



2020 to 2023 Business Plan

Service: Planning Services

\$0.06

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

0.67%

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

Who we are:

- Planning Services guides growth and development in the City through a number of different measures, including but not limited to overseeing the City's official plan and zoning bylaw, coordinating GIS services for the City, undertaking long-range planning and research and providing long-range guidance on planning-related matters to other City functions.

What we do:

- Planning Services ensures that the City grows in a way that most effectively takes advantage of its existing infrastructure and minimizes unnecessary sprawl that is both unsustainable to build and unaffordable to maintain.
- It maximizes opportunities for growth and economic development that helps to financially sustain the City's infrastructure over the long-term.
- Planning Services contributes towards positive growth and development, while protecting the City's most valuable resources, shaping the City's image, providing for healthy communities and attracting investment

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, prepare planning documents such as an official plan and zoning by-laws, and ensure planning decisions and planning documents are consistent with the Provincial Policy Statement and do conform or do not conflict with Provincial plans..

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 | \$4,494 | \$4,586 | \$4,673 | \$4,718 | \$21,902 |
| Other Revenues | -\$539 | -\$964 | -\$964 | -\$964 | -\$3,431 |
| Net Tax Levy Supported Operating Budget | \$4,494 | \$4,586 | \$4,673 | \$4,718 | \$18,471 |
| Total Capital Expenditures | \$1,329 | \$2,415 | \$1,342 | \$4,304 | \$9,390 |
| Full-Time Equivalents (FTE's) | 32.3 | 32.3 | 32.3 | 32.3 | 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

Policy Planning

- Complete Phase 1&2 of ReThink Zoning work plan
- Complete appeal process for the London Plan
- Complete review of Urban Growth Boundary
- Develop London Plan Monitoring Program
- Complete annual London Plan monitoring
- Complete Affordable Housing Community Improvement Plan
- Complete Affordable Housing Development Toolkit
- Complete Inclusionary Zoning Bylaw

Service Highlights 2020 to 2023

- Complete White Oak Dingman Secondary Plan
- Complete Byron Pits Secondary Plan
- Update the Industrial Land Development Strategy
- Report on and respond to legislative changes
- Report on and recommend action for emergent planning issues

Sustainability & Resiliency

- Implement Projects responding to the Climate Emergency
- Complete and Implement Green City Strategy
- Complete and Implement Resiliency Strategy
- Update Environmental Management Guidelines
- Complete Meadowlily CMP
- Complete Medway Valley CMP
- Complete Byron Valley Trail
- Complete Killaly Ecological Restoration Plan
- Implement Conservation and Restoration Master Plans
- Implement the Invasive Plant Management Strategy

City Building & Design

- Complete City-wide Urban Design Guidelines
- Complete Infill and Intensification Urban Design Guidelines
- Complete Tall Building Urban Design Guidelines
- Complete Victoria Park Secondary Plan
- Complete Masonville Transit Village Secondary Plan
- Update London Psychiatric Hospital Secondary Plan
- Initiate Oxford and Wonderland Transit Village Secondary Plan
- Continue the procurement process for the Old Victoria Hospital Lands
- Complete the Back to the River – Forks and SoHo
- Monitor provincial activity for opportunities to initiate local action on High Speed Rail
- Update the Sidewalk Patio Manual for Dundas Place
- Advise on infrastructure projects and public space design

- Coordinate the sale of municipal property for City-Building projects

Service Highlights 2020 to 2023

Urban Regeneration

- Implement Core Area Action Plan
- Implement the Music, Entertainment, and Culture Districts Strategy
- Implement Urban Agriculture Strategy
- Implement Closed School Strategy
- Implement City Planning Education and Outreach Strategy
- Report on the State of the Downtown bi-annually
- Rezone the Hamilton Road Corridor to streamline approval processes
- Rezone the Lambeth Main Street Corridor to streamline approval processes
- Support the regeneration of urban areas and main streets through policy, regulation, incentives and business support

Smart Cities

- Complete and Implement the Smart City Strategy
- Complete and Implement the Smart City Implementation Plan
- Create a Smart City Steering Committee
- Collaborate with local stakeholders and other service areas on the integration of technology and smart city thinking into municipal services and process to improve effectiveness and efficiency

Economic Partnerships

- Engaging London's post-secondary institutions to participate in opportunities directed on retention and attraction of students and graduates, such as City Studio
- Increase partnership opportunities with non-government and not-for-profit organizations to create a diverse range of economic opportunities, such as Pillar Non-Profit, Y.O.U., Goodwill Industries, The United Way
- Engaging local economic partners, such as the London Economic Development Corporation, the Small Business Centre, TechAlliance, and the Elgin Middlesex Oxford Workforce Planning & Development Board on strategic initiatives
- Engage in regional planning discussions with area municipalities

