

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

From: George Kotsifas, Deputy City Manager, Planning & Economic Development

Subject: Strategy to Reduce Core Area Vacancy

Date: November 30, 2021

Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, the following actions be taken with respect to a proposed strategy that sets out potential tools that may assist in reducing core area land and building vacancy:

- a) The staff report dated November 30, 2021 entitled Terms of Reference to Address the Council Resolution from July 6, 2021 **BE RECEIVED**;
- b) The Terms of Reference described in this report and attached hereto as Appendix A: Terms of Reference: Scope of Work to Address the Council Resolution from July 6, 2021 **BE APPROVED**;
- c) The integration of the work to address the Council Resolution from May 25, 2021 with respect to parking in the core into this Terms of Reference **BE APPROVED**;
- d) That Civic Administration **BE DIRECTED** to work with the LEDC to develop a business case for consideration from the \$10 Million funding previously authorized to be contributed to the Economic Development Reserve Fund to support social and economic recovery measures; and,
- e) Civic Administration **BE DIRECTED** to move forward with the Implementation Plan described in this report.

Executive Summary

A vibrant core area is one where people live, work, and play. Core area land and building vacancy is connected to the health of the core area. Occupancy is essential for a strong, vibrant, and welcoming core area; it brings foot traffic to streets, riders to public transit, diners to restaurants, shoppers to retail corridors and office workers to high rises.

The COVID-19 pandemic has had negative impact on core area vacancy in cities across Canada. London is no exception. London's office vacancy rate is currently hovering around 20%, a 23% year-over-year increase in comparison to 2020. The long-term outlook for commercial real estate is particularly uncertain as tenants consider new and emerging business models.

Municipal Council at its meeting held on July 6, 2021 resolved: That the Civic Administration be directed to report back on a proposed strategy that sets out potential tools that may assist in reducing core area land and building vacancy, including but not limited to:

- a) a review of existing incentive programs and any recommended changes to them;
- b) a review of existing planning processes / permissions and any recommended changes that would allow for the conversion of vacant commercial/industrial land/space into residential, including affordable housing;
- c) an assessment of the related strategies in Our Move Forward – London's Downtown Plan, and the Downtown Parking Strategy for any recommended updates or changes;

- d) any recommendations that build on the Core Area Action Plan to support increased safety and security of person and property in the core area; and,
- e) an assessment of how a new strategy could be integrated with the work of the London Community Recovery Network (4.2/10/SPCC) (2021-D19/S08)

At its meeting on May 25, 2021, City Council also directed Civic Administration to:

Report back to a Strategic Priorities and Policy Committee meeting to be held in the 2nd Quarter of 2022 on the status of the geographic distribution of parking demand, parking revenue and any recommended modifications or alternatives to the Core Area Action Plan #11; it being noted that future structure parking opportunities will also be explored.

The information that will be gathered and analyzed in response to the July 6, 2021 resolution will allow for a more detailed, quantitative and meaningful response to the May 25, 2021 resolution. The information will also be used to complement the City's Housing Stability for All Plan by identifying affordable housing opportunities.

This report provides an overview of the approach to be taken by Civic Administration to address both Council Resolutions.

Linkage to the Corporate Strategic Plan

Council and staff continue to recognize the importance of actions to support the Core Area. 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 work described in this report.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- May 18, 2021 – Strategic Priorities and Policy Committee – Comprehensive Report on Core Area Initiatives

2.0 Discussion and Considerations

2.1 Background and Context

On July 6, 2021, Municipal Council directed Civic Administration to report back on a proposed strategy that sets out potential tools that may assist in reducing core area land and building vacancy. This Terms of Reference outlines how that work will be completed.

The following process was used to develop the Terms of Reference:

- **Stage 1: Formation of Action Teams** – Five Action Teams were formed to address each one of the areas in the Council Resolution. The Action Teams were comprised of staff from across the Corporation.
- **Stage 2: Development of a Scope of Work** – Each Action Team met three times over a six-week period to discuss how to meet the Council Resolution

objectives. Between meetings, additional research was conducted by Action Team members to further refine their Scope of Work.

- **Stage 3: Preparation of the Terms of Reference** – The Scope of Work developed by each Action Team was collated into this Terms of Reference document, outlining the collective approach to this work. The Scope of Work for each Action Team is not included in this document, however, can be made available upon request.

