilot program called Project Clean Slate for the Summer 2021 to help address the issue of loose trash and garbage on private property. Staff are proposing a grant be provided to the two Core BIAs to hire up to seven individuals currently experiencing homelessness or with recent lived experience of

being homeless, including those in Emergency Shelter or with recent experience in the Winter Response. This program is modelled after successful initiatives in other communities.

Enhanced Communications

Several enhanced communications tactics are either now in place or being developed for the Core Area, including:

- A comprehensive landing page on the City's website www.london.ca
- A focused page on the City's engagement site www.getinvolved.london.ca
- A monthly newsletter with content highlighting projects impacting the Core Area, as well as the people working on them
- Engagement through the virtual Our Core Area Forums that will bring together groups and people who have a shared interest in the success of the Core
- Ongoing media releases to highlight projects and initiatives and their outcomes
- Inclusion of content in the City's bi-weekly Our City e-newsletter
- Social media support, including the launch of a weekly Instagram takeover that allows for the promotion of local business
- "Quick call" cards to distribute to BIA membership to simplify who to contact around active safety and security issues that do not require calling 911
- Enhancements to the Service London Portal to address more Core Area concerns and increase awareness and understanding of the services available.

Engagement and Collaboration

To ensure regular connections between senior City staff and the BIAs, two new working teams have been created. The Core Area Strategy Team includes the Executive Directors of both BIAs and the members of the City's Core Area Steering Committee. This team is meeting monthly on strategic issues, gaps and opportunities in current programs and services, and other topics. The Core Area Action Team is meeting weekly and includes staff from the City of London, as well as London Police Services and both BIAs. This is a tactical team focused on solving short-term issues quickly and collaboratively.

Safety and Security

The London Police Service has introduced new programs in the Core that have improved property crime statistics on a year-over-year basis, a 38% decrease in thefts from motor vehicles and lower weekly property crime occurrences in 2021 versus 2020. LPS has also offered Crime Prevention Through Environmental Design (CPTED) services free to any interested businesses or agencies in the Core.

The Crisis Outreach and Support Team (COAST) has also launched, pairing a COAST constable with a clinical partner who work together to ensure safety and provide support, guidance, counselling, assistance, and direction to persons who have experienced or are experiencing mental health crises.

The City is also developing a program to support its staff in recognizing and reporting issues, both as part of its commitment to a Safe City for Women and Girls and in response to concerns in the Core Area.

London Community Recovery Network (LCRN)

In January 2021, Council endorsed the implementation of 20 short-term Ideas for Action identified by the London Community Recovery Network with an investment of more than \$1.8 million to support London's pandemic recovery efforts. These ideas added to the 12 Ideas that were already underway in various Service Areas. In total, the City of London is leading 32 Ideas to lay the foundation for a strong and inclusive recovery for the community. Of these City-led Ideas, nearly half (15) include activities that directly relate to strengthening London's Core Area. The remaining 17 Ideas will provide indirect support for London's Core through city-wide initiatives or activities that seek to build the capacity of the community to lay the foundations for community recovery.

Back to Business (B2B)

To support London businesses during the COVID-19 pandemic, the City established a Back to Business (B2B) action team and intake portal. B2B brings together city staff with responsibility for permitting, bylaw enforcement, parking, transportation, business relations, planning and communications with a goal of expediting requests so that businesses can serve their customers safely as restrictions change in the city. B2B is a temporary initiative designed to provide rapid and flexible responses to business requests associated with operating during pandemic restrictions.

Supports for Business During Construction

Construction projects in the Core are being implemented to support ongoing growth and revitalization. A dedicated Downtown Projects and Business Relations Manager is in place to lead and coordinate the projects. The City has also supported major construction projects in the Core with enhanced communication and opportunities for engagement. Additional business support has also been provided with Core Area Construction Dollars.

Continued efforts to address the pre-existing and pandemic-related concerns in the Core Area will continue to be a priority for staff. Over the remainder of 2021, additional flexibility will be required as changing COVID-19 restrictions change the issues and opportunities presenting in the Core. City staff and community partners will continue to work on the CAAP actions and other initiatives described in this report and will develop additional performance measures that allow reporting on the impact of those efforts. A year-end report to this Committee is also planned.

Linkage to the Corporate Strategic Plan

Council and staff continue to recognize the importance of actions to support the Core Area, as shown subsequently in Figure 1, in the development of its 2019-2023 - Strategic Plan for the City of London. Specifically, the efforts described in this report address all five Areas of Focus, including:

- Strengthening Our Community
- Building a Sustainable City
- Safe City for Women and Girls
- Growing our Economy
- Leading in Public Service

The City of London is committed to eliminating systemic racism and oppression in the community. Marginalized and vulnerable communities have faced disproportionate impacts from the COVID-19 pandemic, adding to the historic and systemic barriers that exist in our community. The City of London will undertake deliberate intersectional approaches in the course of implementing the initiatives described in this report.

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. The implementation of the various actions in the plan, as well as other relevant efforts in the Core, are the subjects of an extensive list of reports to various Standing Committees, which can be found in Appendix A - Previous Reports Related to this Matter.

- 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

2.0 Discussion and Considerations

2.1 Core Area Action Plan Progress

The Core Area Action Plan (CAAP) was received by Council on November 12, 2019. The CAAP, the boundaries of which are shown in Figure 1, outlined 71 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
- The Core Area needs to attract more people

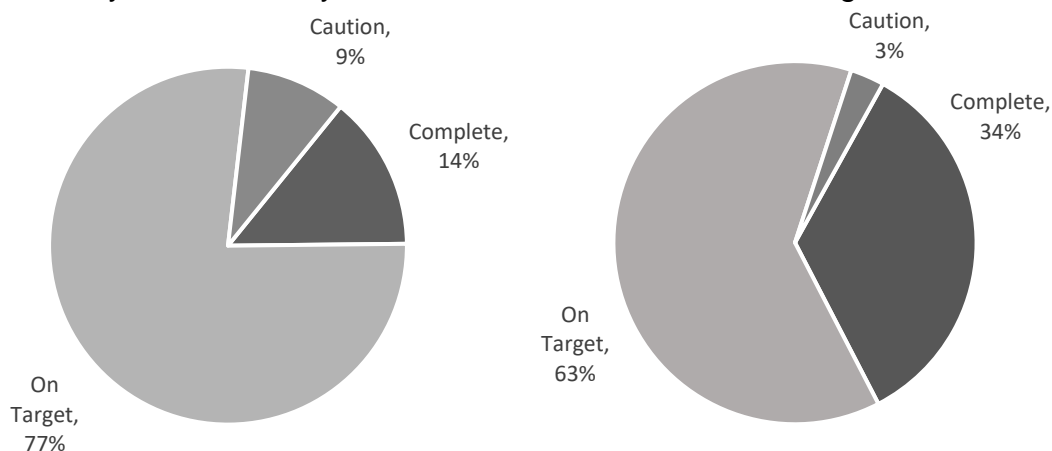
Figure 1: Core Area Action Plan Boundaries



Staff were then directed to begin implementing the action items identified in the CAAP that could be addressed through existing budgets. Staff were 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.

On July 14, 2020, the Strategic Priorities and Policy Committee received a report updating on progress on the plan and the impacts of the pandemic on its delivery. Staff have continued to carefully monitor progress on the plan. Progress for 2020 and 2021 is shown in Figure 2, below.

Figure 2: July 2020 and May 2021 CAAP Action Item Status Progress



The full CAAP status update can be found in Appendix B: Core Area Action Plan Implementation Status Update, May 2021. Overall:

- 22 actions are complete and, where they resulted in program or service changes, have been integrated into ongoing operations
- 40 actions are on track as planned
- Two are reporting as caution and are discussed in this report
- Six were not funded through the Multi-Year budget, but three of these may be fully or partly addressed through other CAAP actions and the London Community Recovery Network (LCRN) and are discussed in this report
- One action is recommended for cancellation under the current timeframe associated with the CAAP

Actions Reporting as Caution

Two actions are currently reporting as caution and staff have developed plans to return to on track to the extent possible within the context of pandemic restrictions:

- Item# 9 - Install Kindness Meters to directly support Core Area social service agencies: This work was originally delayed due to pandemic impacts on resources. Staff have now reviewed this program and have identified operational issues associated with installing Kindness Meters as originally scoped. To align with the intent of the action, staff recommend that it be revised to include the exploration of a digital City-led program. Further, staff recommend ensuring community organizations have access to decommissioned parking meters should they wish to integrate Kindness Meters into their fundraising plans.
- Item# 21 - Establish Core Area stabilization spaces: This action is listed as caution because, while property was purchased for the space and Council has endorsed its repurposing, funding has not been secured from the Ministry of Health at this time for its operations. Implementation may be delayed based on availability of funding from the Ministry of Health. Civic Administration continues to work with community organizations with expertise in this matter to explore future opportunities to launch such a service.

Actions reporting as Not Funded

Generally, staff have not reported on actions that were not funded in the last Multi-Year budget, but three of those actions are able to advance through either other CAAP actions or the LCRN efforts. Separate funding for businesses to install plumbing and hose connections and awnings on building façades was not approved as a standalone as those improvements are eligible under the existing Façade Improvement Incentive Program.

Prioritization of public art for the Core Area was also not funded; however, LCRN funding may allow advancement of new installations in the Core, where appropriate, under that program.

Actions Recommended for Cancellation

One action is recommended not to progress further in the timeline currently covered by the CAAP, specifically the end of 2023: the construction of structured parking on Queens Avenue (#11).

At its meeting of October 15, 2019, Council directed staff to begin a procurement process to find a potential partner to redevelop the parking lot at 185 Queens Avenue into a mixed-use development that would include a municipal parking garage.

The Queens Avenue Parking lot redevelopment was meant to maximize the provision of public parking on the subject site, noting the Downtown Parking Strategy identified the need for an additional 200 to 300 parking spaces in that general area over time. It was also a project that was expected to allow the redevelopment of municipal surface

parking lots as well, by partly offsetting the accompanying reduction in public parking spaces.

As a result of COVID-19, the procurement process was cancelled near the end of the Request for Qualifications stage to balance the financial impacts and risks to the City, as well as to proponents who would have had to commit financial resources in terms of letters of credit and the preparation of detailed plans.

First, the financial plans that were being established for this project have been and continue to be impacted by COVID-19. In 2020, a portion of the City's annual parking revenues was allocated to start to build a reserve fund to support the investment in a future municipal parking garage. As part of the Back to Business program, however, free short-term parking was provided for most of 2020, a practice that continues into 2021. Given the significant reduction in parking revenues, funding will not be available to support the City's portion of a future municipal parking garage for many years.

Secondly, the pandemic has changed how people are working in the Downtown. Given the ongoing impacts of COVID-19, the long-term impact on municipal parking needs or the parking needs of employers at this time is unclear. Currently there is a parking supply surplus in the Downtown, even at peak level use. The total parking supply available across the downtown area for public use is 9,897 spaces, with a peak demand of 7,658 spaces. This equates to a 77% utilization rate. The Queens Avenue property is located in a higher demand part of the Downtown, which currently has an 81% utilization rate. While a gradual return to on-site rather than at-home work is anticipated, it is not clear when this will occur or if on-site staffing levels will reach pre-pandemic levels.

Given the uncertainty of future parking demand, and the existing adequate supply of publicly accessible parking in the Downtown, coupled with the COVID-19 impacts on parking revenues to support future capital projects or contribute to public/private partnership opportunities, it is not recommended that any procurement process related to increasing the parking supply in the downtown be initiated at this time. There remains a great deal of uncertainty related to this project; for this reason, staff are recommending that it not be pursued further at this time.

2.2 Ambassador Program

Background

The budget for the Core Area Ambassador Pilot Program was approved for 2020-2023 as part of the 2020-2023 Multi-Year Budget using one-time 2019 Operating Budget surplus. After four years, the program may be continued if found to be effective or discontinued or adjusted if it is not meeting its intended goals. In November 2020, a Project Team was formed to oversee the design and implementation of the Core Area Ambassador Pilot Program. The Project Team conducted research to:

- Determine local needs and gaps to be addressed by the program
- Explore operational and structural considerations to design the program
- Identify best practices that have been successful in other communities

Interviews occurred in January 2021 with twenty City of London staff, five City of London partners, and six best practice communities. At the end of each interview, respondents were asked to complete a survey to provide additional information. A total of fifteen individuals completed the survey.