Risks and Challenges Anticipated in 2020 to 20203

- Bill 108 and changes to the Planning Act will require staff to evaluate and alter existing regulations and policies.
- The Declaration of the Climate Emergency by Council will require considerable staff time in order to evaluate and implement recommendations, including significant coordination with other service areas.
- The Core Area Action Plan was tabled in 2019, and outlines immediate action items that will require significant staff attention and resources over the 2020-2022 timeframe. Coordination with other service areas will be a large component of this as well.
- On-going changes to Provincial policy and legislation can be unpredictable and require staff to adjust work program to accommodate responding to these legislation within mandated timelines. This can put additional pressure on staff time as well as on the ability to deliver other projects.

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% | 50% | 0% | 0% |
| 100% of Affordable Housing Development toolkit completed. | 50% | 50% | 0% | 0% | 0% |
| 100% of Inclusionary Zoning Bylaw completed | 0% | 50% | 50% | 0% | 0% |

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 |
|---|------|------|------|------|------|
| 18 Planning education and engagement events held in neighbourhoods | 2 | 4 | 4 | 4 | 4 |
| 25 unique venues where Planning events have been held | 5 | 5 | 5 | 5 | 5 |

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

Strategy:

- Support neighbourhood festivals, cultural events, and activities across the city. (SOC-21)

| Metric | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|------|------|------|------|------|
| 5 tasks implemented from the Music, Entertainment, and Culture Districts Strategy | 1 | 1 | 1 | 1 | 1 |

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

Strategy:

- Promote and invest in urban agriculture initiatives. (SOC-24)

| Metric | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|------|------|------|------|------|
| 10 new urban agriculture initiatives implemented and identified by urban agriculture steering committee and City Planning staff. | 2 | 2 | 2 | 2 | 2 |

Strengthening our Community

Londoners have access to services and supports that promote well-being, health, and 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% |

London's neighbourhood 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)

| Metric | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|------|------|------|------|------|
| 3 design guidelines prepared for specific topics or areas | 0 | 1 | 0 | 1 | 1 |

Building a Sustainable City

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

Expected Result: Improve London's resiliency to respond to potential future challenges.

Strategy:

- Advance sustainability and resiliency strategies. (BSC-10)

| Metric | 2019 | 2020 | 2021 | 2022 | 2023 |
|---------------------------------------|------|------|------|------|------|
| 100% of green city strategy completed | 0% | 50% | 50% | 0% | 0% |
| 100% of resiliency strategy completed | 0% | 0% | 0% | 100% | 0% |

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

Strategy:

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

| Metric | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|------|------|------|------|------|
| 100% of new zoning tool evaluation completed (Phase 1) | 50% | 50% | 0% | 0% | 0% |
| 100% of new zoning tool completed (Phase 2) | 0% | 0% | 25% | 25% | 50% |
| # of London Plan policies in force | 80% | 90% | 95% | 100% | 100% |
| 100% of agricultural land preserved | 100% | 100% | 100% | 100% | 100% |
| 100% of Urban Growth Boundary review completed | 0% | 0% | 0% | 0% | 100% |
| 45% growth that is intensification (within Built Area Boundary) | 45% | 45% | 45% | 45% | 45% |
| 75% intensification within Primary Transit Area | 75% | 75% | 75% | 75% | 75% |
| 100% urban growth within Urban Growth Boundary | 100% | 100% | 100% | 100% | 100% |
| 100% of Provincially Significant Wetlands, Areas of Natural and Scientific Interest, and Environmentally Significant Areas retained | 100% | 100% | 100% | 100% | 100% |

Building a Sustainable City

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

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

Strategy:

- Prepare detailed plans for strategic locations. (BSC-12)

| Metric | 2019 | 2020 | 2021 | 2022 | 2023 |
|------------------------------|------|------|------|------|------|
| 6 secondary plans completed. | 1 | 1 | 1 | 1 | 2 |

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

Strategy:

- Monitor city building outcomes with the London Plan. (BSC-14)

| Metric | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|------|------|------|------|------|
| 100% of monitoring program completed. | 0 | 100% | 0% | 0% | 0% |
| Metrics TBD pending the development of the monitoring tool. | 0 | 0 | 0 | 0 | 0 |