At its meeting on 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. This initiative was embedded within the Core Area Action Plan as Action item #11. In May 2021, it was recommended that this item be cancelled noting that future structured parking opportunities will be explored as the post-pandemic parking demand and corresponding parking revenues is better understood.

Rather than cancel this item, at its meeting on May 25, 2021, City Council also directed Civic Administration to report back on the status of the geographic distribution of parking demand, parking revenue and any recommended modifications or alternatives in the second quarter of 2022. Future structured parking opportunities were also to be explored at a high-level.

This direction for the parking review was in response to the status update provided for *Core Area Action Plan #11: Issue request for proposals on Queens Avenue parking lot*. As a result of COVID-19, the procurement process to find a potential partner for a structured parking project at 185 Queens Avenue was cancelled 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.

It was noted by staff that this review would not be a full update to the Downtown Parking Study that was approved by Council in December 2017. A major update should be contemplated after the completion of the Mobility Master Plan and would require approximately eighteen months (to allow for four seasons of data collection) and \$250,000 to complete.

Parking is closely linked to economic activity, vacancy rates, employment numbers and other indicators. At this time, it is also highly dependent on Covid recovery and the degree to which the pandemic has changed the employment landscape and other supply and demand factors in core areas. Integration of the parking review work associated with the May 25, 2021 motion into that associated with the larger economic evaluation of the core area will result in a more fulsome and integrated response connecting parking supply and demand, to recovery and economic factors that would result from a stand-alone parking review.

2.3 Project Scope & Key Deliverables

Addressing core area land and building vacancy requires both immediate action and a comprehensive long-term strategy as part of the overall approach to core area planning. Therefore, the key deliverables for this project are both short-term and long-term in nature and include:

- Phase 1 Deliverable: Implementation of Short-Term Ideas for Action (4-6 months)
- Phase 2 Deliverable : Development of A Core Area Land and Building Vacancy Reduction Strategy (12-14 months)

A full description of the project scope and key deliverables can be found in the Terms of Reference (Appendix A).

2.4 Implementation Plan

The following tables outline the key stages, tasks, and timelines for both Phase 1: Short-Term Ideas for Action and Phase 2: Core Area Land and Building Vacancy Reduction Strategy.

Phase 1: Short-Term Ideas for Action

Stages	Steps	Timelines
Stage 1: Identify Short-Term Actions	<ul style="list-style-type: none"> Develop a process and set criteria for the identification of short-term actions Identify short-term actions for implementation 	January 2022 – February 2022
Stage 2: Prepare for Implementation	<ul style="list-style-type: none"> Build processes, identify staff and partners, gather required resources, etc. to implement the short-term actions Report to Council on short-term actions that will be moved forward to implementation 	March 2022 – May 2022
Stage 3: Implement Short-Term Actions	<ul style="list-style-type: none"> Pilot short-term actions Assess initial results Provide information to Council on results 	June 2022 – December 2022

Phase 2: Core Area Land and Building Vacancy Reduction Strategy

Stages	Steps	Timelines
Stage 1: Conduct a Vacancy Study	<ul style="list-style-type: none"> Define the structure, framework, definitions for the vacancy study Implement methods to determine land and building vacancy (e.g. contact Landlords) Collate results into a database to inform the data collection in Stage 2 	January 2022 – May 2022
Stage 2: Facilitate Research	<ul style="list-style-type: none"> Develop data collection tools Manage the logistics for data collection (e.g. set up interviews) Facilitate research methods 	June 2022 – September 2022
Stage 3: Analyze Data	<ul style="list-style-type: none"> Analyze the data Complete a gap analysis, thematic analysis, statistical analysis 	October 2022 – November 2022
Stage 4: Prepare the Strategy	<ul style="list-style-type: none"> Develop recommendations Prepare the Core Area Land and Building Vacancy Reduction Strategy Submit the report for Council Review 	December 2022 – April 2023

2.5 Emergent Short Term Idea for Action – Additional Interventions to Improve Space Absorption in the Core Area

In preparation for various Short Term Ideas for action being implemented throughout Phase 1, an emergent opportunity has been identified to address vacancy issues within the Core Area and other areas of the City.

