



## 2020 to 2023 Business Plan

### Service: Development Services

**\$0.07**

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

**0.76%**

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

#### Who we are:

- Development Services 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 departments and other stakeholders such as the London Economic Development Corporation.

#### What we do:

- Development Services processes applications under the Planning Act, including Official 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 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)	2020	2021	2022	2023	2020 to 2023 TOTAL
Gross Operating Expenditures	\$7,897	\$8,582	\$8,726	\$8,862	<b>\$34,067</b>
Other Revenues	-\$2,698	-\$3,243	-\$3,538	-\$3,677	<b>-\$13,156</b>
<b>Net Tax Levy Supported Operating Budget</b>	<b>\$5,199</b>	<b>\$5,340</b>	<b>\$5,188</b>	<b>\$5,185</b>	<b>\$20,912</b>
Total Capital Expenditures	\$545	\$1,466	\$1,242	\$793	<b>\$4,046</b>
Full-Time Equivalents (FTE's)	73.6	78.1	77.6	78.6	N/A

Reflects 2020 - 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

- Service Delivery Enhancements
  - Digital Application Tracker
  - Site Plan Continuous Improvement (Lean Six Sigma follow-up)
  - Condominium Process Review
  - Lean Six Sigma Process Reviews (Zoning, Subdivisions, Consents/Minor Variances, Customer Service)
- Consents and Committee of Adjustment Review
- Permit Ready Lots Targets and Monitoring Framework
- Annual Development Report
- Environmental Impact Study Monitoring Framework

- “Subdivision Ambassador” Education and Outreach
- Annual Growth Management Implementation Strategy Updates
- Bill 108 Implementation: Development Charges By-law Update and Community Benefits Charge Study/By-law
- Service Review “Deep Dive”: Development Services Fees
- Design Standards Review and Implementation
- Draft Plan Conditions and Subdivision Agreement Conditions Review
- Policy, regulation, standards and guidelines implementation (planning and engineering)
- Site Plan Control By-law Update

### **Risks and Challenges Anticipated in 2020 to 2023**

- COVID-19 may impact building construction and land development for 2021 and beyond; this may have implications for application fee revenues, particularly for re-zonings and site plans.
- Due to strong demand for planning and engineering staff throughout the province, it will be challenging to remain at a full staffing 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.
- 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.
- Ability to shift to “paperless” workflows and digital application review.
- Differing perspectives on fit for intensification in neighbourhoods (community, Council, applicant, staff).
- Balancing regulatory role with customer service.
- Implementing two Official Plans pending resolution of London Plan appeals.
- ReThink Zoning outcomes (public education, interpretation, administration).

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

### Strengthening Our Community

Londoners are engaged and have a sense of belonging in their neighbourhoods and community.

**Expected Result:** Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community.

**Strategy:**

- Strengthen engagement opportunities for all Londoners to participate in their neighbourhoods. (SOC-20)

Metric	2019	2020	2021	2022	2023
# of Subdivision Ambassador outreach events.	7	12	18	18	18

London's neighbourhoods have a strong character and sense of place.

**Expected Result:** Ensure that new development fits within and enhances its surrounding community.

**Strategy:**

- Prepare and implement urban design guidelines. (SOC-41)

	2019	2020	2021	2022	2023
895 development applications with urban design review.	179	179	179	179	179

**Expected Result:** Continue to conserve London's heritage properties and archaeological resources.

**Strategy:**

- Conserve London's heritage through regulation and investment.(SOC-42)

Metric	2019	2020	2021	2022	2023
# of Heritage Alteration Permits processed.	80	80	80	80	80
9 heritage conservation districts in place.	7	8	8	9	10

## Building a Sustainable City

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

**Expected Result:** Build infrastructure to support future development and protect the environment.

**Strategy:**

- Continue annual reviews of growth infrastructure plans to balance development needs with available funding. (BSC-07)

Metric	2019	2020	2021	2022	2023
% of stakeholder satisfaction with the annual Growth Management Implementation Strategy Update process.	TBD	TBD	TBD	TBD	TBD

**Expected Result:** Direct growth and intensification to strategic locations.

**Strategy:**

- Advance the growth and development policies of the London Plan through enhanced implementation tools and investments in infrastructure. (BSC-11)

Metric	2019	2020	2021	2022	2023
# of additional permit ready lots available.	2,391	3,063	3,407	3,748	4,260
# of additional market ready units available.	23,625	25,226	24,664	26,556	26,495

London has a strong and healthy environment.

**Expected Result:** Protect and enhance waterways, wetlands, and natural areas.

**Strategy:**

- Implement strategies, policies and programs to conserve natural areas and features. (BSC-18)

Metric	2019	2020	2021	2022	2023
% of Environmental Impact Study monitoring compliance prior to subdivision assumption.	TBD	TBD	TBD	TBD	TBD

## Growing Our Economy

London creates a supportive environment where entrepreneurs, businesses and talent can thrive.

**Expected Result:** Increase efficiency and consistency for administrative and regulatory processes.

**Strategy:**

- Improve administrative and regulatory processes and by-law requirements to enhance London's competitiveness. (GOE-23)

Metric	2019	2020	2021	2022	2023
% of development applications meeting <i>Planning Act</i> timeframes.	TBD	TBD	TBD	TBD	TBD
# of development processes reviewed and improved.	TBD	TBD	TBD	TBD	TBD

## Leading in Public Service

Londoner's experience exceptional and valued customer service.

**Expected Result:** Increase community and resident satisfaction of their service experience with the City.

**Strategy:**

- Streamline customer intake and follow-up across the corporation. (LPS-07)

Metric	2019	2020	2021	2022	2023
<b>22</b> building and development processes reviewed and improved.	7	6	3	4	2

The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service.

**Expected Result:** Enhance the ability to respond to new and emerging technologies and best practices.

**Strategy:**

- Deliver and maintain innovative digital solutions to increase efficiency and effectiveness across the Corporation.  
(LPS-29)

Metric	2019	2020	2021	2022	2023
100% progress towards completion of digital application tracking initiatives.	25%	50%	75%	100%	0%

**Other reference information and links:**

- [Planning and Development Applications](#)
- [Development Charges](#)

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