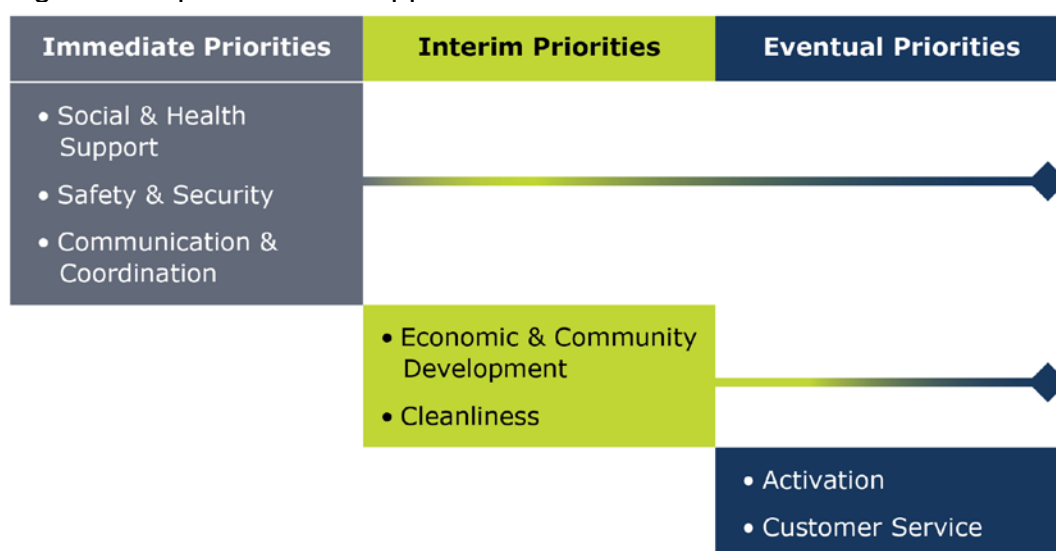
Program Recommendations

The purpose of the Core Area Ambassador Pilot Program is to enrich the Core Area experience for residents, businesses, and visitors. The objectives of the Core Area Ambassador Pilot Program are to:

- Foster a welcoming and safe environment in the Core Area
- Contribute to a vibrant Core Area that is a destination for all
- Provide support to current programs and services working in the Core Area

The Core Area Ambassador Pilot Program will have seven areas of focus: Activation and Animation, Cleanliness, Communication and Coordination, Customer Service, Social and Health Support, Safety and Security, and Economic and Community Development. The Core Area Ambassador Pilot Program will need to adapt to continue to add value to and meet the needs of the Core Area within the areas of focus. The amount of time dedicated to each area of focus will shift over time, as will the types of tasks completed, as shown in the following figure.

Figure 3: Implementation Approach



The timelines have not been defined, as it is expected the Ambassador role will continue to evolve based on specific milestones and markers that will be further refined based on data collected through the continual review and monitoring of the program. Further, immediate priorities will continue as new priorities emerge, and initiatives related to eventual priorities may still be tested when implementing immediate priorities.

Core Area Ambassador Program: Year One Activities

The City of London and partners are actively addressing social and health issues, cleanliness, safety and security, economic development, and communication and coordination. There remains, however, more work to be done in these areas and Core Area Ambassadors would play a role in supporting these efforts in a hands-on and visible way. Other functions such as “on the sidewalk” customer service and short-term activations do not currently have dedicated City staff. Core Area Ambassadors would also take on these functions on as part of their role.

In the first year of operations, it is expected that Core Area Ambassadors will support efforts and initiatives in the Core Area as outlined in the table below. It should be noted that the activities will evolve as the needs of the Core Area change over the next 12 months. The Core Area Ambassadors’ efforts will augment and enhance what is being done, not duplicate it.

Table 1: Core Area Ambassador Year One Activities

Area of Focus	Year One Activities
Activation and Animation	<ul style="list-style-type: none"> • Informing individuals in the Core Area about activities or events • Being present and providing support during activities or events
Cleanliness	<ul style="list-style-type: none"> • Notifying City of London service areas of cleanliness issues that need to be addressed • Wiping or sanitizing high-touch surfaces
Communication and Coordination	<ul style="list-style-type: none"> • Being the “eyes and ears” in the Core Area • Identifying current issues or challenges and connecting with the appropriate City of London service area or program • Gathering data about what is happening in the Core Area to inform City programs and service provision
Customer Service	<ul style="list-style-type: none"> • Supporting individuals to find their way or navigate the Core Area and construction zones • Providing direction and information on parking and curbside pick-up locations
Social and Health Support	<ul style="list-style-type: none"> • Connecting marginalized individuals with the social and health services they need • Connecting individuals to the Coordinated Informed Response • Increase Capacity of the Coordinated Informed Response
Safety and Security	<ul style="list-style-type: none"> • Providing a visible presence in the Core Area • Providing safe escorts and promoting safety awareness • Reporting incidents and public disturbances to London Police Services • Patrolling the Core Area as a positive influence for safety • Reporting obvious by-law infractions and complaints
Economic and Community Development	<ul style="list-style-type: none"> • Building relationships with businesses and BIAs • Building relationships with residents, employees, and regular patrons of the Core Area • Providing information on recovery initiatives and programs • Connecting businesses and property owners to the Business Hub and financial incentive resources

Implementation Approach

The Core Area Ambassador Pilot Program will be run by the City of London. This will allow for maximum flexibility to adapt and evolve the program over the life cycle of the pilot. Managing the program internally will also allow for efficient and effective communications with other internal services. Further, it will provide an opportunity to establish hiring practices, processes, and partnerships that encourage individuals with lived experience to apply to the Core Area Ambassador position.

The Core Area Ambassador role is expected to include full-time and part-time positions. Full-time, temporary positions will provide additional support during the summer months. Core Area Ambassadors will wear branded uniforms that ensure they are easily identifiable. They will participate in a comprehensive orientation, training, and onboarding process. As part of the Safe Cities London Action Plan, all Core Area Ambassadors will be provided with bystander intervention training. This work will be undertaken with the newly formed Anti-Racism and Anti-Oppression Division to administer and evaluate training opportunities for Core Area Ambassadors. Hiring and training are expected to be complete in July of 2021.

The Core Area Ambassador Pilot Program is expected to be operational between the hours of 7:00 am and 11:00 pm. The specific operational hours will vary based on the day of the week, special events and the season. During the initial launch of the program, operational hours will be limited and will expand based on need, area of focus and available budget.

The program design has been discussed with both BIAs, who were supportive of the program and interested in the opportunity for collaboration and information-sharing. The BIAs indicated their members would appreciate having City staff interacting with businesses, fielding inquiries and offering an in-person point of contact. Further work will occur shortly to explore the BIAs role in the Ambassador orientation and ongoing coordination of their work and the work of BIA staff.

2.3 Dundas Place Update

Background

In November 2017, Council adopted the Dundas Place Management model and MainStreet London was engaged to provide management oversight of this model for 18 months through a Purchase of Service Agreement. In the 2018 budget process, Council approved additional funding for:

- The hiring of the Dundas Place Manager (through Mainstreet London as a pilot project)
- Increased standards of maintenance, security, and activation on Dundas Place
- The Dundas Place Field House

Mainstreet London subsequently hired the first Dundas Place Manager, who was involved in the final stages of construction and supported several events and dynamic activations. Events of local and national significance hosted in 2019, following completion of the first two blocks of Dundas Place, included the Junos, Jurassic Park (Toronto Raptors championship viewing), and Canada Day celebrations.

In December 2019, the ceremonial last brick was laid on Dundas Place, marking the end of major construction activities. As 2020 began, 38 events were either booked or being planned on Dundas Place. By March of 2020, all events were cancelled due to the COVID-19 pandemic.

The Summer of 2020 did see a renewed attempt to activate the space safely in the context of COVID-19. Dundas Place was closed to vehicle traffic at certain times over some weekends, local musicians were deployed for outdoor street performances, and extended patios and sidewalk sales were permitted. These actions were taken to support business recovery in the context of pandemic safety requirements.

The purchase of service contract with Mainstreet London concluded on December 31, 2020. Both parties mutually agreed that the pilot was beneficial and that there remained a need to continue to collaborate effectively to see Dundas Place reach its full potential as a great space. The work completed through the Mainstreet agreement will serve as a strong foundation for the future management of Dundas Place and the entire Core Area.

Dundas Place Animation and Activation 2021

While COVID-19 continues to impact the use of Dundas Place for many types of events and activations, staff have developed plans for 2021. More information can be found in Appendix C: Dundas Place Animation and Activation 2021.

The Dundas Place Manager role is now part of the City of London organizational structure and a staff member is filling this position on a permanent basis as of May 4, 2021. Staff from all Service Areas are working collaboratively to support the delivery of increased maintenance, security, and activation. The new Dundas Place Manager, who was previously acting in the role, will continue to work closely with businesses, residents and institutions on Dundas Place and beyond to ensure that when public health

restrictions allow, the street will be actively and safely animated. More information on the responsibility for Dundas Place management and other structural changes to provide clearer points of accountability for Core activities are discussed in subsequent sections of this report.

In collaboration with the BIA, this summer will focus on experimenting with many different forms of animations and activations on Dundas Place throughout the week and on weekends, including when the street may be closed to vehicle traffic. Many community partners - including Tourism London, London Arts Council, London Heritage Council, The Arts Project, Museum London, Fanshawe College, and the London Public Library - have been engaged to coordinate and deliver this programming.

Examples of the planned activations include live performances, movable street furniture, murals, street vendors, pop-up art shows, giant games, recreation classes, movie nights, and art/history tours. Some of the fixed elements on the street, such as seating and waste receptacles, may need to be moved or removed to make way for these more flexible activations.

The Dundas Place Field House is also currently in the final stages of completion with a target opening date of June 1, 2021. When open, the space will serve as the operations centre for Dundas Place and based on direction and funding from the LCRN, the space will also serve as a public washroom for anyone in need.

Temporary traffic changes will be in effect on Dundas Place between Ridout Street and Wellington Street, to help improve safety and mobility for all road users during this year's construction in the Core. This new traffic configuration is intended to improve safety for cyclists by decreasing the volume of motor vehicle cut-through traffic, creating a more pleasant experience for patios and other adjacent business uses as well. Vehicles can still access Dundas Place from Talbot, Richmond, and Clarence Streets to reach their destination. Through traffic will be directed to use York Street or Queens Avenue instead.

2.4 Summer Vulnerable Support Approach

Staff continue to provide an abundance of outreach services in the Core Area which includes an expanded Coordinated Informed Response team to provide increased presence and support. In addition to these expanded services, City staff are also actively seeking housing placement opportunities for Londoners experiencing homelessness. The type of housing varies from temporary or transitional, supportive, rent geared to income, partnership with tenants on a head lease program and through more traditional affordable housing placements.

In some cases, when the above housing option is not available, staff will look to leverage existing provincial, federal, or municipal housing allowances or rental subsidies to support a person secure a market rent unit. Of course, the rental market in London continues to see rising rental costs which often exhausts the capacity of rental subsidy programs quite quickly, specifically for those in the lowest income thresholds. Staff continue to rely heavily on Social Service agencies to provide wrap around housing supports both pre-placement and once an individual or family secures a unit. The effort of many expert agencies will be required to increase the successful housing placement of individuals currently staying in the shelter system or living unsheltered.

Lessons learned from the temporary Winter Response program operated by W.I.S.H. will be applied going forward to best support individuals in maintaining any housing placement they are successful in securing. Redirecting Community Homeless Prevention Initiative (CHPI) funding in 2020 and 2021 gradually from the traditional shelter system to a more robust housing with supports system aligns with the Council endorsed Housing Stability Action Plan and is showing early signs of effectiveness which will assist more individuals to become prepared for the pursuit of housing. The City of London Housing Stability Action Plan remains a guide which directs the priorities of the municipal housing system. The plan operates with a 'Housing First' philosophy

and a commitment to ensuring all Londoners have access to safe and affordable housing that meets their level of acuity and care needed.

Staff remain actively engaged in the construction of the first municipally led modular housing project which will see the development of 61 affordable units at 122 Baseline Road and are currently advancing development related activities on multiple other properties for the purpose of affordable housing.

2.5 Supports for Private Property Owners

The CAAP includes new resources to improve cleanliness of public property in the Core. It did not, however, entertain any enhanced supports for private property owners who are also experiencing an increased need to address graffiti and garbage on their sites, which are commonly raised as concerns to City staff.

On May 4, 2021 Council approved the implementation of the Recovery Grant Program in five community improvement project areas (Downtown, Old East Village, SoHo, Hamilton Road, and Lambeth). The Recovery Grant Program was previously approved by Municipal Council through the London Community Recovery Network – Idea for Action staff report in February 2021. Funding was also approved for the Old East Village and Hamilton Road BIAs for graffiti removal projects within their areas.