While the recent funding approval for Small Business Centre’s (“SBC”) My Main Street Local Business Accelerator Program will help address vacancy issues, there is an opportunity for additional interventions to improve space absorption in the short term through collaboration between LEDC/SBC/Mainstreet London/OEV to offer:

- business development resources to attract niche retail, entertainment, commercial and office opportunities;
- develop “whole of life” experiences working with Tourism, Music Office, Film London, London Arts Council;
- space activations (eg. pop up stores, “win this space” contests, co-working studios) to help entice people back to core areas including Downtown and Old East Village;
- start-up suite of programming, deployed mainly through the recent SBC funding (i.e no duplication with this new funding);
- SBC’s services through the My Main Street program, as well as comprehensive start-up suite would be available to all areas in the city and not restricted just to Downtown;

LEDC believes that the above programming can be deployed over 12 months, starting in January 2022. The estimated one-time cost for these initiatives is approximately \$300,000.

In order to implement these initiatives, it is recommended that Civic Administration work with LEDC to prepare a business case to request the one-time funding of \$300,000 for Council's consideration at a future SPPC meeting. Council previously approved \$10 Million to be contributed to the Economic Development Reserve Fund to support social and economic recovery measures and this funding would be appropriate for consideration to support the initiatives identified by LEDC.

2.6 Resources Required

The implementation of Phase 1 and Phase 2 will require the following resources:

- **People:** City of London staff, stakeholder and partner staff, consultants, and students will be engaged to complete the deliverables outlined for this project. It is expected that the investment of time to complete both Phase 1 and Phase 2 will be significant.
- **Data:** Data will be required to define the scope of core area land and building vacancy (e.g. vacancy rate). Further, data will be required to determine where vacancy exists (e.g. heat maps), outline effectiveness of current incentives, processes, permissions, and strategies, and inform recommendations.
- **Technology:** Database software, engagement software, and hardware and tools (e.g. laptops, tablets) will be required to complete this work.

Conclusion

Addressing core area land and building vacancy is a priority in London's recovery from the COVID-19 pandemic. It requires swift and bold action, without which the local economy, quality of life, job creation and retention, and vitality of the core area will continue to be affected.

The Terms of Reference outlines an approach that considers the need for urgent action and comprehensive planning to assist in reducing core area land and building vacancy.

Prepared and submitted by: Michael Tomazincic, MCIP, RPP
Manager, Strategic Land Development,
Planning & Economic Development

Recommended by: George Kotsifas, P. Eng
Deputy City Manager,
Planning & Economic Development

cc. City of London Senior Leadership Team

November 2021

Terms of Reference

Scope of Work to Address the Council
Resolution from July 6, 2021



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Section 1: Introduction

1.1 The Council Resolutions

Municipal Council at its meeting held on July 6, 2021 resolved: That the Civic Administration be directed to report back on a proposed strategy that sets out potential tools that may assist in reducing core area land and building vacancy, including but not limited to:

- a) a review of existing incentive programs and any recommended changes to them;
- b) a review of existing planning processes / permissions and any recommended changes that would allow for the conversion of vacant commercial/industrial land/space into residential, including affordable housing;
- c) an assessment of the related strategies in Our Move Forward – London’s Downtown Plan, and the Downtown Parking Strategy for any recommended updates or changes;
- d) any recommendations that build on the Core Area Action Plan to support increased safety and security of person and property in the core area; and,
- e) an assessment of how a new strategy could be integrated with the work of the London Community Recovery Network (4.2/10/SPCC) (2021-D19/S08)

At its meeting on May 25, 2021, City Council also directed Civic Administration to:

Report back to a Strategic Priorities and Policy Committee meeting to be held in the 2nd Quarter of 2022 on the status of the geographic distribution of parking demand, parking revenue and any recommended modifications or alternatives to the Core Area Action Plan #11; it being noted that future structure parking opportunities will also be explored.

See Appendix A for both Council Resolutions.

1.2 About the Core Area

The map below outlines the geographic boundaries of the core area. The core area includes the Downtown, Richmond Row, and the Old East Village, and encompasses most of the London Downtown Business Improvement Area (BIA) and the Old East Village Business Improvement Area.

