



2024 to 2027 Business Plan

Service: Development Services

\$0.07

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

0.68%

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

Who we are:

- Development Services of the Planning and Development Division fosters development that advances Council's policies, by-laws and standards to build a great City. Our work meets the needs of both the development community and the broader community with timely, quality development approvals that are in the public interest.
- Development Services also meets the needs of various City Service Areas and other interested parties, including Upper Thames River Conservation Authority (UTRCA), Ministry of Municipal Affairs and Housing (MMAH), Ministry of Environment, Conservation and Parks (MOECP), and London Economic Development Corporation (LEDC).

What we do:

- Development Services processes applications under the Planning Act, including Official Plan (The London Plan) and Zoning By-law amendments, subdivisions, site plans, plans of condominiums, consents and minor variances through all stages from initial consultation to final assumption.
- Development Services also provides commentary on other Planning Act and growth matters.

Why we do it:

- **Mandatory** - The Planning Act establishes the responsibility for municipalities to make local planning decisions that will determine the future of their community. The Planning Act also requires municipalities to ensure planning decisions and planning documents are consistent with the Provincial Policy Statement (PPS) and are in conformity with the municipal Official Plan and other associated by-laws and standards.

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	\$7,204	\$7,940	\$8,093	\$8,108	\$31,345
Other Revenues	-\$1,691	-\$1,691	-\$1,691	-\$1,691	-\$6,764
Net Tax Levy Supported Operating Budget	\$5,513	\$6,249	\$6,402	\$6,417	\$24,581
Total Capital Expenditures	\$80	\$45	\$46	\$0	\$171
Full-Time Equivalent (FTE's)	58.1	61.1	61.1	61.1	N/A

Reflects 2024 to 2027 approved City budget as of March 1, 2024.

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 fosters the reduction of greenhouse gas emissions from existing sources or avoids increased emissions from a new service or asset by using zero emissions technology. This Business Plan is expected/likely to:

- Avoid, reduce, or help to reduce greenhouse gas emissions in the community.
- Decrease or may encourage a decrease in community adaptation and resilience.
- Improve or increase community adaptation and resilience in the community, and will:
 - Help the City of London reach its net-zero greenhouse gas emissions by 2050 target;
 - Help the City of London increase resilience to extreme weather events or any other climate change-related impacts,
 - Implement London's Climate Emergency Action Plan:
 - Key Direction of The London Plan (58_ Direction #4) is to become one of the greenest cities in Canada, and to develop, implement, and lead plans to take action on climate change mitigation and adaptation (58_1.).
 - Key Direction of The London Plan (61_ Direction #7) is to protect what we cherish by recognizing and enhancing our cultural identity, cultural heritage resources, neighbourhood character, and environmental features (61_5.).

Socio-economic Equity:

This Business Plan supports creating an exciting, exceptional and connected City. This Business Plan is in conformity with growth and development policy framework of The London Plan, that:

- Guides how we undertake our planning processes as a municipality (52_):
 2. Be collaborative – To achieve our goals, City Council will take a collaborative approach to planning, working with interested parties such as neighbourhoods, developers, government agencies, and members of the general public.
 4. Be inclusive – City Council will employ genuine and effective public engagement techniques to include all Londoners in planning processes. Council will consider all Londoners in the plans and decisions it makes.

In addition, key directions of The London Plan promote planning strategically for a prosperous City; connect London to the surrounding region; celebrate and support London as a culturally rich, creative and diverse City; build a mixed-use compact City; creating attractive mobility choices; and build strong, healthy and attractive neighbourhoods for everyone, as follows:

55_ Direction #1 Plan strategically for a prosperous city

1. Plan for and promote strong and consistent growth and a vibrant business environment that offers a wide range of economic opportunities.

56_ Direction #2 Connect London to the surrounding region

6. Collaborate with regional partners on planning matters and potential infrastructure investments in Southwestern Ontario.

57_ Direction #3 Celebrate and support London as a culturally rich, creative and diverse city

5. Use culture and creativity as a prosperity tool to attract and retain labour force and business investment.

59_ Direction #5 Build a mixed-use compact city

1. Implement a city structure plan that focuses high-intensity, mixed-use development to strategic locations - along rapid transit corridors and within the Primary Transit Area.
2. Plan to achieve a compact, contiguous pattern of growth – looking “inward and upward.”

60_ Direction #6 Creating attractive mobility choices

1. Create active mobility choices such as walking, cycling, and transit to support safe, affordable, and healthy communities.
13. Provide for the safe and efficient movement of people, goods, and services through the city to keep London competitive.