At this time, staff are also recommending the creation of a new pilot program called Project Clean Slate for the Summer of 2021 to help address the issue of loose trash and garbage on private property.

London, like most similarly sized municipalities, has a By-law addressing the upkeep of private property. The City's Yard and Lot Maintenance By-law is administered and enforced by Municipal Law Enforcement Officers (MLEOs). Using both reactive and proactive protocols, MLEOs address uncontained debris and rubbish on private property. The process includes the issuance of Orders, voluntary compliance and where necessary, cleanups undertaken by a publicly tendered contractor at the cost of the property owner. On an annual basis, between 2,500 and 3,000 complaints are investigated and between 500 and 750 enforcement actions are taken. Loose debris and garbage on a private property that has no other visible maintenance violations is not enforced by MLEOs.

To address the issue of trash and littering on private property, where no other Yard/Lot By-law occurrences are present, staff are proposing a pilot program Project Clean Slate, which would be implemented in partnership with the Old East Village and Downtown BIAs. A grant would be provided to the BIAs to hire up to seven individuals currently experiencing homelessness or with recent lived experience of being homeless, including those in Emergency Shelter, to pick up loose litter on private property in the Core.

This pilot initiative is proposed for a four-month period beginning by early June. The BIAs would partner with existing employment agencies to hire up to seven individuals to work approximately 20 hours each week at minimum wage. The BIAs would be responsible for promotion of this program, including obtaining permission from property owners to allow Project Clean Slate workers onto their property to pick up loose trash. Project Clean Slate workers will be trained in appropriate health and safety measures related to their duties, including the proper protocol for disposing of hypodermic needles. Similar programs have been piloted in many cities across North America, including Fort Worth TX, San Jose CA, Tacoma WA, Vancouver BC, and Denver CO.

Staff have positive working relationships with the BIAs on a variety of operational and programming matters and will monitor the success of this pilot program and provide advice and supports to them as needed. Staff will report back upon conclusion of Project Clean Slate and will determine at that time if the pilot program should be considered for continuation.

Project Clean Slate is not intended to replace the duties of MLEOs dealing with Yard/Lot By-law violations or the duties of City staff involved in solid waste collection and the

cleaning of public property; it is intended to complement existing private and public initiatives focusing on cleanliness and beautification in the Core Area, while providing a potential bridge to employment for individuals with lived experience of homelessness. The budget for this program will not exceed \$37,500. One-time savings from the pandemic-associated delay in hiring two new MLEOs as part of the Proactive Compliance Program as part of the CAAP can fund the pilot program. This program has been discussed with both BIAs and their feedback is incorporated in its design.

2.6 Core Communications and Engagement Efforts

Communications Plan

Many of the projects that have an impact in the Core Area have had an independent supporting communications strategy. As work continues in the Core Area, there is an opportunity to elevate communications and bring information related to every Core Area project together to provide a more holistic view of the progress being made overall. As well, there is an opportunity to enhance two-way communications with Core Area stakeholders to provide a clear and meaningful way to provide input and feedback related to Core Area projects underway. An integrated communications framework also provides opportunities to provide regular reports on progress, signal economic vibrancy, showcase homelessness prevention and safety initiatives and promote local arts and culture, as well as local businesses.

Communications tactics that are being used to support these efforts include the following:

- A comprehensive landing page on the City's website www.london.ca
- A focused page on the City's engagement site www.getinvolved.london.ca
- A monthly newsletter with content highlighting projects impacting the Core Area, as well as the people working on them
- Engagement through the virtual Our Core Area Forums that will bring together groups and people who have a shared interest in the success of the Core (minimum of two per year, or as needed depending on emerging issues)
- Ongoing media releases to highlight projects and initiatives and their outcomes
- Inclusion of content in the City's bi-weekly Our City e-newsletter
- Social media support, including the launch of a weekly Instagram takeover that allows for the promotion of local business

Most of these initiatives were launched in April 2021. The first Our Core Area Forum will take place virtually on May 13, 2021 at 8:00 a.m. to 9:30 a.m. and again at 6:00 p.m. to 7:30 p.m. The Forum includes brief presentations by City and London Police Service staff leading key projects and programs that have impacts in the Core. Presentations will be followed by an opportunity to ask questions for additional information. The sessions will be recorded and posted on the website after the event. It is anticipated there will be additional Forums on more specific topics in the weeks and months to come.

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.

Finally, staff are working to develop "quick reference cards" to distribute to both BIAs for their membership to use to simplify who to contact around active safety and security issues and clean up issues that do not require calling 911. Staff are exploring providing

these cards to City staff, contractors, not-for-profits, and other service providers working in the area so they can serve as additional “eyes on the street” should they observe issues that require rapid non-911 response. More information on that proposed program is provided later in this report.

Ongoing Staff-to-Staff Engagement

In order to ensure regular connections between senior City staff and the BIAs, two new working teams have been created:

- The Core Area Strategy Team includes the Executive Directors of both BIAs and the members of the City’s Core Area Steering Committee. This team is meeting monthly on strategic issues, gaps and opportunities in current programs and services and other topics.
- The Core Area Action Team is meeting weekly and includes staff from the City of London, as well as London Police Services and both BIAs. This is a tactical team focused on solving short-term issues quickly and collaboratively.

In addition, the Chair of the Core Area Steering Committee meets monthly with each BIA Executive Director and special meetings have been convened to focus on topics of particular interest as well.

2.7 Safety and Security Initiatives

Downtown Foot Patrol Project

The London Police Service (LPS) is an integral part of the Core Area Action Plan and safety and security efforts in the heart of the city. In addition to their emergency response services, several specialized efforts are also underway in the Core.

In response to increasing numbers of commercial break and enter and other property-related crimes, the LPS commenced an evidence-based project to reduce and prevent these crime types in the Core, including both the Downtown and Old East Village areas. While the foot patrols have been operating for some time, two new inter-related projects were added in February of 2021: Project Custos was designed to be a crime-deterrence project that had officers acting as guardians in hot spot commercial areas; and Project Blockade saw officers engaging with prolific offenders pro-actively in an attempt to connect them with services and reduce their criminal behaviour.

The LPS has provided an update on its programs in the Core, which is included as Appendix D: Downtown Foot Patrol Project – April 2021 Update. Highlights of their efforts and results for a reporting period from February 5, 2021 until April 11, 2021 include:

- A 38% decrease in thefts from motor vehicles compared to the same period in 2020
- Weekly property crime occurrences in 2021 to date are mostly lower than they were for the same period in 2020, with some weeks being about the same. The lowest weekly occurrence since the start of 2020 was observed in April 2021
- LPS Uniform Division patrol sections and Community Foot Patrol units spent 5,782 hours on Project Custos. 3,746 of those hours were exclusive to the Community Foot Patrol officers assigned to the project

LPS has also been offering Crime Prevention Through Environmental Design (CPTED) services free to any interested businesses or agencies in the Core. CPTED is a multi-disciplinary approach to crime prevention which enlists urban and architectural design interventions to reduce the likelihood and impact of criminal occurrences. During the reporting period, community police officers conducted 45 free CPTED evaluations for any interested business owners. Officers also met with all businesses who had been the victims of crime and encouraged their owners to work with LPS to complete a CPTED evaluation of their premises and operations free of charge.

While police officers from the Community Foot Patrol section and Patrol sections were proactively policing the Core to deter crime, they also engaged with vulnerable citizens exclusively for the purpose of connecting them with much-needed supports. These interactions were not designed to adversely impact already vulnerable communities. During these interactions, shelter beds, food, clothing, and other essential services were offered through various community partners. During the project period, LPS officers had 606 interactions with 248 unique individuals and responded to 154 mental health occurrences.

City of London Security Services also works in close partnership with London Police Service and other partners on several initiatives in the Core Area. The Downtown Camera Program was utilized on 383 occasions in 2020 related to incidents in the Core Area. This program provides for monitoring of the main streets and is a tool for police to respond and investigate observed incidents. In addition, security services supported London Police by monitoring and responding to 52 protests that impacted the Core Area. As part of the Core Area Informed Response, security services engaged with vulnerable individuals on 2,057 occasions during overnight hours to direct them to support services for shelter and food.

Crisis Outreach and Support Team (COAST)

The Crisis Outreach and Support Team (COAST) is a new community-led, police-supported initiative that is a partnership between London Police Services, the Canadian Mental Health Association and Elgin Middlesex, St. Joseph's Health Care London, and Middlesex London Paramedic Services.

The program pairs a COAST constable with a clinical partner who work together to ensure safety and provide support, guidance, counselling, assistance, and direction to persons who have experienced or are experiencing mental health crises. There are currently three COAST teams working in London at different times of the day, seven days each week.

LPS responds to 3,600 mental health crisis calls each year, over 750 of which result in apprehension. Each call takes on average over eight hours, including hospital wait times. COAST is meant to:

- Provide for the safety and security of the community, including the individual being supported, our health care community partners, and the community at large
- Support LPS first responders engaged in high-risk mental health crisis calls for service
- Prevent unnecessary apprehensions by providing alternative solutions
- Where apprehension must occur, improve the experience of the individual and the supports available to them appropriate to their mental health needs

The COAST model will partner mental health practitioners with specially trained police officers to attend calls for people in crisis, aiming to direct them to community-based healthcare. Arrest, though sometimes necessary, is expected to be a last resort.

"Eyes on the Street" – Creating a Safe London for Women and Girls

The City's 2019-2023 - Strategic Plan for the City of London specifically identified the need to ensure a Safe City for Women and Girls as one of its five Areas of Focus. Additionally, 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.'

To support this, Environment & Infrastructure had begun work with Strategy and Innovation, LPS and People Services to create training for its operational staff that would help them be better partners in addressing gender-based violence.

Leadership in Environment & Infrastructure had identified that staff could be a resource in these efforts due to the large number of staff working 24/7/365 throughout the City in identifiable fleet vehicles with ready access to radios, cell phones and dispatch services. The program was being designed to provide staff the skills to identify problematic behaviour towards women and girls and:

- Deepen our understanding of gender-based violence, including sexual violence in public spaces and the intersection of gender with other inequalities and oppressions (e.g., sexuality, gender identity, ethnicity, indigeneity, immigration status, disability, etc.)
- Create tailored bystander intervention training and learning outcomes that focus on the ability to recognize instances of sexual violence and harassment in public spaces and the form of intervention that is situationally appropriate and survivor-centred
- Take a survivor-centred and intersectional approach to identifying and reporting activities that are or appear as though they may become violent to LPS and other community agencies as appropriate

As discussions to design the program have begun, parallels to the safety and security concerns in the Core became apparent, suggesting the program could provide a multi-faceted approach to safety improvement by:

- Expanding the scope to include identifying and reporting other safety and security concerns to appropriate emergency services and other agencies
- Ensuring other Service Areas are involved in the design of the program so that it can be readily expanded to other municipal operations with a strong “eyes on the street” presence as part of their regular business
- Engaging other service providers and agencies with similar operational profiles in the program design so they could choose to implement similar programs in the future
- Creating some quick wins, like dashboard decals, that encourage City staff to contact emergency services, Coordinated Informed Response, London Cares and other supports if they see concerning situations

Note that this program is meant to be complementary to the work of the Ambassadors, particularly during the times when that program is not operating. It does not replace that work. The intent is to encourage staff, as they go about their regular operational work in the Core, to recognize situations that may require intervention and encourage them to report those situations to the right organizations promptly. The Safe City for Women and Girls Area of Focus and Safe Cities London Action Plan will still form the foundation of the program design; the intent is to augment efforts to reduce gender-based and sexual violence with more “eyes on the street” to also help prevent other problematic or criminal behaviour and connect vulnerable people to supports.

2.8 Other Core-Related Initiatives

London Community Recovery Network (LCRN)

On January 12, 2021, Council endorsed the implementation of 20 short term Ideas for Action identified by the London Community Recovery Network with an investment of more than \$1.8 million to support London’s immediate community recovery efforts. These ideas added to the 12 Ideas that were already underway in various service areas. In total, the City of London is leading 32 Ideas that will lay the foundation for a strong and inclusive recovery for the community.

Of these City-led Ideas, nearly half (15) include activities that directly relate to strengthening London’s Core Area. The remaining 17 Ideas will provide indirect support for London’s Core through city-wide initiatives or activities that seek to build community capacity to lay the foundations for community recovery.

Many of the LCRN Ideas focus on reducing the impacts of the pandemic on vulnerable Londoners, an approach which is well aligned with the CAAP. The City of London has acted quickly in recognition that many Londoners have and continue to face disproportionate effects from COVID-19. Initiatives to address the most basic needs of vulnerable Londoners are well underway. The winter response program has provided safe, warm, and accessible housing during a long winter. Efforts have been focussed on fast tracking affordable housing projects by leveraging federal funding through the Rapid Housing Initiative. Initiatives to enhance emergency food distribution have empowered the London Food Bank to deliver food to where people live. Finally, investments in supporting greater access to public toilets and sanitation will soon roll out ahead of the return of Summer.