Figure 1: Map of the Geographic Boundaries of the Core Area



1.3 Core Area Land and Building Vacancy in London

A vibrant core area is one where people live, work, and play. Core area land and building vacancy is connected to the health of the core area. Occupancy is essential for a strong, vibrant, and welcoming core area; it brings foot traffic to streets, riders to public transit, diners to restaurants, shoppers to retail corridors and office workers to high rises.ⁱ

The COVID-19 pandemic has had negative impact on core area vacancy in cities across Canada. London is no exception. London's office vacancy rate is currently hovering around 20%, a 23% year-over-year increase in comparison to 2020.ⁱⁱ The long-term outlook for commercial real estate is particularly uncertain as tenants consider new and emerging business models.ⁱⁱⁱ

1.4 Purpose of the Terms of Reference

On July 6, 2021, Municipal Council directed Civic Administration to report back on a proposed strategy that sets out potential tools that may assist in reducing core area land and building vacancy. The information that will be gathered and analyzed in response to the July 6, 2021 Council Resolution will allow for a more detailed, quantitative, and meaningful response to item d. in the May 25, 2021 Council Resolution. The Terms of Reference outlines the approach to be taken to address both Council Resolutions.

1.5 How the Terms of Reference Was Developed

The following process was used to develop the Terms of Reference:

- **Stage 1: Formation of Action Teams** – Five Action Teams were formed to address each one of the areas in the July 6 Council Resolution. The Action Teams were comprised of staff from across the Corporation. See Appendix B for a list of Action Team members.
- **Stage 2: Development of a Scope of Work** – Each Action Team met three times over a six-week period to discuss how to effectively address the July 6 Council Resolution objectives. Between meetings, additional research was conducted by Action Team members to further refine their Scope of Work.
- **Stage 3: Preparation of the Terms of Reference** – The Scope of Work developed by each Action Team was collated into this Terms of Reference document, outlining the collective approach to this work. The Scope of Work for each Action Team is not included in this document, however, can be made available upon request. Also integrated into this Terms of Reference was the work to address item d. from the May 25, 2021 Council Resolution.

Section 2: Scope of Work

Addressing core area land and building vacancy is a priority in London's recovery from the COVID-19 pandemic. It requires swift and bold action, without which the local economy, quality of life, job creation and retention, and vitality of the core area will continue to be affected.

In the short-term, immediate action needs to be taken to pilot and test innovative approaches. This will be done in Phase 1. In the long-term, a comprehensive strategy needs to be developed to better understand core area vacancy in London and identify evidence-based solutions. This will be the focus of Phase 2. Sections 2.1 – 2.7 below provide further details.

2.1 Project Purpose & Objectives

In alignment with the July 6 Council Resolution, the purpose of this project is to propose a strategy that sets out potential tools that may assist in reducing core area land and building vacancy.

The objectives of the project are to provide:

- A review of existing City of London incentive programs and any recommended changes to them;
- A review of existing planning processes/permissions and any recommended changes that would allow for conversion of vacant commercial/industrial land/space into residential, including affordable housing;
- An assessment of the related strategies in Our Move Forward – London's Downtown Plan, and the Downtown Parking Strategy for any recommended updates or changes;
- Any recommendations that build on the Core Area Action Plan to support increased safety and security of person and property in the core area; and
- An assessment of how a new strategy could be integrated with the work of the London Community Recovery Network.
- The status of the geographic distribution of parking demand, parking revenue, and any recommended modifications or alternatives to the Core Area Action Plan action #11; it being noted that future structure parking opportunities will also be explored. Core Area Action Plan action #11 is to *Issue a Request for Proposals on Queens Avenue Parking Lot*. A procurement process will be undertaken to seek out a mixed use residential/commercial development proposal that includes 200-300 public parking spaces, built to the City's municipal parking specifications. The intent is to leverage the development potential of this well-located site to obtain public parking at this strategically important location.

The collective result of this work will be the development of a Core Area Land and Building Vacancy Strategy.