61_ Direction #7 Build strong, healthy and attractive neighbourhoods for everyone

1. Plan for healthy neighbourhoods that promote active living, provide healthy housing options, offer social connectedness, afford safe environments, and supply well distributed health services.

Governance:

This Business Plan supports governance representative of good planning practices in conformity with The London Plan, which is reflected in the following values (52_):

1. Be accountable – The decisions City Council makes will conform with The London Plan and be consistent with the Provincial Policy Statement. Being open and transparent in its decision making will allow all Londoners to see that the values, vision, and priorities of the Plan are being adhered to in every decision City Council makes.
2. Demonstrate leadership – City Council will provide leadership within the community to implement The London Plan, providing guidance and inspiration in all of their processes and decision making.
5. Be innovative – City Council will place a high value on creativity and innovation in all the planning it does so that we can find new and effective ways to meet the challenges and opportunities that will present themselves to London over the next 20 years.

In addition, key directions of The London Plan encourages making wise planning decisions, as follows:

62_Direction #8

2. Plan for sustainability – balance economic, environmental, and social considerations in all planning decisions.
3. Think “big picture” and long-term when making planning decisions – consider the implications of a short-term and/or site-specific planning decision within the context of this broader view.
4. Plan so that London is resilient and adaptable to change over time.
5. Implement an ecosystem approach to planning with watersheds and subwatersheds as the foundation of our plans.
6. Plan for an affordable, sustainable system of infrastructure that will support the implementation of this Plan.
7. Align municipal budgets to the goals, objectives, and policies of this Plan so that it can be realized over time.
12. Genuinely engage interested parties and the general public in all planning processes and meaningfully use that input to inform planning decisions. Explore new ways to inform the public and make their participation in the planning process easier.

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

- Service Delivery Enhancements:
 - Digital Application Tracker.
 - Continuous improvement to planning application processes, and monitoring.
 - Continuous improvement to customer service.
- Establish a monitoring program for The London Plan.
- Completion of the ReThink Zoning project and establish a monitoring program.
- Committee of Adjustment Review (terms of reference).
- Permit Ready Lots Targets and monitoring framework.
- Annual Development Report.
- Community outreach on infill and intensification planning process and applications in response to More Homes Built Faster Act, 2022 (Bill 23).
- Annual Growth Management Implementation Strategy updates and refinement to process.
- Bill 108 Implementation: Development Charges By-law update and Community Benefits Charge Study/By-law.
- Service Review "Deep Dive": Development Application Fees and Charges.
- Policy, regulation, standards and guidelines implementation (planning and engineering):
 - Design Standards Review and Implementation.
 - Draft Plan Conditions and Subdivision Agreement Conditions review.
 - Security Policy review.
 - Site Alteration By-law review.
 - Sediment and Erosion Control review

Risks and Challenges Anticipated in 2024 to 2027

- Monitoring COVID-19 implications for building construction and land development for 2024 and beyond. Particularly, to achieve the 47,000 residential unit mandate by 2031 in light of supply chain issues, increase in interest rates, etc.
- Due to strong demand for planning and engineering staff and varying alternative work strategies offered across the Province, attraction and retention of staff will be challenging to remain at a full complement for the next several years. This will likely impact service levels.

- Revised Planning Act timeframes in relation to development application requests and enhanced community consultation that may result in application refunds, which would have implications to London taxpayers.
- Sufficiency of Development Charge revenues to maintain construction timelines for major growth infrastructure.
- Significant staffing retirements and competition for talented and experienced Engineering Technologists, Planners, Landscape Architects, Urban Designers, Ecologists, Heritage Planners, Planning Technologists and administrative staff.
- Completion and implementation of the Development Planning Application Tracker (DPAT) to support a new and enhanced customer service tracking method.
- Differing perspectives on fit for intensification in neighbourhoods (community, Council, applicant, staff).
- Balancing regulatory role with customer service, and Council's direction for alternative recommendations notwithstanding recommendation made by staff.
- Completion of the outstanding appeals on The London Plan.
- ReThink Zoning project completion and outcomes (public education, interpretation, administration, implementation and monitoring program).
- Bills 108, 109 and 23 and changes to the Planning Act will require staff to evaluate and alter existing regulations and policies.

Other reference information and links:

- Link to the City of London website, [The London Plan \(Official Plan\) | City of London](#)
- Link to the City of London website, [More Homes | City of London](#)

Contact:

- Heather McNeely, Director, Planning and Development
- 519-661-CITY (2489) Extension 5309
- hmcneely@london.ca