Supporting local businesses has also been at the centre of London's coordinated recovery efforts and is a central theme in the City-led initiatives from the LCRN. The City of London has actively sought ways to reduce the permitting and process burdens on small businesses to support a strong recovery in the Core Area as well as across the City. For example, the City's Back to Business team has rolled out simpler, more streamlined processes for businesses to set up patios and facilitate curbside pickup and delivery options. This includes most recently a clear new process for merchants to set up sidewalk sales. Further, the City of London has invested in programming that will support façade and infrastructure improvements to ensure businesses can resume or expand operations when it is safe to do so. Finally, the City of London has committed to working with the community to deliver exceptional content and entertainment options to draw more Londoners downtown and to economic and cultural districts across the city.

More information on LCRN can be found in Appendix E: London Community Recovery Network Idea for Action. Separate reports on progress on the LCRN Ideas will be provided to Council in the future.

Back to Business (B2B)

To support London businesses during the COVID-19 pandemic, the City of London has established a Back to Business (B2B) action team and intake portal. B2B brings together City staff with responsibility for permitting, bylaw enforcement, parking, transportation, business relations, planning, and communications with a goal of expediting requests so that businesses can serve their customers safely as restrictions change in the city. B2B is a temporary initiative designed to provide rapid and flexible responses to business requests associated with operating during pandemic restrictions.

Since its launch on June 9, 2020, the B2B team has assisted with requests for space allowance for curbside pick-up and sidewalk customer queues, as well as temporary measures using public space for expanded outdoor patios and merchandise displays, including:

- Approval and waiving of fees for 90 patios on private property in coordination with expanded AGCO permissions, including support for continued winter operations
- Approval and waiving of fees for 17 patios on City property
- Implementation of 18 temporary pick-up/drop-off locations in the Core Area
- Creation of a streamlined process for permitting sidewalk sales on City property
- Coordination of the Core Area HONK Mobile 2-hour free parking that has provided over 50,000 transactions
- Nearly 5,000 B2B webpage visits since the B2B Action Team was formed

B2B is expected to continue its operations through the duration of the pandemic and post-pandemic recovery. Many of the efforts to simplify and expedite the approval of applications and requests are being incorporated into policies and bylaws as well, creating ongoing flexibility and support for business needs.

Appendix F: Back to Business Monitoring Report March 2021 provides more details on the efforts of this enterprise-wide team.

Supports for Business During Construction

Construction projects in the Core are being implemented to support ongoing growth and revitalization. Recognizing the unique Core environment and concentration of critical time-sensitive construction and infrastructure projects in this area, special attention and resources have been added to support businesses and the community during construction.

In 2018, at the start of the Dundas Place construction, a dedicated Downtown Projects and Business Relations Manager role was created to focus on the Core. This position leads and coordinates the project teams' efforts to work closely with impacted businesses by communicating in advance of construction and working together during projects to resolve issues. The Core Area Construction Coordination Committee (CAC3) also meets weekly and brings together staff from various Service Areas, London Transit Commission, external utilities and other agencies to coordinate public works, third-party work and private work associated with development. Reducing disruption for businesses and their customers is always their priority.

The City has also supported major construction projects in the Core with enhanced communication and opportunities for engagement. The Core Construction program that was created at this time supports Core Area businesses and residents with additional resources such as a construction tool kit, enhanced wayfinding signage, small events, and marketing campaigns, all using a consistent tagline, "Connecting Our Future." During Covid, the major Core Area projects have benefitted from additional virtual project meetings held in partnership with the BIAs and frequent project specific email updates distributed on a biweekly basis.

Additional business support has also been provided during the pandemic through funds allocated in the Core Area Action Plan. \$92,000 Core Area Construction Dollars were distributed in 2020 with more planned for 2021. Free municipal parking was provided throughout the Core. Additional parking wayfinding signs and bicycle parking locations were installed in the Old East Village. The City and BIAs will continue looking into different strategic advertising opportunities to promote coming to the Core.

Accessibility around construction projects is a key consideration for all City construction activities and is a special focus in the Core. Unique business wayfinding signage has been created to emphasize that access to businesses remains available and every effort is made to maintain accessible paths of travel and to respond to special accommodation requests. City staff work closely with LTC and emergency services to identify construction impacts and support communications and adaptations. Clear direction, including specific bicycle and pedestrian detour signage and routes have been posted in the Core and traffic signal timings are adjusted as necessary.

New construction specifications were developed to respond to unique core issues. The narrow width of the corridors combined with zero-setback buildings presents unique challenges. Innovative approaches to site separation, paths of travel and wayfinding, health and safety protocols and provision of security, where appropriate, are some of the responses that have been put in place.

3.0 Financial Impact/Considerations

Operating Budgets

Operating budgets associated with the CAAP have been reviewed for the first quarter of 2021 to ensure they will be fully spent or, where COVID-19 precludes full expenditures on some CAAP actions, they can be reallocated to other CAAP priorities on a one-time basis.

Table 2: Operating Budgets and Expenditures for 2021

Program	Budget	Expected Variance
Coordinated Informed Response (CIR)	\$1,651,709	
Create four-year Core Area Ambassador pilot program	\$825,000	
Expand case management approach for helping vulnerable populations	\$1,000,000	
Proactive Compliance Program	\$150,000	\$37,500
Establish, implement, and regularly monitor a higher clean standard for Core Area; Implement new pressure wash program for sidewalks and civic spaces; Implement safety audit recommendations on public property	\$850,000	\$100,000
Increase range and intensity of programming in Core Area; Activate spaces and places with bistro chairs and tables; Invest in Dundas Place	\$450,000	
Eliminate encroachment fees for patios, signage, and awnings in the Core Area through Core Area Community Improvement Plan	\$30,000	
Experiment with temporary free municipal parking	\$150,000	
Fund four-year Core Area "construction dollars" pilot program; Provide grants to implement safety audit recommendations on privately-owned property through Core Area Community Improvement Plan;	\$200,000	
Establish new Core Area garbage and recycling collection program	\$200,000	
Total	\$5,506,709	\$137,500

The expected one-time variance for Proactive Compliance Program is the result of approximately four months of hiring delay due to the significant impacts of COVID-19 on that area. Similarly, \$100,000 is available for one-time reallocation from “implement safety audit recommendations on public property” in 2021 due to safety audit schedule delays associated with COVID-19.

While the enhanced cleaning operations were expected to be approximately \$60,000 underspent in 2021 while resource planning and hiring occurred for that work, those funds were reallocated to enhanced solid waste collection at the start of 2021. This allowed the waste management pilot project to start sooner than scheduled to reduce the source of litter and debris on roads and sidewalks and better support business operations during the pandemic.

Spending on Dundas Place and other activation and programming efforts will be reviewed again once the current COVID-19 lockdown is lifted and the restrictions that replace it are better understood. At this time, no funds have been identified for reallocation to ensure they are available to support activities as pandemic restrictions on events and gatherings hopefully ease later this summer.

This report recommends reallocation of \$37,500 of the unspent operating funds to support Project Clean Slate. Further, it is recommended that Council provide delegated authority to staff to reallocate the remaining \$100,000 in one-time funding to other emergent opportunities that will arise in the Core prior to year-end. Examples of where these funds could be spent include:

- Additional cleaning activities as COVID-19 restrictions ease
- Training and supports for “Eyes on the Street” participants
- Additional “Construction Dollars” for small events, like “bike and shop” days
- Expansion of Project Clean Slate in terms of time, geography or number of people hired

The intent in seeking delegated authority is to allow the Core Area Steering Committee the ability to respond quickly to issues and opportunities that are aligned with the CAAP as changing pandemic impacts are expected to result in the need for quick action.

Capital Budgets

At this time, capital spending is anticipated to be on-track as per the approved budget; while some projects may take longer to deliver in their entireties due to the impacts of the pandemic, those funds would carry forward to 2022 to allow their completion at that time.

4.0 Key Issues and Considerations

4.1. Structural and Operational Alignment

Structural Alignment

The recent restructuring of the organization included the creation of a new work unit in Planning & Economic Development that brings together responsibility for several key functions in the Core, including Urban Regeneration, the Ambassador Program, and the Dundas Place Manager.

This new structure, shown below, also addresses three of the Ideas for Action from the London Community Recovery Network: 2.6 Appoint a Downtown Lead at City Hall, 2.7 Create a Business Concierge Service, and 2.8 Create a Core Area Champion at Senior Level.

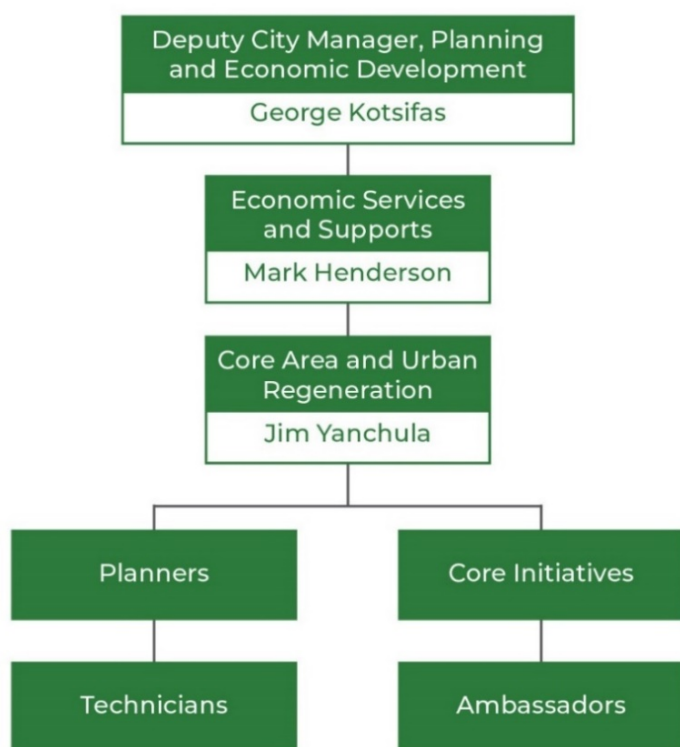


Figure 4: Core Area Organizational Structure

The Manager, Core Area and Urban Regeneration will serve as the administrative “point person” for Core Area matters. The Core Initiatives team will continue to work with residents, community partners and businesses on both short and long-term planning for the future of Dundas Place management. This includes policy and process development, events attraction and coordination, development of activation and animation programs, and oversight of daily maintenance. The Ambassadors would also be a part of this team.

The role of this new unit relative to that of the Core Area Steering Committee and its teams will be explored further over the Summer of 2021. In the interim, the CASC, its teams and all other accountability mechanisms described in this report will continue to be in place.

Core Area Steering Committee Changes

In late 2020, the Senior Leadership Team implemented an updated Terms of Reference for the Core Area Steering Committee (CASC) to provide increased role clarity internally and externally, reduce overlap and duplication, and improve communications with stakeholders on important projects and programs in the Core.

The Steering Committee includes the Deputy City Managers of Environment & Infrastructure, Planning & Economic Development, and Social & Health Development, as well as the Director of Strategic Communications and Government Relations. The updated CASC oversees three teams focused on coordinating on the major areas of work in the Core:

- The People Team delivers programs, projects and services aimed at achieving housing stability and other social supports for individuals and works to address safety and the perception of safety in the Core
- The Places Team delivers projects and services aimed at creating a cleaner, more welcoming physical environment in the Core with infrastructure to support all residents, businesses, and visitors
- The Economy Team delivers projects, services and events aimed at supporting businesses and increasing activity and awareness of all the Core has to offer

4.2. New Opportunities for Action

Through the external and internal discussions that have accompanied the development of this report, the desire for all levels of government to do more to address in the Core have been strongly articulated. Specifically, concerns have been expressed about the need to:

- Partner with the private and/or institutional sectors to enhance safety and security in the Core
- Collectively engage with higher levels of government for funding to address law enforcement needs, addictions and mental health treatment and support for businesses
- Engage Core residents in a meaningful way
- Measure the impacts of the various CAAP actions and other projects and programs via performance measures
- Expand “eyes on the street” by engaging with agencies and organizations that routinely work in the Core, such as utilities, contractors, and not-for-profits, in reporting problems to London Police Service, the City or other services for resolution

Some of these actions are already contemplated for further development in this report. Others require additional scoping by City staff prior to further progression. The Our Core Area Forums on May 13, 2021 are expected to identify other actionable gaps in current plans and staff will include those in future reports to Committee and Council.