2.2 Project Assumptions

The following assumptions have been made in the development of this Scope of Work:

- Land and building vacancy refers to commercial, residential, institutional, and industrial vacancy. The use of the word “space” in the Council Resolution refers to vacant land and buildings.
- The definition of “affordable housing” for the purpose of this project will align with the definition in the London Plan.
- This project will support the comprehensive and robust work being done to facilitate and complete other plans, reviews, commitments, and initiatives (e.g. The Mobility Master Plan, the creation of 3,000 affordable units).
- Recommendations will not backfill provincial or federal government responsibilities as they relate to core area land and building vacancy.

2.3 Guiding Questions

The following guiding questions will direct this work:

- **Scope:** What land and building vacancy exists in the core area? Where is it? What does vacancy mean? How do we define and assess core area land and building vacancy? Why does land and building vacancy exist in the core area?
- **Current Approaches:** What effect, if any, are existing programs, policies, processes, permissions, and strategies, having on core area land and building vacancy? How can existing programs be modified to better reduce core area land and building vacancy? What are the boundaries or limitations in recommending strategies?
- **Best Practices:** How are other communities addressing core area land and building vacancy? What does the literature say about how to address core area land and building vacancy?
- **Pandemic Recovery:** What is the intersection between recovery in London and core area land and building vacancy? What core area vacancy issues were made worse as a result of the pandemic? What have we learned from the pandemic that would be useful or instructive?
- **Uptake and Use:** What will make current programs more attractive to stakeholders? What has been the experience of stakeholders with current programs, strategies, policies, processes, and permissions? What recommendations do stakeholders have? Who do current programs target, and is this consistent with the goals for the core area?

- **Influencing Factors:** What permissions and jurisdictions from the provincial and federal government would help or hinder core area land and building vacancy? What are the social, economic, and environmental influencers that are affecting core area land and building vacancy? What is beyond the control of the City of London when addressing core area land and building vacancy? What opportunities exist to work with stakeholders to seek out and implement ideas to build on what is already being done?
- **Solutions and Recommendations:** What recommendations or solutions exist to address core area land and building vacancy? What are the implications of those recommendations?

2.4 Project Scope & Key Deliverables

Addressing core area land and building vacancy requires both immediate action and a comprehensive long-term strategy as part of the overall approach to core area planning. Therefore, the key deliverables for this project are both short-term and long-term in nature.

Phase 1: Short-Term Ideas for Action (4-6 months)

The project deliverables include:

- **Identification of Short-Term Actions:**
 - City of London service areas have been exploring solutions to address core area land and building vacancy. This work has been done in the context of recovery from the COVID-19 pandemic and as part of the Core Area Action Plan.
 - Short-term ideas for action will be identified by City of London staff in consultation with partners.
 - The immediacy, feasibility, and potential impact will be considered when determining which ideas to pilot.
- **Implementation of Short-Term Actions:**
 - Short-term actions will be piloted and evaluated in the core area. There may be an opportunity to pilot actions in a specific part of the core area and then expand actions that demonstrate initial success across the core area.
 - The implementation of the short-term actions will set the foundation for reducing core area land and building vacancy.

Phase 2: A Core Area Land and Building Vacancy Reduction Strategy (12-14 months)

The project deliverables include:

- **Completion of a Core Area Vacancy Study:**
 - To better understand the scope of land and building vacancy in the core area, a Core Area Vacancy Study will be conducted.
 - The study will result in the development of a Core Area Vacancy Inventory that includes, but is not limited to: a listing of the properties and land in the core area, and the size, use, ownership, and status (e.g. vacant/occupied) of the properties and land.
- **Research and Data Analysis:**
 - Research will be conducted to examine what has worked or is working in other communities, engage stakeholders, and identify evidence-based practices.
 - Research methods will include documentation review, data review, best practice review, literature review, and stakeholder engagement.
 - Existing incentive programs and planning processes and permissions will be reviewed. Our Move Forward – London’s Downtown Plan, the Downtown Parking Strategy, the Core Area Action Plan will also be assessed for any changes.
- **Recommendations:**
 - Recommendations will be developed and compiled in a comprehensive strategy focused on reducing core area land and building vacancy.

2.5 Implementation Plan

The following tables outline the key stages, tasks, and timelines for both Phase 1: Short-Term Ideas for Action and Phase 2: Core Area Land and Building Vacancy Reduction Strategy. All timelines are estimates and may need to be revised as the project progresses.