Building a Sustainable City

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 |
|---|------|------|------|------|------|
| 4 Conservation master plans/ecological restoration plans completed. | 1 | 1 | 1 | 1 | 0 |
| 37.5 hectares of buckthorn removed. | 7.5 | 7.5 | 7.5 | 7.5 | 7.5 |
| 795 hectares of Environmentally Significant Area (ESA) land managed through Upper Thames River Conservation Authority (UTRCA) contract. | 735 | 750 | 765 | 780 | 795 |
| 37.5 hectares of invasive species other than buckthorn or phragmites removed. | 7.5 | 7.5 | 7.5 | 7.5 | 7.5 |
| 2.5 hectares of phragmites removed. | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 |

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

Strategy:

- Bring Londoners 'Back to the River' by revitalizing the Thames River radiating from the Forks. (BSC-20)

| Metric | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|------|------|------|------|------|
| 100% completion of the Forks Inaugural Project. | 0% | 0% | 0% | 0% | 100% |
| 100% completion of the SoHo Back to the River Environmental Assessment. | 0% | 25% | 50% | 25% | 0% |
| 100% completion of the SoHo Inaugural Construction Project. | 0% | 0% | 0% | 25% | 0% |

Building a Sustainable City

London has a strong and healthy environment.

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

Strategy:

- Implement recommendations associated with the River Management Plan and One River Environmental Assessment. (BSC-21)

| Metric | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|------|------|------|------|------|
| 13 projects completed from Environmental Assessment. | 0 | 2 | 5 | 3 | 3 |

Expected Result: Improve the quality of pedestrian environments to support healthy and active lifestyles.

Strategy:

- Increase pedestrian amenities on streets. (BSC-39)

| Metric | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|------|------|------|------|------|
| 100% of street projects with urban design review. | 100% | 100% | 100% | 100% | 100% |

Growing our Economy

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

Expected Result: Increase partnerships that promote collaboration, innovation, and investment.

Strategy:

- Implement the Smart City Strategy. (GOE-07)

| Metric | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|------|------|------|------|------|
| % of Smart City Strategy completed. | 50% | 0% | 50% | 0% | 0% |
| % of Smart City Implementation Plan completed. | 0% | 0% | 0% | 0% | 100% |

Growing our Economy

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

Expected Result: Increase partnerships that promote collaboration, innovation, and investment.

Strategy:

- Seek out and develop new partnerships and opportunities for collaboration. (GOE-08)

| Metric | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|------|------|------|------|------|
| 10 City projects completed in collaboration with educational institutions. | 2 | 2 | 2 | 2 | 2 |

Expected Result: Increase partnerships that promote collaboration, innovation, and investment.

Strategy:

- Undertake regional planning partnerships with neighbouring municipalities. (GOE-11)

| Metric | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|------|------|------|------|------|
| 65 area municipalities engaged in regional planning. | 18 | 18 | 41 | 41 | 65 |

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 |

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 |
|---|------|------|------|------|------|
| 3 Planning policy/procedural manuals created. | 0 | 1 | 1 | 0 | 1 |
| 5 planning process reviews & improvements. | 2 | 2 | 1 | 0 | 0 |

Expected Result: Increase the availability of serviced land in strategic locations.

Strategy:

- Continue to invest in land acquisition and servicing to recruit and retain new industrial employees. (GOE-25)

| Metric | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|------|------|------|------|------|
| 100% of Industrial Land Development Strategy Updated. | 0% | 0% | 100% | 0% | 0% |

Leading in Public Service

The City of London is trusted, open, and accountable in service of our Community.

Expected Result: Increase opportunities for residents to be informed and participate in local government.

Strategy:

- Develop and deliver a corporate communications strategy, including staff training and tools to enhance communications and public engagement. (LPS-01)

| Metric | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|------|------|------|------|------|
| 100% of City Planning outreach and education strategy completed. | 0% | 50% | 50% | 0% | 0% |

Leading in Public Service

Londoner's experience exceptional and valued customer service.

Expected Result: Increase responsiveness to our customers.

Strategy:

- Research and respond to emerging planning trends and issues. (LPS-06)

| Metric | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|------|------|------|------|------|
| 100% of Provincial Planning legislation and policy updates reviewed and reported to Council. | 100% | 100% | 100% | 100% | 100% |
| 10 reports addressing emergent planning issues. | 2 | 2 | 2 | 2 | 2 |

Other reference information:

- City Planning Overview – Available from the City Planning and Design office at 519-661-4980

Contact:

- Gregg Barrett, Director City Planning and City Planner
- 519-661-CITY (2489) Extension 4652
- gbarrett@london.ca