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. 34% of the funded actions are complete, with 63% on track for completion as planned. Only two actions are currently listed as caution.

Highlights of recent efforts in the Core Area include:

- A refreshed Core Area Steering Committee is in place and has led the creation of three new Teams to address specific types of concerns and opportunities contained in the CAAP related to People, Places and Economy
- The Core Area Ambassador Pilot Program is ready to launch, focusing on fostering a welcoming and safe environment in the Core Area, contributing to a vibrant Core Area that is a destination for all, and providing supports to other programs and services
- Staff from all Service Areas are working collaboratively to support the delivery of increased maintenance, security, and activation on Dundas Place in 2021, planning for a variety of animations that can occur safely in the context of the pandemic
- New funding to support graffiti removal on private property has been made available for a new pilot program to support the removal of loose trash and garbage which is proposed in this report
- The first Our Core Area Forum will be held, and a new weekly action team meeting connects the BIAs with City and LPS staff to take rapid action on emerging issues and opportunities
- Downtown Foot Patrol has introduced two new projects to deter crime in the Core and April 2021 saw the best weekly property crime statistics since the start of 2020
- The Crisis Outreach and Support Team (COAST) launched, pairing a COAST constable with a clinical partner who work together to ensure safety and provide support, guidance, counselling, assistance, and direction to persons who have experienced or are experiencing mental health crises
- Back 2 Business continues to provide streamlined supports to businesses during the pandemic and is laying the foundation for permanent process changes where appropriate
- A new Our Core website has been launched to simplify the sharing of information and access to City services. Additional work is underway to maximize the use of the Service London Portal in this regard as well
- A new area focused on the Core is a key part of the new City organizational structure approved by Council on May 4, 2021

The COVID-19 pandemic, however, has exacerbated existing concerns and created additional challenges for vulnerable people throughout the City, further impacting businesses which must navigate changing levels of restrictions on their operations. These issues seem to be particularly prevalent in the Core and continued effort to address these concerns will be required from the City and its partners. This remains an enterprise-wide priority for staff and will continue to inform programs and policies in other areas of the city that also experience similar challenges, albeit generally less acutely.

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

George Kotsifas, Deputy City Manager, Planning & Economic Development

Kevin Dickins, Deputy City Manager, Social & Health Development

Attach:

Appendix A: Previous Reports Related to this Matter
Appendix B: Core Area Action Plan Implementation Status Update, May 2021
Appendix C: Dundas Place Animation and Activation 2021
Appendix D: Downtown Foot Patrol Project Update
Appendix E: London Community Recovery Network Idea for Action
Appendix F: Back to Business Monitoring Report March 2021

cc: Lynne Livingstone, City Manager
Anna Lisa Barbon, Deputy City Manager, Finance Supports
Scott Stafford, Transitional Leader, Parks and Forestry
Patti McKague, Director, Strategic Communications and Government Relations
Rosanna Wilcox, Director, Strategy and Innovation
Dave O'Brien, Director, Emergency Management and Security
Inspector D'Wayne Price, Patrol Operations, London Police Service
Sergeant Mark McGugan, London Police Service, COAST Unit Supervisor
Barbara Maly, Executive Director, Downtown London Business Improvement Area
Jen Pastorius, Executive Director, Old East Village Business Improvement Area

Appendix A

Previous Reports Related to this Matter

- April 20, 2021 - Community and Protective Services Committee - Coordinated Informed Response (CIR)
- April 20, 2021 - Community and Protective Services Committee - Update - City of London 2020-2021 Winter Response Program for Unsheltered Individuals and COVID 19 Response Extension
- April 20, 2021 - Community and Protective Services Committee - Update Homeless Prevention Funding Received in 2020 and COVID Response
- April 19, 2021 - Planning and Environment Committee - City of London Recovery Grant Program
- April 6, 2021 - Strategic Priorities and Policy Committee - London Community Recovery Network
- March 30, 2021- Civic Works Committee - 2021 Renew London Infrastructure Construction Program and 2020 Review
- March 30, 2021- Civic Works Committee - Investing in Canada Infrastructure Program (ICIP) Public Transit Stream: Approval of Transfer Payment Agreement
- March 30, 2021- Civic Works Committee - 2021 Cycling and Transportation Demand Management Upcoming Projects
- March 29, 2021 - Planning and Environment Committee - Old East Village Community Improvement Plans - Performance Measures and Indicators of Success
- March 29, 2021 - Planning and Environment Committee - Z-9300 - Temporary Outdoor Patio Expansion
- March 29, 2021 - Planning and Environment Committee - Affordable Housing Community Improvement Plan - Loan Agreements - Delegated Authority By-laws
- March 29, 2021 - Planning and Environment Committee - Downtown Community Improvement Plan - Performance Measures and Indicators of Success
- March 2, 2021 - Civic Works Committee - Temporary Bicycle Lanes on Dundas Place and Lower Parking Limits
- March 2, 2021 - Community and Protective Services Committee - Back to Business Bylaw Extension
- March 1, 2021 - Planning and Environment Committee - Core Area Community Improvement Plan
- February 9, 2021 - Civic Works Committee, Community and Protective Services Committee - London Community Recovery Network
- February 9, 2021 - Community and Protective Services Committee - LCRN Plans
- February 8, 2021 - Planning and Environment Committee, Corporate Services Committee - London Community Recovery Network
- January 18, 2021 - Planning and Environment Committee - State of the Downtown Report
- December 15, 2020 - Community and Protective Services Committee - Update on Urgent Transitional and Modular Supported Housing Development
- December 1, 2020 - Community and Protective Services Committee - Back to Business Bylaw Extension
- November 30, 2020 - Planning and Environment Committee - O-9208 Projected Major Transit Station Area Review
- November 16, 2020 - Planning and Environment Committee - Community Improvement Plans - Performance Measures and Indicators of Success
- October 19, 2020 - Planning and Environment Committee - Draft Core Area Community Improvement Plan
- October 19, 2020 - Planning and Environment Committee - Changes to the Residential Development Charges Grant Program for Downtown and Old East Village

- August 10, 2020 - Corporate Services Committee - Lorne Avenue Public School Redevelopment
- August 10, 2020 - Planning and Environment Committee - O-9208 Protected Major Transit Station Areas (PMTAs)
- July 15, 2020 - Community and Protective Services Committee - Transitional and Modular Housing Options
- July 14, 2020 - Strategic Priorities and Policy Committee - Core Area Action Plan - 2020 Progress Update
- July 14, 2020 - Civic Works Committee - Contract Award: Tender No. 20-87 Dundas Street Cycle Track
- July 14, 2020 - Civic Works Committee - Dundas Place – Thames Valley Parkway Active Transportation Connection Appointment of Consulting Engineer
- June 23, 2020 - Strategic Priorities and Policy Committee - Covid-19 Financial Impacts - Update
- June 22, 2020 - Planning and Environment Committee - City of London Boulevard Café Grant Program
- May 8, 2020 - Strategic Priorities and Policy Committee - Second Report from the Mayor's Economic and Social Impact and Recovery Task Forces
- April 28, 2020 - Strategic Priorities and Policy Committee - Covid-19 Financial Impacts and Additional Measures for Community Relief
- April 28, 2020 - Community and Protective Services Committee - Homeless Prevention COVID-19 Response and Funding Overview
- April 14, 2020 - Corporate Services Committee - Property Tax Deferral Options
- April 9, 2020 - Strategic Priorities and Policy Committee - First Report from the Mayor's Economic and Social Impact and Recovery Task Forces
- March 10, 2020 - Civic Works Committee - Cycling Master Plan Technical Amendments
- March 10, 2020 - Civic Works Committee - Area Speed Limit Implementation
- March 10, 2020 - Civic Works Committee - Contract Award: Tender No 20-16 Dundas Street Old East Village
- February 19, 2020 - Community and Protective Services Committee - Coordinated Informed Response Year-End Update
- February 18, 2020 - Planning and Environment Committee - Community Improvement Plan Loan Deferral in Downtown and Old East Village Due to Road Construction
- February 3, 2020 - Planning and Environment Committee - Victoria Park Area Secondary Plan Revised Secondary Plan and Draft Zoning - O8978/Z-9129
- January 7, 2020 - Civic Works Committee - Downtown Loop and Municipal Infrastructure Improvements Appointment of Consulting
- December 17, 2019 - Strategic Priorities and Policy Committee - Review of City Services for Potential Reductions and Elimination - Downtown and Industrial Lands Community Improvement Plans (CIPs)
- November 19, 2019 - Civic Works Committee - Dundas Street Thames Valley Parkway Active Transportation Connection
- October 28, 2019 - Strategic Priorities and Policy Committee - Core Area Action Plan
- October 8, 2019 - Community and Protective Services Committee - Core Area Informed Response and Resting Space - Update
- October 7, 2019 - Planning and Environment Committee - 185 Queens Avenue Parking Lot Redevelopment
- August 13, 2019 - Corporate Services Committee - 723 Lorne Avenue (former Lorne Avenue Public School site) Request for Proposals for Residential Infill - Status Update
- July 22, 2019 - Planning and Environment Committee - Downtown Up-lighting Grant Program

- June 17, 2019 - Planning and Environment Committee - Old East Village Dundas Street Corridor Secondary Plan
- June 17, 2019 - Planning and Environment Committee - Victoria Park Secondary Plan Draft for Circulation
- May 13, 2019 - Planning and Environment Committee - CIP Amendments for Program Measures
- April 29, 2019 - Planning and Environment Committee - Victoria Park Secondary Plan – Status Update and Draft Secondary Plan Principles – O-8978
- March 18, 2019 - Planning and Environment Committee - State of the Downtown Report
- March 14, 2019 - Civic Works Committee - London's Rapid Transit Initiative
- March 4, 2019 - Strategic Priorities and Policy Committee - Core Area Informed Response - Pilot Update Report
- February 20, 2019 - Civic Works Committee - Downtown OEV East – West Bikeway Corridor Evaluation
- February 19, 2019 - Planning and Environment Committee - Old East Village Dundas Street Corridor Secondary Plan (Draft for Circulation)
- September 17, 2018 - Strategic Priorities and Policy Committee - Core Area - Informed Response
- February 21, 2018 - Civic Works Committee - Dundas Place



Core Area Action Plan

Implementation Status Update
May 2021

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 May 10, 2021. 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		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 2021. 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. As of March 2021, Homeless Prevention has increased the CIR team by two Customer Service Representatives and two Access Coordinators.	
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 2021		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. Winter response supplemented the Core breakfast and hot lunch program. The breakfast program will be offered once the lock down is lifted in collaboration with Fanshawe Culinary and some faith-based groups.	
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.	




No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
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. 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. Staff have since initiated the program and anticipate implementation will be complete by year end.	The project start was delayed due to COVID-19 impacts and business closures. Target end date remains.
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
9	Install kindness meters to directly support core area social service agencies	Q4 2021		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.	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.
10	Stage police command vehicle in strategic locations	Q4 2020		The Community Command Vehicle (CCV) has been deployed 49 times, in strategic locations, since October 28, 2019.	







No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
11	Issue request for proposals on Queens Avenue parking lot	Q4 2020			<p>The procurement process was initiated with a two step process including a Request for Qualification that was nearing completion and with successful proponents invited to respond to the Request for Proposal which would include the provision of a letter of credit to confirm financial capacity and detailed plans which would require the proponent to incur costs to prepare & submit.</p> <p>As a result of COVID-19, Civic Administration cancelled the procurement process to try to balance the financial impact and risk to the City as well as to the proponents.</p>
12	Explore new ways to support Core Area property owners to dispose of found syringes	Q4 2023		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.	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	Q2 2020		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.	An enforcement blitz was not conducted due to COVID-19 and staff were not hired in 2020.
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. Brochures will be updated to identify the Core Area and highlight requirements to ensure an expedited approval process.	
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.	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
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. Two Uplighting Grants were issued at a total of \$27,000. The program will conclude after July 2021.	
17	Proactively recruit food trucks in dedicated area along Dundas Place	Q4 2023		Registered food trucks have been contacted and have been activated for past events like Jurassic Park. Additional work related to food trucks is occurring as part of the 2021 activation plan.	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		Initial identification of opportunities complete. The study identified opportunities to create new on-street parking spots through the reallocation of existing road space, while protecting existing on-street loading zones and necessary lanes of travel and considering necessary time restrictions. The review has informed the Back 2 Business implementation of temporary parking and pick up/drop off zones. Individual parking opportunities are being further reviewed to assess impacts on traffic and transit operations as well as public safety prior to permanent implementation. Implementation will occur with consultation internally and externally within existing budgets and through routine amendments to the Traffic and Parking By-Law.	
19	Establish permanent Coordinated Informed Response Program	Q2 2021		Full time initiative that has been approved in the Multi-Year Budget. Hiring and changes still in process.	
20	Establish more daytime resting spaces	Q4 2023		An additional 15 Day Resting spaces were added at the Men's Mission operationalized by London Cares.	The Target End Date has been updated to reflect that this is an on-going initiative.
21	Establish Core Area stabilization spaces	Q4 2021		Property had been purchased for a stabilization space, and Council has endorsed the repurposing of the land for permanent housing.	Implementation may be delayed based on availability of funding from the Ministry of Health. New Target End Date is Q4 2022.