Phase 1: Short-Term Ideas for Action

Stages	Steps	Timelines
Stage 1: Identify Short-Term Actions	<ul style="list-style-type: none"> Develop a process and set criteria for the identification of short-term actions Identify short-term actions for implementation in consultation with City of London staff and partners 	January 2022 – February 2022
Stage 2: Prepare for Implementation	<ul style="list-style-type: none"> Build processes, identify staff and partners, gather required resources, etc. to implement the short-term actions Report to Council on short-term actions that will be moved forward to implementation 	March 2022 – May 2022
Stage 3: Implement Short-Term Actions	<ul style="list-style-type: none"> Pilot short-term actions Assess initial results Provide information to Council on results 	June 2022 – December 2022

Phase 2: Core Area Land and Building Vacancy Reduction Strategy

Stages	Steps	Timelines
Stage 1: Conduct a Vacancy Study	<ul style="list-style-type: none"> Define the structure, framework, definitions for the vacancy study Implement methods to determine land and building vacancy (e.g. contact Landlords) Collate results into a database to inform the data collection in Stage 2 	January 2022 – May 2022
Stage 2: Facilitate Research	<ul style="list-style-type: none"> Develop data collection tools Manage the logistics for data collection (e.g. set up interviews) Facilitate research methods 	June 2022 – September 2022
Stage 3: Analyze Data	<ul style="list-style-type: none"> Analyze the data Complete a gap analysis, thematic analysis, statistical analysis 	October 2022 – November 2022
Stage 4: Prepare the Strategy	<ul style="list-style-type: none"> Develop recommendations Prepare the Core Area Land and Building Vacancy Reduction Strategy Submit the report for Committee and Council Review 	December 2022 – April 2023

2.6 Resources Required

The implementation of Phase 1 and Phase 2 will require the following resources:

- **People:** City of London staff, stakeholder and partner staff, consultants, and students will be engaged to complete the deliverables outlined for this project. It is expected that the investment of time to complete both Phase 1 and Phase 2 will be significant.
- **Data:** Data will be required to define the scope of core area land and building vacancy (e.g. vacancy rate). Further, data will be required to determine where vacancy exists (e.g. heat maps), outline effectiveness of current incentives, processes, permissions, and strategies, and inform recommendations.
- **Technology:** Database software, engagement software, and hardware and tools (e.g. laptops, tablets) will be required to complete this work.

2.7 Roles and Responsibilities

The Core Area Land and Building Vacancy Strategy will be completed through the efforts of the following people.

Role	Responsibilities
Project Management Team	<ul style="list-style-type: none"> • Develop, oversee, and make adjustments to the overall work plan • Provide coordination support to the overall project and the Action Teams • Guide the project and ensure key milestones and timelines are met • Facilitate the process to identify short-term actions • Compile the recommendations from the Action Teams to prepare the Core Area Land and Building Vacancy Reduction Strategy report
Action Teams	<ul style="list-style-type: none"> • Prepare for and attend Action Team meetings • Identify, implement, and evaluate short-term actions • Support the completion of the Core Area Vacancy Study • Conduct research, analyze data, and prepare recommendations for the Core Area

Role	Responsibilities
	Land and Building Vacancy Reduction Strategy
Consultant and/or Students	<ul style="list-style-type: none"> • Complete the Core Area Vacancy Study • Prepare the Core Area Vacancy Inventory • Provide research and data analysis support
City of London Service Areas / Staff	<ul style="list-style-type: none"> • Support engagement and communications • Provide relevant information, expertise, and data as required
Stakeholders / Partners	<ul style="list-style-type: none"> • Share ideas and insights through the research process • Participate in interviews, surveys, and focus groups

Section 3: Next Steps

To move forward with the implementation of Phase 1 and Phase 2 outlined in this Terms of Reference, the next steps are:

- Development of a comprehensive work plan that will identify the specific tasks and timelines, resources, and people required;
- Identification of members who will be part of the Project Management Team and Action Teams; and
- Manage logistics related to the launch of this project.

The next steps will be completed to facilitate the project start in January 2022.

