



## 2024 to 2027 Business Plan

Service: Community Improvement/Business Improvement Area

**\$0.03**

Cost per day for the average rate payer (2024 to 2027)

**0.28%**

Of the 2024 to 2027 City of London Net Property Tax Supported Budget

### Who we are:

- The City currently provides incentives to private property owners under the provision of twelve Community Improvement Plans (CIPs) for the purposes of making improvements to properties. The City also provides support to five Business Improvement Areas (BIAs).

### What we do:

- CIPs and BIAs are tools that help economic development in the Core Area and existing urban contexts. This contributes to business, talent and tourism attraction, resulting in a stronger, more diverse and stable local economy.
- CIPs and BIAs stimulate and incentivize private sector investment and residential intensification within the built-up area, which is arguably the most cost-effective form of urban growth. Intensification supports the more efficient use of existing municipal infrastructure, services and programs, as well as a significant increase in taxable assessment.

Why we do it:

- **Traditional** – Under the provisions of the Municipal Act, municipalities may establish Business Improvement Areas to supplement the promotion and beautification of commercial areas beyond what is provided generally by the municipality, and also under the Planning Act may financially assist private property owners and undertake other improvement measures Council deems desirable for environmental, social or community economic development reasons.

The following table provides an overview of the budget for this service:

Budget Summary (\$000's)	2024	2025	2026	2027	2024 to 2027 TOTAL
Gross Operating Expenditures	\$4,678	\$4,707	\$4,745	\$4,760	\$18,890
Other Revenues	-\$2,115	-\$2,115	-\$2,115	-\$2,115	-\$8,460
<b>Net Tax Levy Supported Operating Budget</b>	<b>\$2,523</b>	<b>\$2,552</b>	<b>\$2,590</b>	<b>\$2,605</b>	<b>\$10,430</b>
Total Capital Expenditures	\$0	\$0	\$0	\$0	\$0
Full-Time Equivalentents (FTE's)	6	6	6	6	N/A

Reflects Draft 2024 to 2027 Multi-Year Budget – December 12, 2023.

## Linkage to the 2023 to 2027 Strategic Plan

This service supports the following Strategic Areas of Focus in the 2023 to 2027 Strategic Plan:



**Reconciliation, Equity,  
Accessibility, and  
Inclusion**



**Economic Growth, Culture,  
and Prosperity**



**Housing and  
Homelessness**



**Mobility and  
Transportation**



**Wellbeing and Safety**



**Climate Action and  
Sustainable Growth**



**Safe London for Women,  
Girls, and Gender-Diverse  
and Trans People**



**Well-Run City**

## Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this service:



### Environmental:

- This business plan does not include any new corporate greenhouse gas emission sources or increased emissions from existing sources.
- This business plan is not expected to have any impact on greenhouse gas emissions in the community.
- This business plan is expected to improve or increase community adaptation and resilience in the community, especially in the repurposing of viable existing vacant and underperforming properties and in the optimal use of existing City infrastructure services.

### Socio-economic Equity:

- This Service implements community improvement plans and financial incentive programs in community improvement project areas, the community improvement of which in the opinion of the Council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason. Many of these identified areas are in the older built-up parts of the municipality where market-rate investment is comparatively lower and, in some places, also where employment participation and household income is comparatively lower than for the City as a whole.
- All community improvement plans are prepared in consultation with relevant interested parties including advisory committees, community groups, subject matter experts, and individuals with lived experience.

### Governance:

- Each Business Improvement Area board of management is a local board of the municipality which is responsible to oversee the improvement, beautification and maintenance of municipally owned land, buildings and structures in the area beyond that provided at the expense of the municipality generally, and to promote the area as a business or shopping area. In these regards, the Areas help contribute to the economic viability and livability of local communities and to the appearance and appeal of London as a visitor destination.

The following section provides an overview of the key activities the service plans to undertake from 2024 to 2027 to implement the Corporation's 2023 to 2027 Strategic Plan, as well as an overview of the risks and challenges the service is anticipated to experience during this period:

### Service Highlights 2024 to 2027

- Complete Council directions resulting from the 2023 5-Year Community Improvement Plans and Financial Incentives Programs Review including:
  - Amendments to 11 existing Community Improvement Plans.
  - Preparation of 3 new Community Improvement Plans.
  - Amendments to 9 existing incentive programs.
  - Preparation of 8 new incentive programs.
- Continue implementation of neighbourhood CIPs (Downtown, Old East Village, SoHo, Hamilton Road, Lambeth).
- Continue administration of CIP incentive program applications.
- Review metrics and targets to monitor the performance of CIPs.
- Update incentive program marketing materials.
- Implement Our Move Forward: London's Downtown Plan.
- Undertake targeted Downtown Small Scale projects.
- Implement Strategic Initiatives in the Core Area Vacancy Reduction Strategy.
- Continue management of Dundas Place and coordinate wider Core Area operations and activation programs.
- Provide advice and support in the administration of Business Improvement Areas.

### Risks and Challenges Anticipated in 2024 to 2027

- Maintaining sufficient qualified staff with specialized economic, planning, and place management experience, due to attrition from impending staff retirement and competitive job market.
- Reconciling the time frames needed to comply with legislative requirements versus community/industry timeframe expectations, in developing and implementing community improvement plans and programs to support affordable housing options, to reduce vacancy of core area commercial space and improve commercial property tax revenue.
- Ensuring sufficient staff capacity is available to administer new projects/tasks identified in the 2024-2027 Strategic Plan – Core Area.
- Potential BIA creation or boundary expansion requests may create additional staff work program pressures.

### Other reference information and links:

- Link to the City of London website [Community improvement and incentives web page](#).
- Link to the City of London website [Core area loans and grants web page](#).
- Link to the Planning and Environment Committee, June 12, 2023, [Five-Year Review – Community Improvement Plans and Financial Incentive Programs](#).
- Link to the City of London website [Core Area Initiatives and Dundas Place](#).
- Link to the Strategic Priorities and Policy Committee, May 30, 2023, [Core Area Land and Building Vacancy Reduction Strategy](#).
- Link to the City of London website [Our Move Forward: London's Downtown Plan](#).

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