No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
22	Create new housing units with supportive living arrangements	Q4 2023		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.	The Target End Date has been updated to reflect that this is an on-going initiative.
23	Expand case management approach for helping vulnerable populations	Q4 2023		A public Requests for Proposals process was completed to increase case management supports to include supports for individuals with low- to medium-acuity. 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.	
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		A consultant was hired in November 2020 to undertake a gap analysis and best practice research. A Research Report and Program Design Recommendations have been finalized in March 2021. Detailed program development will continue through spring 2021 with a potential program launch in summer 2021.	
26	Undertake Core Area safety audit	Q4 2021		A Request for Proposal for the safety audit will be released in May 2021 and the safety audit will commence once a consultant has been selected. The audit is anticipated to be complete by year end.	This project start has been delayed due to COVID-19 pandemic impacts. Target end date remains.
27	Establish new storefront space for foot patrol, By-law Enforcement Officers and public washrooms	Q4 2021		The Dundas Place Field House will be opening this spring. The new facility will include public washrooms that will be open every day of the year (funded through London Community Recovery Network). Two Municipal Law Enforcement Officers will have dedicated space along with the Dundas Place Manager and support staff. London Police Service Foot Patrol will be continuing to utilize their location in the Covent Garden Market until further notice. The Victoria Park Bandshell will also have public washrooms available (funded through the London Community Recovery Network).	







No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
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		Two dedicated Municipal Law Enforcement Officers have been recruited and will be proactively monitoring bylaw compliance in the Core.	Action has been renamed to 'Proactive Compliance Program' to better represent the intent of the program.
30	Develop and deliver safety training for business owners, employees and residents	Q4 2023		London Police Services have done at least 45 presentations/ training events that include Crime Prevention Through Environmental Design (CPTED) reviews and safety training to Core Area businesses in the last year. Corporate Security continues to maintain relationships with all stakeholders in the Core to address immediate needs.	COVID has presented difficulties with connecting with members of the community to provide this type of training. The Target End Date has been updated to reflect that this is an on-going initiative.
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 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)	
33	Proactive enforcement of Property Standards By-law	Q4 2023		Recruitment process is complete and start dates are set for May 17, 2021. Two dedicated Municipal Law Enforcement Officers will be proactively enforcing in the Core on an ongoing basis.	
34	Package Core Area patio, signage, licensing and other regular business processes	Q2 2021		Information packages continue to be completed through the Business Hub in Development and Compliance Services.	

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
35	Brand uniforms and equipment for all City staff providing service in the Core Area	Q4 2023		The first phase of branded uniforms and equipment will be implemented through the Core Area Ambassador Pilot Project with an anticipated launch in summer 2021. A plan for extending branding to all Service Areas with staff and equipment in the Core will be developed by the end of the year, and implementation will happen over time as new and replacement items are needed.	Dedicated staff were not hired in 2020 due to the COVID-19 pandemic. Additional work is required to define appropriate levels of branding within existing budgets. New branded uniforms and equipment will be implemented over time, as replacement equipment and uniforms are needed. The Target End Date has been updated to reflect that this is an on-going initiative.
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.	Establishment of dedicated Core Area operational resources is underway but has been constrained due to pandemic-related restrictions.
37	Implement new pressure wash program for sidewalks and civic spaces	Q4 2023		Service contract for pressure washing was established and implementation started in 2020.	
42	Fund four-year Core Area "construction dollars" pilot program	Q4 2023		The 2020 Construction Dollar program launched in June 2020. \$92,000 Construction Dollar certificates were distributed to the public to encourage shopping and dining at Core Area businesses during construction activities. \$55,350 (60%) was redeemed at local businesses. The 2021 Construction Dollars program has begun.	
43	Experiment with temporary free municipal parking	Q4 2023		From August 1 to December 31 2020, the City offered free 2-hour parking through the Back 2 Business initiatives for a total of \$107,000. The initiative is continuing in 2021 and \$65,000 has been applied between January 1 to April 30.	The intent of this program was to provide discounted parking in the area around construction sites. The program has had a large uptake due to COVID-19 short term parking demand and any budget deficit will be considered for funding as per the COVID19 recovery budget.

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
44	Increase range and intensity of programming in Core Area	Q4 2023		A Core Area Activation Coordinating Committee has formed that includes a range of community partners involved in activations and placemaking in the Core Area. The group is working toward a coordinated calendar of activations and placemaking for the summer of 2021. Opportunities for new types of collaborative projects among these partners are being explored.	
45	Activate spaces and places with bistro chairs and tables	Q4 2023		Flexible and movable furniture will be piloted this summer on Dundas Place, when appropriate. Working out of the Dundas Place Field House, staff will be experimenting with different locations and arrangements to find the best approach for this form of public space activation.	
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 will be included in core beautification in 2021. Additional horticultural displays are planned for 2021.	The Target End Date has been updated to reflect that this is an on-going initiative.
48	Engage Core Area businesses to lead, volunteer or fund initiatives	Q4 2023		Downtown London's Endurance Grant is an example of a business-funded initiative. As part of London Community Recovery Network, working with all BIAs to consolidate community-led initiatives. These will build on many existing programs and initiatives to focus on core and City wide recovery actions.	The Target End Date has been updated to reflect that this is an on-going initiative.
49	Explore partnership opportunities with educational institutions for immersive learning in Core Area	Q4 2023		City Studio projects related to the Core Area are currently underway.	
50	Establish new Core Area garbage and recycling collection program	Q4 2023		Several pilot projects are underway including night collection services for garbage pickup (e.g., to remove bags before they are ripped); night packer parking storage area at EROC (until December 31, 2021), and the use of large communal garbage rollout carts on Dundas Place. Recycling services are being examined. New Provincial recycling regulations are expected shortly and will identify roles and responsibilities for future recycling initiatives and how this may impact the Core Area (e.g., what will be paid by industry and what will not).	

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
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		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 Street. The Local Planning Appeal Tribunal (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 dismissed on July 3, 2020, so the facility is now permitted from a land use perspective.	
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. A Request for Proposal will be issued in May 2021 for a Core Area Safety Audit. Once the audit is complete, Safety Audit Grants will be available to property owners for identified eligible improvements.	
55	Implement safety audit recommendations on public property	Q4 2023		A Request for Proposal will be issued in May 2021 and the safety audit will commence once a consultant has been selected. Once the audit is complete, recommended safety improvements to public property will begin.	
56	Implement Core Area digital solutions	Q4 2022		The Corporation continues to evaluate digital solutions that may support the Core Area Action Plan.	
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		Continue to engage with other service managers across Housing/Social Services and Homeless Prevention.	
59	Explore opportunities to partner with agencies to provide a Core Area Resource Centre	Q4 2023		Requires more internal conversations before partnering. Temporary daytime resource spaces were operationalized as part of a Winter Response at Talbot Street Church and Hamilton Road Senior's Centre	
61	Explore opportunities for additional public washrooms	Q4 2023		Starting this spring, public washrooms will be available 365 days a year in the Dundas Place Field House and the Victoria Park Bandshell. This is funded through the London Community Recovery Network for a 2-year period.	
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.	
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.	
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 temporary surface parking in the downtown are evaluated based on the City's applicable policies and guidelines. This direction is intended to be implemented gradually by discontinuing permissions in areas where parking utilization is low.	
66	Continue to enhance transit service to the Core Area	Q4 2023		Construction of the Downtown Loop for the Rapid Transit System commenced in April 2021. Design and property acquisition is progressing for the East London Link and Wellington Gateway.	
67	Continue to improve cycling infrastructure in the Core Area	Q4 2023		Construction of capital projects well underway including 2020 completion of Dundas Street protected cycle lanes, 2021 extension of the Colborne cycle track and an improved connection between the Thames Valley Parkway and Dundas Place.	
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		"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.	
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.	

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
71	Invest in Dundas Place	Q4 2023			<p>Plans to invest in Dundas Place have been heavily impacted by COVID-19 and the delayed completion of the Dundas Place Field House. With the opening of the Field House this spring and a better understanding of the parameters imposed by the pandemic, plans are underway to invest in the animation and activation of Dundas Place. This will include a regular program of safe activities for a diverse range of individuals.</p>

Dundas Place

Animation and Activation

2021

All COVID-19 safety protocols will be strictly followed.

Activation Strategy

Who: Dundas Place staff, businesses, institutions, community partners

What: intentionally filling strategic spaces with prosocial activations (see list)

Where: targeted locations on each block (see map)

When: something happening every day with increased activity on weekends

Why: give people reasons to come, create a pleasant and dynamic social environment, increase foot traffic



Activation Strategy

How: Operating out of the Dundas Place Field House (179 Dundas St.), Building Attendants and Community Animators will use large wagons to move tables, chairs, games, tents, audio equipment, and signage to specific locations along the sidewalks and in Market Lane. They will facilitate activations which may involve setting up equipment, cleaning the site, communicating with businesses, disinfecting equipment, providing information, inviting participation, and enforcing safety rules.

Activation Types



- Performance
 - Music, dance, theatre, poetry, movies



- Visual
 - Murals, posters, banners, sculpture



- Sales and Vendors
 - Retail, art, crafts, community



- Moveable Furniture



- Games
 - Chess, checkers, Ping pong, Jenga, corn hole



- Classes
 - Dance, yoga, Thai Chi, art



- Tours
 - Public Art, Heritage

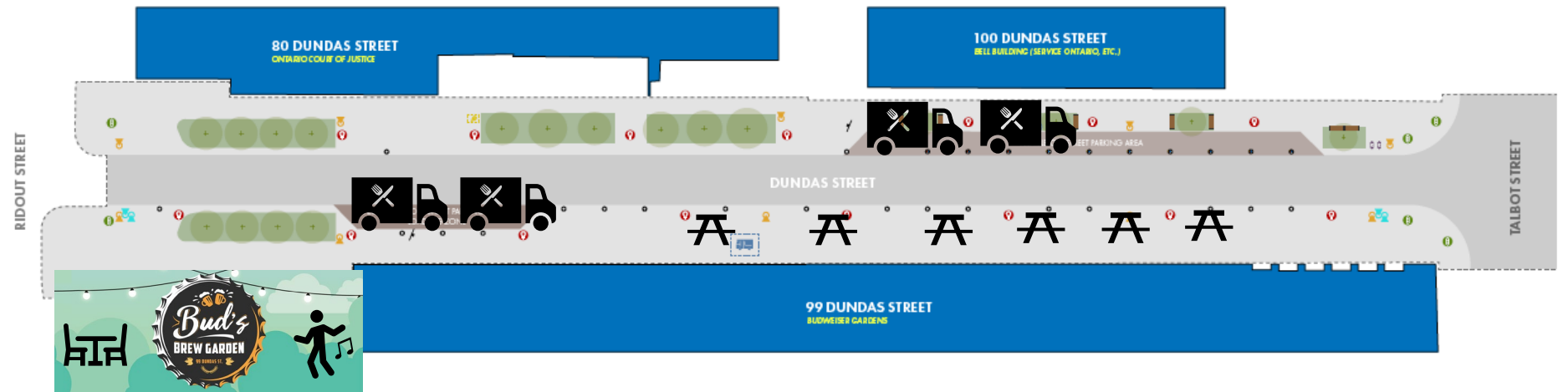


- Recreation
 - Walking groups, running groups



Activation Locations

DUNDAS PLACE BLOCK 1

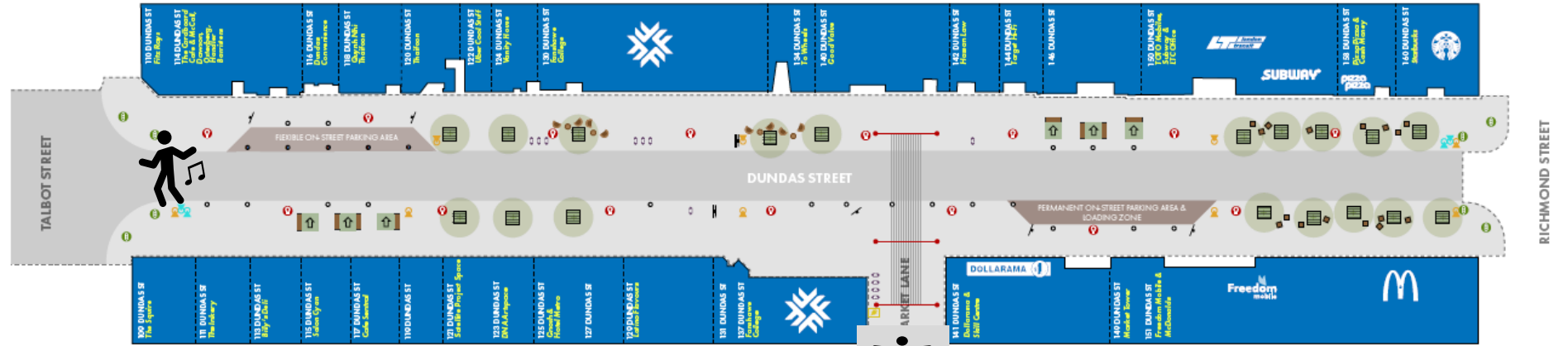


Block 1 Activation

- Only block where food trucks are permitted when street is open.
- Bud Gardens will be operating Beer Garden Friday and Saturday nights June - October
- Tables and other forms of seating added