Appendix A: Council Resolutions



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N6A 4L9

July 7, 2021

A. L. Barbon
Deputy City Manager, Finance Supports

G. Kotsifas
Deputy City Manager, Planning and Economic Development

I hereby certify that the Municipal Council, at its meeting held on July 6, 2021 resolved:

That the Civic Administration BE DIRECTED to report back on a proposed strategy that sets out potential tools that may assist in reducing core area land and building vacancy, including, but not limited to:

- a) a review of existing incentive programs and any recommended changes to them;
- b) a review of existing planning processes / permissions and any recommended changes that would allow for the conversion of vacant commercial/industrial land/space into residential, including affordable housing;
- c) an assessment of the related strategies in Our Move Forward – London’s Downtown Plan, and the Downtown Parking Strategy for any recommended updates or changes;
- d) any recommendations that build on the Core Area Action Plan to support increased safety and security of person and property in the core area; and,
- e) an assessment of how a new strategy could be integrated with the work of the London Community Recovery Network. (4.2/10/SPPC) (2021-D19/S08)

C. Saunders
City Clerk
/hw

cc: B. Warner, Director, Realty Services
G. Barrett, Director, City Planning and City Planner



P.O. Box 5035
300 Dufferin Avenue
London, ON
N6A 4L9

May 26, 2021

K. Scherr
Deputy City Manager, Environment & Infrastructure

G. Kotsifas
Deputy City Manager, Planning & Economic Development

K. Dickins
Deputy City Manager, Social & Health Development

I hereby certify that the Municipal Council, at its meeting held on May 25, 2021 resolved:

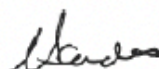
That, on the recommendation of the Deputy City Manager, Environment and Infrastructure, the Deputy City Manager, Planning and Economic Development, and the Deputy City Manager, Social and Health Development, the following actions be taken:

- 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 the above-noted 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) the Civic Administration 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 that Civic Administration continue to explore digital options for a City kindness meter program;
- d) the Civic Administration BE DIRECTED to report back to a Strategic Priorities and Policy Committee meeting to be held in the 2nd Quarter of 2022 on the status of the geographic distribution of parking demand, parking revenue and any recommended modifications or alternatives to the Core Area Action Plan #11; it being noted that future structure parking opportunities will also be explored;
- e) the Core Area Ambassador Pilot Program BE APPROVED as described in the above-noted 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;

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) the Civic Administration 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) the Civic Administration 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 the report. (2.1/9/SPPC) (2021-D19)



C. Saunders
City Clerk
/hw

cc: L. Livingstone, City Manager
A. L. Barbon, Deputy City Manager, Finance Supports
S. Stafford, Transitional Leader, Parks and Forestry
P. McKague, Director, Strategic Communications and Government Relations
R. Wilcox, Director, Strategy and Innovation
D. O'Brien, Director, Emergency Management and Security
SPPC Deferred List

Appendix B: Action Team Members

The following City of London staff were involved in developing this Terms of Reference:

- Mack Aziz, Technologist II, Development Services
- Graham Bailey, Senior Planner, Urban Regeneration
- Angelo DiCicco, Manager, Plans Examination
- Sarah Grady, Traffic & Transportation Engineer
- Chris Green, Manager II, Economic Partnerships
- Jasmine Hall, Planner II Urban Regeneration
- Orest Katolyk, Director, Municipal Compliance
- Debbie Kramers, Manager, Coordinated Informed Response
- Joseph McMillan, Division Manager, Revenue & Taxation
- Dave O'Brien, Director, Emergency Management and Security
- Chuck Parker, Senior Planner, Long Range & Sustainability
- Cathy Parsons, Manager, Economic Partnerships
- Mike Pease, Manager, Development Planning
- Laurel D. Snyder, Planner II, Urban Regeneration
- Adam Thompson, Manager III, Government Relations
- Michael Tomazincic, Manager, Strategic Land Development
- Brian Turcotte, Housing Development Manager
- Bill Warner, Director, Realty Services
- Sonia Wise, Senior Planner, Long Range & Sustainability
- Jim Yanchula, Manager Core Area & Urban Regeneration

References

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ⁱⁱⁱ Magliocco, F. (2021, April 6). *In the office today, at home tomorrow: The impact of a hybrid workplace on Canadian real estate*. PwC. <https://www.pwc.com/ca/en/industries/real-estate/in-the-office-today-at-home-tomorrow.html>