



2020 to 2023 Business Plan

Service: Community Improvement/BIA

\$0.01

Cost per day for the average rate payer (2020 to 2023)

0.07%

Of the 2020 to 2023 City of London Net Property Tax Supported Budget

Who we are:

- The City currently provides incentives to private property owners under the provision of eight 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 downtown 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.
- CIPs and BIAs also support small business development by supplementing the promotion and beautification of commercial areas beyond what is provided for by the municipality.

Why we do it:

- **Traditional** – The establishment of CIPs and BIAs is a common activity for municipalities.

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

Budget Summary (\$000's)	2020	2021	2022	2023	2020 to 2023 TOTAL
Gross Operating Expenditures	\$384	\$489	\$498	\$504	\$1,875
Other Revenues	\$0	\$0	\$0	\$0	\$0
Net Tax Levy Supported Operating Budget	\$384	\$489	\$498	\$504	\$1,875
Total Capital Expenditures	\$0	\$0	\$0	\$0	\$0
Full-Time Equivalents (FTE's)	2	2	2	2	N/A

Reflects 2020 to 2023 Council Approved Budget – January 12, 2021.

The following section provides an overview of the key activities the service plans to undertake from 2020 to 2023 to implement the Corporation's 2019 to 2023 Strategic Plan, as well as an overview of the risks and challenges the service is anticipated to experience during this period:

Service Highlights 2020 to 2023

- Complete the Lambeth Area CIP.
- Complete the Affordable Housing Community Improvement Plan.
- Implement Neighbourhood CIPs (Downtown, Old East Village, SoHo, Hamilton Road, Lambeth).
- Implement Closed School Strategy to add open space and/or affordable housing within CIP areas.
- Implement CIP incentive programs.
- Develop Metrics and Targets to monitor the performance of CIPs.
- Update Incentive Marketing Materials.
- Support Business Improvement Areas.
- Prepare BIA creation/expansion manual.
- Report on the State of the Downtown bi-annually.
- Continue the procurement process for the Old Victoria Hospital Lands.
- Review Regeneration Tools for Hyde Park area.
- Rezone the Hamilton Road Corridor to streamline approval processes.
- Rezone the Lambeth Main Street Corridor to streamline approval processes.

Risks and Challenges Anticipated in 2020 to 2023

- The Hamilton Road BIA was established, as well as the Downtown and Old East Village BIAs expanding to include additional businesses. This results in additional pressures on staff time to support local businesses.
- Two additional Community Improvement Plans (CIPs), Lambeth and Hamilton Road, were added and the Downtown CIP was expanded. This results in more properties being eligible for financial incentives, which in turn increases staff requirements for processing applications.
- City Planning anticipates the establishment of an Affordable Housing CIP which we foresee as increasing staff workload significantly. Additional staff resources will be required.
- City Planning also anticipates the establishment of a Core Area CIP coming out of the Core Area Action Plan (or the combination of existing CIPs), including the addition of new incentives, which we foresee as increasing staff workload significantly.

The service directly supports the following components of the Corporation’s 2019 to 2023 Strategic Plan:

Strengthening Our Community

Londoners have access to the supports they need to be successful.

Expected Result Increase affordable and quality housing options.

Strategy:

- Utilize innovative regulations and investment to facilitate affordable housing development. (SOC-04)

Metric	2019	2020	2021	2022	2023
100% of Affordable Housing Community Improvement Plan completed.	0%	50%	100%	0%	0%

Strengthening Our Community

Londoners have access to services and supports that promote well-being, health, safety in their neighbourhoods and across the City.

Expected Result: Increase resident use of community gathering spaces.

Strategy:

- Invest in community building projects. (SOC-32)

Metric	2019	2020	2021	2022	2023
16 small-scale projects and activations implemented in core neighbourhoods.	0	3	3	5	5
100% of available school sites analyzed for parkland opportunities.	100%	100%	100%	100%	100%

Building a Sustainable City

London's infrastructure is built, maintained, and operated to meet the long-term needs of our community.

Expected Result: Direct growth and intensification to strategic locations.

Strategy:

- Revitalize London's downtown and urban areas. (BSC-13)

Metric	2019	2020	2021	2022	2023
# of dwelling units in Downtown Community Improvement Plan.	4,100	4,305	4,520	4,749	4,984
# of dwelling units in Old East Village Community Improvement Plan.	1,100	1,122	1,144	1,167	1,191
# of dwelling units in SoHo Community Improvement Plan.	2,100	2,142	2,185	2,229	2,273

Growing Our Economy

London is a leader in Ontario for attracting new jobs and investments.

Expected Result: Increase public and private investment in strategic locations.

Strategy:

- Revitalize London's downtown and urban areas. (GOE-17)

Metric	2019	2020	2021	2022	2023
\$7.5M value of all construction projects in receipt of CIP loans.	\$1.5M	\$1.5M	\$1.5M	\$1.5M	\$1.5M
Ratio of 3:1 Construction Value to CIP loans within Community Improvement Plan (CIP) areas	2.7	2.8	2.8	2.9	3
1% per year assessment growth rate above inflation in CIP areas	1%	1%	1%	1%	1%

Expected Result: Increase public and private investment in amenities that attract visitors, a talented workforce, and investment.

Strategy:

- Invest in city building projects. (GOE-18)

Metric	2019	2020	2021	2022	2023
5 Downtown Plan initiatives implemented	1	1	1	1	1
600 units built within Old Victoria Hospital lands	0	0	300	0	300

Expected Result: Increase access to supports for entrepreneurs and small businesses, and community economic development.

Strategy:

- Revitalize London's Downtown and urban areas. (GOE-21)

Metric	2019	2020	2021	2022	2023
5 Business Improvement Areas (BIAs) supported.	5	5	5	5	5
125 Community Improvement Plan financial incentive applications processed.	25	25	25	25	25
% of targeted businesses in BIAs.	TBD	TBD	TBD	TBD	TBD
# of net new businesses in BIAs.	TBD	TBD	TBD	TBD	TBD

Other reference information:

- Financial Incentives and CIP's – Available from City Planning and Design office at 519-661-4980

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