Activation Locations

DUNDAS PLACE BLOCK 2



LEGEND

- | | | |
|-----------------------|-------------------|--|
| Trash Receptacle | Precast Cube Seat | Removable Bollard |
| Recycling Receptacle | Signage | Removable Bollard - Base Only with Cap |
| Pedestrian Light Pole | Bike Rack | Gray Water Disposal |
| Traffic Light Pole | Tree Grate | Gray Water Hookup |
| Bench | Fixed Planter | Event Electrical Supply Pedestal |
| Special Seating | Movable Planter | Market Lane Light Canopy |



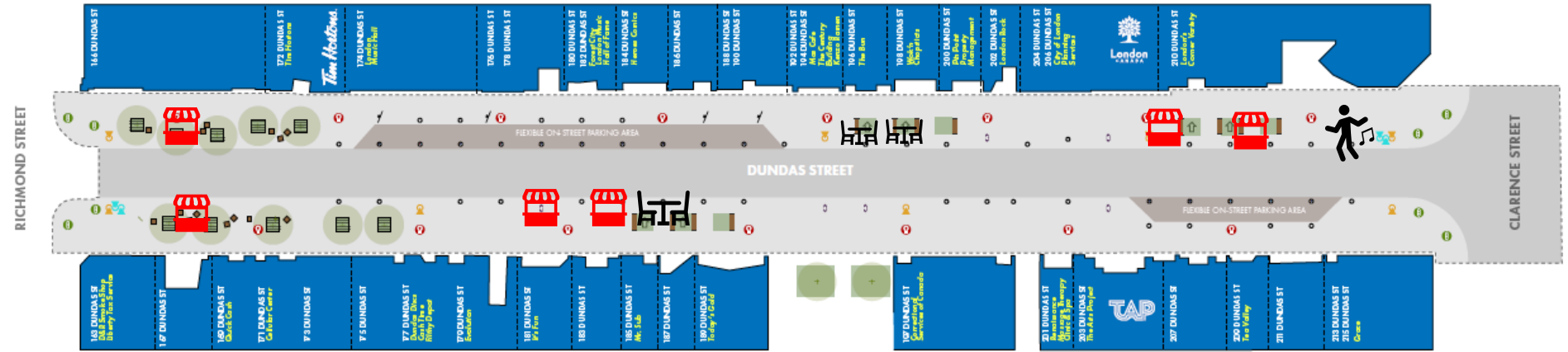
Block 2 Activations

- Cluster of patios at Talbot program their own music
- Market Lane will be optimized with regular programming in partnership with Fanshawe College, London Arts Council, The Arts Project, and other partners.
- Market Lane could be designated a “Dining District” for visitors to bring food and drink from downtown businesses to consume.
- Vendors could be located on the street or in Market Lane.
- Discussions with businesses about organizing street markets on this block are underway. (i.e., monthly antique market)



Activation Locations

DUNDAS PLACE BLOCK 3



LEGEND

- Trash Receptical
- Recycling Receptical
- Position Light Pole
- Traffic Light Pole
- Bench
- Special Seating
- Pebble Seat
- Precast Cube Seat
- Signage
- Bike Rack
- Tree Grate
- Flood Planter
- Movable Planter
- Removable Boltard
- Removable Boltard - Base Only with Cap
- Grey Water Disposal
- Grey Water Hookup
- Event Electrical Supply Pedestal
- Market Lane Light Canopy



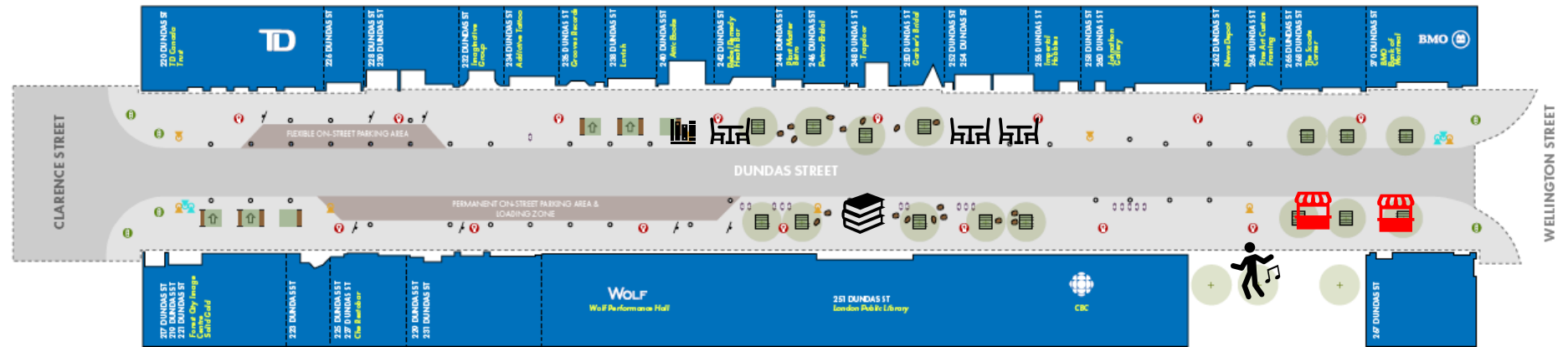
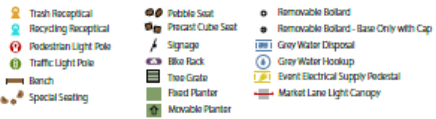
Block 3 Activations

- Support patio with live music on weekends
- Support take out restaurants with moveable street furniture
- Pop-up art shows on street and other arts programming with The Arts Project
- With Field House located on block, games can easily be set up with staff near by
- Moveable furniture will serve as short rest stops for people in need

Activation Locations

DUNDAS PLACE BLOCK 4

LEGEND



Block 4 Activations

- Heavily Library focused
- Support patios with live music on weekends
- Moveable furniture for take out restaurants
- Sidewalk sales
- Vendors near Wellington

Appendix D

Downtown Foot Patrol Project—Update

Background

[1] In response to increasing numbers of commercial break and enter and other property related crimes¹, the London Police Service commenced an evidence-based project to reduce and prevent these crime types in the city’s downtown core and Old East Village (OEV).

[2] This report is meant to provide a current progress report on crime reduction trends (outcomes) and measurable statistics (outputs)² that have been achieved. The statistics are a reflection of two projects that were designed to work in unison to achieve our objective. The first project asked officers to focus on hot spots where selected crime types were prevalent. The premise behind this approach was to deter crime by acting as guardians for business owners who have been negatively impacted by the increase in crime in the hot spot areas. The hot spot project was dubbed *Custos*, and has been operating since February 5, 2021.

[3] The second project, named *Blockade*, was geared toward targeting prolific offenders. This project identified the “power few” individuals responsible for the majority of the commercial break and enter occurrences and other property related crimes. Officers sought out and engaged these individuals on a routine basis to encourage them to desist their criminal lifestyle. For those who responded positively to offers of help, officers provided resources to assist them in succeeding. For those who did not accept police help, officers focused on deterring them from further crime.

[4] The cumulative effect of both projects, operating in tandem, has cultivated success in overall crime reduction. The following report will provide the reader with the most up to date crime trends, outputs and resources allocated to successfully operate both of these projects.

Crime Trends

[5] This section of the report will concentrate on the crime trends for the project period commencing February 5, 2021 until April 11, 2021.³ Some of the major crime trend findings included the following:

- a. Comparing the project period this year to the same time period last year, there was a 23% decrease in commercial break and enter occurrences;

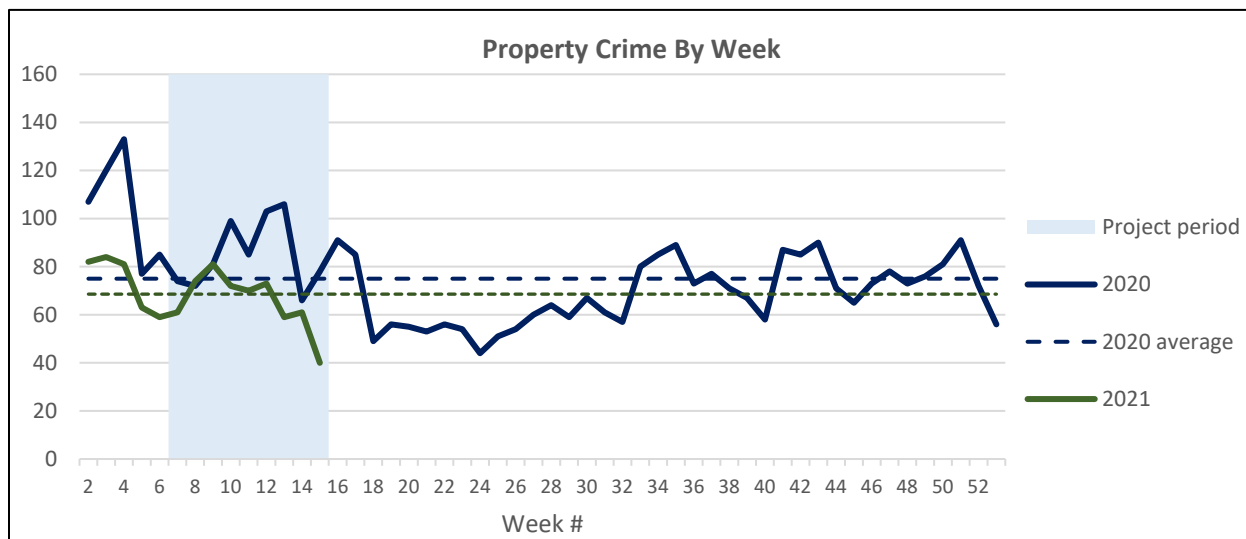
¹ **Crimes that were tracked and analyzed included:** Residential and commercial break and enters; auto theft; mischief; arson; theft from motor vehicles and theft occurrences.

² **Outputs:** these include traditional and non-traditional metrics, including the number of arrests; occurrences generated/attended;

³ The numbers past this period are not yet available, nor analyzed.

- b. Comparing the project period this year, to the same time period last year, there was a 38% decrease in thefts from motor vehicles;
- c. Overall, as of April 11, 2021, property crime occurrences have been at the lowest weekly incident rate observed in all of 2020 and 2021; and
- d. Since the inception of our projects, we can conclude that a true benefit has been achieved and not a “benefit illusion.” This is because when the treatment was applied, the crime volume was above the mean. Since then, we have witnessed an overall reduction in crime well below the mean. This is a true benefit that has persisted for several weeks.⁴

Table 1



(Table 1 illustrates the overall property crime occurrences in our hot spots by week. The blue line is for the year 2020, the green line is for the year 2021. The light blue shaded area on the graph is the period in which project Custos has been operating)

[6] Since the advent of the Covid-19 pandemic, a multitude of variables may be responsible for crime patterns emerging in various parts of the city of London, including in the downtown core and OEV. For this reason, it is important not only to compare our current crime trends to the previous year under pandemic circumstances, but also to pre-pandemic circumstances to achieve a better understanding about what is transpiring. The following **Table 2** depicts those numbers.

⁴ **Source:** All major findings stem from a Crime Analysis Unit report for downtown crime trends. Provided by Sarah Harmer.

Table 2⁵

Weekly mean targeted property crime (TFMVs, commercial B&Es, and mischief) counts for downtown and OEV		
2019	2020	2021 (YTD)
38	43	38

[7] Given the pandemic continuing, with sporadic lockdowns throughout 2020 and 2021, one would expect that 2021 numbers might be on pace or higher than 2020. With the implementation of our planned treatment to minimize crime, we see a regression to pre-pandemic occurrence levels.

Project Outputs

[8] Aside from the reduction in crime rate for our designated crime types, several other outputs were measured during the projects. This section of the report will reveal the project outputs as measured by several factors which include arrests, hours spent on the project, CPTED (*Crime Prevention Through Environmental Design*) evaluations, mental health occurrences, and other social services offered to individuals encountered in the downtown and OEV.

Arrests and charges laid

[9] Exclusive to Project *Custos*, several individuals have been arrested and charged with a variety of offences. These charges range from break and enter, theft from motor vehicle, wanted individuals, robberies and other crime types. Several times, officers found themselves in a position to respond to break and enters that were in progress, making arrests while the suspect(s) were still inside the business or motor vehicle they had broken into. This is a direct result of hot spot policing because the officers are saturating those areas where criminals have targeted the most.

⁵ **Table 2:** Focuses on Commercial Break and Enter, Theft from motor vehicle and mischief numbers. In order to keep consistent (comparing apples to apples) thefts were removed due to the fact that shops open in 2019 but were closed during most of 2020 and 2021. If included, the number of thefts would skew the results. Also, the numbers represent average crimes per week.

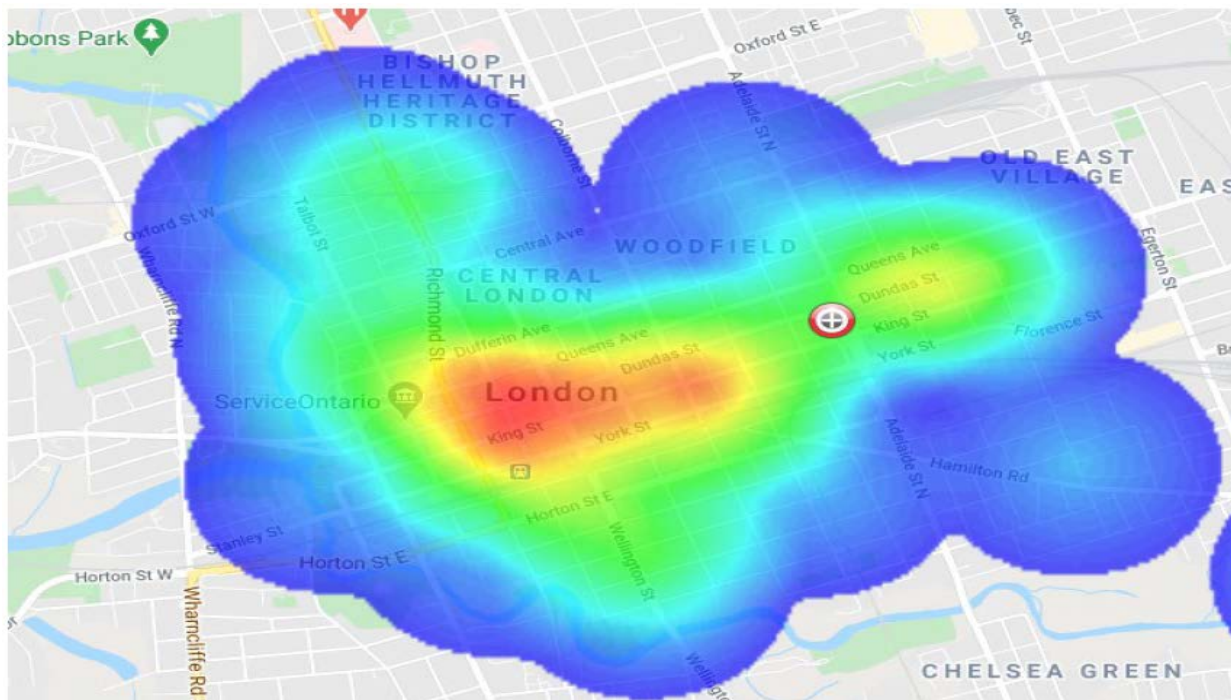
Table 3

<i>CHARGES AND ARRESTS—PROJECT CUSTOS</i>		
Arrested but no charges laid	Arrested and charges laid	No arrest but charges laid
5	80⁶	9

Officer time spent on the project

[10] In total, members of the London Police Service Uniform Division patrol sections and Community Foot Patrol units spent **5782 hours on Project Custos**. 3746 of those hours were exclusive to the Community Foot Patrol officers assigned to the project. These hours were, for the most part, expressly dedicated to the downtown core and OEV. However, officers were instructed to spend their time in hot spots and not randomly walking in areas not prone to crime. The below map, **Illustration #1**, was an effective tool in communicating with officers where their time should be spent, based on the best available evidence.

Illustration #1



⁶ 80 arrests/charges also included arrests of wanted persons encountered by police.

(Illustration #1 reveals relevant hot spots officers visit. This map is current as of April 11, 2021)

Crime Prevention through Environmental Design (CPTED)

[11] As part of our efforts to prevent crime, community police officers leveraged CPTED strategies to “target harden” businesses most susceptible to victimization. CPTED was offered unconditionally to all of our community partners and businesses in the downtown core and OEV. CPTED is a multi-disciplinary approach to crime prevention which manipulates the urban and architectural designs found in the natural environment to help reduce victimization.

[12] During the project period, community police officers conducted **45 CPTED evaluations**, all free of charge, for those business owners who took up the offer. Also, officers attended all victimized locations proactively and solicited owners to accept free CPTED recommendations to prevent future victimization.

Mental Health and citizen engagement⁷

[13] While police officers from the Community Foot Patrol section and Patrol sections were proactively policing the downtown core and OEV, they were asked to engage vulnerable citizens exclusively for the purpose of providing much needed supports. London Police Service reached out to our community partners to aid in this assistance. These interactions were positive in nature, and not designed to *over police* already vulnerable communities. During these interactions, shelter beds, food, clothing and other essential services were offered.

[14] During the project period, there were **606 interactions⁸ with 248 unique individuals**. 212 times, the individual declined assistance. 40 times, services from our community partners were unavailable. 32 times, services were accepted and provided (i.e. meals, blankets, clothing, bed, or warming space time).

[15] Mental health concerns continue to be a problem in the downtown and OEV. During the course of the project, there were **154 mental health occurrences**, of various types, that police responded to.

⁷ **Source:** Crime Analysis Unit. Numbers provided by Sarah Harmer.

⁸ The 606 interactions include those individuals who committed crimes and were arrested, or were otherwise dealt with by police in the downtown core and OEV.

Conclusion

[16] This report is meant to inform the current progress made by the London Police Service in addressing the increase in property related crimes, including commercial break and enters, in the downtown core and OEV. The focused crime reduction strategies implemented in both Project *Custos* and *Blockade* have been successful, and will continue, with no defined end date.

[17] The Covid-19 pandemic has changed the nature of social interactions and economic activity in the highest victimized regions of our city. Due to the nature of these changes, businesses are susceptible to continued victimization. The London Police Service is committed to utilizing evidence-based and problem-oriented strategies to prevent, and ultimately reduce, concerning crime trends wherever they are identified in our city.

Submitted by:

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Reviewed by:

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Appendix E

London Community Recovery Network Idea for Action

LCRN Idea for Action	Status
Sidewalk Sales	Completed
Employer One Survey	Completed
Support for a National Child Care Framework* (also under advocacy)	Completed
Restaurant Patios	In Progress
London Getaway Packages	In Progress
Bike and Scooter Share	In Progress
Emergency Shelter Programs	In Progress
Emergency Food Distribution	In Progress
Urgent Housing for Vulnerable Londoners	In Progress
Fast-tracking the creation of core area housing in London using innovation.	In Progress
REVIVE: Live Concert Series program	In Progress
Develop a more strategic approach to events, activations and placemaking.	In Progress
Christmas (Holiday) Market	In Discussions
A Break in the Clouds	In Progress
Buying Local	In Progress
Instagram takeovers in support of local business	In Progress
Focus on actions that get people moving around the core	In Progress
Downtown Recovery - free transit access to the downtown strengthening our downtown as a community hub	In Progress
Increase Grant funding/Building code for façade upgrades for existing Façade and Upgrade to Building Code programs for a discrete period of time.	In Progress
Appoint a downtown lead at City Hall	In Progress
Create a Business Concierge service	In Progress
Create a Core Area champion at Senior Level	In Progress
Create an integrated economic development blueprint	In Discussions
Self Employment Exploration Training for Unemployed	In Progress
Group buying to lower costs of PPE	In Progress
Creating a Government funding Data Bank with other Post-Secondary Institutions.	In Progress
Provide better market data to attract new business	In Progress
Increase Focus on Addressing Food Insecurity	In Progress
Public toilets and sanitation	In Progress
Community/business use of municipal parking lots	In Discussions
Outdoor Concerts	In Progress
Interactive Distanced Festivals and Events	In Progress
London Mural and Art Walk	In Progress
Develop an app with Augmented Reality to organize self-directed scavenger hunts	In Progress

Appendix F
Back 2 Business Monitoring Report
March 2021
(since June 8, 2020)

Totals cumulative; current as of April 14, 2021					
Patio Applications & Inquiries	31-Jul-20	30-Sep-20	30-Nov-20	31-Jan-21	31-Mar-21
On Private Property	80	80	80	82	90
On City Property	18	27	27	27	28
Total Patio Expansion Requests	98	107	107	109	118
Patio Approvals	31-Jul-20	30-Sep-20	30-Nov-20	31-Jan-21	31-Mar-21
On Private Property	75	77	77	79	90
On City Property	10	17	17	17	17
Total Patio Expansion Approvals	85	94	94	96	107
Average processing time for patio (new and expansion) approvals is less than two days; fees are waived					
B2B Email Activity	31-Jul-20	30-Sep-20	30-Nov-20	31-Jan-21	31-Mar-21
Reopening Questions					
Apartment/Condo Communal Area Reopening Questions	2	2	0	0	0
Looking for Confirmation if Business can reopen/continue to operate	21	0	1	9	4
Guideline and Restriction Clarifications	9	13	0	0	1
Place of Worship Reopening Questions	2	0	0	0	0
Business/Patios looking for info on Reopening Services offered by City	3	5	5	3	20
Total B2B Reopening Emails	37	20	6	12	25
Complaints	31-Jul-20	30-Sep-20	30-Nov-20	31-Jan-21	31-Mar-21
Concerned Resident Call/Complaint	7	10	1	0	0
Patio Expansion Noise Complaint	1	1	0	0	0
Patio Expansion Complaint	1	1	0	0	0
Richmond Row Shared Space Complaint	7	7	0	0	0
Total B2B Complaint Emails	16	19	1	0	0
Other B2B Email Requests	31-Jul-20	30-Sep-20	30-Nov-20	31-Jan-21	31-Mar-21
General Inquiry	8	14	5	0	1
Total B2B General Inquiry Emails	8	14	5	0	1
B2B Website Visits	31-Jul-20	30-Sep-20	30-Nov-20	31-Jan-21	31-Mar-21
Per period	574	901	436	609	637
Total B2B Website Visits	574	1,475	2,496	3,781	4,962
Temporary Right-of-Way Adaptations	31-Jul-20	30-Sep-20	30-Nov-20	31-Jan-21	31-Mar-21
Temporary Lane Conversions for Social Distancing	4	5	1	1	1
Temporary New Pickup/Loading Zones	4	4	5	5	13
Temporary New Free Parking Locations	3	3	0	0	0
Total ROW Adaptations	11	12	6	6	14
2h Free Parking [B2B20 Promo via HONK] - July 9 - March 31	31-Jul-20	30-Sep-20	30-Nov-20	31-Jan-21	31-Mar-21
Onstreet Monthly Revenue	\$2,894.38	\$11,022.71	\$17,041.24	\$7,990.69	\$20,037.64
Municipal Lot Monthly Revenue	\$999.25	\$2,996.25	\$9,383.00	\$5,871.00	\$13,444.00
Total Cumulative Revenue	\$3,893.63	\$27,908.46	\$76,485.06	\$13,861.69	\$64,888.81
Core Area Construction Dollars - Program Launched August 1, 2020	31-Jul-20	30-Sep-20	30-Nov-20	31-Jan-21	31-Mar-21
OEV-Distributed \$41,000 Redeemed	0	\$3,290	\$25,315	0	0
Downtown-Distributed \$51,000 Redeemed	0	\$1,270	\$17,210	0	0
Total Distributed \$92,000	Total Redeemed	0	\$4,560	\$42,525	\$55,350

Revenues shown for 2 hour free parking are cumulative, 2021 revenue was reset on January 1, 2021